Responses to RFI A3 – Outreach and Recruitment of Women:

				Social Media Utilization								Mobile Apps	
Service Branch	% of Female Recruiters	Total Marketing Budget (Women)	Website(s)	Facebook	Twitter	Instagram	YouTube	Pinterest	Flicker	Tumbler	Google+	iPhone	Android
USA *Reserve*	8% 13%	$225M	X	X	X	X		X					
USN	15%	$45M ($2M)	X	X	X	X	X	X	X	X	X	X	X
USMC	4%	$105M ($2M)	X	X	X	X							
USAF *AFR & ANG*	16% *33%*	$92M ($27M) *$18M*	X	X	X	X	X			X			
USCG	20%	$800K ($400K)	X	X			X						
NGB *ARNG*	16% *12%*	$400M ($100M)	X	X		X	X			X			

Responses to RFI A3 – Outreach and Recruitment of Women:

Service Branch	Strategy to Increase the # of Female Recruiters:
USA (NGB)	Army Reserve female recruiter strength has been historically representative of the force. The Regular Army on the other hand has not been able to regularly maintain female recruiter strength at the same level as noncommissioned officer's (NCO's) in the force. The Army is committed; however, to efforts to increase the percentage of Regular Army female recruiters in order to at least equal the Army's female NCO percentage. The Army's female percentage Army-wide at skill levels 2, 3, and 4 is 12%. As a part of the effort to assign more female Soldiers to the Army Recruiting Command, all female Regular Army NCOs are routinely screened for assignment to recruiting duty.
USN	Recruiting is volunteer special duty that requires screening. NRC attempts to get the very best personnel to become field recruiters. We work with the Detailers in NPC to ensure we get the strongest possible Sailors while attempting to maximize the overall diversity of the force. We have also reached out via the Senior Enlisted Leader network to pass the word to talented female Sailors about the importance and advantages of recruiting duty.
USMC	The efforts that are being taken to increase the # of female recruiters are numerous. During FY14, Basic Recruiters Course attendance of female students increased, which resulted in 40 new female enlisted recruiters. Additionally, the increased # of company grade female officers in OSO/OPSO/XO assignments resulted in 10 female officer recruiters. The % of female officer recruiters increased from 4% to 10%. The plan for FY15 is to add another 10 female officers and continue increasing the # of female Marines assignments to the Basic Recruiters Course.
USAF ***Guard Reserve***	There are currently no plans within recruiting to increase the presence of women. AF recruiters are hired through the Developmental Special Duty (DSD) nomination and selection process; one of 10 special duty assignments. Members are nominated by their Commanders. Within the DSD process, gender is not considered. *Guard/Reserve: Both the ANG and AFR select the best person for the job and are confident there will continue to be fair representation of each gender.*
USCG	There are currently no plans within recruiting to increase the presence of women. Recruiter billets are considered special assignments, for which all ratings are eligible to apply. Every year CGRC has an aggressive Recruit-the-Recruiter campaign, the main focus of which is to target a highly qualified and diverse workforce. CGRC uses current female recruiters as ambassadors to assist in recruiting their successors.

INFORMATION PAPER

DAPE-MPA
14 November 2014

SUBJECT: Response to DACOWITS RFIs for December, HQDA Task#1410116553, Task A3 1-4.

1. Tasks:

A3-1: What is the current percentage of female recruiters?

8.4% (633 out of 7487) Regular Army, 12.5% (180 out of 1434) Army Reserve, 12% (353 out of 2,945) ARNG.

A3-2: What efforts are being taken presently or in the future to increase the number of female recruiters?

Army Reserve female recruiter strength has been historically representative of the force. The Regular Army on the other hand has not been able to regularly maintain female recruiter strength at the same level as noncommissioned officer's (NCO's) in the force. The Army is committed, however, to efforts to increase the percentage of Regular Army female recruiters in order to at least equal the Army's female NCO percentage. The Army's female percentage Army-wide at skill levels 2, 3, and 4 is 12%. As a part of the effort to assign more female Soldiers to the Army Recruiting Command, all female Regular Army NCOs are routinely screened for assignment to recruiting duty. In spite of these screens, the demands on female NCOs to attend professional development training and to be assigned to critical operational or developmental assignments and to Drill Sergeant and Advanced Individual Training Platoon Sergeant duty, severely limits the availability of women for assignment to recruiting.

