

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES

Quarterly Meeting Minutes

22-23 September, 2011

The Defense Advisory Committee on Women in the Services (DACOWITS) held full committee meetings on September 22 and September 23, 2011. The meetings were open to the public, and were held at the Sheraton National Hotel, 900 South Orme Street, Arlington, Virginia.

September 22, 2011

Tracey Ford, DACOWITS Deputy Director and Designated Federal Officer, opened the meeting. DACOWITS Chair LTG (Ret.) Claudia Kennedy made introductory remarks. The Committee members and others in attendance then introduced themselves.

Assignment Policy of Women in the Military: Weapons Training and Implication of Integration of Women into All Combat Units

Ms. Amy Falcone, ICF International

Ms. Falcone presented highlights of DACOWITS' 2011 focus group research on assignment topics, specifically, responses on the adequacy of weapons training and implications of and strategies for success in integrating women into ground combat units. Ms. Falcone explained that the research was qualitative and not quantitative, and thus cannot be generalized to the population of the entire Armed Forces, as probability-based sampling was not used to select participants. Ms. Falcone's prepared PowerPoint slides summarizing her presentation can be found in TAB B.*

Committee and audience members asked questions and provided feedback on the presentation:

- Two Service representatives inquired whether DACOWITS could provide Service-specific data on these topics, including attitudes and perceptions toward integration by Service, and another asked whether DACOWITS could provide installation-specific data on the weapons training data, so that the Services could address issues raised in the focus groups. Ms. Falcone and Ms. Ford said that DACOWITS cannot release that data due to confidentiality concerns. It could be possible to trace comments back to specific Service members if data at those levels were released, due to the small numbers of people from each Service participating in the focus groups.

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A Committee member added that it is public knowledge which installations DACOWITS visited, and the specifics do not matter in the case of weapon training because the issue may need to be addressed on a systemic level. Also, the Committee members conducted an outbrief with each installation commander and alerted him or her about potential issues that should be addressed.

Ms. Falcone added that, generally speaking, most participants across the Services were in support of integration.

- A Committee member provided additional clarification on the weapons training findings. Participants stated that weapons training was dependent on their MOS, and weapons training was provided to those Service members who were most likely to use weapons in combat. Women are “attached,” and not “assigned,” to combat units, and thus do not get the same training packages as those Service members assigned to combat units. Audience members and Service representatives similarly said that the Marine Corps and Army conduct pre-deployment training including weapons training, based on assignments.
- Service representatives and audience members suggested that the sample size of the focus groups be expanded in the future so that issues specific to each Service could be examined. Committee members noted that this year’s activities were compressed and as a result, fewer installations were visited than usual. Ms. Falcone noted that this was a sufficient sample for a qualitative study, but the results cannot be generalized in the same way as a quantitative study. Ms. Falcone also noted that the primary data will be supplemented with other sources of information in preparing the Committee’s annual report.
- An audience member expressed interest in receiving the specific questions asked in the focus groups. Ms. Ford noted that these questions will be available on the DACOWITS website.

USMC Women in the Service Restrictions (WISR) Review

Col John Nettles, Branch Head of Manpower Military Policy

Col John Nettles provided a briefing on the Women in the Service Restrictions (WISR) Review as it is being undertaken specifically by the Marine Corps. The WISR review is in response to NDAA 2011, Section 535, which requires DoD to review, and report to Congress on, restrictions on the service of female Service members. PowerPoint slides from his presentation can be found in TAB C.*

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Col Nettles stated that the Marine Corps will likely lift the restriction in its assignment policy that women cannot be assigned to units that physically “collocate” with ground combat units, acknowledging that this restriction no longer makes sense in today’s battlefield environment. As part of the Marine Corps’ review of whether its ground combat units should be opened to women, the Corps is examining more closely the physical tasks generally required of Ground Combat Equivalent (GCE) units and combat arms military occupational specialties (MOSs). In particular, he said, the job-related physical requirements and physical capabilities of female Marines are being analyzed to determine which specific positions are suitable for female Marines. As part of this effort, the continuing applicability to men of the physical requirements will also be analyzed. For example, current GCE standards include the ability to undergo a march of 20 kilometers in 5 hours under a load of 83 pounds and the ability to engage in a “casualty move” of 20 meters under a load of 248 pounds.

