

# DACOWITS

Defense Advisory Committee on Women in the Services

65<sup>th</sup> ANNIVERSARY (1951-2016)

2016 REPORT



"Our force of the future must continue to benefit from the best people America has to offer. In the 21st century, that requires drawing strength from the broadest possible pool of talent. **This includes women.**"

- Secretary of Defense, Ash Carter  
Remarks on the Women-in-Service Review, Dec. 3, 2015

**Cover photograph captions**

First Female Marine Blue Angels Pilot, Captain Katie Higgins, USMC

One of the Twelve Outstanding Airmen of the Year 2016, Staff Sergeant Raquel Caramanno, USAF

First Female Enlisted Sailor Submariner, Chief Dominique Saavedra, USN

One of the First Women to Graduate From the Army's Elite Ranger Training Course, Captain Kristen Griest, USA

First Female African-American Helicopter Pilot in the U.S. Coast Guard, Lieutenant Junior Grade Lashanda Holmes, USCG

The estimated cost of this report or study for the Department of Defense is approximately \$1,024,000 in Fiscal Years 2016 - 2017. This includes \$365,000 in expenses and \$659,000 in DoD labor. Generated on 2016Nov17 RefID: 3-7F10CB6

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- Sergeant Major of the Army Kenneth Preston, USA, Retired
- Dr. Jackie Young

## Report Contributors

### DACOWITS Staff

- Colonel Aimee Kominiak, USA, Military Director
- Ms. Jessica Myers, Deputy Director
- Mr. Robert Bowling, Operations Officer
- Master Sergeant (Select) Kristine Seebeck, USAF, Executive Support

### Insight Policy Research

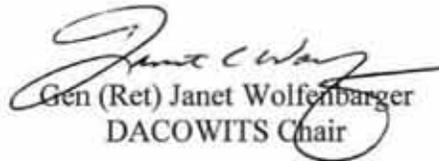
- Ms. Allyson Corbo
- Ms. Rachel Gaddes
- Ms. Rachel Holzwart
- Ms. Rebekah Myers

### ICF

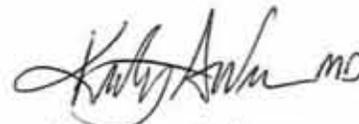
- Ms. Ronke Oyeboode
- Ms. Haley Rugh
- Ms. Ashley Schaad

**Defense Advisory Committee on  
Women in the Services (DACOWITS)**  
4800 Mark Center Drive, Suite 04J25-01  
Alexandria, Virginia 22350-9000  
December 9, 2016

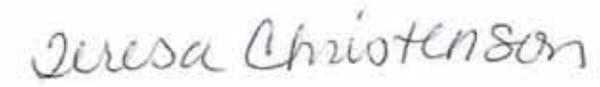
We, the appointed members of the Defense Advisory Committee on Women in the Services (DACOWITS), do hereby submit the results of our findings and offer our recommendations to improve the policies, procedures, and climate within the Department of Defense.

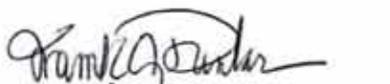
  
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DACOWITS Chair

  
CMSgt (Ret) Bernise Belcer  
DACOWITS Vice-Chair

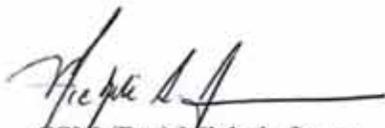
  
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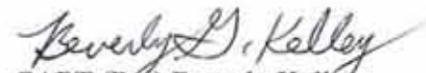
  
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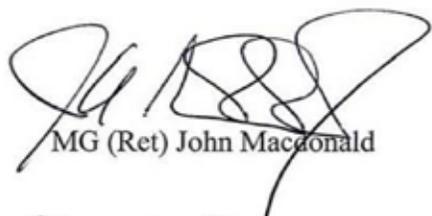
  
Sharlene Hawkes

  
CSM (Ret) Michele Jones

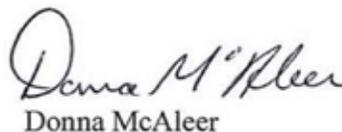
  
CAPT (Ret) Beverly Kelley

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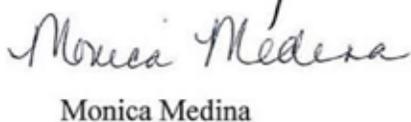
**Defense Advisory Committee on  
Women in the Services (DACOWITS)**  
4800 Mark Center Drive, Suite 04J25-01  
Alexandria, Virginia 22350-9000  
December 9, 2016



MG (Ret) John Macdonald



Donna McAleer



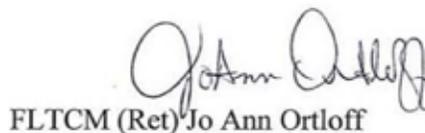
Monica Medina



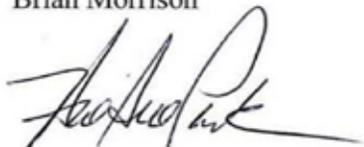
Janie Mines



Brian Morrison



FLTCM (Ret) Jo Ann Ortloff



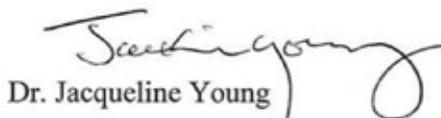
LTC (Ret) Hae-Sue Park



VADM (Ret) Carol Pottenger



SMA (Ret) Kenneth Preston



Dr. Jacqueline Young

Prior to their departure, LtGen (Ret) Frances Wilson, MG (Ret) Gale Pollock, FLTCM (Ret) Jacqueline DiRosa, and Rev. Dr. Cynthia Lindenmeyer contributed to the work and recommendations of the Committee in 2016.



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ARMY

Defense Advisory Committee on Women in the Services

# Executive Summary

The Defense Advisory Committee on Women in the Services (DACOWITS) (hereafter referred to as the “Committee” or “DACOWITS”) was established in 1951 with a mandate to provide the Secretary of Defense (SECDEF) with independent advice and recommendations on matters and policies relating to servicewomen in the Armed Forces of the United States. The Committee is comprised of no more than 20 members who are appointed by the SECDEF and serve in a voluntary capacity for 1- to 4-year terms.

Each December, the Committee selects several study topics to examine during the following year. For 2016, DACOWITS studied 14 topics. The Committee gathered information from multiple sources in examining these topics; for example, briefings and written responses from DoD, Service-level military representatives, and subject matter experts; data collected from focus groups and interactions with Service members during installation visits; and peer-reviewed literature.

Based upon the data collected and analyzed, DACOWITS offers 14 recommendations and four continuing concerns, which follow.

## **DACOWITS 2016 Recommendations and Continuing Concerns**

### **Recruitment and Retention**

#### ***Mentorship***

- The Secretary of Defense should require the Military Services to include training on mentorship as an essential part of leadership training, including discussion of the role and the meaning of mentorship, and of the mentoring of women by both women and men. The Committee does not recommend formal, mandatory mentorship programs.

#### ***Single-Parent Waivers***

- The Secretary of Defense should require each of the Military Services to adopt a policy regarding accession of single custodial parents into the military to allow such accessions when facts, circumstances, and occupational requirements would allow, and when the Military Services would benefit.

#### ***Continuing Concern***

- Accessions and Marketing

### **Employment and Integration**

#### ***Chaplain Corps***

- The Secretary of Defense should examine the unchanged percentage of women since 2006 in the Chaplain Corps.
- The Secretary of Defense should establish clear oversight of the Services' Chaplain Corps and set guidelines for increasing the diversity of the Chaplain Corps in alignment with the Force of the Future.<sup>i</sup>

#### ***Gender Integration***

- The Secretary of Defense should require detailed information from the Marine Corps that will delineate its comprehensive plan to fully integrate women into all military occupational specialties.
- The Secretary of Defense should require the Marine Corps and the Army to collaborate on Infantry training to share best practices on gender integration.

#### ***Continuing Concern***

- Combat Gear and Equipment

<sup>i</sup> The Force of the Future, announced by SECDEF Ash Carter on November 19, 2015, is a set of initiatives designed to maintain DoD's competitive edge in recruiting top talent to serve the Nation.

## Well-Being and Treatment

### *Consolidated Service-Wide Pregnancy and Parenthood Instruction*

- The Secretary of Defense should direct each of the Services to create a consolidated pregnancy and parenthood instruction to provide an all-inclusive, thorough resource for both Service members and their commands.

### *Marine Corps Performance Evaluation System*

- The Secretary of Defense should have the Office of General Counsel review the Marine Corps Performance Evaluation System (PES), which currently differentiates between women's and men's temporary medical conditions by annotating pregnancy on the PES form.

### *Obstetrics Multidisciplinary Interdisciplinary Discharge Summary*

- The Secretary of Defense should issue a policy regarding the proper use and distribution of the computer-generated OB MultiID<sup>ii</sup> discharge summaries and make every effort to restrict the release of Protected Health Information (PHI).

### *Physical Standards*

- The Secretary of Defense should require a complete review and update of the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3) with the recent opening of more than 200,000 positions to servicewomen.
- The Secretary of Defense should consider Service-wide adoption of the Air Force methodology and medical research data regarding body fat determined via abdominal circumference measurement to eliminate gender variance.



### *Strategic Communication*

- The Secretary of Defense should require that strategic wording and imaging across all communication platforms positively shape perceptions regarding the ability of servicewomen to perform to the highest standards of combat readiness.
- The Secretary of Defense should aggressively educate the public and military personnel on the differences between occupational standards and physical fitness standards.

### *Transition Services*

- The Secretary of Defense should review and enhance the content of current transition assistance programs to better meet the unique needs of transitioning servicewomen.

### *Continuing Concerns*

- Maternity Uniforms
- Sexual Harassment and Sexual Assault Training

A one-page synopsis for each recommendation or continuing concern and the reasoning follows. Detailed reasoning supporting each of these recommendations is provided in the full annual report for 2016, which is available on the DACOWITS Website (<http://dacowits.defense.gov/>).

<sup>ii</sup> Obstetrics Multidisciplinary Interdisciplinary

## Mentorship

DACOWITS continues to be interested in the retention, talent management, and career progression of servicewomen, and the Committee believes mentorship is a contributing factor to success in these areas. DACOWITS has heard focus group participants during the past several years assert that there is a need for mentorship in the Armed Forces, particularly for women. This year, DACOWITS examined the topic of mentorship in greater detail, with a focus on comparing how Service members define mentorship and the types of mentorship efforts they expect from the Services to what the Services are doing to encourage and address mentorship. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation

The Secretary of Defense should require the Military Services to include training on mentorship as an essential part of leadership training, including discussion of the role and meaning of mentorship, and of the mentoring of women by both women and men. The Committee does not recommend formal, mandatory mentorship programs.

### Reasoning Summary

Concerns surrounding mentorship or the lack thereof have been voiced by participants in DACOWITS focus groups every year since 2011. Based on these past findings, the Committee chose to examine mentorship in its 2016 focus groups. During this more concerted study, the Committee perceived a clear theme: Mentorship is important to Service members, but there is a

near-universal preference for informal mentorship. In the context of this discussion, most participants defined a formal mentorship program as one in which mentors and protégés are matched in some systematic fashion, such as by matching junior and senior Service members within the same unit, rather than allowing mentoring relationships to develop organically through self-selection. Many participants felt that formal mentorship programs added little value, and literature on mentorship has supported this view.

Though participants felt mentors should have more knowledge and experience than protégés, they also said mentors could vary in pay grade and age, come from the same or different career field, and—for most situations—be of another gender. However, same-gender mentors were preferred for personal advice, and female mentors were preferred by women for career guidance. As in past years, the Committee also heard about the challenges servicewomen have faced in finding a mentor. Many servicewomen work with few other women, so identifying a female mentor can be difficult. Moreover, some Service members stated that men are sometimes reluctant to mentor women because they fear being accused of fraternization. DACOWITS believes this fear is hindering the ability of servicewomen to find and benefit from mentorship in the military.

Despite being opposed to formal mentorship programs, some participants recognized the benefit of institutionalizing certain aspects that could lead to the organic formation of successful mentoring relationships. Accordingly, the Committee recommends that the Military Services consider instruction on mentorship as an essential part of leadership training, including discussion of the role and meaning of mentorship, and guidance for both men and women on how to mentor servicewomen. The Committee does not recommend formal, mandatory mentorship programs.

## Single-Parent Waivers

As part of its ongoing examination of the recruitment and accessions of women into the Armed Forces, DACOWITS examined DoD and the Services' policies related to the accessions of single parents. As the Nation's demographics shift and the need to recruit more women persists, the Committee wondered if the Services might be unnecessarily narrowing their potential pool of applicants by not allowing single parents to join the military. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation

The Secretary of Defense should require each of the Military Services to adopt a policy regarding accession of single custodial parents into the military to allow such accessions when facts, circumstances, and occupational requirements would allow, and when the Military Services would benefit.

### Reasoning Summary

As the demographics of the Nation and the military shift, and as the need to recruit women into the military persists, DACOWITS believes there may be a meaningful recruiting pool in single parents, particularly women. Presently, all Services have policies or waiver criteria that allow some single parents to join; however, the policies differ across Services, and some are more restrictive than others. Some Services ban or restrict the accessions of single-parent enlisted recruits. Others allow for waivers, such as in cases where prospective members can demonstrate

viable family care plans that would ensure care for their children and thus allow them to serve. The Committee believes each of the Military Services should have the ability to grant waivers to allow single parents to serve without giving up custody of their children, when it would be useful and beneficial to the Service.

Family structure is changing across the Nation. There are more single parents in the United States now than ever before. At present, the Armed Forces face a unique dilemma: The population of eligible enlistees is declining while the number of jobs open to women in the Services is increasing. With the opening of all combat positions to women, DACOWITS believes it would be prudent for the Services to review these positions, assignments, and individual circumstances to expand the pool of eligible applicants to include single parents with strong family care plans (e.g., single parents with grandparents living in the same domicile, custody arrangements, other committed adults).

DACOWITS recognizes the challenges, expenses, and risks of accessions of single parents into the Military Services and that each Service has different needs, assignment policies, and basing conditions. Furthermore, each of the Services differs in how it assigns personnel, manages replacements, and deploys Service members in conjunction with contingency operations. In many cases, those downsides may outweigh the benefits of recruiting single parents, but in other cases, they may not. Accordingly, the Committee recommends that each of the Services consider revising its single-parent policy to allow for the option of a waiver to authorize single parents to serve in the military without giving up custody of their children, but only in cases when the facts, circumstances, and occupational requirements

would permit, and when the Services would benefit. The Services would maintain the ability to develop their own criteria for when such waivers would be permitted, and each Service would retain the right to be as strict or lenient as needed in granting such waivers to meet the needs of the Service.



## **Continuing Concern: Accessions and Marketing**

This year, DACOWITS continued its ongoing examination of the accessions of and marketing toward highly qualified female applicants. The Committee was particularly interested in understanding how the Services' marketing had changed with the opening of all positions to servicewomen and the implementation of changes to parental leave policies. DACOWITS identified and reviewed several data sources on this topic, all of which are listed in the references for this report.

### **Reasoning**

DACOWITS continues to believe that the accessions of increasing numbers of women into the Military Services will help create a stronger, more capable force. Some of the Services have instituted credible, meaningful accession goals for women. DACOWITS believes that this is an encouraging trend and applauds those Military Services that have demonstrated a commitment to accelerating the accessions of women through higher recruitment goals.

The Committee has continued to closely follow the accessions of women into the Services. The last few years have seen changes with respect to both parental leave policies and the opening of all positions to women. These changes, in the Committee's view, should support the Services' efforts to continue to increase recruitment of women.

## Chaplain Corps

The proportion of female military chaplains has remained static at approximately 5 percent during the past 10 years despite increases in the overall percentage of women in the Services and the opening of all occupational specialties to women. Following up on its study of the Chaplain Corps in 2006, the Committee focused on the progress the Services have made toward increasing the number of female chaplains in the Armed Forces. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation 1

The Secretary of Defense should examine the unchanged percentage of women since 2006 in the Chaplain Corps.

### Reasoning Summary

The Committee recommended in 2006 that the Chaplain Corps should increase its proportion of female chaplains. Since then, there has been no change in the percentage of women in the Chaplain Corps despite steady progress in increasing the numbers of women in all other branches and job positions in the Services. The focus of this recommendation is to examine the proportional opportunities of female chaplains as a minority group.

When asked about the role of a chaplain, participants in the 2016 DACOWITS focus groups noted that chaplains serve as the link between the Service member and the command and as a resource for commanders. When asked about their perceptions of female chaplains, female chaplains were generally viewed the same as male chaplains. Many participants felt indifferent about

chaplain gender. A few of these participants indicated that they perceived the personality of the chaplain as more important than the gender. When asked to identify situations in which a Service member might prefer to consult a chaplain of a particular gender, some Service members identified circumstances under which a female chaplain could be preferred (e.g., marital problems, sexual harassment, sexual assault, gender discrimination). Given the focus group findings and the proportion of women chaplains, the Committee believes the SECDEF should examine why the proportion of women in the Chaplain Corps has not changed since 2006.

### Recommendation 2

The Secretary of Defense should establish clear oversight of the Services' Chaplain Corps and set guidelines for increasing the diversity of the Chaplain Corps in alignment with the Force of the Future.

### Reasoning Summary

In September 2016, the Committee requested a written response from DoD to determine who has oversight of the Services' Chaplain Corps and who is working to address the lack of progression, the extremely limited number of promotions, and the minimal increase in the number of women in the Chaplain Corps. DoD provided the following response: "The Chiefs of Chaplains of the Military Departments, as special staff officers to their respective Service Chiefs, exercise oversight of the Services' Chaplain Corps. The Armed Forces Chaplains Board, comprised of the Chief and Active Duty Deputy Chief of Chaplains of each of the three Military Departments, makes policy recommendations to the Secretary of Defense and the Under Secretary of Defense for Personnel

and Readiness on religious, ethical and moral matters for the Military Services, but has no oversight authority regarding the Military Departments Chaplain Corps.” The majority of the Committee believes that the SECDEF should establish clear oversight of the Chaplain Corps and set guidelines for improving the diversity within the Corps.



## Gender Integration

Following the December 3, 2015, decision by the SECDEF to open all previously closed units and positions to women, DACOWITS has been closely monitoring the Services' efforts to develop and implement plans to fully integrate women into all occupational specialties. The Committee was interested in the Services' implementation plans, their respective rates of progression on implementing those plans, any facilitators and barriers to progress in this area, and the number of women in each of the following status categories for the newly opened positions: applied, accepted, in progress, failed, and graduated. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation 1

The Secretary of Defense should require detailed information from the Marine Corps that will delineate its comprehensive plan to fully integrate women into all military occupational specialties.

### Reasoning Summary

Full integration of women into all specialties begins with training; those who successfully complete the training for an occupational specialty are then assigned to operational units. Most of the Services and the United States Special Operations Command have created clear training tracks with established, progressive timelines and dashboards outlining their plans for successful gender integration.

The Marine Corps presented its integration plan in both fishbone and scorecard formats, neither of which included a specific timeline. DACOWITS believes the SECDEF should require such a timeline.

### Recommendation 2

The Secretary of Defense should require the Marine Corps and the Army to collaborate on Infantry training to share best practices on gender integration.

### Reasoning Summary

The Army has a history of gender-integrated training, whereas the Marine Corps still carries out some of its training separately for male and female marines. The Marine Corps utilizes Army schools for most of its initial training in Ground Combat Arms specialties. For example, Marine Corps Armor training is conducted at Fort Knox, KY; Artillery training is conducted at Fort Sill, OK; and Combat Engineer training and Military Police training are conducted at Fort Leonard Wood, MO. This cross-Service use of resources is not only cost effective but also strengthens both Services.

Given the Army's history of gender integration, its study of gender integration, and the Army's timeline-based plan for integrating Infantry training, it would be worthwhile for the Army and Marine Corps to collaborate and share ideas on training. This approach could further reduce training-related costs for DoD and allow the two Services to leverage and complement each other's gender integration efforts. DACOWITS believes this collaboration between the two Services should be required by the SECDEF.

## Continuing Concern: Combat Gear and Equipment

Providing servicewomen with properly designed and fitted combat equipment is essential to their safety and well-being, unimpeded performance of military duties, and overall military readiness. This year, DACOWITS continued to monitor the Services' responses to its 2012–2014 recommendations that the Services work collaboratively to provide women with properly designed and fitted combat equipment as soon as possible. DACOWITS identified and reviewed several data sources on this topic, all of which are listed in the references for this report.

### Reasoning

This continuing concern is similar to ones expressed by DACOWITS in 2014 and 2015. As all combat assignments are now open to women, a continued focus by and collaboration among the Services—especially the Army and the Marine Corps—on product development, testing, and procurement of properly fitting combat equipment for servicewomen will decrease the potential of injury and further improve combat readiness.

Historically, the Army's approach has been to procure and field combat gear sized for the female body. This is an ongoing priority for the Army, which added several new

equipment designs and features in 2016. The Marine Corps recently recognized that it needed to modify its inventory to better accommodate the female population. In July 2016, it expanded its equipment sizing range to cover a wider spectrum of body sizes: from the 2nd percentile for women up to the 98th percentile for men. All of the Services collaborate to develop and procure combat equipment through the Cross Service Warfighter Equipment Board (CS-WEB), which is convened quarterly. The board's focus is to develop common solutions for organizational clothing and individual equipment, including uniforms and personal protective equipment.

The Committee applauds the progress of all of the Services, and especially the Army and the Marine Corps, in refining and accelerating the development, the procurement, and the distribution of properly fitting combat equipment. With an emphasis on the new combat assignments now open to women, the Committee will continue to request updates from the Army and the Marine Corps regarding progress in these areas, as well as collaboration efforts through the CS-WEB. The Committee believes that such updates should be included as part of the SecDef Annual Assessment Requirements, which were recently established to track the gender integration progress of combat units.

## Consolidated Service-Wide Pregnancy and Parenthood Instruction

Continuing its work from 2015, DACOWITS examined pregnancy and parenthood instructions offered by each Service branch to its members. The Committee wanted to understand each policy and determine how best to combine pregnancy, postpartum, and parenthood instructions and policies into one instruction per Service. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation

The Secretary of Defense should direct each of the Services to create a consolidated pregnancy and parenthood instruction to provide an all-inclusive, thorough resource for both Service members and their commands.

### Reasoning

A clear understanding of decisions, actions, and requirements surrounding pregnancy, the postpartum period, and parenthood is vital to ensure the safety, health, and well-being of families as they experience these life events, which are both rewarding and challenging. It is imperative that the Services recognize that having children is not incompatible with military service. Commanding officers and supervisors can play significant

roles in helping Service members successfully continue their careers while experiencing and enjoying these events. At the same time, Service members need to understand and fulfill their roles and duties to their Services while starting and raising their families.

For each Service, there are many instructions and policies addressing pregnancy, the postpartum period, and parenthood. In 2015, the Committee made a recommendation to consolidate all of these guidelines into one instruction per Service, thus providing a single resource to assist Service members and their commands.<sup>iii</sup> The Navy and the Marine Corps, for example, each have consolidated and outlined all administrative issues, regulations, and policies pertaining to starting and/or expanding families into one instruction. The Navy has also developed an official Navy Pregnancy and Parenthood Mobile Application that provides guidance for both Service members and command leadership. The application includes discussions on family planning, pregnancy, health care, breastfeeding, adoption, assignments, separation from the military, retention by the military, and other related topics.

