

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)

Quarterly Meeting Minutes

18–19 September 2014

The Defense Advisory Committee on Women in the Services (DACOWITS) held a full committee meeting on September 18th and September 19th, 2014. The meeting was held at the Sheraton Pentagon City Hotel, 900 South Orme Street, Arlington, VA 22204.

18 September 2014

Opening Comments

The Designated Federal Officer and DACOWITS Military Director, COL Betty Yarbrough, opened the meeting. Ms. Holly Hemphill, DACOWITS Chair, gave an overview of the meeting agenda. Ms. Hemphill announced that at the end of the meeting on 19 September she would be turning over the DACOWITS Chair position to LtGen (Ret) Frances C. Wilson. Ms. Hemphill described LtGen (Ret) Wilson's distinguished career.

Ms. Hemphill offered her personal observations, having been DACOWITS Chair from 2012 to 2014 and previously in 1996. She described the progress made since 1996, when the then Secretary of Defense promulgated the direct ground combat exclusion rule. In the intervening years, Ms. Hemphill described how the experiences of U.S. servicewomen in Iraq and Afghanistan proved this rule to be untenable. Ms. Hemphill remarked that instead of debating whether thousands of assignments should be open, as was previously the focus, the debate is now whether any assignments should stay closed. Ms. Hemphill described this as a classic paradigm shift. Ms. Hemphill concluded by expressing her gratitude to all military women for their service.

COL Yarbrough reviewed the status of the Committee's Requests for Information (RFIs). The Committee received responses either in written form or briefing to all but one of its September RFIs. The request for a briefing on the Military Health System (MHS) Review, highlighting results and recommendations that may affect military servicewomen, has been postponed until the December meeting because the MHS report has not yet been released to the public.

COL Yarbrough also reported on the Congressional notifications regarding opening additional positions and occupational specialties to servicewomen in Navy, Marine Corps and Army (including Army Special Operations Command). A representative from the Marine Corps informed COL Yarbrough and attendees that DoD notified Congress that the Marine Corps intends to open positions in 11 previously closed occupations. A representative from the DoD Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) reported that the Office had not received any Congressional feedback, either positive or negative, regarding these or previous notifications.

Update on Women in the Services Review (WISR) Implementation Plan

DACOWITS requested that the Services provide an update on their plans to open closed units and positions to servicewomen no later than 1 January 2016. Specifically, the Committee requested the number and types of units and positions that are open to servicewomen and those that remain closed, as well as the schools and courses that have been opened to servicewomen and those that remain closed. DACOWITS also requested an update on any ongoing experiments, reviews, or cultural studies, and how the Services expect to use the studies in their decision to recommend whether or not units or positions should remain closed to servicewomen.

LtCol Robert Jackson, Air Force, Assistant Director Women in Service Policy, Officer and Enlisted Personnel Management, Military Personnel Policy (MPP), OUSD (P&R)

LtCol Jackson reported that DoD has made substantial progress toward the 1 January 2016 deadline and that Congress has been notified of approximately 80,000 positions to be opened thus far. DoD is satisfied with the progress the Services have made on this program to date. It has been a large and collaborative effort, including research efforts and collaboration between Services. While there has been significant progress, many decisions remain to be made before 1 January 2016. DoD is unable to share pre-decisional information, but is committed to being transparent and to sharing information as it becomes available for public release. After 1 January 2016, the Secretary of Defense and Chairman of the Joint Chiefs of Staff will review and decide on any requested exceptions to policy. To open positions, following the mandatory Congressional wait period, each Service will follow a deliberate process through recruitment, training, and assignments, as outlined in each Service's implementation plan timeline. It may take a year or longer to open some units and positions because no recruitment, assignment, or training may begin until the mandatory Congressional wait period has expired. DoD expects the Services to submit all decisions and exception to policy requests by 1 October 2015, with briefings of those decisions to the Secretary of Defense to occur between 1 October 2015 and 1 January 2016. At this point, the Department has received only one exception to policy request, which was submitted by the Department of the Navy.

COL Linda Sheimo, Chief, Command Programs and Policies Division, Deputy Chief of Staff Army G-1

The Army now has 55,000 new positions integrated; 176,000 positions and 14 occupations remain closed. Schools associated with six newly opened occupations have been opened to women; the only schools remaining closed to women are those associated with closed positions and occupations. Outside of Special Operations, all units are open to women across all three components. Several studies are underway that will inform decision making, including efforts by the Army Research Institute (ARI), Training and Doctrine Command (TRADOC) and the U.S. Army Research Institute of Environmental Medicine (USARIEM). ARI is conducting ongoing surveys since in 2012, TRADOC Analysis Center (TRAC) is conducting a Gender Integration Study, and USARIEM is conducting a Physical Demands Study.