As part of this review, Col Nettles said that the Marine Corps has examined an Army study for information on physiology comparisons by gender, which documented lower average aerobic, muscle strength, lifting strength, and road march speeds for women. Also, the Marine Corps has examined the injury/attrition rates for women Marines in Entry Level Training. In addition to physical capabilities, the Marine Corps is examining possible recruiting and retention concerns if, as is the case for male Marines now, female Marines were to face the possibility of involuntarily being assigned to infantry positions. Col Nettles cited a 2010 Joint Advertising, Market Research and Studies (JAMRS) survey of 16-24 year olds in which 29% of women said they would be less likely to join the military if women could serve in combat roles, compared to 12% of women who said they would be more likely to join. Interestingly, most women (58%) said it would not change the likelihood of their joining the military.¹ The Marine Corps is also evaluating the potential impact on social and unit cohesion of the integration of women in ground combat units. Finally, the Marine Corps is looking at the experience of other countries. For example, Col Nettles said that the Australian Defense Force is about five years ahead of the U.S. military with regards to gender integration and may be a model for ways in which the U.S. Armed Forces could successfully open previously closed MOSs to women.

Col Nettles also noted the increased opportunity for women in today’s Marine Corps: there are double the number of women pilots since 1991; counter and human intelligence fields were opened to women recently; there are additional women in military police; there are newly created Female Engagement Teams (FETs) and Cultural Support Teams (CSTs). Additionally, the

¹ Joint Advertising, Market Research and Studies. (2011). *DoD advertising tracking study: Women in combat analysis*. Unpublished briefing.

majority of promotion rates are similar across genders, though there is a difference in promotion rates for men and women at the E9 and O7 levels, which the Marine Corps is analyzing to determine the reasons for this gap.

Committee and audience members asked questions and provided feedback on the presented topics:

- A Committee member inquired how recent the data were on physiological comparisons across gender and attrition rates by gender. Col Nettles answered that the data on physiological and performance differences across gender were from a 1995 Army study, while the injury/attrition data were aggregated over the past 5-6 years from Marine Corps Entry Level Training.
- A Committee member inquired what type of injuries accounted for the difference in attrition rate between men and women in Entry Level Training. Col Nettles said that load-bearing and stress-related injuries largely account for the higher attrition rates in women Marines. Members responded that enhanced training techniques can reduce these injuries, especially considering that the recruit population may not be as fit as it used to be.
- Committee members questioned whether the Marine Corps actually currently has ground combat “standards” or just tasks that the soldier must be able to perform, based on the discussion at a meeting some Committee members had with Gen. Joseph Dunford, Assistant Commandant of the Marine Corps. Col Nettles said that there are standards for ground combat but they are being re-evaluated, including for weight loads. Some members questioned whether the weight loads need to be (or are in actual operation) as high as cited in slide 10 (i.e., 83 pounds for a 20km march; 248 pounds for a casualty weight load), and said that this review should re-examine the fitness program and look to reduce the injury rate during training for both women and men. One member remarked that, in past years, a change to using running shoes (instead of combat boots) was implemented for road marches, leading to a decline in injury rates for women and men; this review should be seen as an opportunity to implement similar changes to reduce injury rates.
- Committee and audience members questioned Marine Corps concerns expressed by Col Nettles about the potential impact on recruiting/retention if women served in ground combat positions involuntarily, since the Marine Corps currently tells recruits that they may be required to serve in ground combat positions. In response to this question, Col

Nettles acknowledged that the other Services do not have such a requirement and that in practice the Marine Corps tries to allow recruits to choose their specialties. He added that all of the Services in the end can require their members to serve in combat or other assignments.