CPT Lawrence M. Tobin/(703)695-6720
Approved by: Mr. Paul Aswell

INFORMATION PAPER

SAMR-MR
19 Nov 2014

SUBJECT: WISR Response to DACOWITS RFI # A3 (3)

1. Purpose: To Respond to the Implementation Plan Question from DACOWITS

2. Question: What is the total dollar amount spent on marketing and how much of those funds are designated specifically for targeting women and/or increasing women's propensity to serve?

3. Response: In FY14, the Army spent $225M on marketing. 98% of all FY14 advertising funds target the General Consumer Market (GCM), which is gender neutral. Army marketing is gender and ethnic balanced in graphics, advertising and collateral marketing material--20 of 46 FY14 projects emphasize females.

Jan Jedrych
SAMR-MR
703-545-3436
jan.v.jedrych.civ@mail.mil

INFORMATION PAPER

SAMR-MR
19 Nov 2014

SUBJECT: WISR Response to DACOWITS RFI # A3 (4)

1. Purpose: To Respond to the Implementation Plan Question from DACOWITS

2. Question: What social media methods are used to target millennial women and Generation Z young women?

3. Response: The target market is the 18 to 24 year olds and targets all genders. The Army uses various social media platforms such as Facebook, Twitter, Pinterest, Instagram and GoArmy.com. Army uses gender and ethnic balance in all graphics, advertising, and collateral marketing materials. The Army provides an authentic social media experience that resonates with women. Women spend more time consuming Army generated content and asking questions on our various sites and they convert to contracts better than males based on content consumption and social engagement.

Crystal De Leon
SAMR-MR
703-545-3458
crystal.g.deleon.civ
@mail.mil

RFI Category and Number:

Assignments Working Group RFI #A3

RFI Question:

The Committee requests a written response from each of the Services to address these follow-up questions:

(1) What is the current percentage of female recruiters (active/Reserve)?
(2) What efforts are being taken presently or in the future to increase the number of female recruiters?
(3) What is the total dollar amount spent on marketing and how much of those funds are designated specifically for targeting women and/or increasing women's propensity to serve?
(4) What social media methods are used to target millennial women and Generation Z young women?

RFI Response:

1) What is the current percentage of female recruiters (Active/Reserve)?

Answer: Current Navy recruiting force is 14.63% female (the highest it has ever been). This includes 456 Active Component and 137 Reserve component personnel.

- Active: 13.51%
- Reserve: 20.24%
- Total Force: 14.63%

2) What efforts are being taken presently or in the future to increase the number of female recruiters?

Answer: Recruiting is volunteer special duty that requires screening. NRC attempts to get the very best personnel to become field recruiters. We work with the Detailers in NPC to ensure we get the strongest possible Sailors while attempting to maximize the overall diversity of the force. We have also reached out via the Senior Enlisted Leader network to pass the word to talented female Sailors about the importance and advantages of recruiting duty.

3) What is the total dollar amount spent on marketing and how much of those funds are designated specifically for targeting women and/or increasing women's propensity to serve?

Answer: $ Millions

Year	Media	Base	Total
2009	24.9	59.0	83.9
2010	18.8	48.7	67.5
2011	43.6	40.2	83.8
2012	41.4	53.1	94.5
2013	7.7	22.5	30.2
2014	23.6	21.8	45.4

All of the budget is used to target females – some specifically female oriented social channels are addressed below, but even the remainder of all M&A products are deliberately structured to include imagery, messaging, and themes to attract and connect with females.

4) What social media methods are used to target millennial women and Generation Z young women?

Answer:

a. Women Redefined Campaign. Beginning in 2009, the campaign spent $1.7 M to increase awareness and interest among recruitment aged women highlighting the vast array of opportunities available to them in Navy.