A new All Army Activity (ALARACT) message was released on 12 September 2014 to afford women the potential opportunity to serve as observers/advisors or students at the Army's Ranger Course. Since it typically takes men 6–12 months to train for Ranger school, the Army wants to ensure that women have the appropriate time needed to prepare for a possible one-time assessment that will inform senior leader decisions. Female observers/advisors will assist the Training Brigade cadre. Army had not received any applications for these positions by the time

the meeting occurred, but had received phone calls and learned of individuals interested in participating. The Committee inquired whether the physical requirements for Ranger school students will be the same for women and men. With the exception of pregnancy tests, requirements will be the same for men and women, and all physical tests have been validated and linked to specific occupational-related tasks. The Army will decide whether to conduct the assessment in January 2015.

Observer/advisors also must meet the physical requirements of the course. To assist women students in preparing for the course, all those accepted for this assessment will attend a two-week training course used by the National Guard to prepare soldiers prior to attending Ranger school. The 62-day Ranger Course includes three locations and four phases. Women who complete the course successfully will receive the Ranger tab, but will not receive the skill identifier unless the position is opened to women.

Col Anne Weinberg, Deputy Director, Marine Corps Force Innovation Office, HQMC

The recently established Marine Corps Force Innovation Office, focuses on efforts to increase gender diversity and expand female integration. Since the Office last presented to DACOWITS in March 2014, the program has matured. There is one female Marine preparing to go through the Infantry Officer Course (IOC); she currently has a Military Occupational Specialty (MOS) of 0203 Ground Intelligence Officer, for which the IOC is required. Company grade and staff non-commissioned Officer (SNCO) positions at battalion headquarters for tank, artillery, assault amphibious, combat engineer, combat assault, Air Naval Gun Liaison Company (ANGLICO), and Low Altitude Air Defense (LAAD) battalions in both the active and Reserve components have been opened. There are approximately 44,000 active duty and 15,000 Reserve component positions currently closed to women. These positions include combat arms-specific positions within MOSs, some artillery MOSs, and Critical Skills Operators (CSO). Infantry, recon, and Marine Corps Special Operations Command (MARSOC) units remain closed. Eleven MOSs in previously closed units have been opened in artillery, LAAD, and ground ordnance vehicle maintenance. Most of the Marine Corps-owned schools are open to servicewomen, though the Basic Reconnaissance Course (BRC) remains closed. Ongoing and planned research efforts include expanding unit assignments, expanding entry level training (ELT) (Infantry Officers Course and enlisted Infantry Training Battalion), and the Ground Combat Element Integrated Task Force (GCEITF).

With regard to expanding ELT, 97 women have graduated from the Infantry Training Battalion (ITB) course, with a 44% graduation rate. In response to questions from the Committee, the briefer reported that men's graduation rate for this course is more than 90%. The briefer attributed the lower completion rate for women in part to the fact that women are going through the course as part of research, in which they have a drop on request (DOR) option that men do not have. Twenty women have volunteered for the IOC with no graduates yet. The Ground Combat Element Integrated Task Force consists of male and female volunteers, 75% and 25% respectively. The purpose of the GCEITF is to investigate each squadron member's individual contributions to collective tasks; the ultimate goal is the development of gender-neutral physical standards needed to perform the tasks required for the MOS. Before the establishment of the GCEITF, the only validated physical standards for the Marine Corps were those associated with entry-level training. Previously, individual leaders were responsible for deciding standards and assessing performance based on their experience. The GCEITF will consist of one all-male squad, one squad with only a few women, and one squad with a larger number of women.

Throughout the simulated combat exercises, participants will be measured in a number of ways, including through the use of heart rate monitoring, biomarkers, videotaping, and surveys conducted after the exercise. The Marine Corps considers this an opportunity to conduct deliberate research to develop standards that will apply to all Marines, not just female Marines. Members of the GCEITF are volunteers who are taking time out of their primary roles to participate. Men and women of the same rank and maturity level were recruited to participate in the GCE Task Force project, although some male Marines will have held the MOS longer as compared to the female participants.