The Committee believes the other Services should emulate the Navy's best practices and develop similar resources—including mobile applications—to help Service members and their commands navigate through these complex issues with the least amount of disruption and frustration.

<sup>iii</sup>In 2015, DACOWITS made the following recommendation: The Department of Defense should require that all of the Services create a consolidated pregnancy and parenthood instruction.

## Marine Corps Performance Evaluation System

Continuing its work from 2015, DACOWITS examined the issue of annotating pregnancy on the Marine Corps Performance Evaluation System (PES) form. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation

The Secretary of Defense should have the Office of General Counsel review the Marine Corps Performance Evaluation System (PES), which currently differentiates between women's and men's temporary medical conditions by annotating pregnancy on the PES form.

### Reasoning Summary

This recommendation follows up on one the Committee made in 2015.<sup>iv</sup> Throughout a marine's career, all current and prior fitness reports are routinely reviewed by selection boards to evaluate career performance and select marines for augmentation, advancement, schooling, and command. The PES states that it is inappropriate to provide "comments pertaining to medical issues (physical and/or psychological) that do not affect the MRO's [marine reported on] performance of duties or diminish his or her effectiveness as a leader," yet pregnancy is the only medical condition required to be documented on a fitness report. The Marine Corps is the only Service that annotates pregnancy on a fitness report. The respective written guidances from DoD and the Marine Corps on whether/how to record pregnancy in a marine's fitness

report do not align. Department of Defense Directive (DoDD) 1308.1, detailing the DoD Physical Fitness and Body Fat Program, states, "Pregnant Service members shall not be held to the standards of fitness and body fat testing until at least 6 months after pregnancy termination." Moreover, Marine Corps Order (MCO) 5000.12E, the Marine Corps Policy Concerning Pregnancy and Parenthood, requires procedures that "ensure that pregnant servicewomen are not adversely evaluated or receive adverse fitness reports or evaluations as a consequence of pregnancy. Pregnancy shall not be mentioned in the comments section. Weight standards exceeded during pregnancy are not cause for adverse fitness reports or evaluations."

The annotation of pregnancy on the servicewoman's performance evaluation/fitness report creates the potential for bias when the member is assessed for promotion. DACOWITS is concerned as to what insights the Marine Corps may seek to gain by documenting a marine's pregnancy on her fitness report and questions the relevance of such a notation to an evaluation of performance and potential for advancement in duty or pay grade. Importantly, no other Service includes pregnancy-related comments on personnel evaluations. Marine Corps servicewomen should be afforded the same treatment on fitness reports as their male counterparts and women in other Services. The SECDEF should ensure the Marine Corps follows DoDD 1308.1 and MCO 5000.12E. All references to pregnancy and postpartum convalescent periods should be removed from fitness reports; doing so will better protect Marines' medical privacy and eliminate information that potentially jeopardizes fair and equitable treatment in future records reviews associated with promotions and assignments.

<sup>iv</sup>In 2015, DACOWITS made the following recommendation: The Marine Corps Performance Evaluation System should not differentiate between women's and men's temporary medical conditions and all references to pregnancy and postpartum convalescent periods should be removed from fitness reports to ensure fairness and the individual's medical privacy.

## Obstetrics Multidisciplinary Interdisciplinary Discharge Summary

DACOWITS continued its study from 2015 on the use and distribution of the Obstetrics Multidisciplinary Interdisciplinary (OB MultiID) discharge summary. Upon a servicewoman's release from a hospital setting, the hospital provides her with the summary, which includes details on her obstetric history, her hospital stay, and post-discharge care instructions. The Committee wanted to better understand what measures are taken to restrict the improper release of OB MultiID discharge summary information, and how the information is used. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation

The Secretary of Defense should issue a policy regarding the proper use and distribution of the computer-generated OB MultiID discharge summaries and make every effort to restrict the release of Protected Health Information (PHI).

### Reasoning Summary

DACOWITS repeats this recommendation from 2015.<sup>v</sup> DACOWITS continues to be concerned about the improper release and/or use of PHI. When a servicewoman receives care from a military obstetrician/gynecologist, she is required to complete a form detailing her obstetric history. The provider then assimilates the information from the form into the servicewoman's comprehensive obstetric medical record. After treatment in and release from a hospital

setting, this information is used to generate the OB MultiID discharge summary. Based on written responses from the Services to a DACOWITS RFI in September 2016, there are still many challenges and a lack of specificity regarding dissemination of this document and/or the information it contains.

The purpose of the discharge summary is to outline the details of a patient's hospital stay and provide recommendations for care following discharge from the hospital. This is PHI and belongs to the patient. A discharge summary should be treated as a personal medical record and protected as such and should never be used as a leave request for a commanding officer.

There is no policy outlining the requirement for a servicewoman to share OB MultiID discharge summary information with her chain of command to justify an inability to perform particular job functions and/or request convalescent leave. This lack of guidance creates confusion and instances in which servicewomen share PHI needlessly.

A Service member's chain of command needs to know only whether there are limitations in the member's ability to perform duties, information that can be obtained through communication with medical providers treating the member. Leaders also need to know the expected length of convalescent leave; however, specific etiology is generally not necessary. In cases of other illnesses and/or injuries, specific diagnoses usually are not shared with leaders because it is generally not necessary for the chain of command to know specifically why a medical limitation is in place. Therefore, DACOWITS believes the SECDEF should issue a policy on how such personal medical information is used and distributed.

<sup>v</sup>In 2015, DACOWITS made the following recommendation: The Department of Defense should issue a policy regarding the proper use and distribution of the computer-generated OB MultiID Discharge Summaries and make every effort to eliminate the release of this protected health information.

## Physical Standards

DACOWITS continues to be interested in policies that directly affect the retention and promotion of servicewomen in the Armed Forces – specifically, policies related to physical standards. The Committee is interested in understanding how these policies are perceived by Service members and the rationale behind each policy, especially with the recent opening of more than 200,000 positions to servicewomen. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation 1

The Secretary of Defense should require a complete review and update of the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI [Department of Defense Instruction] 1308.3) with the recent opening of more than 200,000 positions to servicewomen.

### Recommendation 2

The Secretary of Defense should consider Service-wide adoption of the Air Force methodology and medical research data regarding body fat determined via abdominal circumference measurement to eliminate gender variance.

## Reasoning Summary

With the recent opening of more than 200,000 positions to servicewomen, it is vital that the SECDEF require a complete review of the DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3).

The instruction is 14 years old as of the writing of this report and is based upon a dated approach and methodology. Under DoDD 1308.1, “Service members whose duties require muscular and cardio-respiratory endurance may be hampered in performing their duties when body fat exceeds 26 percent in males and 36 percent in females.” The Marine Corps applies the most stringent body fat standard, whereas the other Military Services are slightly less strict. The opening of additional combat positions to women necessitates a need for servicewomen to be able to accumulate greater muscular strength and endurance, and thus, the need to increase overall body mass (e.g., weight).

The Committee recommends that the SECDEF update the height, weight, and body fat charts for the Military Services based on the latest medical data and health information to prevent injury and ensure Service members are fit and operationally ready. The Army, the Coast Guard, the Marine Corps, and the Navy currently calculate body fat percentages based on an individual’s height and weight; the allowable ranges differ by gender and age. To preclude gender differentiation, the Committee recommends that body fat be calculated solely by measuring abdominal circumference, an accepted method of testing one’s level of body fat, which has been adopted by the Air Force.

Under current body fat testing methodologies, women are discharged from the Military Services more frequently than their male counterparts. In a meta-analysis of eating disorder symptoms and diagnoses in the Services, researchers found that military weight standards and fitness tests contribute to eating disorder symptoms in the military. Service members (both male and female) often resort to unhealthy measures to lose weight quickly in order to pass

the body composition test, but there is also a direct correlation between the historically more stringent body composition standards for female Service members and eating disorders. Under the Force of the Future initiative, DoD is emphasizing the military's retention of women. As part of this effort, the SECDEF should require a full review of DoD's approach to body composition requirements as well as subsequent impacts of these policies on operational readiness, family planning, and the overall health and wellness of women serving in the Armed Forces.



## Strategic Communication

As part of its review of the Services' gender integration efforts, DACOWITS examined strategic communication efforts relevant to the opening of all positions to women. The Committee was interested in better understanding Service members' perceptions of DoD and Service communications about the purpose of gender integration and its relationship to combat readiness. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources, all of which are listed in the references for this report.

### Recommendation 1

The Secretary of Defense should require that strategic wording and imaging across all communication platforms positively shape perceptions regarding the ability of servicewomen to perform to the highest standards of combat readiness.

### Recommendation 2

The Secretary of Defense should aggressively educate the public and military personnel of the differences between occupational standards and physical fitness standards.

## Reasoning Summary

DACOWITS believes that female Service members will be more receptive to pursuing, and have greater success serving in, newly opened combat positions if strategic communication more effectively addresses their capabilities and contributions to the combat readiness of the Services. The Committee believes the mission for marketing communication, both internal and external, is to shape the impressions of the

target audience as it relates to a specific campaign—in this case, women serving in direct combat.

DACOWITS' 2016 focus groups generated several findings related to gender integration efforts. First, participants had mixed opinions on gender integration, with a growing number noting the value of female perspectives and capabilities while others were concerned about allegations of lower physical fitness and occupational standards for women. Second, most 2016 focus group participants said they disliked the phrase "gender neutral" and preferred the blanket term "standards." Instead of using the phrase "gender integration," which some associate with a social agenda, DACOWITS recommends that DoD use other language, such as "talent leverage," to highlight combat readiness. DACOWITS believes it is imperative that both military personnel and the public clearly understand the differences between occupational and physical fitness standards.

In October 2016, DACOWITS conducted a comprehensive review of the images used on each Service's primary Website (those with Web addresses ending in ".mil") and recruiting Website (those with Web addresses ending in ".com"). The imagery representation of servicewomen in the military was not representative of the vision provided by senior leadership. Across all of the ".mil" and ".com" sites, only a small percentage of the images of people included women (21 percent and 23 percent, respectively). There were substantial differences in the imagery representation of servicewomen by Service. Of the images that included people, only 6 percent of those on the ".mil" sites and 4 percent of those on the ".com" sites portrayed women in nontraditional roles.

DACOWITS recommends DoD use a strategic communication strategy that focuses on text and image selection to positively shape perceptions regarding the talent women contribute to combat readiness. We believe that a centralized, strategic communication plan will help minimize misconceptions about the purpose of gender integration and the differences between physical fitness and occupational standards.



## Transition Services

As part of its review of servicewomen's overall wellness, DACOWITS examined the transition services available to Service members. The Committee was interested in better understanding what services were available to servicewomen to help them transition to civilian life. The Committee also reviewed data on the wellness of servicewomen after transitioning to civilian life to understand the concerns that are most relevant for transitioning servicewomen and their prevalence. To inform its recommendation on this topic, DACOWITS identified and reviewed several sources, all of which are listed in the references for this report.

### Recommendation

The Secretary of Defense should review and enhance the content of current transition assistance programs to better meet the unique needs of transitioning servicewomen.

## Reasoning Summary

The current Transition Assistance Program (TAP) does not include content that addresses the unique challenges and needs of transitioning servicewomen. This content gap has been noted in a comprehensive assessment by the Disabled American Veterans (DAV) of the policies and programs serving veterans. DAV's research showed female veterans had knowledge gaps about transition services available through DoD, and many lacked

understanding of their eligibility for services provided by the U.S. Department of Veterans Affairs (VA). Female veterans displayed unique transition circumstances: when compared with men, women were

less likely to be married; more likely to be married to a fellow Service member if married; more likely to be a single parent; more likely to be divorced; and more likely to be unemployed following military service. Women veterans also tended to be younger than their male counterparts and, for reasons that are not well understood, were less likely to use VA benefits.

According to the DAV report, compared with male veterans, female veterans have found it more difficult to translate technical skills they gained in the military to jobs in the private sector. Female veterans have struggled with unemployment following the recent recession, lagging behind nonveteran women and both veteran and nonveteran men. The report also found that the rate of homelessness for female veterans in 2013 was nearly double that for nonveteran women.

The SECDEF should augment TAP content to better meet the unique needs of transitioning servicewomen. In concert with its TAP partners, DoD should conduct a needs assessment of servicewomen and develop a TAP breakout session for female military members to address those needs. DoD and the Military Services should also undertake a comprehensive review of ad hoc programs offered by various military units and external transition support programs to promote best practices in transition support and referral approaches.

## Continuing Concern: Maternity Uniforms

This year, DACOWITS reviewed maternity uniform designs, prices, and distribution policies. DACOWITS was interested in understanding servicewomen's experience with maternity uniform policies and the quality and utility of the garments available to them. DACOWITS identified and reviewed several data sources on this topic, all of which are listed in the references for this report.

### Reasoning

During its 2016 focus groups, the Committee heard servicewomen's concerns about the design and appearance of maternity uniforms. To follow up, the Committee then received briefings from the Services on these issues. As was explained to the Committee in September 2016, there is a wide variety of maternity uniform designs, materials, sizes, and prices. Moreover, there are several different distribution/purchasing policies,

depending on the rank/rate of the Service member and her Service. Several of the Services are working to update their maternity uniforms and policies related to the administration of these items. The Committee will follow these updates closely and review any changes.



## Continuing Concern: Sexual Harassment and Sexual Assault Training

As it has for several years, DACOWITS continued to examine sexual harassment and sexual assault training provided by each Service. The Committee was interested in better understanding the best practices in this area. The Committee was also interested in how Service members felt about the effectiveness of the training, what made the training successful or unsuccessful, and any adverse or unintended factors that occurred as a result of the training. DACOWITS identified and reviewed several data sources on sexual harassment and sexual assault training, all of which are listed in the references for this report.

### Reasoning

DACOWITS believes that the content, delivery, and frequency of sexual harassment and sexual assault training must be reevaluated to reemphasize the critical linkages between sexual harassment and sexual assault and the negative impact of these behaviors on force readiness and combat effectiveness. With the opening of combat positions to women, the timing is right for such a reevaluation. As in previous years, in 2016, the Committee found in focus groups that training around sexual harassment and sexual assault was influencing the gender integration process. Some participants described how this frequent training could contribute to feelings of trepidation around professional interactions between men and women.



In the Committee's 2016 focus groups, some participants offered their opinions that sexual harassment and sexual assault training was necessary and useful, but others criticized the content, the delivery, and the frequency of the training. Some of the participants perceived Microsoft PowerPoint lectures and computer-based training to be less effective than interactive skits and lectures in cultivating awareness about sexual harassment and sexual assault.

This topic continues to be of interest to the Committee. DACOWITS acknowledges two other Federal Advisory Committees that monitor sexual assault: the Judicial Proceedings Panel, and the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces.



AIR FORCE

Defense Advisory Committee on Women in the Services

# Chapter 1

## Introduction

The Defense Advisory Committee on Women in the Services (DACOWITS) (hereafter referred to as “the Committee” or “DACOWITS”) was established in 1951 with a mandate to provide the Secretary of Defense (SECDEF) with independent advice and recommendations on matters and policies relating to servicewomen in the Armed Forces of the United States. (See Appendix A for a copy of the Committee’s charter.) DACOWITS has made hundreds of recommendations to the Secretary of Defense during the past 65 years. Most recently, DACOWITS provided research for and was an instrumental voice that contributed to the SECDEF’s decision on December 3, 2015, to open all military occupational specialties to women. DACOWITS is a Federal Advisory Committee that operates in accordance with the provisions of the Federal Advisory Committee Act. Committee members serve as individuals, not as official representatives of any group or organization with which they may be affiliated. Members include prominent civilian women and men from academia, industry, public service, and other professions. Selection is based on experience in the military or with workforce issues related to women. Members are appointed by the SECDEF, voluntarily serve 1- to 4-year terms without compensation, and perform a variety of duties; these include visiting military installations annually, reviewing and evaluating current research on military women, and developing an annual report with recommendations on these issues for Service leadership and the SECDEF. Nominees cannot be on active duty or in the Reserves, nor can they be current federal employees. The Committee is comprised of no more than 20 members. See Appendix C for 2016 DACOWITS member biographies.

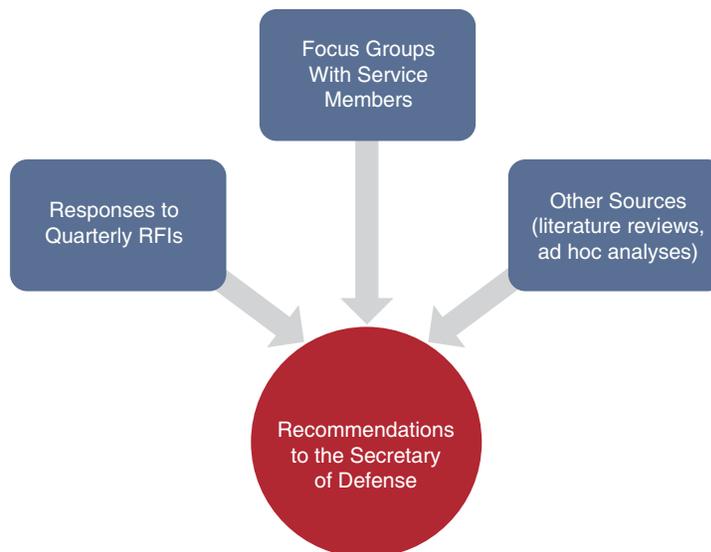
The Committee is organized into three subcommittees: Recruitment and Retention; Employment and Integration; and Well-Being and Treatment. Each December, each subcommittee selects several study topics to examine during the following year, with the understanding that topics can be added or eliminated based on the information gained throughout the research cycle. For 2016, DACOWITS studied 14 topics; their research informed the development of several recommendations and continuing concerns, which are presented in Chapters 2–4 of this report. At times, the Committee chooses to repeat a recommendation or continuing concern made in a previous year if it has not yet been fully addressed by DoD and/or the Military Services. Table 1.1 lists the study topics examined during 2016.

The Committee engages in a range of activities each year to explore its chosen topics and, ultimately, inform its recommendations. DACOWITS is one of the only DoD federal advisory committees to conduct annual focus groups with Service members. The Committee bolsters its findings from the focus groups with input from several other sources, including site visit information; survey data collected from focus group participants; briefings from Service representatives in response to requests for information (RFIs) presented at the Committee’s quarterly business meetings; written RFI responses from the Services submitted prior to quarterly meetings; and formal literature reviews and ad hoc analyses carried out by its research contractor. Figure 1.1 depicts the data sources that inform the Committee’s annual recommendations.

**Table 1.1. DACOWITS 2016 Study Topics and Corresponding Recommendations and Continuing Concerns**

Study Topic	Number of Recommendations	Number of Continuing Concerns
<b>Recruitment and Retention</b>		
Mentorship	1	
Single-Parent Waivers	1	
Accessions and Marketing		1
<b>Employment and Integration</b>		
Chaplain Corps	2	
Gender Integration	2	
Combat Gear and Equipment		1
<b>Well-Being and Treatment</b>		
Consolidated Service-Wide Pregnancy and Parenthood Instruction	1	
Marine Corps Performance Evaluation System Performance	1	
Obstetrics Multidisciplinary Interdisciplinary Discharge Summary	1	
Physical Standards	2	
Strategic Communication	2	
Transition Services	1	
Maternity Uniforms		1
Sexual Harassment and Sexual Assault Training		1

**Figure 1.1. Data Sources That Inform DACOWITS' Annual Recommendations**



Chapters 2-4 present the Committees' 2016 recommendations and continuing concerns organized by subcommittee and alphabetically by topic. Following each recommendation/series of related recommendations or continuing concern is a section that outlines the evidence the Committee examined and explains the reasoning for the recommendation(s) or continuing concern.

Appendix A provides the Committee's charter, Appendix B describes the Committee's research methodology, Appendix C presents biographies for current DACOWITS members, and Appendix D lists installations visited by DACOWITS members in 2016 to collect focus group data. Appendix E outlines the Committee's RFIs for each of its quarterly business meetings as well as

responses received. Appendix F shows percentages of women in each Service during the past 5 years, Appendix G lists abbreviations and acronyms used in the report and appendices, and Appendix H lists references for the report. Appendix H is organized by study topic to allow readers to quickly reference topics of interest.

Sources referenced in this report and available for review and download on the DACOWITS website (<http://dacowits.defense.gov>) include the 2016 quarterly business meeting minutes, the 2016 focus group report, RFIs sent to DoD and the Military Services, briefing materials and written responses delivered to the Committee, and a collection of recent news articles relevant to the issues examined in 2016 by DACOWITS.







COAST GUARD

Defense Advisory Committee on Women in the Services

## Chapter 2

Recruitment and Retention Recommendations  
and Continuing Concerns

This chapter presents DACOWITS' 2016 recommendations and continuing concerns related to recruitment and retention, organized alphabetically by topic. The recommendations are presented first, followed by the continuing concerns. Each recommendation, or set of recommendations, is preceded by a brief overview of the data sources the Committee examined for the related topic. Following each recommendation is the Committee's reasoning for presenting the recommendation, based on its investigation of the topic in 2016. Continuing concerns are presented as overarching topics; the section discussing each concern includes additional information on why the Committee selected the topic for additional study.

## Mentorship

DACOWITS continues to be interested in the retention, talent management, and career progression of servicewomen, and the Committee believes mentorship is a contributing factor to success in these areas. DACOWITS has heard focus group participants during the past several years assert that there is a need for mentorship in the Armed Forces, particularly for women. This year, DACOWITS examined the topic of mentorship in greater detail, with a focus on comparing how Service members define mentorship and the types of mentorship efforts they expect from the Services to what the Services are doing to encourage and address mentorship. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources. The Committee examined data it obtained in past years through focus groups and briefings and also researched the following primary source of data, which is available on the DACOWITS Website:

- Findings from focus groups with Service members to assess their definitions

of mentorship, their perceptions on what makes a person a good mentor or protégé and what makes for a good mentor-protégé relationship, and their preferences regarding mentorship programs (Focus Group Report, 2016)<sup>1</sup>

DACOWITS' recommendation and supporting reasoning on mentorship follow.

### Recommendation

The Secretary of Defense should require the Military Services to include training on mentorship as an essential part of leadership training, including discussion of the role and meaning of mentorship, and of the mentoring of women by both women and men. The Committee does not recommend formal, mandatory mentorship programs.

### Reasoning

Concerns surrounding mentorship or the lack thereof have been voiced by participants in DACOWITS focus groups every year since 2011. Past participants discussed a need for mentorship to enhance career progression and facilitate the gender integration process; in particular, several women have advocated for more female mentors.