- One member stated that it is important to consider that MOSs closed to women currently include not just infantry, but artillery and armor as well, and these are three distinct fields.

Sexual Assault and Sexual Harassment in the Military

Ms. Amy Falcone, ICF International

Ms. Falcone presented highlights of DACOWITS' 2011 focus group research on wellness topics, specifically responses on sexual assault and sexual harassment issues. Ms. Falcone's prepared PowerPoint slides summarizing her presentation can be found in TAB D.*

Committee and audience members asked questions and provided feedback on the presentation:

- In response to a question, Ms. Falcone explained that separate focus group sessions were held for assignments and wellness topics with different participants, and officers and enlisted personnel participated in separate sessions. A Committee member also said that facilitators made an effort to separate supervisors from their supervisees during the sessions. And in response to questions, Ms. Ford said that the focus group questions will be posted on the DACOWITS website.
- A Committee member clarified that the purpose of the sessions was not to repeat the DMDC Workplace and Gender Relations Survey of Active Duty Members, but to assess general perceptions, especially regarding prevention, on sexual harassment and assault in the military. Further, participants were not asked in the groups whether they were victims of sexual assault or harassment; rather they were asked to respond to the question posed without regard to whether they had individual experiences with sexual assault and harassment.
- A Committee member said that DACOWITS tried to address sexual assault and sexual harassment separately in the focus groups and asked that ICF make this distinction clearer in materials prepared for the Committee's research on these topics.
- Committee members added to or expanded on the summary of the focus group research by Ms. Falcone by observing that

Focus group participants had a much vaguer understanding of what constituted sexual harassment than what constituted sexual assault;

There was significant sentiment among Service members that the consequences for harassment depended largely on rank of the harassers and who they know;

Service members' experiences with sexual assault and harassment differed greatly when in garrison and when down-range;

Many women Service members believed that sexual harassment was part of what they signed up for when joining the military;

Rape whistles and buddy systems were occasionally implemented by male leadership to prevent attacks, but were not usually welcomed by the women Service members; and

Service members had expressed that publicizing the punishments and outcomes of sexual assault cases is necessary and would serve as a deterrent.

Department of Defense Sexual Harassment Policy Overview

Mr. Jimmy Love, Acting Director of Military Equal Opportunity and Equal Employment Opportunity

Mr. Jimmy Love reviewed the current sexual harassment policy within DoD. His prepared PowerPoint slides can be found in TAB E.*

Mr. Love stated that DoD is currently in the process of re-issuing Directive 1350.2 as a DoD instruction to update policy, assign responsibilities and implement policy and procedures for the DoD Military Equal Opportunity (MEO) Program. Formal coordination on the directive will occur by the end of October 2011. DoD Directive 1350.2:

- Prohibits unlawful discrimination on the basis of race, color, national origin, religion, or sex, including sexual harassment
- Defines roles for each DoD component in addressing unlawful discrimination and sexual harassment
- Identifies specific roles of senior leaders in the Services
- Clarifies the procedures for processing and resolving unlawful discrimination and sexual harassment complaints

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The MEO Program is also collaborating with the Service Military Equal Opportunity offices to implement Service best practices, with an emphasis on long-term goals, objectives, and milestones, as well as institutionalizing leadership accountability.

Specifically with respect to prevention, Mr. Love addressed DACOWITS' Request for Information on publicizing the outcomes of sexual assault and harassment complaints. He stated that some installation commanding officers have publicized summaries of formal complaints in base newspapers and town hall sessions and can do so in other ways as long as privacy is not violated. He said this has usually been done as general information similar to that provided in police blotters. Mr. Love knew of no DoD policy pertaining to this, which suggests it is at the discretion of the Service branch or installation command whether to publicize the outcomes (e.g., offender punishment and dismissal) of sexual assault investigations.