Dr. Jessica Milam, Navy's Office of Women's Policy, Women's Strategy and Policy Lead

As of the date of the briefing, 615 positions have been integrated and 32,258 remain closed. The Department of the Navy has recommended an exception to policy to keep Frigate (FFG), Patrol Coastal Ship (PC), and Mine Countermeasures Ship (MCM) platforms closed, since all FFGs are scheduled to decommission by 2015 and MCMs are being replaced by littoral combat ships (LCSs). The Navy believes women have equal opportunity for such positions on other ships. Units recently integrated include the Coastal Riverine Force Delta Platoons and Marine Corps Ground Combat Element units and enlisted units on Ohio and Virginia class submarines; officers on Seawolf class submarines are pending integration. All Navy schools are open to women, except the enlisted submarine schools that will open after the Congressional notification period is complete in December 2014; Basic Underwater Demolition School (BUD/S); and all Sea, Air, Land (SEAL)/Special Warfare Combatant-Craft Crewman (SWCC) courses. The Naval Health Research Center (NHRC) is studying and validating occupational standards for BUD/S and SEAL/SWCC courses. The Naval Manpower Analysis Center (NAVMAC) conducted a review of occupational standards for all ratings and Navy enlisted classifications.

The Committee inquired about the high number of closed positions. Dr. Milam explained that about 17,000 of the closed positions are connected to submarines, a few thousand are connected to surface ships, and the remainder (5,662) are a part of or connected to special operations. The Committee also inquired whether the Navy is working on a plan to have women attend SEAL and BUD school on either a trial or a permanent basis. Dr. Milam said studies are being conducted about how to potentially integrate women into these schools. The SEAL/SWCC study will be complete by July 2015. The Navy will make recommendations on special forces to USSOCOM and the final decision will go through Navy and USSOCOM channels in parallel; ultimately, both Navy and USSOCOM will make recommendations to the Secretary of Defense in collaboration.

LtCol Veronica Senia, Chief, Deputy Chief of Staff, Manpower, Personnel and Services, Headquarters Air Force

The Air Force has less than 1% of the total force closed to women, and all closed positions relate to special operations in some capacity. Closed positions include Tactical Air Control Party (TACP), Pararescue (PJ), Combat Rescue Officer (CRO), Special Tactics Officer (STO), Special Ops Weather (Officer/ Enlisted) (SOWT), and Combat Control Team (CCT). All units are open to women, except in positions in the aforementioned occupations. Similarly, all courses are open to women, except those associated with the closed positions. Closed courses will open to women if the occupations open. The Air Force is conducting a study to validate occupation-specific physical standards to ensure they are gender-neutral, operationally relevant, and occupation-specific. An additional study is being conducted to validate mental tests and performance

standards. The Committee inquired about the specific number of jobs or billets still not open to women; there are approximately 3,000 closed positions in the active component, 170 closed positions in the Reserve Component, and 1,000 closed positions in the National Guard.

COL Monroe Jones, Director, Special Operations Forces Female Integration Integrated Project Team (IPT), Special Operations Command HQ

USSOCOM has integrated 7,500 positions since the change of policy; 21,600 remain closed, including 19,000 Special Operations Forces (SOF) specialties and 2,600 tactical-level enablers. Units that have been integrated include the 160th Special Operations Aviation Regiment (SOAR) at all levels and some staff positions in Special Forces (SF) battalions. The majority of the closed positions are in the Ranger units. The 75th Ranger Regiment, SF companies, and Marine Raider companies remain closed. Military Freefall School was opened, though this will not result in opening many positions until SF type units are opened. Schools that remain closed are SOF specific. USSOCOM is conducting three studies: 1) a RAND study of unit cohesion; 2) a Joint Special Operations University (JSOU) study of elite team performance; and 3) a University of Kansas study of cohesion and impacts. In addition, USSOCOM is validating SOF standards with an expected completion of July 2015. The briefer declined to speculate whether any exceptions would likely be requested by USSOCOM.

19 September 2014

Opening Comments

The Designated Federal Officer and DACOWITS Military Director, COL Betty Yarbrough, introduced the agenda topics for the day. COL Yarbrough congratulated outgoing DACOWITS Chair, Ms. Holly Hemphill, on her work as Chair. COL Yarbrough presented Ms. Hemphill with the Defense Medal for Outstanding Public Service awarded by the Secretary of Defense. Ms. Hemphill expressed her pride in being associated with DACOWITS. She shared her thanks to the Secretaries of Defense for having been given the opportunity to serve, and also thanked her fellow Committee members, the DACOWITS Office staff, the military representatives, Australian military leaders in attendance, and representatives of women's advocacy groups who continue to follow the issues of importance to DACOWITS.