In 2011, focus group participants commented on the importance of mentorship and the common difficulty in obtaining a mentor, prompting DACOWITS to recommend an increased emphasis on mentorship—particularly informal mentorship—as a best practice.<sup>2</sup> The following year, participants suggested that having a mentor was one of the primary factors influencing their military career plans.<sup>3</sup> In the 2013 focus groups, participants expressed a need for more women in leadership roles to serve as role models and mentors.<sup>4</sup> This was reiterated in 2014 by participants' desire to find and utilize female mentors as role

models and the belief that there was a lack of female mentors throughout the military.<sup>5</sup> The 2014 findings prompted the Committee to recommend that the Services “support innovative programs to provide mentoring opportunities for military women.”<sup>6</sup> Though focus groups were not asked about mentorship in 2015, participants raised the issue again, and this time proposed mentorship as a way to facilitate the gender integration process. Participants also suggested that a lack of available mentors for women—particularly same-sex mentors—deterred career progression.<sup>7</sup>

Based on these past findings, the Committee chose to examine mentorship in its 2016 focus groups. During this more concerted study of Service members’ desire for mentorship; types and roles of mentors; and characteristics of good or bad mentors, protégées, and mentor-protégé pairings, the Committee perceived a clear theme: Mentorship is important to Service members, but there is a near-universal preference for informal mentorship. In the context of this discussion, most participants defined a formal mentorship program as one in which mentors and protégés are matched in some systematic fashion, such as by matching junior and senior Service members within the same unit, rather than allowing mentoring relationships to develop organically through self-selection. Many participants felt that formal mentorship programs added little value, and literature on mentorship has supported this view. As reported in a 2010 Naval War College Review article on mentoring in the U.S. military, “Both traditional and meta-analytic literature reviews consistently indicate that when formal and informal mentoring relationships are compared, informal mentoring is superior to that formally assigned. In fact, not a single well-controlled study has shown formal

mentoring to be superior to informal mentoring . . . formal programs rarely produce equivalent career support.”<sup>8</sup>

This preference for informal mentorship may stem partially from differences in Service members’ definitions and understanding of mentorship and opinions about who should serve as mentors. Most participants indicated that mentorship was about guidance, including both career advice and counsel on personal issues. In other ways, though, younger and older generations differed on the idea of mentorship. Younger Service members were less likely to seek mentors and had an expanded view of who could be a mentor and what the relationship would look like; they also preferred electronic rather than in-person methods of communication within the mentoring relationship. Furthermore, in those organizations that had formal mentorship programs, junior Service members often confused mentorship with leadership in general.

*“There is a generational gap. . . . People aren’t seeking mentors. . . . We have to do something [to encourage mentorship]. . . . We just don’t have that figured out yet.”*

—Senior Enlisted Man

*“When [you] reach a certain rank, [mentoring] should be in your job title. I would expect [those Service members to mentor me and to be able to trust them].”*

—Female Officer

Similarly, in describing the relationships between mentors and protégés, focus group participants noted that each relationship is different and that Service members tend to have different mentors to address different needs.

*“I believe that I have many different mentors because I want to go to different subject matter experts. For finances I have someone, for family I have another, for personal things I have another.”*

—Junior Enlisted Woman

Despite these generational differences in understanding of what a mentor does, perceptions about characteristics of good and bad mentors were fairly consistent across both younger and older Service members. As illustrated in Figure 2.1, good mentors were described as being trustworthy, willing, compatible, committed, available, good listeners, unselfish, and caring. Bad mentors were defined as hypocritical, selfish, having a bad attitude, being demanding/directive, offering bad advice, emotional, incompatible with the protégé, dishonest, unwilling to listen, and unavailable. Though participants felt mentors should have more knowledge and experience than protégés, they also said mentors could vary in pay grade and age, come from the same or different career field, and—for most situations—be of another gender. However, same-gender mentors were preferred for personal advice, and female mentors were preferred by women for career guidance.

As it has in past years, the Committee also heard about the challenges servicewomen have faced in finding a mentor. Many

servicewomen work with few other women, so identifying a female mentor can be difficult. Moreover, some Service members stated that men are sometimes reluctant to mentor women because they fear being accused of fraternization. DACOWITS believes this fear is hindering the ability of servicewomen to find and benefit from mentorship in the military.

*“If someone is of the opposite sex, now, there is that risk of what [people perceive] happens when I close the door. . . . The mentor/mentee relationship isn’t always within the line, so now it’s [considered] fraternization. . . . Well, if I’m at work, it’s fine, but that doesn’t make a good mentor. You need to be able to [meet with your mentor] outside of work for issues that come up. That’s at least my concern.”*

—Male Officer

*“The mentorship program led to [fraternization] issues. It became a question . . . if they were spending time together. . . . That makes it hard to have a mentor.”*

—Female Officer

Figure 2.1. Characteristics of Good and Bad Mentors



Despite being opposed to formal mentorship programs, some participants recognized the benefit of institutionalizing certain aspects that could lead to the organic formation of successful mentoring relationships. A few participants, particularly those in senior pay grades, believed Service members could benefit from learning about mentorship and understanding the importance of seeking out mentors who are well suited to advise them on their careers as well as their personal goals and interests. Accordingly, the Committee recommends that the Military Services consider instruction on mentorship as an essential part of leadership training, including discussion of the role and meaning of mentorship, and guidance for both men and women on how to mentor servicewomen. The Committee does not recommend formal, mandatory mentorship programs.

## Single-Parent Waivers

As part of its ongoing examination of the recruitment and accessions of women into the Armed Forces, DACOWITS examined DoD and the Services' policies related to the accessions of single parents. As the Nation's demographics shift and the need to recruit more women persists, the Committee wondered if the Services might be unnecessarily narrowing their potential pool of applicants by not allowing single parents to join the military. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources. The following primary sources are available on the DACOWITS Website:<sup>vi</sup>

- A briefing summary describing generational differences in the recruitable population, including differing views on family structure, marriage, and children (December 2015)<sup>9</sup>



- Summaries of briefings on the Services' policies regulating the enlistment of single parents, including the rationale for the policies and how they affect the Services' ability to attract and recruit highly qualified female applicants (December 2015)<sup>10</sup>
- A written response from the Air Force describing its methodology for allowing single parents to enlist, including the entry counseling and documentation required for single parents, and the Service's successes and challenges in implementing this policy (June 2016)<sup>11</sup>
- Written responses from the Army, Navy, and Marine Corps regarding their considerations/plans for implementing policies similar to the Air Force's to allow single parents to enlist (June 2016)<sup>12</sup>
- A briefing summary on DoD's definition and estimation of the size of the current and projected recruitable population by gender, including the proportion of single parents that are included in this population (September 2016)<sup>13</sup>

<sup>vi</sup>All of the primary data sources that are listed in this report and that are available on the DACOWITS Website are posted on the site under Reports and Meetings.

- Summaries of briefings from the Services on their definitions of the recruitable population, including the rationale for these definitions and the criteria for gauging the likelihood of success for potential recruits; policies regarding what disqualifiers can and cannot be waived for enlistment; and total number by Service of single-parent waivers approved and the approval authority for those waivers (September 2016)<sup>14</sup>

DACOWITS' recommendation and supporting reasoning on single-parent waivers follow.

### **Recommendation**

The Secretary of Defense should require each of the Military Services to adopt a policy regarding accession of single custodial parents into the military to allow such accessions when facts, circumstances, and occupational requirements would allow, and when the Military Services would benefit.

### **Reasoning**

As the demographics of the Nation and the military shift, and as the need to recruit women into the military persists, DACOWITS believes there may be a meaningful recruiting pool in single parents, particularly women. Presently, all Services have policies or waiver criteria that allow some single parents to join; however, the policies differ across Services, and some are more restrictive than others. Some Services ban or restrict accessions of single-parent enlisted recruits. Others allow for waivers, such as in cases where prospective members can demonstrate viable family care plans that would ensure care for their children and thus allow them to serve.<sup>15</sup> (See Table 2.1 for an overview of the Services' accession policies for single parents.) The Committee believes each of the Military Services should

have the ability to grant waivers to allow single parents to serve without giving up custody of their children, when it would be useful and beneficial to the Service.

DACOWITS recognizes the challenges, expenses, and risks of accessions of single parents into the Military Services and that each Service has different needs, assignment policies, and basing conditions. Furthermore, each of the Services differs in how it assigns personnel, manages replacements, and deploys Service members in conjunction with contingency operations. In many cases, those downsides may outweigh the benefits of recruiting single parents, but in other cases, they may not. Accordingly, the Committee recommends that each of the Services consider revising its single-parent policy to allow for the option of a waiver to authorize single parents to serve in the military without giving up custody of their children, but only in cases when the facts, circumstances, and occupational requirements would permit and when the Services would benefit. The Services would maintain the ability to develop their own criteria for when such waivers would be permitted, and each Service would retain the right to be as strict or lenient as needed in granting such waivers to meet the needs of the Service.

Family structure is changing across the Nation. There are more single parents in the United States now than ever before.<sup>21</sup> One-third of U.S. children today are living with an unmarried parent—up from just 9 percent in 1960, and 19 percent in 1980.<sup>22</sup> In most cases, these unmarried parents are single (not living with a partner). Furthermore, while the Committee understands that the Services' primary concern about accessing single parents is separating Service members from their families for extended periods during initial training, Service members who become single parents after enlisting are often away from family for long periods of time for

Table 2.1. Service-Level Policies on Single-Parent Enlistments

Service	Enlisted waivers granted in the Active Component?	Enlisted waivers granted in the Reserve Component?	Officer waivers granted?
Air Force <sup>16</sup>	Yes	Yes	Yes
	<b>Rationale:</b> The Air Force looks at the recruit as a whole person and will issue a dependency waiver for a married or single applicant with up to 3 children, but only after reviewing and approving the applicant's family care plan.		
Army <sup>17</sup>	No	Yes	Yes
	<b>Rationale:</b> The Army has found that the amount of time new active duty recruits must spend training—an average of 6 months of initial entry training at least 6 days a week for long hours—is not conducive to being a sole parent. In the Reserve Component, the training can be split up so that the parent's support network can help care for the child.		
Coast Guard <sup>18</sup>	No	No	Yes
	<b>Rationale:</b> The Coast Guard does not accept applicants who have sole custody of their children; however, the Coast guard does make an exception for Direct Commission Officers (DCOs) and Officer Candidate School (OSC)—Temporary Commissions.		
Marine Corps <sup>19</sup>	No	No	Yes
	<b>Rationale:</b> For all waiverable requirements, the Marine Corps grants waivers on a case-by-case basis by examining the recruit as a whole person. For enlisted members, the Marine Corps does not grant waivers for single parents.		
Navy <sup>20</sup>	No	Yes	Yes
	<b>Rationale:</b> In light of the demands of Navy schools and time spent at sea and traveling to different geographic locations, the Navy believes it is not possible to be successful in the Navy as a single parent.		

training and deployment but are allowed to remain in the military.

Currently, in all Services but the Air Force and the Army Reserves, single parents must surrender legal custody of their children to enlist.<sup>23</sup> This ban on single-parent enlistments unduly and unfairly affects potential women enlistees because they are more likely to have formal custody of their dependent children. Furthermore, this blanket policy is unnecessary; a family care plan can ensure that dependent children will be cared for in the event that a single parent must deploy or leave home for training. Indeed, a family care plan is all that is required of single parents who are already in the Service.

At present, the Armed Forces face a unique dilemma: The population of eligible enlistees is declining<sup>24</sup> while the number of jobs

open to women in the Services is increasing. With the opening of all combat positions to women, DACOWITS believes it would be prudent for the Services to carefully review all positions and assignments, as well as the circumstances of individual candidates, to expand the pool of eligible applicants to include single parents with strong family care plans (e.g., single parents with grandparents living in the same domicile, custody arrangements, other committed adults). Given the changing demographics of U.S. society, the policies implemented by the Army and the Navy in the 1970s restricting single-parent accessions are ripe for change. DACOWITS recommends that each of the Services review its policies on single-parent eligibility and waiver criteria and be open to customizing said policies to ensure the eligible and qualified population who want to serve in

our Nation's military have the opportunity to meet the Services' goals and needs.

## Continuing Concern: Accessions and Marketing

This year, DACOWITS continued its ongoing examination of the accessions of and marketing toward highly qualified female applicants. The Committee was particularly interested in understanding how the Services' marketing had changed with the opening of all positions to servicewomen and the implementation of changes to parental leave policies. DACOWITS identified and reviewed several data sources on this topic. The following primary sources are available on the DACOWITS Website:

- Summaries of briefings from the Services on their marketing strategies to increase the accessions of women, particularly into newly opened units and positions (June 2016)<sup>25</sup>
- Written responses describing the Services' initiatives for recruiting women specifically and the percentage of women assigned to recruiting billets during the past 5 years (June 2016)<sup>26</sup>
- A briefing summary on DoD's definition and estimation of the size of the current and projected recruitable population by gender (September 2016)<sup>27</sup>
- Summaries of briefings from the Services describing their definitions of the recruitable population, including the rationale for developing each definition and the criteria for gauging the likelihood of success for potential recruits (September 2016)<sup>28</sup>

DACOWITS' reasoning for continuing its examination of the Services' accessions and marketing follows.

## Reasoning

DACOWITS continues to believe that the accessions of increasing numbers of women into the Military Services will help create a stronger, more capable force. Some of the Services have instituted credible, meaningful accession goals for women. DACOWITS believes that this is an encouraging trend and applauds those Military Services that have demonstrated a commitment to accelerating accessions of women through higher recruitment goals.

The Committee has continued to closely follow the accessions of women into the Services. The last few years have seen changes with respect to both parental leave policies and the opening of all positions to women. These changes, in the Committee's view, should support the Services' efforts to continue to increase recruitment of women.







MARINES

Defense Advisory Committee on Women in the Services

## Chapter 3

### Employment and Integration Recommendations and Continuing Concerns

This chapter presents DACOWITS' 2016 recommendations and continuing concerns related to employment and integration, organized alphabetically by topic. The recommendations are presented first, followed by the continuing concerns. Each recommendation, or set of recommendations, is preceded by a brief overview of the data sources the Committee examined for the related topic. Following each recommendation is the Committee's reasoning for presenting the recommendation, based on its investigation of the topic in 2016. Continuing concerns are presented as overarching topics; the section discussing each concern includes additional information on why the Committee selected the topic for additional study.

### Chaplain Corps

The proportion of female military chaplains has remained static at approximately 5 percent during the past 10 years despite increases in the overall percentage of women in the Services and the opening of all occupational specialties to women. Following up on its study of the Chaplain Corps in 2006, the Committee focused on the progress the Services have made toward increasing the number of female chaplains in the Armed Forces. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources. The following primary data sources are available on the DACOWITS Website:

- Findings from focus groups with Service members to assess their perceptions of the role of the chaplain and their preferences for male or female chaplains (Focus Group Report, 2016)<sup>29</sup>
- A written response on the accessions and promotions of chaplains by gender, including who has oversight for ensuring that the Chaplain Corps reflects the diversity of the larger Service-member population (December 2015, September 2016)<sup>30</sup>
- A briefing summary on the generational differences in religiosity, among other attitudes, including a decline in religiosity among younger generations (December 2015)<sup>31</sup>
- A briefing summary on the Services' recruitment goals and accessions processes for the Chaplain Corps, including tracking women throughout these processes (March 2016)<sup>32</sup>
- A written response outlining the list of religious advisory, or "endorsing," agencies for the Chaplain Corps, including which agencies endorse women (June 2016)<sup>33</sup>

DACOWITS' recommendations and supporting reasoning on increasing the number of women in the Chaplain Corps follow.

#### Recommendation 1

The Secretary of Defense should examine the unchanged percentage of women since 2006 in the Chaplain Corps.

#### Reasoning

The Committee recommended in 2006 that the Chaplain Corps should increase its proportion of female chaplains.<sup>34</sup> Since then, there has been no change in the percentage of women in the Chaplain Corps despite steady progress in increasing the numbers of women in all other branches and job positions in the Services.<sup>35,36,37</sup> The focus of this recommendation is to examine the proportional opportunities of female chaplains as a minority group. The low proportion of female chaplains in the Chaplain Corps reflects the fact that only a small percentage of religious agencies (denominations) endorse women as religious leaders. The majority of military chaplains represent denominations that do not ordain women.

When asked about the role of a chaplain, participants in the 2016 DACOWITS focus groups noted that chaplains serve as the link between the Service member and the command and as a resource for commanders.

*“They are a gateway to an officer, especially for enlisted folks. You don’t necessarily go to the [general officer], but you can go outside of the chain of command if you go to the chaplain. It is a neutral ground, a way to self-check and also bring up things that need to be addressed. If you see [something] going on and it is bothering you, [the chaplain is someone to go to].”*

—Senior Enlisted Man

*“A chaplain is a trusted agent. Chaplains get out there and get to know the [Service members], and the chaplain in turn helps me [as the unit leader] see the tenor and understand where the morale is in the unit. . . . My office is right by [the chaplain’s], so I can see who is coming in and out more often. [The chaplain is a] useful barometer.”*

—Female Officer

When asked about their perceptions of female chaplains, female chaplains were generally viewed the same as male chaplains.

*“The chaplain I had was personable, and it didn’t matter if [the chaplain was] a male or a female because anyone who had that connection, they talked to.”*

—Junior Enlisted Woman

Participants were asked to identify situations where a Service member might prefer to consult a chaplain of a particular gender. Many participants felt indifferent about chaplain gender. A few of these participants indicated that they perceived the personality of the chaplain as more important than the gender.

*“Personal connection . . . If I personally connect with male over female, then I will go to a male and vice versa. It has nothing to do with gender.”*

—Senior Enlisted Woman

*“Personally, I’ve never thought about it. It’s about personality; it honestly has nothing to do with gender. It’s about if you can trust them or you don’t. I’ve never seen a female chaplain, but I think it would be the same. If you’re willing to talk to a chaplain, it doesn’t matter.”*

—Junior Enlisted Woman

When asked if they thought more women should be serving as chaplains, most Service members indicated that they were unconcerned about chaplain gender. Most said they were agreeable to the chaplain being either male or female as long as the person was qualified, met the right standards, and performed the job well.

*“I don’t think that it is something you can force. The chaplain is something [you] do because that is your calling. . . . The people who enroll are the people who enroll. You take the best candidates because they’re the best, not because they’re male and female.”*

—Senior Enlisted Man

*“I don’t think the military should recruit female chaplains just because they’re female. It’s about relatability and personality.”*

—Female Officer

*“It doesn’t matter what gender you are. It matters what you bring to the table.”*

—Senior Enlisted Woman

When asked to identify situations in which a Service member might prefer to consult a chaplain of a particular gender, some Service members identified circumstances under which a female chaplain could

be preferred (e.g., marital problems, sexual harassment, sexual assault, gender discrimination). Given the focus group findings and the proportion of women chaplains, the Committee believes the SECDEF should examine why the proportion of women in the Chaplain Corps has not changed since 2006.

## Recommendation 2

The Secretary of Defense should establish clear oversight of the Services' Chaplain Corps and set guidelines for increasing the diversity of the Chaplain Corps in alignment with the Force of the Future.<sup>vii</sup>

## Reasoning

In September 2016, the Committee requested a written response from DoD to determine who has oversight of the Services' Chaplain Corps and who is working to address the lack of progression, the extremely limited number of promotions, and the minimal increase in the number of women in the Chaplain Corps. DoD provided the following response: "The Chiefs of Chaplains of the Military Departments, as special staff officers to their respective Service Chiefs, exercise oversight of the Services' Chaplain Corps. The Armed Forces Chaplains Board, comprised of the Chief and Active Duty Deputy Chief of Chaplains of each of the three Military Departments, makes policy recommendations to the Secretary of Defense and the Under Secretary of Defense for Personnel and Readiness on religious, ethical and moral matters for the Military Services, but has no oversight authority regarding the Military Departments Chaplain Corps."<sup>38</sup>

The majority of the Committee believes the SECDEF should establish clear oversight of the Chaplain Corps and set guidelines for increasing the diversity of the Corps in alignment with the Force of the Future.

## Gender Integration

Following the December 3, 2015, decision by the SECDEF to open all previously closed units and positions to women, DACOWITS closely monitored the Services' efforts to develop and implement plans to fully integrate women into all occupational specialties. The Committee was specifically interested in the Services' implementation plans, their respective rates of progression on implementing those plans, any facilitators and barriers to progress in this area, and the number of women in each of the following status categories for the newly opened positions: applied, accepted, in progress, failed, and graduated. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources. The following primary sources are available on the DACOWITS Website:

- Findings from focus groups with Service members to assess changes they had seen as a result of the gender integration effort, and barriers that hinder or factors that aid gender integration (Focus Group Report, 2016)<sup>39</sup>
- Findings from a small number of focus groups with leaders and trainers of newly opened specialty schools to assess their perceptions of women's interest in the newly opened positions, factors that might discourage women from joining newly integrated units or positions, and support for gender integration from senior leadership (Focus Group Report, 2016)<sup>40</sup>
- Summaries of briefings and written follow-up responses to those briefings discussing the Services' progress on achieving full and effective integration of women into previously closed combat positions, including best practices and any significant barriers (March 2016, September 2016)<sup>41,42</sup>

<sup>vii</sup>The Force of the Future, announced by SECDEF Ash Carter on November 19, 2015, is a set of initiatives designed to maintain DoD's competitive edge in recruiting top talent to serve the Nation.

- Written responses and briefings addressing the Services' implementation plans and timelines for continued full and effective integration of women, including any efforts to encourage lateral moves into these newly opened positions (June 2016, September 2016)<sup>43,44</sup>
- A written response and a briefing summary by DoD on its newly developed integration implementation oversight plan, issued by the Force Resiliency Office (June 2016)<sup>45</sup>
- Written responses and a briefing summary on the Marine Corps' plan and timeline for fully integrating entry-level recruit training, including the rationale for any planned deviations from full training integration (June 2016, September 2016)<sup>46,47</sup>
- Written responses outlining the Marine Corps' plan for tracking women who successfully graduated from the enlisted Infantry training battalion, including whether they have qualified for the occupational specialty and when they will be assigned to Infantry units (June 2016, September 2016)<sup>48,49</sup>
- A written response detailing the Navy's progress on integrating women into the submarine community (June 2016)<sup>50</sup>
- Briefings and written responses from the Army and the Marine Corps outlining a comparison of the respective curricula and standards for Army and Marine Corps infantry officer schools (September 2016)<sup>51</sup>

DACOWITS' recommendations and supporting reasoning on gender integration follow.

### Recommendation 1

The Secretary of Defense should require detailed information from the Marine Corps that will delineate its comprehensive plan to fully integrate women into all military occupational specialties.

### Reasoning

Full integration of women into all specialties begins with training; those who successfully complete the training for an occupational specialty are then assigned to operational units. Most of the Services and the United States Special Operations Command (USSOCOM) have created clear training tracks with established, progressive timelines and dashboards outlining their plans for successful gender integration. In 2016, all of the Services either made their official integration plans available to the Committee or briefed the Committee on their plans. Figures 3.1 through 3.5 provide examples of timeline-based plans by the Army,<sup>52</sup> Air Force,<sup>53</sup> Navy,<sup>54</sup> and USSOCOM.<sup>55</sup> The Marine Corps presented its integration plan<sup>56</sup> in both fishbone and scorecard formats, neither of which included a specific timeline. DACOWITS believes SECDEF should require such a timeline.