Objectives:
- Raise awareness among women about opportunities in the Navy.
- Facilitate the decision making process.
- Generate leads.

Tactics:
- Find and interview females currently in targeted ratings to film/photograph.
- Create and enhance social properties to stimulate conversation and provide a means for interested parties to talk "one on one" with women who are doing these jobs/living this lifestyle.
- Develop the Navy.com/women landing page
- Execute 90 day media buy to build immediate awareness and momentum within the market place: Increased female cost per lead buys, video game onscreen advertising featuring women-centric Navy ads; special in-cinema advertising featuring female Sailors in the aviation community and a specific call to action to visit Navy.com/women.
- Women Email "blast" that featured specific email content pertinent to women, and was sent to females on our purchased email lists.

b. Enduring feature of the campaign today: Women Redefined Facebook Page. This page provides updated information and a discussion forum on life for women the U.S. Navy.
- Fans: 34,934
- Reach: 24,169 (The number of people your post was served to.)
- Engagement: 2,189 (Likes, Comments, Shares)

c. Other Facebook pages: There are 16 distinct Facebook pages focused on various careers, specialties and interests. Facebook allows us to track the percentage of female followers for each. The current percentages of female followers for each page are:

AIRR (Rescue Swimmers): 25%
Athletes: 28%
Chaplain: 30%
Civil Engineering Corps: 15%
Cryptology & Technology: 28%
Diver: 21%
EOD: 17%
Events: 38%
Healthcare: 51%
Latinos: 35%
Life: 33%
NROTC: 32%
Nuclear Propulsion: 23%
Reserve: 37%
STEM: 31%
Women Redefined: 82% Note that accessing this page via the Women in the Navy section of Navy.com (http://navy.com/inside/winr.html) crosslinks to all of the above specialties as well.

d. Other Social properties: Twitter followers are 31% female, YouTube subscribers are 12% female, and Pinterest followers are 82% female. NRC has 2,600+ followers across its 28 different Pinterest "boards", each with a category where users share photos, captions and links. The categories include Aviation, the X Games, the Navy Reserve, Uniforms and Healthcare, just to name a few.

POC or office responsible:

CAPT Dave Bouve, NRC N9
david.w.bouve@navy.mil
(901) 874-5061

DECEMBER 2014- USMC Responses to DACOWITS Quarterly Meeting RFIs

A3. Outreach and recruiting of women is critical to ensuring the U.S. military has the strongest possible pool of highly qualified individuals to draw from in meeting its leadership needs. The Committee received briefings during the September meeting from each of the Services on the accessions of females into the military. The Committee requests a written response from each of the Services to address these follow-up questions: 1) What is the current percentage of female recruiters (active/Reserve)? 2) What efforts are being taken presently or in the future to increase the number of female recruiters? 3) What is the total dollar amount spent on marketing and how much of those funds are designated specifically for targeting women and/or increasing women's propensity to serve? 4) What social media methods are used to target millennial women and Generation Z young women?

The current number of female recruiters is 159 out of 3760 (4.2%). The efforts that are being taken to increase the number of female recruiters are numerous. During FY14, Manpower and Reserve Affairs increased the female student attendance at the Basic Recruiters Course resulting in 40 new female enlisted recruiters joining the force. Additionally, Manpower and Reserve Affairs increased the number of company grade female officers in OSO/OPSO/XO assignments resulting in 10 additional female officers joining the recruiting force. The percentage of female officer recruiters increased from 4% to 10%. The plan for FY15 is to add another 10 officers to the force. Manpower and Reserve Affairs plans to continue increasing the number of female Marines assignments to the Basic Recruiter School, out of the eligible population.

The total advertising budget for FY 14 was $105,821,577.12. Total funds allocated to targeted female initiatives were $1,563,858 (1.4 % of total budget). Targeted initiatives include mailings to graduating high school females, female digital campaign, enlisted female brochure, Marines.com female content update, and female propensity and advertising research.