Improving Female Accessions and Focused Recruitment

Outreach and recruiting of women is essential to ensuring the military has the highest quality of individuals to draw from. In previous briefings DACOWITS has received, the Services identified female propensity to serve as the rationale for their current accession rate for women. Because the Committee believes recruiters play an instrumental role in sparking women's interest in joining the military, the Committee requested briefings from all Services on efforts to influence the propensity to serve and to increase female accessions.

Ms. Andrea Zucker, Consumer Market Research Chief, Assistant Secretary of the Army,
Manpower and Reserve Affairs

Propensity to serve in the military is lower for women than it is for men, and only 5% of young women say they are likely to serve in the Army in the next few years. The Army's outreach efforts strive for gender, racial, and ethnic balance in marketing and advertising. Ms. Zucker highlighted some of the Army's marketing efforts targeting women. The Beyond the Uniform campaign on the goarmy.com website features life outside of the Army, and the Starting Strong television show, which airs on the FOX network, both feature women soldiers in a significant number of stories. In addition, a 2-hour Unsung Heroes television documentary aired in May on the PBS network, featuring women from each of the Services, sponsored by the Army. The United States Military Academy (USMA) also conducted a direct mail campaign to high school women. The campaign received a 9% response rate. The Committee asked if the recruitment efforts aim solely to increase overall recruitment of women or if they also aim to increase the recruitment of women in non-traditional job fields. The brief explained that marketing is designed to address the recruitment of women across all fields.

The Army continues to focus on propensity to serve; it is conducting a high-level, internal Recruiting 2020 Forum on 18–19 September 2014 and an Army Accessions workshop on 23–25 September 2014. The Committee asked if propensity to serve would change if enrollment in the Selective Service became mandatory for both men and women. Ms. Zucker thought that propensity would probably change, as women would have to think more seriously about military service.

CAPT David Bouvé, Director of Navy Marketing & Advertising

CAPT Bouvé explained that, considering the pool of 17–22 year olds, if the market is narrowed down to the academically qualified, physically qualified, and propensed, that leaves 70,000 people each year for service, which is not enough to meet DoD's recruiting needs.

Consequently, the Navy recognizes the need to reach out to the non-propensed to understand why they are reluctant to serve and to overcome those challenges. The percentage of female accessions in FY14 year-to-date is 22.5% for enlisted and 21.1% for officers. The recruitment goal for enlisted women is 23%, based historically on berthing limitations; there are no recruitment goals for female officers. Since 2003, the Navy has met female accession enlisted goals, even as they have increased. A cross-functional team has been created to reexamine and update recruiting goals, as needed based on racks (berthing space) and head ratios, as well as examine potential to swap out berthing spaces used by men with women, to increase at sea manning overall.

In addition to reaching out directly to prospective recruits, the Navy leverages influencers such as the Society of Women Engineers and the National Association of Women MBAs (NAWMBA) to provide supporting messages. JAMRS data show that much of today's youth feel they are "well informed" about the military; often, though, they are misinformed, and these misconceptions need to be addressed by putting a human face on marketing efforts.

The Committee inquired about how much of the Navy's marketing budget has been spent on recruiting females. The Navy makes an effort to integrate females in all materials and advertising, though there are also some marketing and advertising programs that focus solely on women. One example of this is a video in production that includes female sailors from the USS EISENHOWER telling their personal stories. Overall, the marketing budget is between \$30 and

\$50 million annually, which includes paid media and contracts with advertising agencies. The number of female recruiters is set to be increased; currently, 13% of recruiters are women, which is the highest percentage in Navy history. The Navy also has initiated a pilot program called Active Mentor that will allow servicewomen to answer questions that recruiters may not be in a position to answer in terms of what the Navy is really like for a woman. The Navy does not use any recruiting brochures targeting women, but it does target women through social media (e.g., Facebook: Women Redefined). The Committee inquired about targeting younger people through either parents or other efforts. The Navy is working to increase awareness among younger people through science, technology, engineering and math (STEM) programs at schools. In addition, the Navy's Facebook page for parents has over 87,000 followers. The Navy also is using former Navy Service members as advocates and spokespeople who can help act as message multipliers. The Committee inquired about how propensity to serve would change if enrollment in the Selective Service were to become mandatory for both men and women. CAPT Bouvé responded that, in his personal opinion, he does not believe requiring women to register for the Selective Service would influence propensity.

Col Terence Trenchard, Marine Corps Recruiting Command

Col Trenchard explained that the Marine Corps is committed to attracting, recruiting, and retaining those men and women who are eligible and best qualified to serve in a variety of MOSs. Diversity enhances warfighting and keeps the Marine Corps connected with the American people. Currently, the accession requirement is based on what the market will bear; the Marine Corps runs algorithms on propensity, retention, and throughput capacity to inform that requirement.