Figure 3.2. Air Force Gender Integration Plan

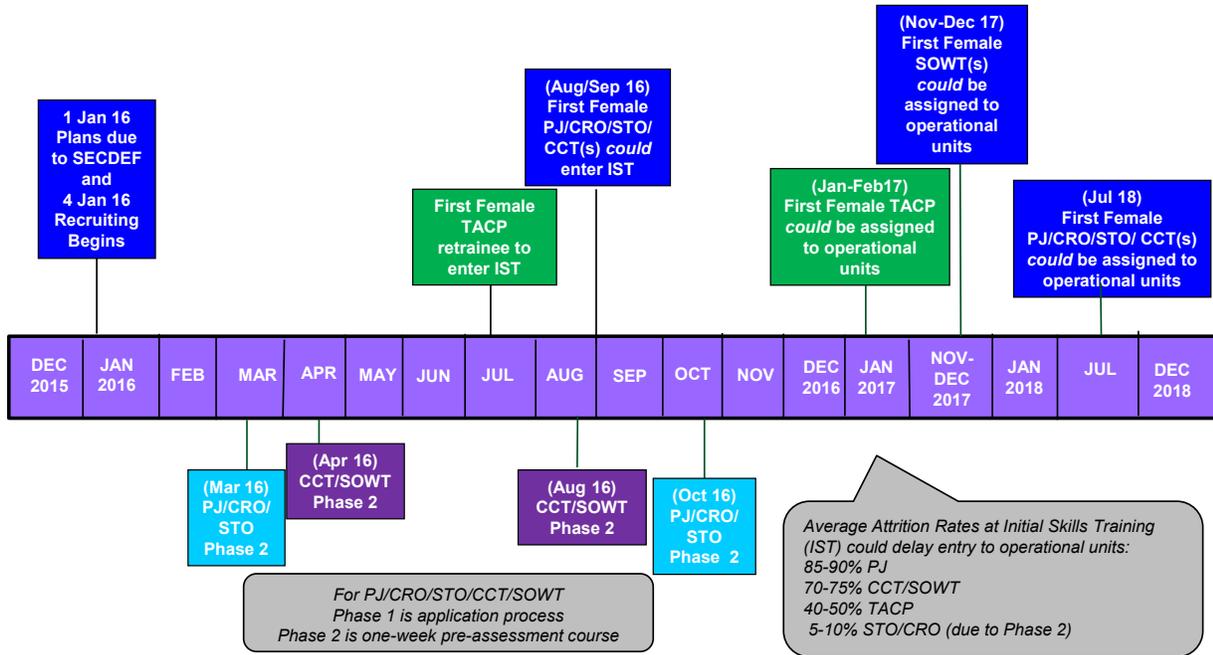


Figure 3.3. Navy Gender Integration Plan

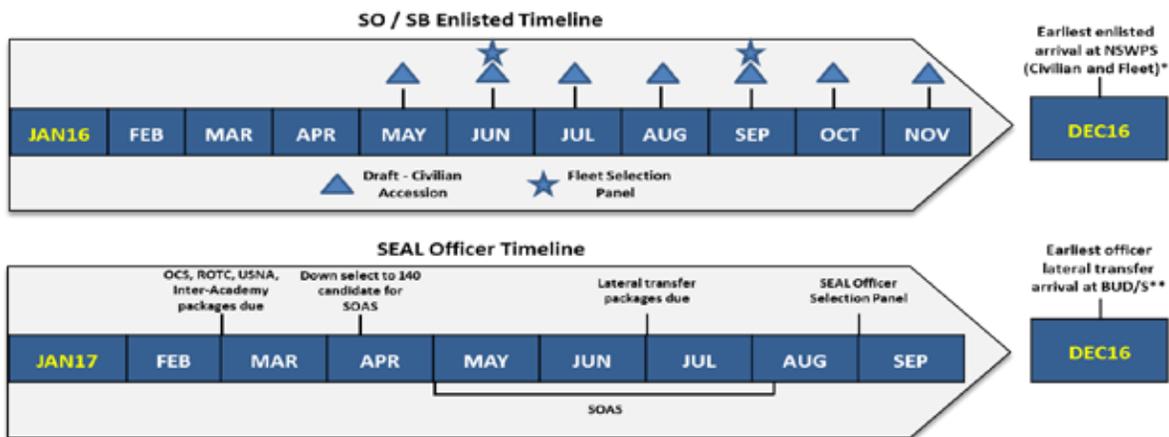
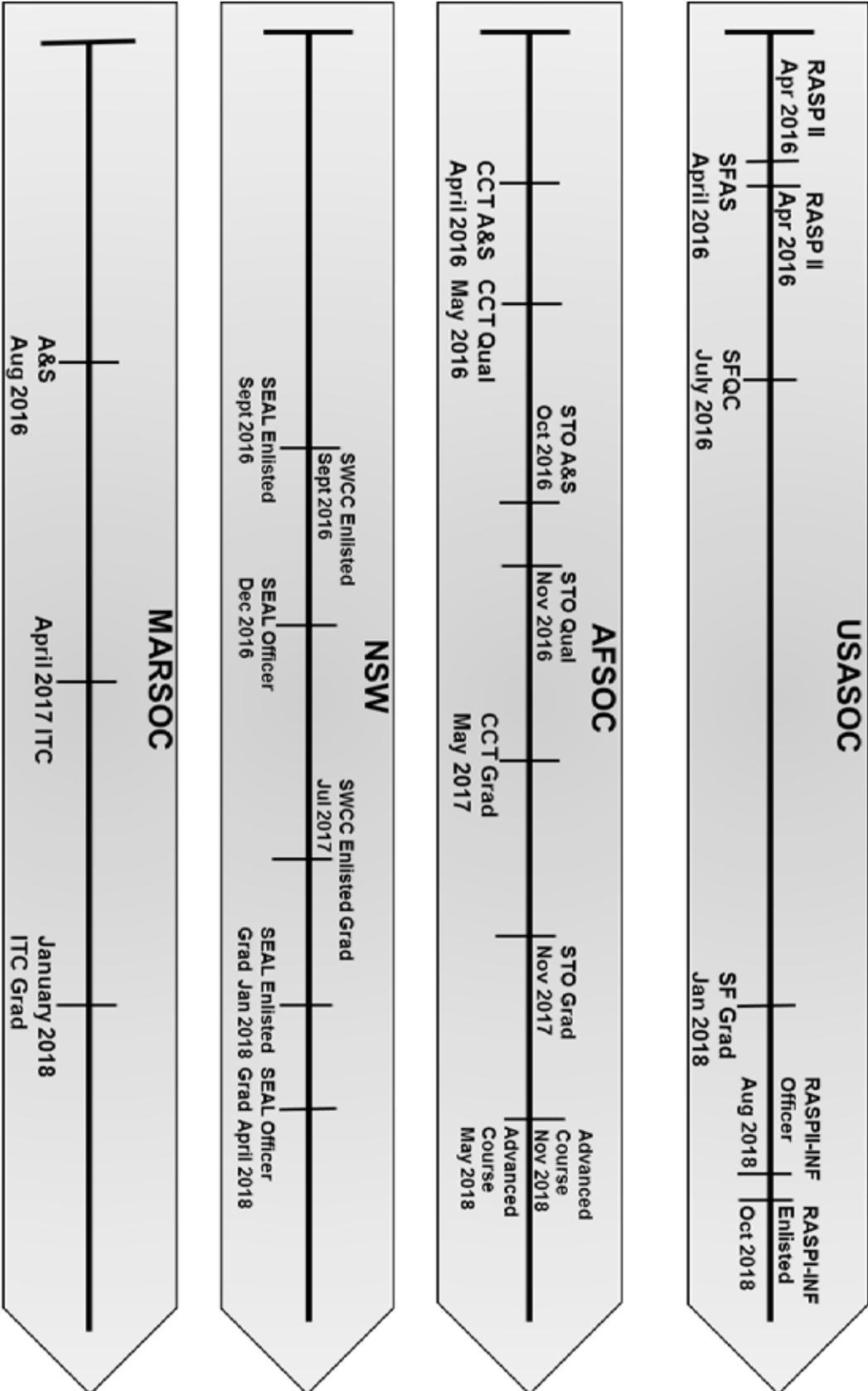


Figure 3.4. USSOCOM Gender Integration Plan





### **Recommendation 2**

The Secretary of Defense should require the Marine Corps and the Army to collaborate on Infantry training to share best practices on gender integration.

### **Reasoning**

The Army has a history of gender-integrated training, whereas the Marine Corps still carries out some of its training separately for male and female marines.<sup>57</sup> The Marine Corps utilizes Army schools for most of its initial training in Ground Combat Arms specialties. For example, Marine Corps Armor training is conducted at Fort Knox, KY; Artillery training is conducted at Fort Sill, OK; and Combat Engineer training and Military Police training are conducted at Fort Leonard Wood, MO. This cross-Service use of resources is not only cost effective but also strengthens both Services.

Given the Army's history of gender integration, its study of gender integration, and the Army's timeline-based plan for integrating Infantry training, it would be worthwhile for the Army and Marine Corps to collaborate and share ideas on training. This approach could further reduce training-related costs for DoD and allow the two Services to leverage and complement each other's gender integration efforts. DACOWITS believes this collaboration between the two Services should be required by SECDEF.

### **Continuing Concern: Combat Gear and Equipment**

Providing servicewomen with properly designed and fitted combat equipment is essential to their safety and well-being, unimpeded performance of military duties, and overall military readiness. This year, DACOWITS continued to monitor the Services' responses

to its 2012–2014 recommendations that the Services work collaboratively to provide women with properly designed and fitted combat equipment as soon as possible. DACOWITS identified and reviewed data it obtained in previous years as well as the following data source, which is available on the DACOWITS Website:

- Written responses from the Army and the Marine Corps on the development, collaboration, procurement, and issuance of protective equipment and combat gear sized for servicewomen (September 2016)<sup>58</sup>

DACOWITS' reasoning for continuing its examination of combat gear and equipment follows.

### **Reasoning**

This continuing concern is similar to ones expressed by DACOWITS in 2014 and 2015. As all combat assignments are now open to women, a continued focus by and collaboration among the Services—especially the Army and the Marine Corps—on product development, testing, and procurement of properly fitting combat equipment for servicewomen will decrease the potential of injury and further improve combat readiness.

Historically, the Army's approach has been to procure and field combat gear sized for the female body. This is an ongoing priority for the Army, which added several new equipment designs and features in 2016.<sup>59</sup> The Marine Corps recently recognized that it needed to modify its inventory to better accommodate the female population. In July 2016, it expanded its equipment sizing range to cover a wider spectrum of body sizes: from the 2nd percentile for women up to the 98th percentile for men.<sup>60</sup> All of the Services collaborate to develop and procure combat equipment through the Cross Service Warfighter Equipment Board (CS-WEB), which is convened quarterly. The

board's focus is to develop common solutions for organizational clothing and individual equipment, including uniforms and personal protective equipment.<sup>61</sup>

The Committee applauds the progress of all of the Services, and especially the Army and the Marine Corps, in refining and accelerating the development, the procurement, and the distribution of properly fitting combat equipment. With an emphasis on the new combat assignments now open

to women, the Committee will continue to request updates from the Army and the Marine Corps regarding progress in these areas, as well as collaboration efforts through the CS-WEB. The Committee believes that such updates should be included as part of the SecDef Annual Assessment Requirements, which were recently established to track the gender integration progress of combat units.





NAVY

Defense Advisory Committee on Women in the Services

## Chapter 4

Well-Being and Treatment Recommendations  
and Continuing Concerns

This chapter presents DACOWITS' 2016 recommendations and continuing concerns related to well-being and treatment, organized alphabetically by topic. The recommendations are presented first, followed by the continuing concerns. Each recommendation, or set of recommendations, is preceded by a brief overview of the data sources the Committee examined for the related topic. Following each recommendation is the Committee's reasoning for presenting the recommendation, based on its investigation of the topic in 2016. Continuing concerns are presented as overarching topics; the section discussing each concern includes additional information on why the Committee selected the topic for further study.

## Consolidated Service-Wide Pregnancy and Parenthood Instruction

Continuing its work from 2015, DACOWITS examined pregnancy and parenthood instructions offered by each Service branch to its members. The Committee wanted to understand each policy and determine how best to combine pregnancy, postpartum, and parenthood instructions and policies into one instruction per Service. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources. The following primary source is available on the DACOWITS Website:

- Written responses from the Military Services detailing any updates or revisions to their current pregnancy and parenthood instructions and policies, including breastfeeding/lactation rooms, postpartum operational deferment, and postpartum fitness testing (September 2016)<sup>62</sup>

DACOWITS' recommendation and supporting reasoning on a consolidated Service-wide pregnancy and parenthood instruction follow.

### Recommendation

The Secretary of Defense should direct each of the Services to create a consolidated pregnancy and parenthood instruction to provide an all-inclusive, thorough resource for both Service members and their commands.

### Reasoning

A clear understanding of decisions, actions, and requirements surrounding pregnancy, the postpartum period, and parenthood is vital to ensure the safety, health, and well-being of families as they experience these life events, which are both rewarding and challenging. It is imperative that the Services recognize that having children is not incompatible with military service. Commanding officers and supervisors can play significant roles in helping Service members successfully continue their careers while experiencing and enjoying these events. At the same time, Service members need to understand and fulfill their roles and duties to their Services while starting and raising their families.

For each Service, there are many instructions and policies addressing pregnancy, the postpartum period, and parenthood. In 2015, the Committee made a recommendation to consolidate all of these guidelines into one instruction per Service, thus providing a single resource to assist Service members and their commands.<sup>viii</sup> The Navy and the Marine Corps, for example, each have consolidated and outlined all administrative issues, regulations, and policies pertaining to starting and/or expanding families into one instruction. The Navy has also developed an official U.S. Navy Pregnancy and Parenthood Mobile Application that provides guidance for both Service members and command leadership. The application includes discussions on family planning, pregnancy, health

<sup>viii</sup>In 2015, DACOWITS made the following recommendation: The Department of Defense should require that all of the Services create a consolidated pregnancy and parenthood instruction.



care, breastfeeding, adoption, assignments, separation from the military, retention by the military, and other related topics.

The Committee believes the other Services should emulate the Navy's best practices and develop similar resources—including mobile applications—to help Service members and their commands navigate through these complex issues with minimal disruption and frustration.

## Marine Corps Performance Evaluation System

Continuing its work from 2015, DACOWITS examined the issue of annotating pregnancy on the Marine Corps Performance Evaluation System (PES) form. To inform its recommendation on this topic, DACOWITS identified and reviewed several data sources. The following primary sources are available on the DACOWITS Website:

- A written response from the Marine Corps regarding whether it is considering changing the Marine Corps Performance Evaluation System, and if so, when (June 2016)<sup>63</sup>
- The DoD Physical Fitness and Body Fat Program (Department of Defense Directive [DoDD] 1308.1)<sup>64</sup>
- The Marine Corps Policy Concerning Pregnancy and Parenthood (Marine Corps Order [MCO] 5000.12E)<sup>65</sup>

DACOWITS' recommendation and supporting reasoning on the Marine Corps PES follow.

### Recommendation

The Secretary of Defense should have the Office of General Counsel review the Marine Corps Performance Evaluation System (PES), which currently differentiates between women's and men's temporary medical conditions by annotating pregnancy on the PES form.

### Reasoning

This recommendation follows up on one the Committee made in 2015.<sup>ix</sup> MCO 1610.7, issued February 13, 2015, revised the policies, procedures, and standards for the PES, which is the main component used to evaluate a marine's performance:<sup>66</sup>

*"The completed fitness report is the most important information component in manpower management. It is the primary means of evaluating a [m]arine's performance. The fitness report is the [c]ommandant's primary tool available for the selection of personnel for promotion, retention, career designation, resident schooling, command, and duty assignments."*

—General Charles Krulak, 31st Commandant of the Marine Corps

Throughout a marine's career, all current and prior fitness reports are routinely reviewed by selection boards to evaluate career performance and select marines for augmentation, advancement, schooling, and command. The PES states that it is inappropriate to provide "comments pertaining to medical issues (physical and/or psychological) that do not affect the MRO's [marine reported on] performance of

<sup>ix</sup>In 2015, DACOWITS made the following recommendation: The Marine Corps Performance Evaluation System should not differentiate between women's and men's temporary medical conditions, and all references to pregnancy and postpartum convalescent periods should be removed from fitness reports to ensure fairness and the individual's medical privacy.

duties or diminish his or her effectiveness as a leader,”<sup>67</sup> yet pregnancy is the only medical condition required to be documented on a fitness report.

The Marine Corps is the only Service that annotates pregnancy on a fitness report. The PES states that it is unacceptable to note if a Marine is pregnant unless the note is related to adherence to weight standards or completing the Physical Fitness Test (PFT) or Combat Fitness Test (CFT). When a Marine’s weight exceeds the maximum allowable standard, the body fat percentage is recorded. The instructions for completing the report state, “If the MRO is pregnant, omit the weight and enter the four letter code ‘PREG.’”<sup>68</sup> Furthermore, the PES states that if the body fat percentage reported is greater than the maximum allowed for the marine’s age grouping, the report is considered adverse unless a statement is included that says (1) an appropriately credentialed health care provider diagnosed the marine’s weight condition to be the result of an underlying cause or associated disease process, (2) the marine is within the 42-day postpartum convalescent period, (3) or the marine is within the 6-month period following the conclusion of her pregnancy and has been declared fit for full duty by a medical officer.

Moreover, when a marine (male or female) is unable to take or pass the PFT or CFT because of a temporary medical condition, including pregnancy, the evaluator must enter the code NMED (Not Medically Qualified) in the fitness report. When NMED is used, the evaluator must provide a clarifying comment in the narrative section of the fitness report. To ensure fairness to all marines, the comment should be gender neutral and make no reference to pregnancy or postpartum status; for example, “MRO was exempt from taking the PFT/CFT because of a temporary medical condition.”

The respective written guidances from DoD and the Marine Corps on whether/how to

record pregnancy in a marine’s fitness report do not align. DoDD 1308.1, detailing the DoD Physical Fitness and Body Fat Program, states, “Pregnant Service members shall not be held to the standards of fitness and body fat testing until at least 6 months after pregnancy termination.”<sup>69</sup> Moreover, MCO 5000.12E, the Marine Corps Policy Concerning Pregnancy and Parenthood, requires procedures that “ensure that pregnant servicewomen are not adversely evaluated or receive adverse fitness reports or evaluations as a consequence of pregnancy. Pregnancy shall not be mentioned in the comments section. Weight standards exceeded during pregnancy are not cause for adverse fitness reports or evaluations.”<sup>70</sup>

Requiring a pregnant servicewoman to weigh in is not only demeaning but also offensive as well as potentially damaging to her career. Since a pregnant woman’s weight gain is the result of an underlying cause certified by an appropriately credentialed health provider, there is no reason or justification for documenting authorized waivers for pregnant women differently than those for men. Therefore, any reference to the marine’s weight gain because of her postpartum status, childbirth, etc., is inappropriate and unnecessary. Furthermore, the annotation of pregnancy on the servicewoman’s performance evaluation/fitness report creates the potential for bias when the member is assessed for promotion.

In a written response to a May 26, 2016, Committee RFI regarding the disparity between the treatment of women and men with temporary medical conditions, the Marine Corps offered the following explanation:

*“The Marine Corps attempts to capture the information within a fitness report to further explain why an individual is either ‘in standards’ or ‘out of standards’ per MCO. When a [m]arine (male or female) is out of standards, an explanation is required in the form of directed comments contained in section*

*I of the report. This information provides additional insight into why the [m]arine would be out of height/weight standards. A female can be out of height/weight standards for two reasons: an underlying medical condition or disease process and her unique, gender specific role of pregnancy; a male can be out of height/weight standards for only one [reason]: an underlying medical condition or disease process.”*

—Marine Corps Response  
to DACOWITS RFI

This explanation does nothing to allay DACOWITS’ concerns. It merely affirms that the Marine Corps treats women differently than men for purposes of the fitness report, which is a critical evaluation of a marine’s performance and potential, by singling out and recording the temporary medical condition of pregnancy. What “additional insight” might be gained from this information is not clear. Simply annotating “temporary medical condition” on the PES form provides sufficient detail for both male and female marines without the need for further differentiation.

DACOWITS is concerned as to what “additional insight” the Marine Corps may seek to gain by documenting a marine’s pregnancy on her fitness report and questions the relevance of such a notation to an evaluation of performance and potential for advancement in duty or pay grade. Importantly, no other Service includes pregnancy-related comments on personnel evaluations. Marine Corps servicewomen should be afforded the same treatment on fitness reports as their male counterparts and women in other Services.

The SECDEF should ensure the Marine Corps follows DoDD 1308.1 and MCO 5000.12E. All references to pregnancy and postpartum convalescent periods should be removed from fitness reports; doing so will better protect Marines’ medical privacy

and eliminate information that potentially jeopardizes fair and equitable treatment in future records reviews associated with promotions and assignments.

## Obstetrics Multidisciplinary Interdisciplinary Discharge Summary

DACOWITS continued its study from 2015 on the use and distribution of the Obstetrics Multidisciplinary Interdisciplinary (OB MultiID) discharge summary. Upon a servicewoman’s release from a hospital setting, the hospital provides her with the summary, which includes details on her obstetric history, her hospital stay, and post-discharge care instructions. The Committee wanted to better understand what measures are taken to restrict the improper release of OB MultiID discharge summary information, and how the information is used. To inform its recommendation on this topic, DACOWITS identified and reviewed data it obtained in 2015 as well as information from several other sources. The following primary source is available on the DACOWITS Website:

- A written response from the DoD Health Affairs Office on its policy regarding the proper use and distribution of the computer-generated OB MultiID Discharge Summary (June 2016)<sup>71</sup>

DACOWITS’ recommendation and supporting reasoning regarding OB MultiID discharge summaries follow.

### Recommendation

The Secretary of Defense should issue a policy regarding the proper use and distribution of the computer-generated OB MultiID discharge summaries and make every effort to restrict the release of Protected Health Information (PHI).

## Reasoning

DACOWITS repeats this recommendation from 2015.<sup>x</sup> DACOWITS continues to be concerned about the improper release and/or use of PHI. When a servicewoman receives care from a military obstetrician/gynecologist, she is required to complete a form detailing her obstetric history. The provider then assimilates the information from the form into the servicewoman's comprehensive obstetric medical record. After treatment in and release from a hospital setting, this information is used to generate the OB MultiID discharge summary. Based on written responses from the Services to a DACOWITS RFI in September 2016, there are still many challenges and a lack of specificity regarding dissemination of this document and/or the information it contains.<sup>72</sup>

The purpose of the discharge summary is to outline the details of a patient's hospital stay and provide recommendations for care following discharge from the hospital. This is PHI and belongs to the patient. A discharge summary should be treated as a personal medical record and protected as such and should never be used as a leave request for a commanding officer.

There is no policy outlining the requirement for a servicewoman to share OB MultiID discharge summary information with her chain of command to justify an inability to perform particular job functions and/or request convalescent leave. This lack of guidance creates confusion and instances in which servicewomen share PHI needlessly.

Medical documents that contain technical medical terminologies, such as pregnancy/gestational data, and information on final outcomes of a pregnancy/gestation, such as that contained in the discharge summary, can be misinterpreted by non-medical personnel. This misinterpreted information can adversely affect a Service

member's career because of the potential introduction of personal bias into the decision-making matrix of that Service member's chain of command.

A Service member's chain of command needs to know only whether there are limitations in the member's ability to perform duties, information that can be obtained through communication with medical providers treating the member. Leaders also need to know the expected length of convalescent leave; however, specific etiology is generally not necessary. In cases of other illnesses and/or injuries, specific diagnoses usually are not shared with leaders because it is generally not necessary for the chain of command to know specifically why a medical limitation is in place. Therefore, DACOWITS believes the SECDEF should issue a policy on how such personal medical information is used and distributed.