MCRC ensures that all social, digital, and print media is gender diverse. On a daily basis, women are shown in various roles on social content across Facebook, Twitter, and Instagram. Usually this content is speaking to the Marine Corps in general, not about being a woman Marine specifically. The goal of all social media posts is to drive users, regardless of gender, to Marines.com. On 16 December 2014, MCRC will launch a targeted female digital campaign. This campaign has incorporated lessons learned from female propensity research initiatives to speak directly to millennial women. As part of this Marines.com campaign, posts will be made on social media to help tell this story and drive users to the main campaign home page.

Along with social media, MCRC has historically had several initiatives that target women. These initiatives include: Fighting With a Purpose campaign with Captain Monica Meese, female print advertisements, female posters, female brochures, female photos and tri-folds, web video content on Marines.com that speak to being a woman in the Marine Corps. The web content also contains a myriad of information on female specific training requirements.

AIR FORCE RESPONSE – DACOWITS RFI A3
DECEMBER 2014

1) What is the current percentage of female recruiters (active/Reserve)?

Answer:
In Air Force Recruiting Service (AFRS) (Active Duty), 16% of recruiters are female (294 of 1,821).
In the Air National Guard (ANG) 33.5% of recruiters are female (119 of 335).
In the Air Force Reserve (AFR) 32% of recruiters are female (137 of 422).

2) What efforts are being taken presently or in the future to increase the number of female recruiters?

Answer:
Active: Air Force active duty recruiters are hired through the Developmental Special Duty (DSD) nomination and selection process. This process provides commanders an opportunity to nominate their best Airmen to fill recruiting special duty positions. Within the DSD process, gender is not considered. The Air Force defines developmental special duties as (1) Positions which create and develop the world's greatest Airmen through oversight/leadership of multiple Airmen (2) Positions that care for Airmen and their families through oversight/leadership of multiple Airmen/families (3) Positions that represent the Enlisted Corps and Air Force on a National Stage involving supervision/mentorship of subordinate/peers. This DSD process is managed by Air Force Personnel Center and recruiting is one of 10 special duty assignments that utilize this process to select Airmen to positions where the duty requires unique leadership roles and the responsibility to mentor and mold future leaders. Recruiting special duty assignments are temporary in nature and are performed by Airmen for a period of up to 4 years. There are currently no plans within recruiting service to increase the presence of women.

Guard: The ANG selects the best person for the job based on qualifications and merit and will continue the current process to select the best and brightest to ensure end-strength is met. The guard is confident there will continue to be fair representation of each gender.

Reserve: The AFR selects the best person for the job and given our current ratio do not feel a need to increase female representation. The reserves will continue to select the best of the best and are confident this will ensure there is fair representation within the recruiting ranks to ensure outreach to reach all audiences.

3) What is the total dollar amount spent on marketing and how much of those funds are designated specifically for targeting women and/or increasing women's propensity to serve?

Answer:
Active: The AFRS objective is to reach a broad audience in terms of demographic variables, one of which being gender. We take advantage of the efficiencies that exist thanks to the co-viewership/co-readership that takes place in the marketplace. Since men and women watch, read, visit many of the same media properties, we can reach multiple audiences with the same communication.

In FY14, our total national marketing budget was $91.6M. Of that amount, $51.9M was devoted to media advertising (TV, on-line, theater, etc.). Based on our analysis of audiences, we estimate that 51% ($26.5M) of that media spend reached female audiences in an effort to increase their propensity to serve. Some media (TV, online and direct mail) was specifically targeted to women on networks, programs or websites that have significantly higher female audiences and several of our creative executions prominently featured women. Examples include featuring a female B-52 pilot in "Futures Magazine", female engineers in STEM advertising, female F-15 pilot, lawyer, physician, firefighter, nurse, air traffic controller, cyber operator, and astronaut in TV commercials. While still in development, we are currently producing a new TV commercial featuring a female nurse that will run in Spanish Language.