The Committee inquired whether the Marine Corps is considering changing its practice of separate basic training for men and women, as this appears to act as a limiting factor in the number of women that can be accessed into the Marine Corps. The briefer responded that the Marine Corps has been supported by Congress in its decision to continue to separate the 12-week training for male and female recruits and feels it puts women in the best position to succeed when they join their male counterparts following this initial entry training.

The Marine Corps has used targeted advertising to women through a direct mail campaign to two million female high school students to heighten their awareness and to predict their needs. Pamphlets at the recruiter level, as well as social media platforms, also are used to target women. The Marine Corps' total advertising budget is typically between \$80–\$100 million. The Committee inquired about how propensity to serve would change if enrollment in the Selective Service were made mandatory for both men and women. Col Trenchard felt unable to address the question without market research and analysis. He would not feel comfortable having his daughters register.

Col Joe Looney, Chief, Diversity & Inclusion and LtCol Jonelle Eychner, Air Force Officer Accessions and Training

The Air Force has had challenges over the past four years with reports of sexual assault and misconduct in basic training. The Air Force is working to overcome these issues with marketing efforts. Reaching diverse audiences is a goal and priority and these messages are infused in all social media and interactions with local community media outlets through local public affairs offices. The Air Force also targeted campaigns toward women, including the "I Am an American Airman" commercial. Recruiters can use this tool when they are speaking with

women to increase their confidence that they can succeed in a career in the Air Force. Research and analysis on the effectiveness of these targeted advertising campaigns have shown that they work to reach the targeted demographic of women. JAMRS research is used to inform outreach. For example, the Air Force sponsors obstacles at Tough Mudder® and other events such as 5k and 10k races since these are events that are attracting women. During a time of decreasing budgets, recruiting, marketing, and advertising expenditures are being reduced. The Air Force's annual marketing and advertising budget is \$50 million; in previous years, the budget was around \$70–80 million. The Air Force, like the other Services, is using outreach through STEM. In addition, certain policy changes have made the Air Force more viable to join. Specifically, allowing single parents to enter the Air Force with a family care plan waiver in place and relaxing rules related to pregnancy during basic training could increase female accessions. The Air Force has also recently implemented the Career Intermission Pilot Program (CIPP), which allows men and women to take up to a three year break in their service. The Air Force has recently begun an effort to set goals for the applicant pools for female officer accessions. Females have generally comprised approximately 20-22% of the applicant pool for officers; the goal increased in fiscal year 2014 to 30% given the fact that 50% of women in the United States will be eligible to serve. The Air Force has not yet set a goal for enlisted women. The percentage of enlisted women is higher than the percentage of women officers. Approximately equal percentages of men and women are admitted into the Air Force Academy annually.

LCDR Frances Fazio, Chief, Mission Support for Recruiting Command, USCG

The Coast Guard had a 37.5% female accession rate this year, the highest rate ever for active duty females. The Coast Guard recruiting force decreased 20% since last year. Marketing is considered a force multiplier; the Coast Guard produced 19 videos focusing on enlisted ratings, half of which were devoted to women. Marketing materials for officers were redone in 2014, with half focused on women. Recruiting efforts use strategic advertising with words such as “women” and “sisterhood” that are placed in advertisements in key magazines (e.g., Seventeen magazine). On average, 30% of recruiters and military entrance processing station (MEPS) liaisons are women. The Coast Guard also uses officer networks to increase female accessions, with support from the highest levels of leadership on this initiative. In addition, outreach to women takes place at athletic events, 5k runs, and other events. Depending on the number of applicants coming through a recruiting office, the Coast Guard uses a group interview with multiple females so women can see other women interested in joining the Service with them. Similarly, the Coast Guard tries to send women together to boot camp together to foster bonding.

Sexual Assault/ Sexual Harassment Alignment

In 2013, DACOWITS recommended combining efforts to combat sexual assault and sexual harassment into one program, as experts both in and outside DoD recognize a strong correlation between the two. To that end, DACOWITS requested briefings from the Navy and the Army about their reasoning and the benefits, challenges, and lessons learned from aligning the programs.