## Physical Standards

DACOWITS continues to be interested in policies that directly affect the retention and promotion of servicewomen in the Armed Forces. The Committee was interested in understanding how the policies are perceived by Service members and the rationale behind each policy, especially with the recent opening of more than 200,000 positions to servicewomen. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources. The following primary sources are available on the DACOWITS Website:

- Findings from focus groups with Service members to assess their perceptions on physical standards and policies (Focus Group Report, 2016)<sup>73</sup>
- Summaries of briefings from each of the Services on current physical standards policies and the rationale behind each policy (December 2015)<sup>74</sup>

<sup>x</sup>In 2015, DACOWITS made the following recommendation: The Department of Defense should issue a policy regarding the proper use and distribution of the computer-generated OB MultiID Discharge Summaries and make every effort to eliminate the release of this protected health information.

DACOWITS' recommendations and supporting reasoning on physical standards follow.

### Recommendation 1

The Secretary of Defense should require a complete review and update of the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI [Department of Defense Instruction] 1308.3) with the recent opening of more than 200,000 positions to servicewomen.

### Recommendation 2

The Secretary of Defense should consider Service-wide adoption of the Air Force methodology and medical research data regarding body fat determined via abdominal circumference measurement to eliminate gender variance.

## Reasoning

With the recent opening of more than 200,000 positions to servicewomen, it is vital that the SECDEF require a complete review of the DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3).<sup>75</sup> The instruction is 14 years old as of the writing of this report and is based upon a dated approach and methodology.

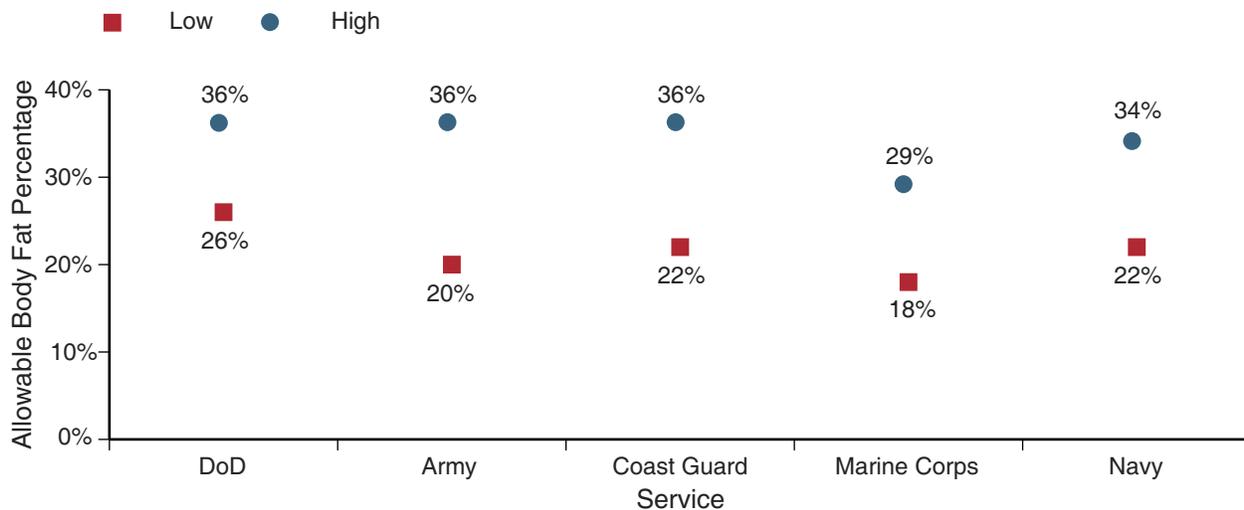
In a 2012 article written for the *Journal of Strength and Conditioning Research*, Friedl (2012) discussed the historical context surrounding the creation of DoD's current female body composition criteria. The article noted that when DoD standards for body composition were established, there was an adjustment made to tighten standards for women that was based upon a

misperception at the time that "women were basically men with too much body fat and their performance might come closer to that of the male counterparts if they were held to leaner standards."<sup>76</sup> Friedl also suggested that the "inclusion of women in Military Services further complicates the issue because of sexually dimorphic characteristics that make gender-appropriate, rather than gender-neutral standards essential to optimal health and performance of the force."<sup>77</sup> Friedl's assertion supports DoD's gender-appropriate body composition standards.

Friedl (2012) highlighted the challenges DoD faces in establishing appropriate body composition standards while ensuring operational requirements are supported. He advocated for a body fat range, with the most restrictive range equating to an attractive military appearance and the most liberal range equating to increased health risk. He reiterated that the optimal body composition (for many types of physical performance) should fall somewhere in the middle of these two extremes.

Under DoDD 1308.1, "Service members whose duties require muscular and cardio-respiratory endurance may be hampered in performing their duties when body fat exceeds 26 percent in males and 36 percent in females."<sup>78</sup> The Marine Corps applies the most stringent body fat standard, whereas the other Military Services are slightly less strict (see Figure 4.1). Friedl (2012) pointed out that the strongest women tend to carry more weight and fat and have a larger average waist circumference than weaker women.<sup>79</sup> The opening of additional combat positions to women necessitates a need for servicewomen to be able to accumulate greater muscular strength and endurance, and thus, the need to increase overall body mass (e.g., weight).

Figure 4.1. Range of Allowable Body Fat Percentages by Service



Note: This figure was compiled based on information provided to DACOWITS at its December 2015 quarterly business meeting.

Allowable ranges vary based on gender and age group; Figure 4.1 represents the lowest and highest allowable body fat percentages regardless of age and gender. The Air Force uses a different methodology than the other Services, and its body composition standards are based on abdominal circumference rather than height-weight calculations of body fat percentages; its allowable ranges are therefore not included in this figure.

The Committee recommends that the SECDEF update the height, weight, and body fat charts for the Military Services based on the latest medical data and health information to prevent injury and ensure Service members are fit and operationally ready. The Army, the Coast Guard, the Marine Corps, and the Navy currently calculate body fat percentages based on an individual's height and weight; the allowable ranges differ by gender and age. While the Air Force does calculate body mass index, it is for clinical and preventive medical care recommendations only, and not for administrative or separation action.<sup>80</sup> To preclude gender differentiation, the Committee recommends that body fat be calculated solely by measuring abdominal circumference (AC), an accepted method that has been adopted

by the Air Force. According to Air Force Instruction 36-2095, this test is “a circumferential measure of abdominal girth at the iliac crest (curved ridge at the top of hip bone) that is positively and highly correlated with internal fat and in turn disease risk independent of body mass.”<sup>81</sup> The Air Force initiated its AC testing program in 2004 and updated it in 2010. The test measures AC, rather than body fat or body mass index, to estimate total adiposity as a fitness predictor. Using this test, airmen are scored based on high, moderate, or low health risk criteria. In a briefing to the Committee in December 2015, Dr. Neal Baumgartner, chief of the Air Force Fitness Testing and Standards Unit, explained that given the inherent morphologic differences in body fat deposition patterns between men and women, a female must have a lower AC measure than a male to achieve the same health outcome.<sup>82</sup> The current taping method (employing a tape measure) used by the other Military Services requires women's hips to be measured. However, depending where the tape “passes over the greatest protrusion of the gluteal muscles (buttocks),”<sup>83</sup> this measurement is often of the thighs and buttocks, not the hips. Friedl (2012) pointed out that waists are “the most labile sites of fat

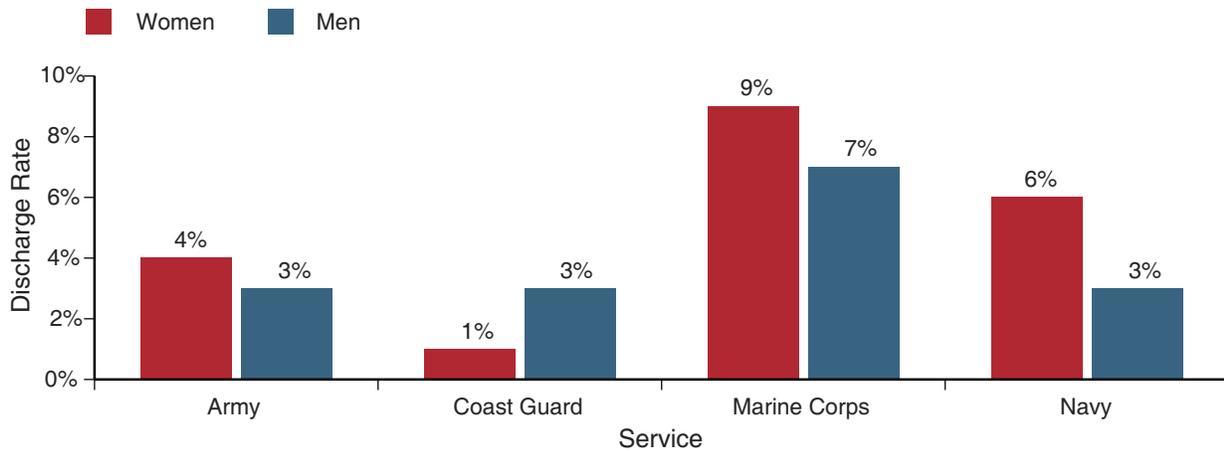
deposition.”<sup>84</sup> According to a 1999 report by The Naval Health Research Center, “For women, waist circumference was the best predictor of body fat content.”<sup>85</sup>

Under current body fat testing methodologies, women are discharged from the Military Services more frequently than their male counterparts. Figure 4.2 illustrates the rates at which women were discharged from the Services for body fat testing failures, according to information provided in briefings to the Committee.<sup>86</sup>

In a meta-analysis of eating disorder symptoms and diagnoses in the Services, researchers found that military weight standards and fitness tests contribute to

eating disorder symptoms in the military.<sup>87</sup> Service members (both male and female) often resort to unhealthy measures to lose weight quickly in order to pass the body composition test, but there is also a direct correlation between the historically more stringent body composition standards for female Service members and eating disorders. Servicewomen have significantly higher rates of eating disorders as compared with civilian women<sup>88</sup> (see Table 4.1). This was particularly true for women in the Marine Corps. Disturbingly, the study also found female cadets at higher risk of eating disorders as compared with their male counterparts and civilian women<sup>89</sup> (see Table 4.2).

**Figure 4.2. Services’ 2014 Discharge Rates for Women Based on Body Fat Testing Failures**



Note: Air Force data was not included in this figure because the Service does not track body fat testing-related discharges.

**Table 4.1. Rates of Eating Disorder Diagnosis Among Female Civilians, All Servicewomen, and Female Marines**

Diagnosis	Civilian Women	All Servicewomen	Female Marines
Anorexia	1–2%	1.1%	4.9%
Bulimia	2%	8.1%	15.9%
Other	3–35%	62.8%	76.7%

**Table 4.2. Range of Eating Disorder Risk Among Female and Male Cadets and Nonmilitary College Women**

Population	Range of Eating Disorder Risk
Female Cadets	20–29.6%
Nonmilitary College Women	10–16%
Male Cadets	2–7%

The study also found that “the use of laxatives, diuretics, diet pills, vomiting, and fasting for standards increased during the body measurement and fitness periods for all Services, but year-round use of many of these behaviors occurred at significantly higher rates among Marines.”<sup>90</sup> Many Service members do not seek medical assistance for their eating disorders for fear of being processed out of the military.

Under the Force of the Future initiative, DoD is emphasizing women’s retention. As part of this effort, the SECDEF should require a full review of DoD’s approach to body composition requirements as well as subsequent impacts of these policies on operational readiness, family planning, and the overall health and wellness of women serving in the Armed Forces. Furthermore, the SECDEF should consider standardizing height, weight, and body fat charts across the Services, based on the latest medical data and health information, and review how the Marine Corps’ stringent female body composition standard may be adversely affecting its recruitment and retention efforts.

## Strategic Communication

As part of its review of the Services’ gender integration efforts, DACOWITS examined strategic communication efforts relevant to the opening of all positions to women. The Committee was interested in better understanding Service members’ perceptions of DoD and Service communications about the purpose of gender integration and its relationship to combat readiness. To inform its recommendations on this topic, DACOWITS identified and reviewed several data sources. The following primary sources are available on the DACOWITS Website:

- Findings from focus groups to assess Service members’ perceptions on communications and messaging surrounding gender integration (Focus Group Report, 2016)<sup>91</sup>
- Summaries of briefings on the Services’ gender integration plans, including their internal strategic communication plans (June 2016)<sup>92</sup>
- Summaries of briefings on the Services’ plans for messaging about gender integration (June 2016)<sup>93</sup>

- Written responses from DoD and the Services regarding their efforts to counter negative stereotypes surrounding gender integration and strategies in place to address these misperceptions (September 2016)<sup>94</sup>

DACOWITS' recommendations and supporting reasoning on strategic communication follow.

### Recommendation 1

The Secretary of Defense should require that strategic wording and imaging across all communication platforms positively shape perceptions regarding the ability of servicewomen to perform to the highest standards of combat readiness.

### Recommendation 2

The Secretary of Defense should aggressively educate the public and military personnel on the differences between occupational standards and physical fitness standards.

## Reasoning

Negative stereotypes and misperceptions regarding the abilities of servicewomen to succeed in combat positions continue to persist. Emotions remain mixed, both within and outside the military, regarding the inclusion of female Service members in combat roles. Some servicewomen believe the decision to open all units and positions to women is more about advancing a social agenda than ensuring the future combat readiness of the Armed Forces.

DACOWITS believes that female Service members will be more receptive to pursuing, and have greater success serving in, newly opened combat positions if strategic

communication more effectively addresses their capabilities and contributions to the combat readiness of the Services. Any strategic communication plan should include compelling messaging (text and images) and the best means of delivery for the target audience. Effective, deliberate communication in all its forms using a variety of vehicles is essential to ensuring the successful inclusion of female Service members in combat roles.

The recommendations being proposed by DACOWITS are driven by these questions:

- Is DoD doing enough to strategically and positively shape perceptions by the public and military personnel to disprove misperceptions about women in the military? Do these strategies focus on the contributions of women to the highest levels of combat readiness and talent management?
- Is there a deliberate messaging plan—especially within the Services—and if so, is it being delivered effectively?
- Does the public perceive a difference between physical fitness standards and occupational standards?
- Is there a belief that gender integration has more to do with a social agenda than a need for women to serve because of their talent? Does this belief hurt the ability of women to succeed in these new roles?

## Communicating the Purpose of Gender Integration

The Committee believes the mission for marketing communication, both internal and external, is to shape the impressions of the target audience as it relates to a specific campaign—in this case, women serving in direct combat. If messaging is done poorly or not at all, old stereotypes can be reinforced, a culture can remain unchanged, and servicewomen may face

a new set of challenges in entering previously closed units and positions. If executed well with effective messaging (including images), these communications can create a new, positive perspective about a woman's potential in the military. Whether on the battlefield or orchestrating a major organizational shift such as opening all units and positions to women, routine and deliberate communication is key to success. Strategic communication is not the same as education or training about the logistics of implementing policy—it is about the deliberate use of appropriate wording and images to counter potential and known bias. An article in *Psychology Today* described the pervasiveness of such implicit biases:<sup>95</sup>

*Psychologists once believed that only bigoted people used stereotypes. Now the study of unconscious bias is revealing the unsettling truth: We all use stereotypes, all the time, without knowing it. We have met the enemy of equality, and the enemy is us.*

—Annie Murphy Paul, Journalist

In defense of the recent groundbreaking changes to fully integrate women into all aspects of national defense, DoD's senior leaders explained that the integration of women into all units and positions is focused on talent management.

*"Our force of the future must continue to benefit from the best people America has to offer. In the 21st century, that requires drawing strength from the broadest possible pool of talent. This includes women."*<sup>96</sup>

—Secretary of Defense Ash Carter

*"We had 872 women in the Army who have been wounded in action in Iraq and Afghanistan, so to me we've had women since the beginning of combat in American history, but for the first time ever we're opening every [occupational specialty], and it's about time. I think women will obviously look to their leaders for support, as officers, noncommissioned officers in combat arms,*

*infantry and armor, but [women are going to] do phenomenal because our whole system is based on meritocracy."*<sup>97</sup>

—Under Secretary of the Army Patrick Murphy

*"Gender has nothing to do with it. They are not women soldiers, women marines, or women sailors. . . . They are soldiers. Marines. Sailors. They are leaders. Heroes. Full stop. This isn't about leveling the playing field. . . . It's about making sure we put the best possible team on the playing field, it's about including in that team a diverse yet cohesive group, made up of people with different perspectives, life experiences, and strengths. Gender integration is a net positive on combat effectiveness."*<sup>98</sup>

—Commander of the U.S. Southern Command Kurt Tidd

However, when DACOWITS conducted focus groups with Service members in 2016, it heard a different viewpoint. In one focus group, 12 female junior officers were asked if they thought gender integration was about advancing a social agenda or promoting combat readiness, and they unanimously and immediately responded with "social agenda." These women did not view gender integration as a requirement to ensure the broadest possible pool of talent is available for national security.<sup>99</sup> Based on the reaction of these women to the issue, it is necessary to consider a question: If women do not believe the impetus behind gender integration is to utilize their talents, what do their male colleagues think is the purpose of gender integration?

For meaningful changes in unconscious attitudes among members of an organization to take place, the mission, the vision, and related goals established by senior leaders need to align across all organizational levels. Although the findings from DACOWITS' 2016 focus groups were encouraging in that they showed a growing number of participants

value female perspectives and capabilities, some participants had different perceptions. Participants from a few officer and senior enlisted groups cited specific examples of how women added value to units by doing things that men could not do or offering valuable alternative perspectives.

*“There was this one guy on my platoon who had a lot of spunk and fight, but when we went into Iraq, we [had the protective equipment necessary for a certain situation only in a size small], so he couldn’t get into it. A female [did] what he couldn’t do. . . . Females [addressed the situation when] it wasn’t safe for him to do that.”*

—Male Officer

While some participants recognized the value that women add, other participants were concerned about allegations of lower physical fitness and occupational standards for women. The most commonly cited concern regarding gender integration was that physical fitness or occupational standards had been or would be lowered inappropriately for women.

*“I heard the biggest complaint is that they changed standards so women could pass. I don’t know if that’s true or not.”*

—Senior Enlisted Woman

Other participants questioned the ability of women to meet physical fitness and occupational standards. Some participants, both men and women, anticipated that female Service members would struggle to meet physical fitness or occupational standards. In particular, some felt that women were unlikely to meet occupational standards for newly integrated positions.

*“If you have a 6’2”, 200-pound male, how can you expect the same from a 5’3”, 130-pound female?”*

—Junior Enlisted Woman

Participants also perceived that gender dynamics sometimes impeded gender integration. They perceived that interactions between men and women could be problematic. Some described experiences with overt sexism or bias; many feared accusations of sexual harassment; and in some groups, participants feared resistance to gender integration could damage unit cohesion.

To communicate the purpose of gender integration effectively, DACOWITS believes that text and images used by the Services for marketing should consistently—

- Reflect combat readiness goals
- Avoid inadvertent social agenda messaging
- Convey talents and capabilities of female Service members in physically and mentally demanding roles, including combat positions
- Explain and reinforce differences between an occupational standard and the physical fitness test, including their different uses and methodologies

DACOWITS recommends that the SECDEF should review and update—as appropriate—all text and images used in Service websites, press releases, briefings, print materials, etc., to accurately reflect all jobs for which women might be qualified, and possibly already hold, rather than only those positions that women have historically and traditionally filled (e.g., nurses, administrative).

## Communication Surrounding Standards

Most 2016 focus group participants said they disliked the phrase “gender neutral” and preferred the blanket term “standards.”

*“It should be [an occupational specialty] standard, not a gender standard.”*

—Senior Enlisted Woman

Instead of using the phrase “gender integration,” which some associate with a social agenda, DACOWITS recommends that DoD use other language, such as “talent leverage,” to highlight combat readiness. Verbiage and imaging should emphasize the DoD mission to identify and capitalize on the most qualified and talented individuals—use of the phrase “gender integration” tends to raise fears of quotas and/or diminished standards. Focusing communications on the differences between occupational standards (which are strictly job specific and not gender standardized) and the biannual physical fitness test required by all Service members (which is age and gender standardized) is key to dispelling the belief held by some that the Services have lowered standards to help women qualify for certain previously closed units and positions.

DACOWITS recommends DoD replace the phrase “gender-neutral standard” with simply “standard”—promoting the idea that the Service member must “perform to the standard.” Such a change could help reduce the perception that standards were lowered. The Army and the Air Force have already moved in this direction—each Service has ceased using the phrase “gender-neutral” in favor of “occupational or physical standards” (Army) or “occupationally relevant standards” (Air Force).

DACOWITS believes it is imperative that both military personnel and the public clearly understand the differences between occupational standards and physical fitness standards. This differentiation will better support the efforts to positively shape perceptions of the talent women bring to national defense.

### **Review of Images on Services’ Websites**

In October 2016, DACOWITS and its support contractor conducted a comprehensive review of the images used on each

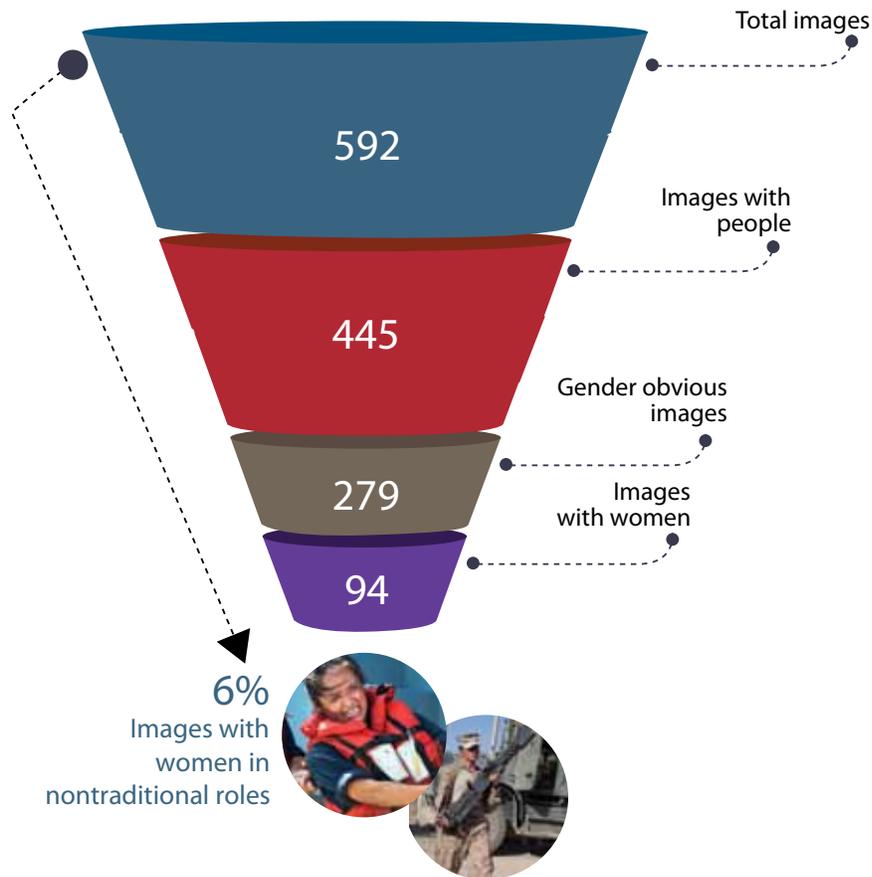
Service’s primary Website (those with Web addresses ending in “.mil”) and recruiting Website (those with Web addresses ending in “.com”). This review examined almost 100 webpages and nearly 900 images. Using a methodology designed by a member of DACOWITS, the support contractor captured all images on the sites’ home pages and each page that one could navigate to directly (i.e., pages that were one click away) from the home page. Each image was assessed independently by two researchers using the following method to ascertain whether it met certain criteria: (1) is there is a person in the photo; (2) if so, is the gender of the person obvious; (3) if the gender is obvious, is the person a man or woman; and (4) if the person is a woman, is she performing a traditional or nontraditional task for the military. For the purposes of this review, the researchers considered the following activities nontraditional: holding a gun or rifle; operating heavy machinery or equipment; working while wearing combat gear (i.e., helmet, goggles, tactical vest); and serving as a firefighter or drill instructor.