In addition to media advertising, AFRS uses other marketing efforts to reach women. AFRS's latest theme for our primary website, "Barrier Breakers" on AIRFORCE.COM, features stories of women breaking barriers. This new theme builds on our earlier American Airman series that featured several women in prominent roles including a female 4-star general and a female Search, Evasion, Resistance and Escape instructor. Finally, AFRS buys space and attends a variety of conventions, events and programs that attract major female audiences.

Guard: The ANG spends approximately $17M per year in its overall advertising, event marketing and internet interactive integration efforts. The effort as a whole attracts a recruiting population mix of 20% female and 80% male. On 17 April 2014, JAMRS research briefed the attributes and benefits of the ANG are the most favorable to women of any service they polled (40% polled stated they are interested in learning more, 24% would be interested in joining). As a result of this, the ANG began to place additional emphasis on imagery in its advertisements to portray successful women in the ANG.

Reserve: The AFR spends approximately $18M annually on recruiting advertising. The AFR's female accession rate for FY14 was 28.6%. With such a high accession rate, there is currently no focused advertising on specific genders. Recruiters are trained to target the best candidates regardless of gender.

4) What social media methods are used to target millennial women and Generation Z young women?

Answer:
Active Duty: AFRS uses Facebook, Twitter, Tumblr and Instagram to target millennial and Gen Z women. We estimate our social media efforts currently reach over 109K female users with about 42% representing Gen Y and at least 8% in Gen Z. Since our Comscore reports don't provide data on users under 13 years old and Gen Z users are currently 14 years old or younger, our Gen Z data only represents a portion of that group that may be active in social media.

Guard: Due to resource constraints within ANG, recruiting is focused to reach mass audiences. In order to target specific genders or demographics, the ANG would require a significant increase in advertising funds. The ANG will continue to lean forward with its initiative to include imagery and focus on successful women in the ANG, but will not be able to specifically target this audience with advertisement/social media placement or engagement unless funding levels increase.

Reserve: The AFR uses a variety of advertising mechanisms to achieve its annual accession rates but do not use targeted social media tools specifically for female recruits. AFR recruiters are trained to recruit qualified applicants regardless of gender, race etc. In fact, in some cases we've found that such targeted recruiting may hinder our ability to find the best qualified recruits. As such, we recruit for the masses and since females account for a good portion of those eligible/qualified to serve, historical trends show that the AFR has done a good job of recruiting and building a diverse force that represents nearly every segment of our society.

SUBJ: DACOWITS RFI (FALL 2014)

FROM: Coast Guard Recruiting Command (CGRC) and Training Center (TRACEN) Cape May

TO: CG-12B

A3: Outreach and recruiting of women is critical to ensuring the U.S. military has the strongest possible pool of highly qualified individuals to draw from in meeting its leadership needs. The Committee received briefings during the September meeting from each of the Services on the accessions of females into the military. The Committee requests a written response from each of the Services to address these follow-up questions:

1) What is the current percentage of female recruiters (active/Reserve)?

- There are currently 58 women recruiters, which is 18% of the recruiting corps.
- In 2015 the Coast Guard expects to have 67 women recruiters, which will be approximately 20% of the recruiting corps.

2) What efforts are being taken presently or in the future to increase the number of female recruiters?

There is no specific recruiting rate in the Coast Guard. Recruiter billets are considered special assignments, for which all ratings are eligible to apply. Therefore, every year CGRC has an aggressive Recruit-the-Recruiter campaign, the main focus of which is to target a highly qualified and diverse workforce. In 2013, an African American female model was used for the campaign flyer. In 2014, CGRC's commanding officer sent an email to all rotating E5-E7 and another email through the Gold Badge Network, describing a recruiter's responsibilities and emphasizing the long term benefits of a diverse workforce. CGRC also uses current female recruiters as ambassadors to assist in recruiting their successors. Additionally, CGRC hosted a phone conference to answer the questions of potential recruiters; this event had a considerable number of female participants.

3) What is the total dollar amount spent on marketing and how much of those funds are designated specifically for targeting women and/or increasing women's propensity to serve?