Committee and audience members asked questions and provided feedback on the presentation:

- In response to a Committee member question, Mr. Love said that complaints of discrimination based on sexual orientation complaints do not fall under the EO office. The EO will accept all manner of harassment complaints based on sexual orientation, but they will be referred to the Inspector General to resolve. Mr. Love said that there is currently a team and working group tasked to address the best way of handling sexual orientation discrimination complaints.
- In response to questions about prevention of sexual harassment, Mr. Love said that leadership at all levels is important, as is effective training. A Service representative added that Navy has used command climate assessments to hold leadership accountable. However, command climate assessment data are not being collected at the DoD level. Committee members, in discussing this issue, said that in addition to measuring attitudes these assessments should include measures assessing a leader's success in combating sexual harassment and whether a leader takes it seriously. Thus, there should not just be a focus on the number of complaints in the unit.

Sexual Assault Prevention and Response Office Update

Major General Mary Kay Hertog, Director, Sexual Assault Prevention and Response Office (SAPRO)

Maj Gen Hertog gave an update on SAPRO, including her goals for the Office. Her prepared PowerPoint slides can be found in TAB F.*

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Maj Gen Hertog stated that her goals for SAPRO moving forward include balancing collaboration and responsiveness across agencies with the current budget realities of the Office of the Secretary of Defense. She reviewed pending policy revisions, which include the establishment of a Defense Sexual Assault Incident Database at the DoD level; expedited transfer options; enhanced training requirements for commanders and military responders (law enforcement, counsel, and chaplains); nationally credentialed Sexual Assault Response Coordinators (SARCs) or victim advocates to help survivors; and the possibility of retaining sexual assault evidence and documents for a longer period of time. She stated that there are Sexual Assault Prevention and Response (SAPR) challenges at joint bases. SAPR services exist at these bases, but each Service seems to operate independently. SAPRO is leading a working group to determine what is and is not working at joint bases.

Specifically with respect to prevention, Maj Gen Hertog stated that she believes the right command climate is critical to prevention, reporting, and prosecution of sexual assault; she also noted that an increased number of reports may indicate a command climate in which victims feel comfortable coming forward. Maj Gen Hertog reported on current efforts to evaluate command climate. SAPRO is working with the Defense Equal Opportunity Management Institute (DEOMI) to draft and insert sexual assault questions for the DEOMI Organizational Climate Survey in early 2012. In response to the Committee's Request for Information about policies on publicizing the results of sexual assault reports, Maj Gen Hertog stated that SAPRO summarizes case outcomes in its annual report. She also stated that there is no policy preventing leaders from publicizing case outcomes on their installations, but added that leaders ought to consider any unintended consequences, such as compromising victims' privacy concerns, before publicizing case outcomes.

Committee and audience members asked questions and provided feedback on the presentation:

- A Committee member asked what the downside would be to distributing a full report with the dispositions of every case, along with an explanation of each outcome. Maj Gen Hertog noted that a Congressional report is available to the public which covers the disposition of cases, but she thought that the report's chart explaining case outcomes could be made more user-friendly. She also said that press releases on the Congressional report are sent to the Services. Beyond that, she said that local commanders should use their discretion in releasing case dispositions, as it is possible to violate victim confidentiality by reporting on case dispositions on a local level. Committee members clarified that they were not talking about having the specifics of individual case outcomes publicized, which may compromise victim privacy, but rather aggregating the data in ways that show and explain the results of all sexual assault reports. The results would be

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only those in resolved cases (i.e., not cases currently under consideration). Committee members emphasized that publicizing is an important way of showing that the command takes these cases seriously. They highlighted that Service members said during their installation visits that they do not know the disposition of cases and may come away with the impression that sexual assault reports are not being addressed, thereby potentially undermining the SAPR system. This may send a message that perpetrators can get away with this behavior. Thus, the Committee is interested in pursuing publicizing report outcomes as an effective deterrent as well.