As shown in Figures 4.3 and 4.4, the imagery representation of servicewomen in the military was surprisingly outdated and not representative of the vision provided by senior leadership. Furthermore, the percentage of images that included women, either alone or as part of a group, and the percentage of images that depicted women in nontraditional roles each varied greatly by Service. Across all of the “.mil” sites, approximately 21 percent of the images of people included at least one woman (94 out of 445); the proportion of images with women ranged from a high of 42 percent for the Coast Guard site to a low of 8 percent for the Marine Corps site. Similarly, across all of the “.com” sites, 23 percent of the images of people included at least one woman (61 out of 265), and the Coast Guard site featured the highest proportion of images with women (50 percent),

whereas the Marine Corps site had the smallest proportion (5 percent). Far fewer images on these sites included at least one woman in a nontraditional role. Of the

images that included people, only 6 percent of those on the “.mil” sites and 4 percent of those on the “.com” sites portrayed women in nontraditional roles.

**Figure 4.3. Depiction of Women on Military Service Primary Websites, All Services, October 2016**



**Table 4.3. Depiction of Women on Military Service Primary Websites, October 2016**

Image Description	Air Force www.af.mil		Army www.army.mil		Coast Guard www.uscg.mil		Marine Corps www.marines.mil		Navy www.navy.mil	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Images with people	121	100	182	100	12	100	49	100	81	100
Images with women	29	24	25	14	5	42	4	8	31	38
Images with women in nontraditional roles	8	7	5	3	2	17	1	2	10	12

Figure 4.4. Depiction of Women on Military Service Recruiting Websites, All Services, October 2016

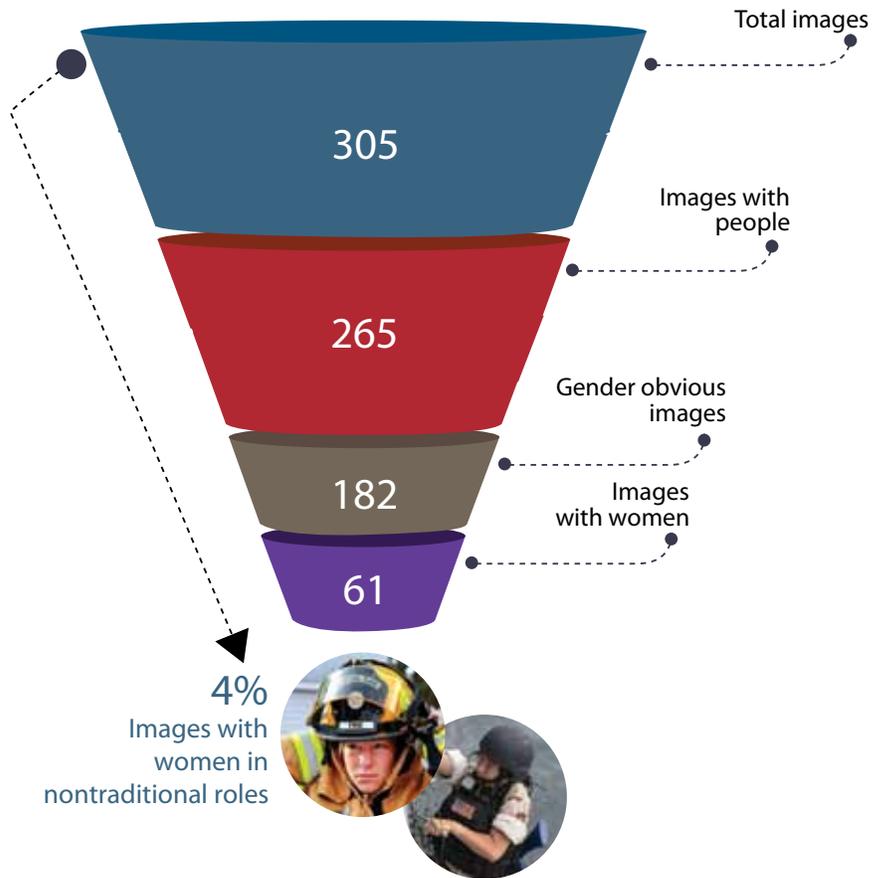


Table 4.4. Depiction of Women on Military Service Recruiting Websites, October 2016

Image Description	Air Force www.airforce.com		Army www.goarmy.com		Coast Guard www.gocoastguard.com		Marine Corps www.marines.com		Navy www.navy.com	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Images with people	82	100	47	100	14	100	84	100	38	100
Images with women	23	28	14	30	7	50	4	5	13	34
Images with women in nontraditional roles	2	2	3	6	1	7	3	4	2	5

## Message Delivery

The SECDEF's decision to open all units and positions throughout the military to all qualified individuals was historic, ground-breaking, and extremely controversial. Most participants in the 2016 focus groups said they first heard about the decision through external communication channels (e.g., civilian news media, social media), not through internal military channels of communication.

Given the overwhelming perception of the 2016 focus group participants that there is a lag between breaking news and official channels of communication, the SECDEF should review the delivery of important messages from senior leadership to the subordinate level ranks; this is particularly important when messages affect military culture. A contributor to *Forbes Magazine* asserted<sup>100</sup> —

*“Internal communication is the glue that holds an organization together and should not be treated as an after-thought. Without it, a company is just a collection of disconnected individuals each working individually at his or her own job. With it, a company is a unit with power far beyond the sum of its parts.”*

—Conor Neill

Focus group participants expressed resentment and frustration about the lack of official communication regarding gender integration efforts. In their analysis of the use of media in relation to war and peace, Stanford University's Manzarria and Bruck (n.d.) describe how external media efforts can “manipulate people's attitudes and behaviors. . . . Those who control and have access to media have access to and potential control of public opinion.”<sup>101</sup> DACOWITS believes it would be best for DoD to take the lead on shaping the opinions, attitudes, and behaviors of those within its ranks rather than allow others to do so. Furthermore, a more focused media

awareness campaign would help positively influence our military culture.

2016 focus group participants made the following recommendations to improve internal communication:

- **Increase top-down and in-person communication.** One of the most widely recommended improvements was for more top-down communication; that is for high-ranking leaders and officials to openly communicate official military information with lower ranking Service members rather than having Service members hear about new changes from unofficial sources.
- **Decrease passive communication, including training sessions and PowerPoint briefs.** Many Service members were very vocal in their dislike of passive forms of communication—for example, training sessions and slide presentations. Service members said that they felt overwhelmed by the number of training sessions and that the sessions were poor substitutes for personal communication, especially regarding important messages such as those related to women serving in direct combat positions.
- **Improve leverage of official military communications, considered the most trustworthy source of information by Service members.** Participants across all Services and pay grades agreed that official military communications were the most credible information sources. Many participants did not believe what they heard about women serving in direct combat positions until they received word of it in an official communication with an official signature.
- **Address misinformation about women serving in combat, and disseminate gender integration plans.** Most participants mentioned that rumors on social

and news media and among Service members in their units had created much misinformation and propagated false or negative stereotypes regarding the opening of all positions to women. Although each Service released its gender integration plan a few months before DACOWITS focus groups were held, when asked whether they had looked for their Service's respective plans, only a few participants said they had seen or looked for this information.

In conclusion, DACOWITS recommends DoD use a strategic communication strategy for both internal and external audiences that focuses on text and image selection to positively shape perceptions regarding the talent women contribute to combat readiness. In the absence of a detailed plan to communicate strategically about gender integration efforts, messages are being spread through random acts of communication; this is not a realistic strategy for achieving an organizational change of attitudes and behaviors. We believe that a centralized, strategic communication plan to promote respect for women's ability to support combat readiness will help minimize misconceptions about the purpose of gender integration and the differences between physical fitness and occupational standards. Such a plan will improve women's chances to be recognized, engaged, respected, and promoted for their talent.

### Transition Services

As part of its review of servicewomen's overall wellness, DACOWITS examined transition services available to Service members. The Committee wished to better understand what services were available to servicewomen to help them transition to civilian life. The Committee also reviewed data on the wellness of servicewomen after transitioning to civilian life to understand concerns that are most relevant for transitioning servicewomen

and their prevalence. To inform its recommendation on this topic, DACOWITS identified and reviewed several sources. The following primary sources are available on the DACOWITS Website:

- A literature review by the DACOWITS support contractor that compiled research related to homelessness, suicide, unemployment, and posttraumatic stress disorder experienced by female veterans compared with male Service members and civilians (December 2015)<sup>102</sup>
- Summaries of briefings by the Services on their transition programs and unique resources for women, including those that support servicewomen at risk for unemployment, homelessness, and suicide, and those who have experienced military sexual trauma (March 2016)<sup>103</sup>
- A summary of public comments during a quarterly business meeting that provided an overview of Operation Reinvent, an organization focused on helping female veterans transition out of the military<sup>x</sup> (June 2016)<sup>104</sup>

DACOWITS' recommendation and supporting reasoning on transition services follow.

#### Recommendation

The Secretary of Defense should review and enhance the content of current transition assistance programs to better meet the unique needs of transitioning servicewomen.

#### Reasoning

The current Transition Assistance Program (TAP) does not include content that addresses the unique challenges and needs of transitioning servicewomen. This content gap has been noted in a comprehensive assessment by the Disabled American Veterans (DAV) of the policies and programs serving veterans.

<sup>x</sup>DACOWITS notes that the presentation and distribution of materials during the public comment period does not constitute endorsement by DoD, DACOWITS, or the Military Services of the information, products, or services featured therein.

DAV's research showed female veterans had knowledge gaps about transition services available through DoD, and many lacked understanding of their eligibility for services provided by the U.S. Department of Veterans Affairs (VA).<sup>105</sup> Female veterans displayed unique transition circumstances: when compared with men, women were less likely to be married; more likely to be married to a fellow Service member if married; more likely to be a single parent; more likely to be divorced; and more likely to be unemployed following military service.<sup>106</sup> Women veterans also tended to be younger than their male counterparts and, for reasons that are not well understood, were less likely to use VA benefits.

The DAV report found that female veterans were frustrated with the transition process. Of significance, women were less likely than men (32 percent versus 47 percent) to believe the military was doing enough to ease their transition to civilian life. They were also more likely than their male counterparts (18 percent versus 7 percent) to doubt the utility of their military skills in the civilian job market.<sup>107</sup> Still other studies have shown that female veterans felt they were led to believe military training would be more valuable in their search to secure civilian employment.<sup>108</sup> Further complicating the transition for female veterans, women in the civilian workforce in general earn 79 cents for every dollar a similarly skilled and experienced male earns. Studies show an even wider earnings gap among women of color.<sup>109</sup> As outlined in the "Population Representation in the Military Services: Fiscal Year 2014 Summary Report," servicewomen were considerably more likely than servicemen to belong to racial and ethnic minorities.<sup>110</sup>

According to the DAV report, compared with male veterans, female veterans have found it more difficult to translate technical skills

they gained in the military to jobs in the private sector. Female veterans have struggled with unemployment following the recent recession, lagging behind nonveteran women and both veteran and nonveteran men.<sup>111</sup> The report also found that the rate of homelessness for female veterans in 2013 was nearly double that for nonveteran women.<sup>112</sup>

DACOWITS believes the SECDEF should augment TAP content to better meet the unique needs of transitioning servicewomen. In concert with its TAP partners, DoD should conduct a needs assessment of servicewomen and develop a TAP breakout session for female military members to address those needs. DoD and the Military Services should also undertake a comprehensive review of ad hoc programs offered by various military units and external transition support programs to promote best practices in transition support and referral approaches. A list of some of these programs follows.

- **Confidence Outside the Uniform.** This event, offered by the Texas Veterans Commission at Fort Hood, TX, aimed to help female veterans, transitioning servicewomen, and spouses to translate military skills to the private sector, readjust to civilian culture, search for employment, and take the lead in their careers.<sup>113</sup>
- **Fatigues to Fabulous (F2F).** This is a nonprofit organization that assists women making the transition from military to civilian life; working with partners, F2F offers resume building, interviewing skills, and workplace attire advice. F2F also raises funds to support research on health conditions that female veterans face.<sup>114</sup>
- **Operation Reinvent.** This is a nonprofit organization based out of New York and dedicated to providing guidance and resources to help transitioning

military women identify career paths that suit their skills, education, goals, and interests. The organization's Career Transition and Empowerment Program features hands-on professional image development and stress management and includes 1 year of mentoring and real-time job search opportunities.<sup>115</sup>

- **Redefining Your Future.** In May 2016, Joint Base Lewis-McChord hosted a 2-day transition event for servicewomen to help address the unique challenges women face when exiting the military.<sup>116</sup>
- **Service Women's Transition Seminar.** The Service Women's Action Network partnered with the Northern Virginia Technology Council's Veteran Employment Initiative to offer an all-female veteran career transition seminar. It provided career education and personal growth experience tailored to female veterans. The program included skills assessments, career coaching, mentor matching, interview skills training, training on salary negotiation, and panel discussions with female executives.<sup>117</sup>
- **Stand-Up for Women Vets.** The mission of Final Salute, which sponsors the Stand-Up for Women Vets events, is to provide homeless women veterans with safe, suitable housing. These events provide support for women veterans and military women in transition by providing professional business attire, dress shoes, accessories, makeovers, image consulting, and professional headshots.<sup>118</sup>
- **Veteran Women Igniting the Spirit of Entrepreneurship.** This program, which is run through Syracuse University, helps female veterans identify their passions and learn business skills to turn their ideas into growth ventures.<sup>119</sup>

## Continuing Concern: Maternity Uniforms

This year, DACOWITS reviewed maternity uniform designs, prices, and distribution policies. DACOWITS was interested in understanding servicewomen's experience with maternity uniform policies and the quality and utility of the garments available to them. DACOWITS identified and reviewed several data sources on this topic. The following primary sources are available on the DACOWITS Website:

- Feedback from focus group participants on their concerns about their experiences with maternity uniform policies (Focus Group Report, 2016)<sup>120</sup>
- Written responses and summaries of briefings from the Services on current maternity uniforms and any future prototypes (September 2016)<sup>121</sup>

DACOWITS' reasoning for continuing its examination of the issue of maternity uniforms follows.

### Reasoning

During its 2016 focus groups, the Committee heard servicewomen's concerns about the design and appearance of maternity uniforms. To follow up, the Committee then received briefings from the Services on these issues. As was explained to the Committee in September 2016, there is a wide variety of maternity uniform designs, materials, sizes, and prices. Moreover, there are several different distribution/purchasing policies, depending on the rank/rate of the Service member and her Service. Several of the Services are working to update their maternity uniforms and policies related to the administration of these items. The Committee will follow these updates closely and review any changes.

## Continuing Concern: Sexual Harassment and Sexual Assault Training

As it has for several years, DACOWITS continued to examine sexual harassment and sexual assault training provided by each Service. The Committee was interested in better understanding the best practices in this area. The Committee was also interested in how Service members felt about the effectiveness of the training, what made the training successful or unsuccessful, and any adverse or unintended factors that occurred as a result of the training. DACOWITS identified and reviewed several data sources on sexual harassment and sexual assault training. The following primary sources are available on the DACOWITS Website:

- Feedback from focus group participants about their dissatisfaction with sexual harassment and sexual assault training (Focus Group Report, 2016)<sup>122</sup>
- A briefing summary discussing a report on the role of the Office of Diversity Management and Equal Opportunity (ODMEO) in sexual harassment cases (March 2016)<sup>123</sup>
- A briefing summary from DoD's Sexual Assault Prevention and Response Office (SAPRO) (March 2016)<sup>124</sup>
- SAPRO's comments on its report about retaliation that can occur after a Service member reports a sexual assault (December 2015)<sup>125</sup>
- A written response and a briefing summary from SAPRO on its retaliation strategy (June 2016)<sup>126</sup>
- A written response from ODMEO on the Integrated Process Team report (June 2016)<sup>127</sup>



DACOWITS' reasoning for continuing its examination of the issue of sexual harassment and sexual assault training follows.

### Reasoning

DACOWITS believes that the content, delivery, and frequency of sexual harassment and sexual assault training must be reevaluated to reemphasize the critical linkages between sexual harassment and sexual assault and the negative impact of these behaviors on force readiness and combat effectiveness. With the opening of combat positions to women, the timing is right for such a reevaluation. As in previous years, in 2016, the Committee

found in focus groups that training around sexual harassment and sexual assault was influencing the gender integration process. Some participants described how this frequent training could contribute to feelings of trepidation around professional interactions between men and women.

*“For the most part, [men] are scared of offending us. . . . We have so much [sexual harassment] training that they are scared to do anything with us. . . .”*

—Junior Enlisted Woman

*“The [sexual harassment and assault program] pendulum has swung so far that there are people manipulating the system, and it makes males fearful of having women [in their units].”*

—Female Officer

*“You have [male leaders] who have not had to work with females or lead a female. . . . This goes back to making them aware and giving training. The only thing that we have is [sexual harassment and assault training], and . . . the prevailing mindset is that you have to walk on eggshells, or you’ll get the book thrown at you.”*

—Senior Enlisted Man

In the Committee’s 2016 focus groups, some participants offered their opinions that sexual harassment and sexual assault training was necessary and useful, but others criticized the content, the delivery, and the frequency of the training. Some of the participants perceived Microsoft PowerPoint lectures and computer-based training to be less effective than interactive skits and lectures in cultivating awareness about sexual harassment and sexual assault.



This topic continues to be of interest to the Committee. DACOWITS acknowledges two other Federal Advisory Committees that monitor sexual assault:

- **Judicial Proceedings Panel.** The Judicial Proceedings Panel conducts an independent review and assessment of judicial proceedings conducted under the Uniform Code of Military Justice involving adult sexual assault and related offenses. The purpose of the review is to develop recommendations on how to improve such proceedings.<sup>xii</sup>
- **Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces.** Through DoD’s General Counsel, this new committee will advise the SECDEF on the investigation, prosecution, and defense of allegations of rape, forcible sodomy, sexual assault, and other sexual misconduct involving members of the Armed Forces.<sup>xiii</sup>

<sup>xii</sup>For more information, visit <http://jpp.whs.mil/>

<sup>xiii</sup>For more information, visit <https://www.federalregister.gov/documents/2016/02/23/2016-03749/charter-establishment-of-department-of-defense-federal-advisory-committees>





AIR FORCE

Defense Advisory Committee on Women in the Services

# Appendix A

## DACOWITS Charter

**Committee's Official Designation:** The Committee will be known as the Defense Advisory Committee on Women in the Services ("the Committee").

**Authority:** The Secretary of Defense, in accordance with the provisions of the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Committee.

**Objectives and Scope of Activities:** The Committee shall examine and advise on matters relating to women in the Armed Forces of the United States.

**Description of Duties:** The Committee shall provide the Secretary of Defense and the Deputy Secretary of Defense, through the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), independent advice and recommendations on matters and policies relating to women in the Armed Forces of the United States.

**Agency or Official to Whom the Committee Reports:** The Committee shall report to the Secretary of Defense and the Deputy Secretary of Defense, through the USD(P&R). The USD(P&R), pursuant to Department of Defense (DoD) policy, may act upon the Committee's advice and recommendations.

**Support:** The DoD, through the Office of the USD(P&R), shall provide support, as deemed necessary, for the Committee's performance and functions, and shall ensure compliance with the requirements of the FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b, as amended) ("the Sunshine Act"), governing Federal statutes and regulations, and established DoD policies and procedures.

**Estimated Annual Operating Costs and Staff Years:** The estimated annual operating cost, to include travel, meetings, and contract support, is approximately \$975,000.00. The estimated annual personnel costs to the DoD are 4.0 full-time equivalents.

**Designated Federal Officer:** The Committee's Designated Federal Officer (DFO) shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures.

The Committee's DFO is required to be in attendance at all meetings of the Committee and its subcommittee for the entire duration of each and every meeting. However, in the absence of the Committee's DFO, a properly approved Alternate DFO, duly appointed to the Committee according to established DoD policies and procedures, shall attend the entire duration of all meetings of the Committee and its subcommittees.

The DFO, or the Alternate DFO, shall call all meetings of the Committee and its subcommittees; prepare and approve all meeting agendas; adjourn any meeting when the DFO, or the Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures; and chair meetings when directed to do so by the official to whom the Panel reports.

**Estimated Number and Frequency of Meetings:** The Committee shall meet at the call of the Committee's DFO, in consultation with the Committee's Chairperson. The estimated number of Committee meetings is four per year.

**Duration:** The need for this advisory function is on a continuing basis; however, this charter is subject to renewal every two years.

**Termination:** The Committee shall terminate upon completion of its mission or two years from the date this charter is filed, whichever is sooner, unless the Secretary of Defense extends it.

**Membership and Designation:** The Committee shall be comprised of no more than 20 members who are appointed by the Secretary of Defense or the Deputy

Secretary of Defense and who have experience with the military or with women's workforce issues. The Secretary or the Deputy Secretary of Defense shall select and appoint the Committee's Chairperson from the total membership. All Committee member appointments must be renewed by the Secretary of Defense or the Deputy Secretary of Defense on an annual basis.

The Secretary of Defense or the Deputy Secretary of Defense may appoint the Director of the Center for Women Veterans for the Department of Veterans Affairs to serve as a non-voting ex-officio regular government employee (RGE) member, who participates in the Committee's deliberations. If appointed, he or she will not count toward the Committee's total membership or to determine whether a quorum exists.

The USD(P&R) may request the appointment of additional experts and consultants to advise the Committee as subject matter experts. If approved by the Secretary of Defense, these experts and consultants, appointed under the authority of title 5 U.S.C. § 3109, shall have no voting rights on the Committee or its subcommittees, shall not count toward the Committee's total membership, and shall not engage in Committee deliberations.

Committee members appointed by the Secretary of Defense or the Deputy Secretary of Defense, who are not full-time or permanent part-time Federal employees, shall be appointed as experts and consultants, under the authority of 5 U.S.C. § 3109, to serve as special government employee (SGE) members. Committee members appointed by the Secretary of Defense, who are full-time or permanent part-time Federal employees, shall serve as RGE members. Committee members shall serve a term of service of one-to-four years on the Committee. No member may serve more than two consecutive terms of

service without Secretary of Defense or Deputy Secretary of Defense approval. This same term of service limitation also applies to any DoD authorized subcommittees.