The FY15 Media Plan consists of an $800,000 digital media budget - ***50% of that total budget is spent targeting females.*** The following media vehicles were strategically chosen to reach females, raising awareness of opportunities for women in the United States Coast Guard.

- *Shape Website*: A premier active lifestyle content brand for women. Shape's audience is comprised of health-conscious and active females. More than 13MM consumers turn to the Shape brand each month across their various platforms to find out the latest fitness and wellness tips.

- *DataXU*: A programmatic marketing software that enables the Coast Guard to leverage data and analytics to increase efficiency and effectiveness in attracting women. In addition the platform helps to elevate brands by providing insights that can influence campaign strategy.

- *Tribal Fusion*: A premium publisher network with over 2,000 broad reach sites. Tribal Fusion provides the Coast Guard a customized women targeted solution that is efficient in scale, impact and cost.

- *Sponge Cell*: An advertising mechanism that retargets women consumers that have engaged with the Coast Guard's digital ads. Additional banners and video ads are the mechanism of retargeting.

4) What social media methods are used to target millennial women and Generation Z young women?

- *Facebook*: The Coast Guard's Facebook page has appreciated a net increase of 12,693 "likes" from November 2013 to November 2014. This represents a 6.4% increase in female audience growth. CGRC continues to ensure that its imagery in all media methods, particularly Facebook, is rich with female representation.

- *YouTube*: The Coast Guard's channel has multiple videos specifically designed to attract women to enlisted and officer career tracks.

Points of Contact:

CDR William J. Makell Jr.
Operations Officer
Coast Guard Recruiting Command

LCDR Frances Fazio
Chief, Mission Support
Coast Guard Recruiting Command

1 Dec 14

INFORMATION PAPER

SUBJECT: Female Representation among Senior Non-Commissioned Officers (NCOs) and Senior NCO Leadership for the Army National Guard (ARNG)

1. **Purpose.** To provide to Defense Advisory Committee on Women in the Services (DACOWITS) with response to Request for Information for the 4-5 December 2014 meeting.

2. **Question A3.**

a. Of 351,362 ARNG Soldiers in the 54 States and Territories, 55,894 (15.9%) are female. Women make up 353 (12%) of the total 2,945 ARNG RRNCOs. Therefore the percentage of female recruiters closely resembles the diversity of our force.

b. The Army National Guard selects the best qualified applicants to serve as RRNCOs, regardless of race, religion, ethnicity or gender, that are representative of the demographics of our force across the 54 States and Territories. Each State has the latitude to establish a state-specific hiring process based on qualifications, personal appearance, personal fitness, proposed sales skills, and overall military bearing and professional record. States screen qualified applicants to ensure they are the right choice to represent the ARNG to the public on a daily basis. Although the National Guard Bureau does not have a nationally directed RRNCO diversity policy, the ARNG State Human Resource Offices ensure they have a balanced and diverse recruiting force that represents our demographics. We understand the importance of peer to peer recruiting and specifically the merits of hiring female recruiters to help increase the number of female applicants to the ARNG.

c. ARNG Recruiting and Retention has advertising campaigns on 8 social media platforms, including Tumblr and Instagram, two platforms which have high female participation. Additionally, ARNG Recruiting and Retention strategically ensures that half of content posted on ARNG social media venues features women, including videos and photos.

d. The Fiscal Year 2014 recruiting budget was approximately $400M, with recruiting marketing being approximately one quarter (approximately $100M) of the total recruiting budget.

e. Advertising and Marketing media platforms are optimized to provide a similar digital experience (engagement) as that of mobile apps, without having to expend dwindling resources on cost-prohibitive development of individual apps. The only two apps we have engaged with in the past were for Guard Experience Magazine (GX 3k) and our Soldier of Steel theater advertising campaign back in 2013.

f. The POCs for the above information are MAJ Carol Stahl, 703-607-0959, and CW4 Lisa Bryan, 703-607-5922.

Prepared By: Mr. Patrick Rinker/703-601-8147
Approved By: Mr. Alfranda Durr/703-607-1460