RDML Richard Snyder, Director, Navy 21st Century Sailor Office

The Navy has combined some aspects of its sexual assault and sexual harassment programs, but kept others separate due to the different goals and statutory requirements of the two programs. The 21st Century Sailor Office, created less than 2 years ago, focuses on addressing destructive

activities by Service members. The Office has five branches: 1) Behavioral Standards (fraternization, hazing); 2) Suicide Prevention and Operational Stress Control; 3) Total Sailor Fitness (programs for family readiness, drug and alcohol, physical readiness, fleet and family support, and retired activities); 4) Sexual Harassment Prevention and Equal Opportunity; and 5) Sexual Assault Prevention and Response. The five programs are combined under one office, because behaviors fall under a continuum of harm. The Navy believes that if it can inhibit the culture that fosters negative behaviors such as sexual harassment, it has a better chance of preventing sexual assault. Bystander intervention, for example, can stop not only sexual assault, but also other destructive activities. The goal of the Office is to apply these efforts more broadly across multiple programs. Combining the programs under one Office forces the heads of each program to be in continuous communication.

However, the Navy feels it is important to keep some aspects of the sexual assault and sexual harassment programs separate within the Office, since sexual harassment is a form of discrimination and sexual assault is a crime. Though prevention efforts are similar, the response and reporting efforts are different for sexual harassment and sexual assault. The goals for each program are also slightly different; the sexual harassment equal opportunity office focuses on creating a workplace free of discrimination, while the sexual assault office focuses on preventing a crime.

A lesson learned from combining the programs includes the continued emphasis on ensuring that sailors understand the difference between sexual harassment and sexual assault. The 21st Century Sailor Office wants those Service members who feel they have been victimized to come forward so the Office's trained professionals can decide whether sexual harassment or sexual assault was experienced and how to best care for the survivor. The Office reports to the Deputy Chief of Naval Operations (DCNO). The Office believes that in relation to its goals and objectives, success will mean that every sailor will know what a destructive behavior is, why it is wrong, how to prevent it, and how to respond should it occur.

The Committee inquired about the possibility of tracking offenders by documenting the behavior on their fitness reports. RDML Snyder said there is a sophisticated system in place for tracking sexual assault offenders, but tracking such offenders is dependent upon the outcome of the case, as documentation varies based on the case and can include notations on fitness reports as well as other methods such as letters of reprimand or administrative separation. Committee members said some men have reported they are afraid to counsel servicewomen for fear of being accused of sexual harassment. RDML Snyder was not aware of this as an issue.

COL Geoffrey Catlett, Chief of Staff, HQDA SHARP Program

In 2009, the Army's Sexual Harassment/Assault Response and Prevention (SHARP) program was created by combining the Sexual Assault Prevention and Response Office (SAPRO) and Prevention of Sexual Harassment (POSH) under one program, based on a model by clinical psychologist, Dr. David Lisak. The Army accepts the interconnectedness of sexual harassment and sexual assault behaviors and believes that a combined program is best suited to addressing those behaviors. One challenge is getting soldiers and leaders to understand the relationship between sexist attitudes and sexual assault or sexual harassment behaviors. Tracking and understanding reporting is also difficult due to a high rate of underreporting sexual harassment. The Army believes leadership is a key part of the solution to these problems. In addition, the Army believes that a poor command climate can hinder bystander intervention. The Army's

current emphasis is on character; there is no longer tolerance based on the attitude that if a soldier is competent, his or her crude behavior can be excused. A TRADOC survey of 15,000 participants asked an open-ended question about what “professional” means and responses did not include words to describe character; the Army acknowledged that it has a long way to go to change its culture.

The Committee inquired whether the Army has noticed reluctance or fear among leaders, causing male leaders to be unwilling to mentor women. COL Catlett believes in some cases male leaders are wary of being accused of inappropriate behavior, but views this as a healthy fear. The Committee also inquired about the SHARP Academy. COL Catlett described it as a way to professionalize the advocacy corps. It includes a 7-week training course for SARCs (Sexual Assault Response Coordinators) and VAs (Victim Advocates), an 8-week course for program managers, and a 10-week course for trainers. Additionally, the Chief of Staff of the Army made the decision last year to pull SHARP out of a subordinate directorate and to make the Office directly report to the Army G1. Now the office has more flexibility in responding to senior leaders and Army staff.

SAPRO Briefing

The Committee requested information on the measures and benchmarks being used by DoD to assess progress on sexual assault prevention.

MG Jeffrey Snow, Director, DoD SAPRO

On 20 December 2013, the President directed the Secretary of Defense to provide a report demonstrating the progress DoD has made on sexual assault prevention and response by 1 December 2014. In February 2014, the Joint Chiefs of Staff approved the report format and metrics and submitted them to the White House for approval. The report format will include a DoD overview, with metrics and non-metrics assessments, on: prevention, investigation, accountability, and advocacy/victim assistance.