All Committee members will be reimbursed for travel and per diem as it pertains to official business of the Committee. The Committee members, who are appointed by the Secretary of Defense or the Deputy Secretary of Defense as SGE members, will serve without compensation.

**Subcommittees:** The DoD, when necessary and consistent with the Committee's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups to support the Committee. Establishment of subcommittees will be based upon a written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the USD(P&R), as the DoD Sponsor.

Such subcommittees shall not work independently of the Committee, and shall report all of their recommendations and advice solely to the Committee for full and open deliberation and discussion. Subcommittees, task forces, or working groups have no authority to make decisions and recommendations, verbally or in writing, on behalf of the Committee. No subcommittee or any of its members can update or report, verbally or in writing, on behalf of the Committee, directly to the DoD or any Federal officers or employees.

The Secretary of Defense or the Deputy Secretary of Defense will appoint subcommittee members to a term of service of one to four years, even if the member in question is already a member of the Committee. Subcommittee members shall not serve more than two consecutive terms of service, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense.

All subcommittee members, if not full-time or permanent part-time Federal employees, will be appointed as experts and consultants, under the authority of 5 U.S.C. § 3109, to serve as SGE members, whose appointments must be renewed on an annual basis. Subcommittee members appointed by the Secretary of Defense, who are full-time or permanent part-time Federal employees, shall serve as RGE members. With the exception of reimbursement of official travel and per diem related to the Committee or its subcommittees, subcommittee members shall serve without compensation.

All subcommittees operate under the provisions of FACA, the Sunshine Act, governing Federal statutes and regulations, and established DoD policies and procedures.

**Recordkeeping:** The records of the Committee and its subcommittees shall be handled according to Section 2, General Records Schedule 26 and governing DoD policies and procedures. These records will be available for public inspection and copying, subject to the Freedom of Information Act of 1966. (5 U.S.C. § 552, as amended).

**Filing Date:** April 22, 2014







ARMY

Defense Advisory Committee on Women in the Services

# Appendix B

## Research Methodology

This appendix provides an overview of DACOWITS’ research methodology. The Committee bases its work on a yearlong research cycle.

### Study Topic Development

The current cycle began in December 2015. At this meeting, members identified study topics for the coming year based on current issues affecting servicewomen and lingering concerns carried over from the previous research cycle. Following this meeting, the Committee developed clear, testable research questions to guide its work on these topics. The Committee then identified

the most appropriate methodologies to address each research question (e.g., soliciting Service input through RFIs, performing literature reviews, conducting focus group discussions). This methodology information was entered into a research plan matrix and was revisited quarterly to address new information obtained during the Committee’s business meetings and new questions that arose. This research plan formed the basis for the development of the focus group materials and the RFIs the Committee released in preparation for each of its quarterly business meetings (see Table B.1).

**Table B.1. DACOWITS 2016 Study Topics and Data Sources**

Study Topic	Data Sources		
	Responses to RFIs	Focus Groups	Other Sources
<b>Recruitment and Retention</b>			
Mentorship		●*	●
Single-Parent Waivers	●		●
Accessions and Marketing	●		●
<b>Employment and Integration</b>			
Chaplain Corps	●	●*	●
Gender Integration	●	●*	●
Combat Gear and Equipment	●	●	●
<b>Well-Being and Treatment</b>			
Consolidated Service-Wide Pregnancy and Parenthood Instruction	●	●	●
Marine Corps Performance Evaluation System	●		
Obstetrics Multidisciplinary Interdisciplinary Discharge Summary	●		
Physical Standards	●	●	●
Strategic Communication	●	●*	●
Transition Services	●		●
Maternity Uniforms	●	●	●
Sexual Harassment and Sexual Assault Training	●	●	●

\* The selected topics were primary study topics for the 2016 DACOWITS focus groups. The remaining topics listed in this column were raised spontaneously by participants during the open discussion period at the end of each focus group and occurred with enough frequency to allow the research team to use the input on these topics to draw conclusions.

As shown in the timeline presented in Figure B.2, data collection activities moved quickly once the Committee developed its research plan.

**Figure B.2. Timeline of Key Research Activities**



## Requests for Information

In advance of each meeting, DACOWITS prepares RFIs for DoD or the Services. These requests include targeted research questions and the preferred delivery method for each request (i.e., briefing during a quarterly meeting, written response). The Committee's RFIs take many forms, including data calls, policy briefs, literature reviews, and status updates. In 2016, DACOWITS received responses to RFIs during each of its quarterly business meetings (held in December, March, June, and September). The Committee acknowledges each of the Service representatives for the numerous briefings and written responses they develop to respond to DACOWITS' requests. Appendix D presents all of the DACOWITS 2016 RFIs and the corresponding responses.

## Focus Groups

Between the December and March 2016 meetings, the Committee worked with its support contractor to develop preliminary focus group protocols and mini-surveys to administer to focus group participants. Following the March meeting, DACOWITS pretested the focus group protocols and mini-surveys at a local military installation and adjusted them in preparation for data collection.

The Committee collected qualitative data during site visits to 14 military installations—representing all four DoD Service branches (Air Force, Army, Marine Corps, and Navy) and the Coast Guard—from April to May 2016 (see Appendix C for the full list of installations visited). During the focus groups at these sites, the Committee addressed four topics:

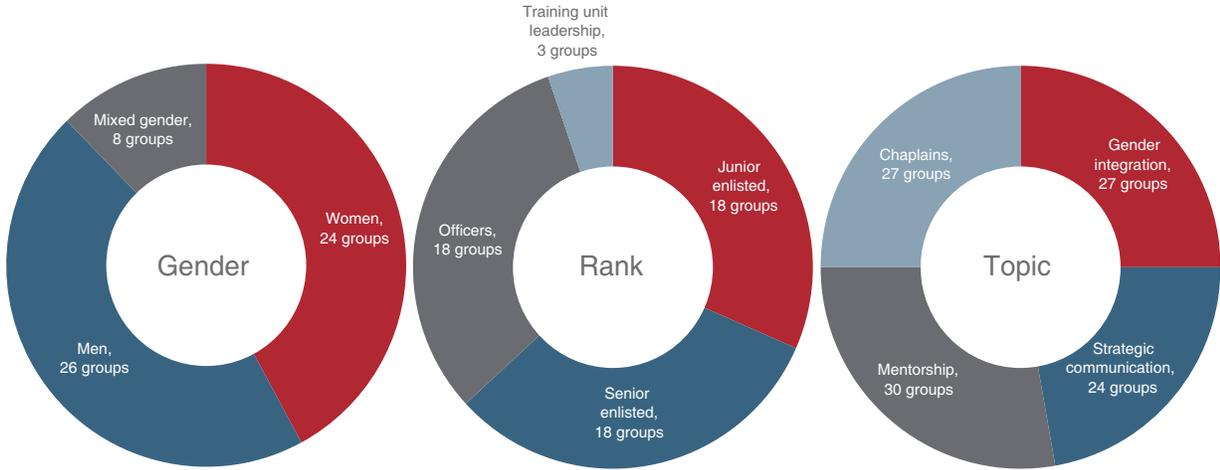
1. Gender Integration
2. Strategic Communication
3. Mentorship
4. Chaplain Corps

Each protocol covered either one or two topics to ensure each study topic was addressed by each Service, gender, and military pay grade group, as relevant given the study topic. Protocols with two topic modules were used for 90-minute focus groups; protocols with one topic module were used for 45-minute focus groups. Committee members facilitated the focus group discussions to elicit and assess views, attitudes, and experiences of Service members on the study topics. The Committee also distributed mini-surveys to participants to determine the demographic composition of the groups. All data collection instruments were approved by the support contractor's Institutional Review Board, with concurrence from DoD's Office of the Under Secretary of Defense for Personnel and Readiness, and approval from the Washington Headquarters Services Directives Division, to ensure the protection of human subjects.

DACOWITS conducted 57 focus groups. Of these groups, 24 were conducted with men, 26 were conducted with women, and seven were comprised of participants of both genders. Eighteen groups were conducted with junior enlisted participants (pay grades E1–E5), 18 groups were held with senior enlisted participants (pay grades E6–E9), 18 were conducted with officers, and three were held with participants of mixed ranks. In all, there were 545 participants, with an average of 10 participants per session. The gender integration module was used in 27 groups;<sup>xiv</sup> the strategic communication module was used in 24 groups; the mentorship module was used in 30 groups; and the Chaplain Corps module was used in 27 groups. Each installation was responsible for recruiting focus group participants from the demographic categories specified by DACOWITS (see Figure B.3). The results of these focus groups were presented to the public at the Committee's June business meeting and through a report posted to the DACOWITS Website (<http://dacowits.defense.gov>).

<sup>xiv</sup>Of the 27 gender integration focus groups, three were conducted exclusively with leaders and trainers of newly opened specialty schools.

Figure B.3. Focus Group Breakdown

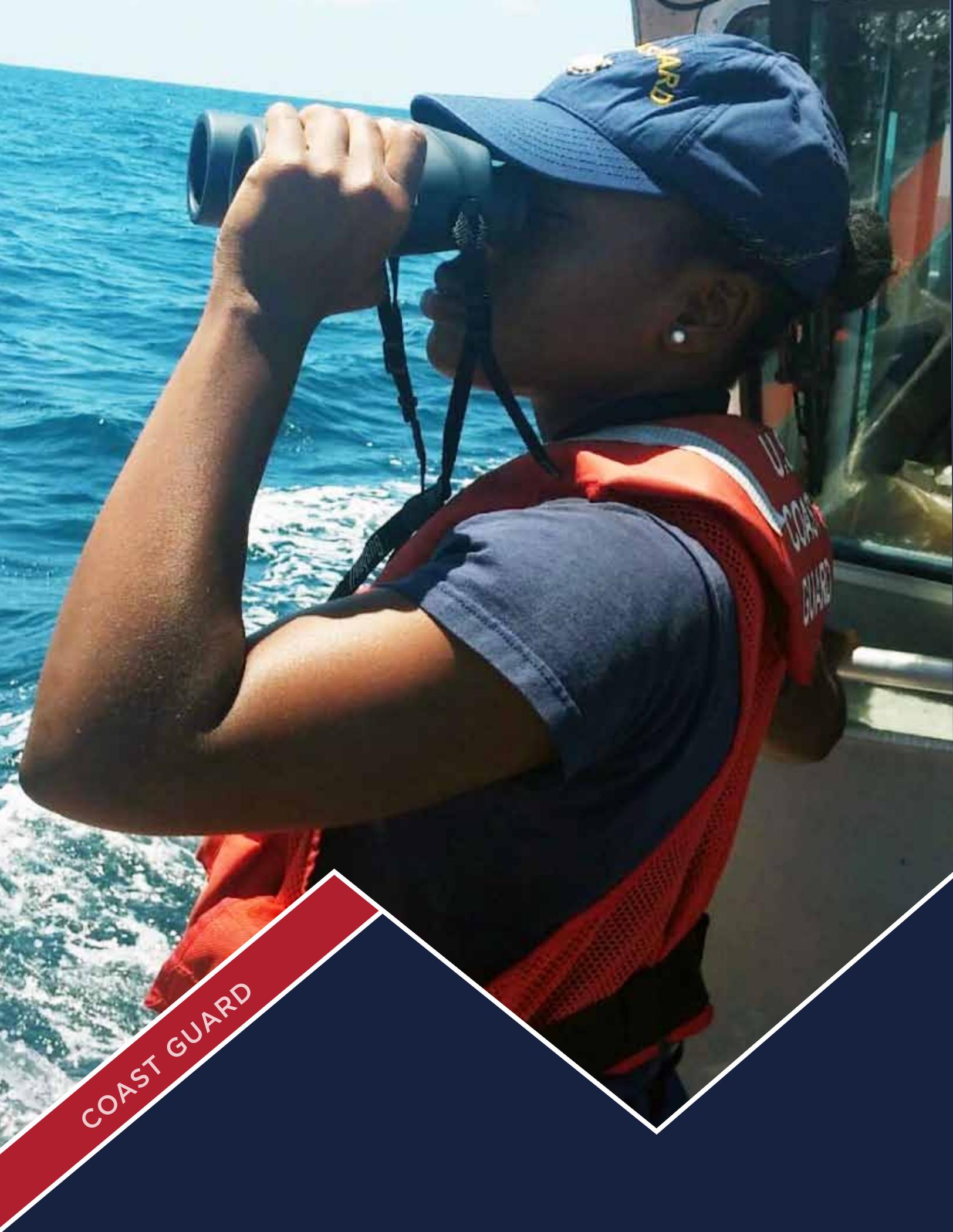


## Review of Other Data Sources

Throughout the year, Committee members reviewed data sources other than the focus group findings and responses to RFIs. DACOWITS staff prepared research reports and digests of timely news articles for Committee members. The DACOWITS support contractor conducted several formal literature views on DACOWITS' behalf; these studies included detailed reviews of recent peer-reviewed literature and data on the civilian population. In preparing the report, the support contractor team also worked with DACOWITS to conduct several ad hoc data analyses.

## Recommendation Development

During the September 2016 quarterly business meeting, the Committee members voted on their recommendations and continuing concerns. Members developed these recommendations after reflecting upon their site visits, carefully reviewing the focus group findings, and revisiting the RFI responses and all other information received throughout the year. These recommendations were then compiled into this final report, which the Committee approved and signed at the December 2016 quarterly meeting before selecting new study topics for 2017.



COAST GUARD

Defense Advisory Committee on Women in the Services

# Appendix C

Biographies of DACOWITS Members

**General Janet Wolfenbarger, USAF,  
Retired—Mico, Texas (Committee Chair)**

General (Ret.) Janet C. Wolfenbarger retired from the Air Force in July 2015. In her last assignment before retirement, she served as Commander, Air Force Materiel Command (AFMC), at Wright-Patterson Air Force Base (WPAFB), OH. The command employs some 80,000 personnel and manages \$60 billion annually, executing the critical mission of warfighter support through leading-edge science and technology, cradle-to-grave life cycle weapon systems management, world-class developmental test and evaluation, and world-class depot maintenance and supply chain management.

Gen. (Ret.) Wolfenbarger was commissioned in 1980 as a graduate of the U.S. Air Force Academy and began her career in acquisition as an engineer at Eglin Air Force Base, FL. She held a variety of assignments at headquarters Electronic Security Command and Air Force Systems Command. Gen. (Ret.) Wolfenbarger held several positions in the F-22 System Program Office at WPAFB, served as the F-22 Lead Program Element Monitor at the Pentagon, and was the B-2 System Program Director for the Aeronautical Systems Center, WPAFB, OH. She also commanded ASC's C-17 Systems Group, Mobility Systems Wing.

She was the Service's Director of the Air Force Acquisition Center of Excellence at the Pentagon, then served as Director of the Headquarters AFMC Intelligence and Requirements Directorate, WPAFB. She served as AFMC Vice Commander from December 2009 to September 2011. Prior to her last assignment, Gen. (Ret.) Wolfenbarger was the Military Deputy, Office of the Assistant Secretary of the Air Force for Acquisition, the Pentagon, Washington, DC. After retiring from the Air Force, in addition to serving as the chair of DACOWITS, Gen. (Ret.) Wolfenbarger was elected to serve

on the AECOM board of directors and as a trustee for the Falcon Foundation.

**Chief Master Sergeant Bernise Belcer,  
USAF Retired—Columbia, South  
Carolina (Committee Vice-Chair)**

Chief Master Sergeant (Ret.) Bernise Belcer enlisted in the United States Air Force in November 1982. She attended technical training in the Personnel Career field at Keesler Air Force Base, MS. She was promoted to the rank of Chief Master Sergeant in October 2002. On December 1, 2012, she retired after 30 years of military service from the position of Chief, Enlisted Promotions, Evaluations, and Fitness Policy in the Manpower, Personnel and Services Directorate, the Pentagon, Washington, D.C.

CMSgt (Ret.) Belcer served in many positions throughout her career, including Group Superintendent at MacDill Air Force Base, FL; Osan Air Base, Korea; and Charleston Air Force Base, SC. She also served as Command Chief Master for the 437th Airlift Wing at Charleston Air Force Base, SC, and as 19th Air Force Command Chief at Randolph Air Force Base, TX. She deployed in support of Operation Iraqi Freedom to Al Udeid Air Base, Qatar.

Her military decorations include the Legion of Merit, Meritorious Service Medal with one silver and two bronze oak leaf clusters; Air Force Commendation with one oak leaf cluster; and the Outstanding Airman of the Year Ribbon.

CMSgt (Ret.) Belcer earned her bachelor of arts degree in Education at the University of South Carolina in Columbia, SC, and her master's degree in Management from Webster University. She holds a Community College of the Air Force degree and a graduate certificate from Villanova University, both in Human Resources Management.

She has received advanced Senior Leadership training at National Defense University, Keystone.

Her additional academic credentials are as follows: Command Senior Enlisted Leader Course, Washington, DC; Center for Creative Leadership, LaJolla, CA; Air Force Enterprise Management Seminar, University of North Carolina at Chapel Hill, NC; and Kenan-Flagler Business School and Air Mobility Command Senior Mobility Leaders Course, USAF Expeditionary Center, Fort Dix, NJ.

While on active duty, CMSgt (Ret.) Belcer served as the Air Force Military Representative to DACOWITS. She serves as president of the board of directors for the Belleclave Homeowner's Association. Bernise and her husband, Derrick, live in Columbia, SC. Derrick is also retired Air Force.

#### **Dr. Kristy Anderson—San Antonio, Texas**

Dr. Kristy Anderson is a Family Medicine Physician. As a TRICARE provider, she has seen the influence and impact of military service on every aspect of military families. Dr. Anderson's experience in medical practice covers the spectrum of life from birth to death, which gives her unique insight into the challenges that individuals experience during each stage of their lives. Her patients have included Service members, their dependents, and retirees from each branch of DoD.

Dr. Anderson attended medical school in San Antonio, TX where she completed clinical clerkships at both Willford Hall Medical Center and Brooke Army Medical Center. She served as a civilian primary care physician for the community of Fort Hood and the surrounding area from 2005 to 2009. She relocated again with her husband to Wright-Patterson Air Force Base (WPAFB) in 2009, where she joined a Family Medicine practice and later an Internal Medicine group, serving the extended WPAFB community. She also expanded the focus of her practice to include

hospice and palliative medicine, which familiarized her with the issues facing veterans and their loved ones as life comes to an end. She provides medical care for the residents at Blue Skies of Texas (formerly known as Air Force Village).

Dr. Anderson is a native of Dallas, TX, and graduated from Garland High School as her class valedictorian, setting a record for the highest GPA achieved by a student in Texas. She then attended Sweet Briar College where she graduated Summa Cum Laude with a bachelor of science degree, majoring in both Biology and Dance. She was awarded the President's Medal by the college for her efforts above and beyond her degree program. She earned her doctorate in Medicine from The University of Texas Health Sciences Center at San Antonio, TX, in 2003. She completed her medical residency in Family Medicine with Scott & White Hospital/Texas A&M Health Sciences Center. She is board certified in Family Medicine as well as Hospice and Palliative Medicine.

Dr. Anderson is married to an active duty Air Force officer who serves as a squadron commander at Joint Base San Antonio. At their previous assignment, she served as his unit's key spouse. She is very involved in her children's extracurricular activities and values the importance of family time.

#### **Colonel John Boggs, USMC, Retired—Phoenix, Arizona**

Colonel (Ret.) John Boggs U.S. Marine Corps is an author, speaker, and leadership and strategy development expert.

An Infantry Officer with more than 30 years of service to the Nation, Col (Ret.) Boggs is one of the rare few to command at every rank held. When not in command, he served the Corps as a trainer, educator, or on high-level staffs.

As a trainer and educator, Col (Ret.) Boggs served at both of the Marine Corps' Recruit Training Depots, Officer Candidates School, and the Head of the Marine Corps' Distance Learning Programs. He was also a Professor and Dean of Faculty and Academic Programs at the Industrial College of the Armed Forces.

As a staff member, Col (Ret.) Boggs served as Chief of Staff of the National Defense University in Washington, DC—the world's leading institute for producing strategic leaders—and as a Fellow at the Council of Foreign Relations. He was also the senior Marine Readiness Advisor on the staff of DoD's Personnel and Readiness.

As a businessman, he was a senior vice president for a major nonprofit in Washington, DC, and partner in an international business development firm.

Today, Col (Ret.) Boggs provides leadership development for individuals and organizations that are diverse in size and complexity.

### **Teresa Christenson—Brussels, Belgium**

Mrs. Teresa Christenson comes to DACOWITS with the perspective of a military spouse. Long interested and involved in spouse education as well as military family readiness, she has worked with organizations locally, nationally, and now internationally for the benefit of Service families and charities.

Mrs. Christenson has been involved with the Command Spouse Leadership Course, the Navy's only budgeted leadership course for spouses, since 1998 when she attended as a student. In 2005–2006, she was a Facilitator for the course, teaching and assisting with curriculum development, including helping write and develop the first Senior Enlisted Spouse Leadership Course. She serves as the Senior Flag Spouse Advisor to the Steering Committee, the course's advisory board, and previously served as Director, mentor, and Flag Spouse Advisor.

Mrs. Christenson also has worked with the Continuum of Resource Education, reaching out to spouses on family and personal issues through conferences and workshops to help educate families on how to navigate the military lifestyle. She has served in various capacities with the Navy Marine Corps Relief Society and local Navy (and now Army and international) spouse groups in the 17 duty stations in three countries to which her family has been assigned in the last 26 years.

Mrs. Christenson resides in Brussels, Belgium where she is the U.S. National Representative for the NATO Charity Bazaar, raising money for international and Belgian charities. Most importantly, she works with the local Army Community Services, or ACS, branch in Brussels to help combat isolation for military spouses and connect the dots of preparedness necessary in these uncertain times for the families stationed there. She is also a member of Americans Working Around the Globe, or AWAG, for the Benelux Region (Belgium, Netherlands, Luxembourg). While living in Germany, she was a member of the German-American Women's Club, fostering German-American friendships.

Teresa and her husband, Vice Admiral John Christenson, have three grown children. Their daughter and oldest son live and work in Raleigh, NC. and their youngest son attends the U.S. Naval Academy. They are immensely proud of all of them.

### **Major General Sharon Dunbar, USAF, Retired—Alexandria, Virginia**

Major General (Ret.) Sharon Dunbar retired from the Air Force in 2014. Prior to her retirement, she was dual-hatted as Commander of the Air Force District of Washington (AFDW) and the 320th Air Expeditionary Wing, headquartered at Joint Base Andrews, MD. AFDW is the Air Force component to the Joint Forces Headquarters-National Capital Region and is responsible for organizing,

training, and equipping combat forces for aerospace expeditionary forces, homeland operations, civil support, national special security events, and ceremonial events. AFDW also provides major command-level support for 60,000 military and civilian personnel assigned worldwide.

Maj. Gen. (Ret.) Dunbar was commissioned in 1982 upon graduation from the U.S. Air Force Academy and graduated with distinction from National War College. During her Air Force career, she served in a variety of acquisition, joint, political-military and personnel positions. Her commands include a mission support squadron, Air Force Basic Military Training, an air base wing, and AFDW.

She serves as Vice President, Human Resources for General Dynamics Mission Systems and leads people operations for 13,000 employees at more than 100 locations. Her 180-person international team is responsible for people excellence, internal communications, and community investment for a \$4.6-billion company that engineers multidomain, defense-related, and scientific capabilities for government and commercial customers worldwide.