- A Committee member inquired what the civilian world practice is for publicizing case outcomes. Maj Gen Hertog responded that aggregate numbers are available.
- Committee members discussed other methods for institutionalizing effective leadership in preventing and responding to sexual assault and increasing leadership accountability on these issues. The unit readiness report was discussed as a potential tool for increasing leadership accountability. Maj Gen Hertog agreed that leaders need to be active in ensuring the safety and reputation of their installation and their subordinates. Leaders need to give supervisors more critical feedback to increase accountability. Mr. Love suggested that organizations such as Defense Equal Opportunity Management Institute could publish best practices for commanders to follow to prevent sexual assault and sexual harassment.
- In response to a question, Maj Gen Hertog noted that about 50% of reported sexual assault cases involve alcohol. She agreed that there needs to be greater education about the role of alcohol in sexual assault and noted that this is included in SAPRO training. An audience member suggested that assault cases involving alcohol may be disproportionately underreported due to victims' age and victims' fears of being faulted for drinking.
- An audience member expressed concern about the difficulty sexual assault victims who did not file a report on a sexual assault incident or made a restricted report have in securing VA benefits for treatment related to the assault. Maj Gen Hertog agreed that this is a challenge, but noted that the DoD Document Retention initiative will ensure retention of sexual assault records/documents for 50 years for Unrestricted Reports and 5 years for Restricted Reports. SAPRO is seeking guidance on what can be used as acceptable documentation of incidents in cases of restricted reporting.
- A Committee member inquired if there were evaluation criteria that could be put in place to determine the efficacy of restricted and unrestricted reporting. Maj Gen Hertog replied

that SAPRO's position is that the restricted reporting option is helpful in getting additional victims medical treatment, as over 3,000 victims have come forward with restricted reports since 2005. She also noted that many restricted reports change to unrestricted reports after discussion with SARCs.

- In response to a question, Maj Gen Hertog stated that the goal is to ensure that all personnel who investigate sexual assault incidents are subject matter experts. SAPRO has identified a course at the Fort Leonard Wood Military Police School as the gold standard for sexual assault investigator training and hopes to be able to send more investigators to that course for training.

Public Comments

In addition to public comments made during other parts of the meeting, the following individuals made presentations during the formal public comment portion of the meeting:

Kathy Santos, Veteran

- Ms. Santos relayed her personal experiences with military sexual trauma, drawing on her 1993 Congressional testimony on these experiences. When she testified in 1993, "sexual harassment" was the term used. She is an advocate for veterans, and stated her view that the VA system is backlogged and does not adequately address all veteran complaints about sexual assault and harassment. Ms. Santos recommended more discussion and follow-up on the following issues relating to veterans: 1) homelessness; 2) health care, including specifically that veterans should be informed when they are exposed to any experimental drugs or studies; 3) greater use of veterans in veteran outreach efforts because non-veterans struggle to understand veteran issues; 4) greater emphasis on ensuring that medical personnel providing treatment to veterans are properly credentialed.

Pat Gormley, Capt. USN (ret.) Former DACOWITS member, President of Alliance for National Defense

- Based on the day's briefings and discussion, Ms. Gormley suggested that: 1) as the Services look toward opening more MOSs to women, there should be standards for each MOS that pass the credibility test and stand up to scientific scrutiny; 2) the definition of "non-deployable" personnel should be scrutinized, specifically as applied to those who cannot be deployed due to planned pregnancy; 3) sexual harassment and assault cases that were handled at the platoon level or cases that were handled informally should be

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examined to assess whether there are particular problems with the handling of cases at this level or in this manner; 4) information on the ranks of sexual assault perpetrators should be gathered to determine whether it is useful in crafting prevention measures; 5) there is a need to improve the legal process for sexual assault and harassment cases, specifically the process leading up to court martial; 6) the lessons learned from racial integration should be applied to other instances of integration, such as the repeal of DADT and the integration of women into previously closed positions.