The report will include a Survivor Experience Survey, an opportunity for sexual assault survivors to provide anonymous feedback on the military’s response to sexual assault. It was developed to respond to a request from the White House to gauge whether victims demonstrate confidence in the reporting system. It is being fielded from June to September 2014 by the Defense Manpower Data Center (DMDC). The survey will include both restricted and unrestricted reporters, the first time SAPRO has obtained feedback from restricted reporters.

Focus groups were also conducted by DMDC to obtain qualitative feedback and to help tell survivors’ stories. These occurred during July and August 2014. Focus group participants offered perceptions of training, victim services, reporting, policies, the command climate, and bystander intervention, and shared new ideas or recommendations to combat sexual assault in the military.

The report will include a Military Workplace Study by RAND. This survey is a response to Congressional direction to have an independent estimate of the prevalence of sexual assault. Previous estimates have been carried out by DMDC as a study called the Workplace and Gender Relations Survey (WGRS). The topline results from RAND will be included in the report to the President, and the full results will be included in SAPRO’s annual report, which will come out in

the spring of 2015. The study will be conducted in a manner that will allow for comparing the data for prevalence from previous years.

SAPRO worked with the White House to decide the best metrics. The metrics will be used to access whether the program is working the way it was intended. Twelve metrics are being used; for each, SAPRO provided the related line(s) of effort, the type of metric (e.g., input, output), the projected data sources, and whether it is a new metric as of 2013 or if there is existing trend data. The 12 metrics include: 1) past year prevalence of unwanted sexual contact; 2) prevalence vs. reporting; 3) bystander intervention experience in past 12 months; 4) command climate index—addressing continuum of harm; 5) investigation length; 6) all certified SARC and VA personnel currently able to provide victim support; 7) victim experience: SARC/VA support, special victim counsel support; 8) victims declining to participate in military justice process; 9) victim retaliation: victim perspective, command climate perspective; 10) victim experience: victim kept informed regularly in the military justice process; 11) Service members' perceptions of leadership support for SAPR; and 12) reports of sexual assault over time. A distinction is made between metrics, which are measures for which DoD can influence the outcomes, and non-metrics, which are quantifiable but will not be used to measure performance. The non-metrics address the military justice process and SAPRO will make no effort to direct those aspects or outcomes, as doing so may constitute illegal or undue command influence on military justice. SAPRO provided six non-metrics: 1) command action—case dispositions; 2) court-martial outcomes; 3) time interval: report to sexual assault court outcome; 4) time interval: report to sexual assault NJP outcome; 5) time interval: initial disposition decision; and 6) DoD action in sexual assault cases declined by civilians. The report will include comparisons to previous years for existing measures; new metrics will be examined closely to decide whether they provide the needed information.

Public Comment Period

COL Linda Sheimo, Chief, Command Programs and Policies Division, Deputy Chief of Staff Army G-1

COL Sheimo expressed her thanks to the Committee for treating briefers with professional respect. She has had the opportunity of experiencing changes to the DACOWITS staff and complimented the staff for its work over the past two years to improve the communication process with the Committee to ensure that military representatives have the materials they need in a timely manner.

Sarah Zack

Ms. Zack encouraged the Committee to consider the Response Systems to Adult Sexual Crime Panel report that was released in June 2014. Ms. Zack related that evidence in the report does not support a conclusion that removing prosecutorial decisions from commanders would reduce incidence of sexual assault.

DACOWITS' 2014 Recommendations Presentation and Voting

Committee members discussed and voted on the following recommendations.

ASSIGNMENTS:

A. Accessions of Enlisted Women

1. *All Services should systematically increase the accessions of women into the enlisted ranks.*

Discussion: The Committee added that the Air Force has made progress and a notation of this progress should be included in the reasoning for this recommendation.

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

2. *All Services should devote resources to increase the recruitment of enlisted women.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

3. *All Services should have targets to increase the representation of enlisted servicewomen. These targets should be benchmarked against the pool of eligible female recruits. Furthermore, these targets should not be constrained by past or current representation of women in the Armed Services, or estimates of the propensity of women to enlist.*

Discussion: The Committee considered addressing Selective Service registration of women as part of reasoning for this recommendation, but decided instead to consider draft registration as a possible study topic for 2015.

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

B. Effective and Full Integration of Women Into Closed Positions and Units

1. *The DoD should ensure the Services open all closed units and positions to servicewomen as expeditiously as possible, but not later than January 1, 2016.*

Discussion: The Committee discussed what actually is expected to be accomplished by the 1 January 2016 deadline. It appears that decisions regarding integration, rather than the integration itself, is what is expected to occur by 1 January 2016. The Committee decided to leave the recommendation unmodified but to consider revising the reasoning for the recommendation if additional information on timing is obtained during the Committee's December 2014 business meeting.