September 23, 2011

Ms. Tracey Ford, DACOWITS Deputy Director and Designated Federal Officer, opened the public meeting. The Committee discussed and voted on its 2011 recommendations on the assignments and wellness.

DACOWITS' 2011 Recommendations

ASSIGNMENTS:

BG (Ret.) Maureen LeBoeuf introduced recommendations drafted by the Assignments Subcommittee. Members then discussed and voted on the recommendations. Recommendations approved by the Committee, and the background information provided by the Subcommittees, include:

- 1. Background:** The 2010 DACOWITS Report once again addressed the issues of women in combat and the recommendation was made that the combat exclusion policy be lifted. It is such an important recommendation that once again we find it necessary to repeat it.

Recommendation: DoD should eliminate the 1994 combat exclusion policy and direct the Services to eliminate their respective assignment rules, thereby ending the gender-based restrictions on military assignments. Concurrently, DoD and the Services should open all related career fields/specialties, schooling and training opportunities that have been closed to women as a result of the DoD combat exclusion policy and Service assignment policies.

Voting: The Committee voted to support this recommendation unanimously (9 votes in support).

- 2. Background:** It is important that all Service members be able to perform the job to which they are assigned. In combat, everyone must be able to literally pull their own weight and possibly remove a wounded Service member out of harm's way.

Recommendation: Develop appropriate physical standards by MOS, relevant to the job to be performed.

Voting: The Committee voted to support this recommendation unanimously (9 votes in support).

- 3. Background:** During focus groups it was apparent that pre-deployment weapons training ranged from very good to some just doing the minimum or possibly not even qualifying. Additionally, once deployed, some Service members were issued weapons they were not qualified to carry.

Recommendation: In addition to a general increase in quality of pre-deployment weapons training, the Services need to ensure that deployed Service members receive appropriate in-country weapons training on the weapons used by the units in which they are serving in theatre.

Voting: The Committee voted to support this recommendation unanimously (9 votes in support).

Best Practices: *"Best practices" in support of eliminating the combat exclusion policy approved by the full Committee include:*

- A. Background:** Leadership is the key to the successful implementation of new policies and programs. It is very apparent that the Soldiers, Sailors, Airmen, and Marines get on board with new programs when the leaders at all levels of the organization present the briefings and are present at the training.

Best Practice: Leaders need to adopt practices similar to those that were implemented during the process of the repeal of Don't Ask Don't Tell, where leaders are visibly in support of the integration of women into previously closed assignments.²

² The Committee originally included this item as a recommendation but after discussion decided to move it to a Best Practice on a vote of 8 in favor and one abstention.

B. Background: The integration of women into combat units will require that facilities be modified, training be reviewed and testing be conducted so that relevant standards are established. It is the belief of the Committee that since women are already present in some MOSs and various levels in the combat engineers and artillery that the transition of women into these units should be relatively easy. The transition into armor and infantry will prove more challenging.

Best Practice: The Services should employ a phased approach for a full integration of women into all previously closed combat assignments. At a minimum, several women should be integrated into units at a time. The integration should occur in the combat engineers, artillery, and armor followed by the infantry.

C. Background: During focus group sessions the importance of mentorship was discussed. While mentoring is important to all, it will be especially important for the women who are integrated into combat units. Informal mentoring, because one does not have the sense that they “have to do it,” is much more appealing because all involved want to be in a mentoring relationship.

Best Practice: DoD and the Services should have more of an emphasis on mentorship, both formal and informal. However, the leadership needs to encourage and support informal mentorship.

D. Background: It will be important for all Services to continue to attract and recruit young men and women who are fully qualified to serve in combat units. Current policies may detract and discourage potential recruits from considering serving in the military. Specifically, the Marines tell recruits that they may be put into the infantry even if they have no desire to serve in the infantry.

Best Practice: The Services should review their recruitment policies to fully support the successful integration of women in combat arms.

WELLNESS:

The Honorable Ruby DeMesme introduced recommendations drafted by the Wellness Subcommittee. Members then discussed and voted on the recommendations. Recommendations

approved by the full Committee, and the background information provided by the Subcommittees, include:

- 1. Background:** The SAPRO Annual Report on Sexual Assault in the Military contains certain data regarding sexual assault reports and dispositions; the NDAA for FY 2011 requires Service Secretaries to report greater detail on the numbers of sexual assault reports and on actions taken in substantiated cases. However, DACOWITS has been told in installation visits that Service members are generally unaware of the extent to which there has been any follow-up on reported sexual assaults and the disciplinary or other action that has been taken. This lack of awareness makes it hard for Service members to assess whether sexual assaults are actually taken seriously and may suggest to perpetrators that they are at little risk of being held to account. The lack of awareness may also lead to lack of confidence in the Sexual Assault Prevention and Response process and consequently an unwillingness to report assaults.

Recommendations:

1a. DoD should publicize reports of sexual assault and their dispositions in a simple format accessible to a wide military audience, to be used in required training and other venues.

1b. DoD should consider requiring local commanders to publicize, in a timely manner, this same information, including information on reports and dispositions at their specific installations.

1c. Sexual assault information to be publicized should include the number of reports and type of disciplinary actions taken as a result of sexual assault investigations. Because there may be valid reasons why disciplinary action is not taken in some cases, reasons should be provided for cases where no action is taken. All such information should be in aggregate form, as necessary to conform to any applicable privacy or other legal requirements, taking into account the needs of the victim as appropriate.

Voting: The Committee voted to approve the above three recommendations unanimously (9 votes in support).

- 2. Background:** DACOWITS installation visits and DoD surveys reveal widespread agreement among Service members that sexual assaults and sexual harassment have negative effects on military readiness. However, it appears that sexual assault and sexual harassment are not

taken into account as part of unit readiness or command climate assessments. Including these assessments would make commanders accountable for making prevention of sexual assaults and sexual harassment a priority and enhance readiness.

Recommendation: DoD should include measures of sexual assault and sexual harassment in command climate assessments.

Voting: The Committee voted in favor of the above recommendation (5 members voted in favor; 2 members voted to oppose the recommendation; 2 members abstained from voting).

Continuing concerns:

- A. Is there a need for more attention to sexual harassment as distinct from sexual assault?
- B. Should a metric be included in the individual performance evaluations of installation commanders and other leaders to assist in combating sexual assault and sexual harassment?
- C. Is there a need for specialized training for investigators, counselors and victim advocates in sexual assault matters?
- D. Is there a need to address special problems of sexual assault and sexual harassment in the recruiting process?

Meeting was adjourned.

Report Submitted by
COL Ines White, USA
Director, DACOWITS

Report Certified by
Ms. Nancy Duff Campbell
DACOWITS Acting Chair

DACOWITS MEMBERS' ATTENDANCE

Ms. Nancy Duff Campbell
The Honorable Ruby DeMesme
BG (Ret) Maureen LeBoeuf
The Honorable Debbie James
COL (Ret) Margarethe Cammermeyer

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BG (Ret) Julia Cleckley
Ms. Holly Hemphill

MEMBERS ABSENT

SgtMaj (Ret) John Estrada

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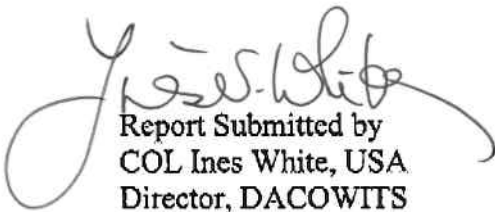
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Meeting was adjourned.


 Report Submitted by
 COL Ines White, USA
 Director, DACOWITS


 Report Certified by
 Ms. Nancy Duff Campbell
 DACOWITS Acting Chair

DACOWITS MEMBERS' ATTENDANCE

- Ms. Nancy Duff Campbell
- The Honorable Ruby DeMesme
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