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

2. *Women qualified in occupational specialties should immediately be eligible for assignment to any military unit, to include previously excluded units.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

3. *Physical standards should be validated to accurately predict performance of actual, regular, and recurring duties of a military job and applied equitably to measure individual capabilities.*

Discussion: Committee members pointed out that this is the fourth year in a row that the Committee has made this recommendation.

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

4. *Marine Corps servicewomen should be given the same opportunities as their male counterparts to train for and be assigned to any unit or position for which they qualify. Furthermore, the Marine Corps should discontinue their Infantry Training Battalion (ITB)/ Infantry Officers Course (IOC) experiments and allow qualified servicewomen that volunteer and that complete the courses to be awarded the MOS and assigned to infantry units.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

5. *The Army should permanently open its Ranger school to female volunteers. Servicewomen should be given the same opportunities as their male counterparts to train for and be assigned to any unit or position for which they qualify.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

6. *DoD should encourage collaboration between the Marine Corps and Army on product development, testing, and procurement in order to facilitate prompt distribution of properly fitted individual combat equipment for servicewomen.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

Continuing Concern: *The Marine Corps Experimental Task Force, currently known as Ground Combat Element Integrated Task Force (GCEITF).*

Discussion: A Committee member moved to amend the continuing concern to read “Marine Corps Experimental Task Force, currently known as Ground Combat Element Integrated Task Force (GCEITF)” to reflect the new name of the Task Force. The Committee voted to adopt the amendment unanimously (14 votes in favor).

Voting: The Committee voted to adopt the amended continuing concern unanimously (14 votes in favor).

C. Career Mentoring/Progression

1. *All Services should support innovative programs to provide mentoring opportunities for military women of all ranks/rates.*

Discussion: A Committee member made a point of clarification to include the word “rates” with the word “ranks” to ensure that the Coast Guard was properly represented.

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

Continuing Concern: *Career progression of women.*

Discussion: The Committee expressed a desire to focus on senior enlisted command level positions as well as officer level assignments as the Committee continues to explore this topic.

Voting: The Committee voted to adopt the continuing concern unanimously (14 votes in favor).

WELLNESS:

A. Sexual Harassment/Sexual Assault Prevention and Response

1. *DoD should require the Services to 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.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

2. *DoD should require the Services to direct local commanders to publicize this same information, including information on reports and dispositions, at their specific installations.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

3. *Sexual assault case disposition information to be publicized should include the number of reports and type of disciplinary actions taken as a result of sexual assault investigations. Reasons should be provided for cases in which no disciplinary action is taken.*

Voting: The Committee voted to adopt the recommendation unanimously (14 votes in favor).

Continuing Concern: *Tracking of Service members who have or in the future may commit a sex-related offense.*

Voting: The Committee voted to adopt the continuing concern unanimously (14 votes in favor).

Continuing Concern: *Military justice reform.*

Voting: The Committee voted to adopt the continuing concern unanimously (14 votes in favor).

Continuing Concern: *The combining of the sexual harassment and sexual assault program offices.*

Voting: The Committee voted to adopt the continuing concern unanimously (14 votes in favor).

B. Reproductive Health Care


Continuing Concern: Family planning, contraceptive care, and general reproductive health care.

Voting: The Committee voted to adopt the continuing concern unanimously (14 votes in favor).

Final Remarks

The outgoing Committee Chair, Ms. Holly Hemphill, thanked the Service points of contact, briefers, and public attendees. The next DACOWITS meeting is scheduled for December 4-5. LtGen (Ret) Wilson is the incoming Committee Chair. Designated Federal Officer and DACOWITS Military Director, COL Betty Yarbrough, closed the public meeting.

Meeting was adjourned.


Report Submitted by
COL Betty J. Yarbrough, USA
Director, DACOWITS


Report Certified by
Ms. Holly Hemphill
DACOWITS Chair

MEMBERS IN ATTENDANCE

Ms. Holly Hemphill
CMSgt (Ret) Bernise F. Belcer
Ms. Teresa Christenson
FLTCM (Ret) Jacqueline DiRosa
CAPT (Ret) Beverly G. Kelley
MG (Ret) John Macdonald
Ms. Donna M. McAleer
FORCM (Ret) Laura A. Martinez

Ms. Monica Medina
RADM (Ret) Elizabeth Morris
Mr. Brian Morrison
LTC (Ret) Hae-Sue Park
MG (Ret) Gale S. Pollock
LtGen (Ret) Frances Wilson