### **Sharlene Hawkes—Bountiful, Utah**

A specialist in strategic communication and business development, Ms. Sharlene Hawkes is the founder of Remember My Service (RMS) Productions and has served as President since 2005. RMS specializes in both interactive and traditional publications for military units and commemorations, including the recent major commemoratives (book and documentary) produced for the Korean War 60th, Desert Storm 25th, and Vietnam War 50th anniversaries presented as free gifts to veterans in all States. In support of the troops, Ms. Hawkes has traveled to forward operating bases in Iraq and Afghanistan to better understand the service provided by

our dedicated Service members. She is an executive committee member for the Association of the United States Army/Utah region and is U.S. co-chair of the London-based AMAR Foundation working in Middle East conflict areas. In 2008, she founded “Project Gratitude,” an annual program that brings moms, wives, and daughters of fallen heroes to a complimentary VIP weekend at the Miss America Finals, where they are formally recognized as Honorary Miss Americas. Ms. Hawkes is the daughter of a World War II Veteran.

Ms. Hawkes holds a bachelor’s degree in Communications from Brigham Young University and a master’s degree in Integrated Marketing Communication from the University of Utah. After college, she signed with ESPN and spent 16 years as an award-winning sportscaster, covering such world-class events as World Cup Soccer, World Cup Skiing, the Kentucky Derby 1995–2004, the French Open, and Big 10 College Football 1990–1995. She was a host and a feature producer of College Gameday, World Cup Soccer Today, Scholastic Sports America, ESPN’s Sailing, and Great American Events.

Ms. Hawkes was born in Paraguay and later lived in Ecuador, Chile, and Mexico, but she spent most of her teenage years in Buenos Aires, Argentina. She is the only foreign-born Miss America (1985), and is an accomplished musician and published author. Ms. Hawkes and her husband, Bob, have four children and live in Bountiful, UT, where they enjoy skiing, biking, and the great outdoors.

### **Command Sergeant Major Michele Jones, USA, Retired— Jacksonville, Florida**

Command Sergeant Major (Ret.) Michele Jones is President and CEO of The Bones Theory Group, LLC. Previously, she was appointed under the Obama Administration

as a member of the Senior Executive Service from July 2009–December 2012. She served as the Special Assistant to the Secretary of Defense White House Liaison. She was the principal DoD contact with the Presidential Personnel Office, the White House Military Office, and the principal DoD liaison for the White House Political Affairs Office, the White House Intergovernmental Affairs Office, and the President’s Council on Women and Girls. She also served as the Special Assistant and Senior Advisor to both the Under Secretary of Defense for Personnel and Readiness and the Principal Deputy. During this time, she was selected for a special detail to the U.S. Office of Personnel Management and served as a Co-Lead for the President’s Veteran’s Employment Initiative and the First Lady’s Military Families Initiative.

CSM (Ret.) Jones was appointed to the newly created position of Director of External Veterans/Military Affairs and Community Outreach, for which she developed strategies, operational plans, and policies and issued pertinent guidelines and instructions for recruiting, hiring, and retaining veterans and military spouses in support of the President’s Veterans Employment Initiative and the First Lady’s Military Families Initiative. She also served as the U.S. Office of Personnel Management liaison and representative on the First Lady’s Joining Forces Initiative.

In her military career, she was the 9th CSM of the Army Reserve from October 2002 through August 2006. She retired on March 1, 2007, after 25 years of service in both the Active and Reserve Components. A career soldier, CSM (Ret.) Jones held many positions of leadership responsibility: Squad Leader, Section Leader, Platoon Sergeant, First Sergeant and Command Sergeant Major. She served during every major contingency operation, including Operations Desert Shield/Storm, Restore Hope, Provide Comfort, Joint Endeavor, Nobel Eagle, Operation Iraqi

Freedom, and Operation Enduring Freedom. She toured extensively throughout Bosnia, Kosovo, Iraq, Afghanistan, Kuwait, Qatar, and Uzbekistan.

Some of her awards include the Legion of Merit, Meritorious Service Medal, Army Parachutist Badge, German Army Forces Airborne Wings, and Royal Thai Airborne Wings.

Ms. Jones holds a bachelor of science degree (Cum Laude) in Business Administration from Fayetteville State University, a constituent Institution of the University of North Carolina. She is a member of numerous advisory boards across the United States.

### **Captain Beverly Kelley, USCG Retired—Chester, Maryland**

Captain (Ret.) Beverly Kelley served 30 years in the U.S. Coast Guard. Following graduation from the University of Miami with a bachelor’s degree in Mathematics, she enlisted in the Coast Guard in January 1976 and attended Officer Candidate School in Yorktown, VA, from February to June 1976. She held various staff and leadership positions during her service to the Nation. In April 1979, LTJG Kelley became the first woman to command a Coast Guard cutter, the USCGC CAPE NEWHAGEN. Two years earlier, the Coast Guard had experimented with assigning women to seagoing ships. The high-endurance Coast Guard cutters MORGENTHAU and GALLATIN received 10 enlisted women and two female officers each. Kelley was one of those officers. Twenty years later, she made history again as the first female to command a Coast Guard medium-endurance cutter, the USCGC NORTHLAND. CAPT (Ret.) Kelley completed her 14 years of sea duty and third command on the USCGC BOUTWELL, a high-endurance cutter homeported in Alameda, CA.

CAPT (Ret.) Kelley earned a master of arts degree in National Security and Strategic

Studies from the Naval War College in Newport, RI, and a master of science degree in National Resource Management from the Industrial College of the Armed Forces in Washington, DC.

Currently, CAPT (Ret.) Kelley holds an elected position as a school board member for the Queen Anne's County Board of Education. She is married to Mr. Kevin Tokarski, U.S. Maritime Administration, U.S. Department of Transportation. They have one 13-year-old son, Morgan.

### **Major General John Macdonald, USA, Retired—Alexandria, Virginia**

Major General (Ret.) John Macdonald completed 33 years of service to the Nation, retiring on August 31, 2012. During his time in the U.S. Army, he served 17 years outside of the United States. He led troops in combat in Grenada, Saudi Arabia, and Iraq, and most recently in Afghanistan. An attack helicopter aviator, MG (Ret.) Macdonald served 5 years in the 82nd Airborne Division and 18th Airborne Corps; 10 years along the Demilitarized Zone in Korea; and 6 years in Germany before, during, and after the fall of the Iron Curtain. His last tour of duty was in Korea as the CJ3 Operations Officer for a Four Star, United Nations, Combined and Joint command, where he is credited with significantly advancing the ROK US warfighting capability with creative exercises, tough negotiations, and great team work in tense crisis situations: the North Korean sinking of the ROKS Cheonan and loss of 46 ROK sailors; the North Korean shelling of Y-P Do, killing four individuals from the Republic of Korea; and the launch of a North Korean failed satellite attempt.

MG (Ret.) Macdonald is now an independent consultant, focusing on War Gaming for DoD and other Federal Government agencies; he has provided motivational

talks for Jiatong University, Gannett news, Air War College, and others. He is active in assisting Korean War veterans, and will soon be helping Vietnam Veterans, by providing a commemorative book to show sponsor's appreciation for veterans' sacrifices.

He is a Master Aviator and a Master Parachutist and is Ranger Qualified. He was awarded two Distinguished Service Medals and 38 other military decorations.

MG (Ret.) Macdonald has served as a member of five boards associated with the Army and DoD.

John graduated from the United States Military Academy at West Point in 1979. He holds a master of science degree in Business Administration from Central Michigan University and a master of arts degree in National Security and Strategic Studies from the Naval War College at Newport, RI.

He is most happily married to Brigadier General (Ret.) Anne Macdonald. They live in Alexandria, VA, from which they travel, ski, and powerboat.

### **Donna McAleer—Park City, Utah**

Ms. Donna McAleer is an award-winning author of the groundbreaking book "Porcelain on Steel: Women of West Point's Long Gray Line." She graduated from West Point in 1987 and served as an Army officer in a variety of leadership positions in Germany. She earned a master's degree in Business Administration from the Darden Graduate School of the UVA.

Ms. McAleer is a manager with Atlas Research, a consulting firm providing strategic management and advisory services that help organizations improve performance, transform operations, and make a lasting difference in our society. Focused on health care strategy, Donna supports

the Secretary of Veterans Affairs initiative to modernize and transform enterprise contact centers to provide exceptional customer service and improve veterans' experiences.

Ms. McAleer's professional career includes a variety of cross-sector leadership roles in public, private, and nonprofit corporations. She began in the private sector with the Novations Consulting Group, later moving to William M. Mercer, Inc. Donna then became a Vice President of Global Logistics and Support Services at GenRad, a leading producer of electronic test equipment. There, she was responsible for the development and implementation of a global logistics and customer support strategy. In February 2000, she relinquished her position at GenRad to begin an intensive training regimen. She committed herself to the pursuit of a lifelong dream and a unique opportunity—to represent the United States in the 2002 Winter Olympic Games in the medal debut of Women's Bobsled. As a Bobsled Driver, she finished fourth in Olympic trial.

Wanting to give back to her community, Ms. McAleer became the Executive Director of the People's Health Clinic, a nonprofit based in Park City. In this capacity, she led strategic business model transition and financial turnaround to ensure financial stability for this organization's commitment to providing quality medical and health care for the uninsured.

As a consultant to the National Parks Conservation Association, Ms. McAleer advised the organization on its veterans and military families programs. She is actively involved in the West Point community. She serves as Class President and is an Admissions Field Representative. She was elected to the West Point Association of Graduates Board of Directors and the West Point Women's Network.

In 2012 and 2014, she was the Democratic candidate for Utah's 1st Congressional

having won the democratic nomination by an overwhelming majority of 66 percent. She is a keynote and inspirational speaker. She is a frequent contributor to the Huffington Post, Foreign Policy.com, and Time Magazine's Battleland Blog and has appeared on Al Jazeera, CNN, Fox and Friends on Fox News, and other radio and news outlets.

Donna lives in the mountains of Park City, UT, with her daughter Carlyn Ann and their four-legged running companion Abby. She is a PSIA and ACE Level 2 ski instructor at Deer Valley Ski Resort in Park City, UT. She is an avid outdoor enthusiast with a particular passion for skiing, snowshoeing, mountain biking, hiking, golfing, and traveling.

### **Monica Medina—Chevy Chase, Maryland**

Ms. Monica Medina serves as the Deputy Director of the Environment Program at the Walton Family Foundation. She is also an Adjunct Professor in the School of Foreign Service at Georgetown University. Prior to joining the Walton Family Foundation, Ms. Medina was the Senior Director of Ocean Policy at the National Geographic Society. From 2012 to 2013, she served as Special Assistant to the Secretary of Defense, advising him on all issues concerning women in the military, military sexual assault, the lifting of the combat exclusion rule, veterans' employment, wounded warriors, traumatic brain injury and suicides, military health care, and same-sex partner benefits, as well as environment and energy issues. Previously, Ms. Medina served as the Principal Deputy Undersecretary of Commerce for Oceans and Atmosphere at the National Oceanic and Atmospheric Administration, where she led efforts on Arctic conservation and restoration of the Gulf of Mexico after the Deepwater Horizon oil spill. Earlier Ms. Medina served on the Transition Team for the Obama Administration.

Ms. Medina has worked for nearly 30 years at the intersection of law and policy in Washington, DC. She is a member of the Council on Foreign Relations. She attended Georgetown University on an Army ROTC scholarship and began her legal career on active duty in the Honors Program of the Army General Counsel's office. For her service in the Army, she was awarded an Army Commendation Medal in 1989 and a Meritorious Service Medal in 1990. In 2013, Secretary of Defense Leon Panetta awarded Ms. Medina the Department of Defense Distinguished Public Service Medal.

### **Janie Mines—Parkland, Florida**

Ms. Janie Mines entered Annapolis, the United States Naval Academy, as the only African-American female in the first class of women. She graduated in 1980 after serving in several leadership positions in the Brigade of Midshipmen. She was later selected to participate in the prestigious Sloan Fellows Program, through which she earned a master's degree in Business Administration from the Alfred P. Sloan School of Business Management, Massachusetts Institute of Technology.

During her rewarding military career, she served as a Supply Corps Officer and held several supply chain positions, including a tour at the Navy Annex to the Pentagon and aboard the USS EMORY S. LAND

(AS-39). She was among the first generation of women officers to serve on ships.

Ms. Mines has held management positions of increasing responsibility in several corporations. She has served as a production manager, shipping manager, logistics manager, finance manager, procurement manager, and an internal consultant responsible for implementing large-scale change resulting in significant savings. She also led a team of professionals at Bank of America as the Senior Vice President of Strategic Sourcing.

Ms. Mines served as the Senior Advisor, Business Process, Senior Executive Service in the Office of the Secretary of the Navy facilitating Flag Officers and Senior Executive Service leadership in the implementation of Lean Six Sigma and the resulting transformational programs across the Department of the Navy. She later served as the Contractor Chief of Staff for the DoD STEM Development Office.

She manages her own business as an executive consultant focusing on strategic planning, change management, quality and productivity, integrated business transformation, and project management. She is a Six Sigma Master Black Belt, a Project Management Professional, and Prosci Certified Change Manager.

Ms. Mines has drafted several internal publications for the Navy, Frito-Lay, Hershey Foods, and Bank of America. These publications cover topics ranging from process, change, and project management to quality and productivity methodologies. She has been published and quoted in numerous magazines and books.

Ms. Mines is also a National Women of Color in Business Award Winner. She founded a nonprofit organization, Boyz to Men Club, Inc., after observing the needs of adolescent boys in the community. She was honored for her accomplishments by being selected as an Olympic Torchbearer, the Civic Volunteer of the Year, a winner of the 9 Who Care Award for the Charlotte Metropolitan Area, and a South Carolina Black History Honoree. Ms. Mines has served as a member of the Rotary Club International, the Board of Directors of the Founders Federal Credit Union, and the Board of the Springs Close Foundation.

### **Brian Morrison—Falls Church, Virginia**

Mr. Brian Morrison is an executive with a large international aerospace and defense company.

Before entering the private sector, Mr. Morrison served as Deputy Assistant Secretary of Defense (Legislative Affairs), work for which he was awarded the Defense Medal for Outstanding Public Service. He served in various positions with the United States House of Representatives' Permanent Select Committee on Intelligence, including as Deputy Staff Director and General Counsel. Prior to that, he was an Assistant General Counsel at the Central Intelligence Agency and an attorney with the law firm of Williams & Connolly LLP in Washington D.C. A graduate of the Harvard Law School and Brandeis University, Mr. Morrison was a law clerk to the Honorable Hugh H. Bownes of the United States Court of Appeals for the First Circuit.

Brian was an officer in the U.S. Navy Reserve for nearly a decade, including a tour mobilized to active duty in Iraq during the troop surge of 2007.

### **Fleet Master Chief JoAnn Ortloff, USN Retired—Vista, California**

Fleet Master Chief (AW/SW) (Ret.) JoAnn Ortloff joined the Navy in 1982. After she completed basic training at Recruit Training Command, Orlando, FL, and meritoriously advanced to E-2, she continued to Air Traffic Control (AC) "A" School in Millington, TN.

FMC (Ret.) Ortloff's early tours as an Air Traffic Controller included Naval Outlying Landing Field, San Nicholas Island, California, Naval Air Station Point Mugu, California, Fleet Area and Control Surveillance Facility, Hawaii, Naval Outlying Landing Field San Clemente Island, CA, Naval Air Station Lemoore, CA and Naval Base Coronado. Aboard the USS JOHN C STENNIS (CVN 74), she was the OC Division Leading Chief and Carrier Air Traffic Control Supervisor. After advancing to Senior Chief, she was appointed as a ship's Section Leader and the Training Department Leading Chief.

Selected to the Command Master Chief program in 2003, FMC (Ret.) Ortloff first served as Command Master Chief, USS MILIUS (DDG 69), from February 2004 to January 2007. After a successful WESTPAC deployment in 2005, she accepted orders to U.S. Naval Hospital, Guam, in June 2007. She next served as Commander, U.S. THIRD Fleet, Command Master Chief, 2009–2012. She completed her 33-year naval career as the U.S. Naval Forces Europe and Africa Fleet Master Chief from May 2012 to April 2015.

FMC (Ret.) Ortloff's senior leader engagements included linking senior enlisted leaders from various naval communities, bridging communications, and enhancing engagement in maritime exercises. She assisted in policies that better prepared sailors for overseas deployments and return; codesigned the Fleet CPO Training initiative; led the evolution of the enlisted advancement final multiple score; provided the early research for the Navy's current bystander intervention training; and established a progressive leadership training program to African and European Partner Nation Navies that encouraged further at-sea capabilities and NATO opportunities.

She was recognized in 2000 with the Captain Joy Bright Hancock Leadership Award and is a graduate of the Senior Enlisted Academy (Class 100 "Blue") in 2002; Command Master Chief/Chief of the Boat Course in 2004 (Class 5); KEYSTONE Senior Enlisted Leadership Course in July 2008; and the Executive Medical Department Enlisted Course in March 2009. She is also a Six Sigma Greenbelt.

FMC (Ret.) Ortloff retired in 2015 and now volunteers for organizations that benefit those still serving. She serves as President of the Enlisted Leadership Foundation, the Senior Enlisted Advisor for the Sea Service Leadership Association (SSLA).

Her personal awards include the Legion of Merit; Meritorious Service Medal (two awards); Navy and Marine Corps Commendation Medal (three awards); Navy and Marine Corps Achievement Medal (four awards); Good Conduct Medal (nine awards); Humanitarian Service Medal; Military Outstanding Volunteer Service Medal; and various campaign/service ribbons. She and her husband, Rich, have been married 32 years.

### **Lieutenant Colonel Hae-Sue Park, USA Retired—Springfield, Virginia**

Lieutenant Colonel (Ret.) Hae-Sue Park, a U.S. Army veteran, enlisted as a Multichannel Radio Operator in 1982. Subsequently, in 1987, she received a commission in the regular Army upon graduation from the United States Military Academy, West Point. LTC (Ret.) Park's 21 years of service to our Nation include information technology assignments that range from the tactical arena of command and control communication operations in the Republic of Korea's Demilitarized Zone to national strategic operations as commander of DoD's only secure satellite communications constellation. Throughout her career, LTC (Ret.) Park served in a spectrum of leadership positions, beginning as a communications platoon leader in the 56th Field Artillery Command (Pershing) and culminating with selection to command the 53rd Signal Battalion. Other highlights of her military service include assignments as Assistant Professor of Economics at the United States Military Academy, West Point; Signal Corp Assignment Officer (Majors, Lieutenant Colonels, Colonels), U.S. Army Human Resource Command; and Special Assistant to the Chief of Staff Army, the Pentagon.

After retirement from active duty, LTC (Ret.) Park has been applying Army leadership values in private industry, serving as

Management Associate at Bridgewater Associates and as Chief Operating Officer at SNVC LLC. She is the Founder and Chief Executive Officer of Apogee Systems Corporation, a federal sector information technology services company.

LTC (Ret.) Park holds a bachelor of science degree from the United States Military Academy and a master's degree in Business Administration from Harvard University.

### **Vice Admiral Carol Pottenger, Navy, Retired—Jacksonville, Florida**

Vice Admiral (Ret.) Carol Pottenger graduated from Purdue University in May 1977 and was commissioned as an ensign through NROTC. One of the first women selected for sea duty, she reported aboard USS YOSEMITE (AD 19) in 1978. Subsequent sea tours included assignments aboard USS YELLOWSTONE (AD 41) and USS KISKA (AE 35).

VADM (Ret.) Pottenger assumed command of USS SHASTA (AE 33) in 1996, and of USS BRIDGE (AOE 10) in 2001; she completed several deployments and was awarded the Battle E and the Arleigh Burke Fleet Trophy.

Shore tours encompassed various afloat staff and Headquarters assignments and at USNA as a company officer. During several tours at the Pentagon, she served as Executive Assistant, including for the Vice Chief of Naval Operations.

Upon selection to flag rank in 2005, she established a new Type Commander for 40 combat logistics and special mission ships. In 2006, she became the first female to command a strike group, Expeditionary Strike Group 7 / CTF 76. In 2008, she became the third Commander, Navy Expeditionary Combat Command as a force provider of 40,000 Active and Reserve Sailors.

In her final 3 years in the U.S. Navy, VADM (Ret.) Pottenger was promoted to Vice Admiral and served as the Deputy Chief of Staff, Capability Development at NATO Headquarters Supreme Allied Commander Transformation. She retired in May 2013. She serves on the Board of Directors for the U.S. Navy Memorial Foundation and the Surface Navy Association and works as a private consultant supporting a range of U.S. and international clients.

In May 2007, VADM (Ret.) Pottenger received an honorary doctorate (Ph.D.) from Purdue University. Personal awards include the Defense and Navy Distinguished Service Medals, Legion of Merit, and other awards; and the Order of St. George, presented to her by Bulgaria.

### **Sergeant Major of the Army Kenneth Preston, Retired— Mount Savage, Maryland**

Sergeant Major of the Army (Ret.) Kenneth Preston served as the 13th Sergeant Major of the Army from January 15, 2004 to March 1, 2011. He retired as the longest serving Sergeant Major of the Army, with more than 7 years in the position.

SMA (Ret.) Preston is a native of Mount Savage, MD. He entered the Army on June 30, 1975. Throughout his 36-year career, he served in every enlisted leadership position, from cavalry scout and tank commander to his final position as Sergeant Major of the Army. Other assignments he held as a command sergeant major were with the 3rd Battalion, 8th Cavalry Regiment, 1st Cavalry Division; 3rd “Grey Wolf” Brigade, 1st Cavalry Division; 1st Armored Division in Bad Kreuznach, Germany; and V Corps in Heidelberg, Germany. His most recent assignment prior to serving as the 13th Sergeant Major of the Army was as the Command Sergeant Major for Combined Joint Task Force 7 in Iraq.

His military education includes the Basic Noncommissioned Officer's Course, Advanced Noncommissioned Officer's Course, First Sergeant's Course, M1/M1A1 Tank Master Gunner Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer's Course, and the United States Army Sergeants Major Academy, Class 46. Preston holds a master's degree in Business Administration from Trident University International.

His awards and decorations include the Distinguished Service Medal, the Legion of Merit with oak leaf cluster, and the Bronze Star Medal. SMA (Ret.) Preston continues to support soldiers and their families as the Director of Noncommissioned Officer and Soldier Programs at the Association of the United States Army.

### **Dr. Jackie Young—Honolulu, Hawaii**

Dr. Jackie Young is a consultant, speaker, advocate, and volunteer for projects and issues that inspire social change and healthy communities. She serves as an appointed member of the Hawaii State Judicial Selection Commission; the Hawaii State Advisory Committee for the U.S. Commission on Civil Rights; a board member of the American Civil Liberties Union (ACLU) of Hawaii and the American Cancer Society's Hope Lodge Hawaii Campaign Cabinet.

Dr. Young holds a bachelor of science degree in Speech Pathology and Audiology from the University of Hawaii; a master of science degree in Speech and Education from Old Dominion University, VA; an Advanced Certificate in School Administration from Loyola College, MD; and a doctorate in Women Studies and Communication from Union Institute in Ohio. She worked at the Hawaii Department of Education, where she managed programs related to special education, gender equity, and Title IX compliance.

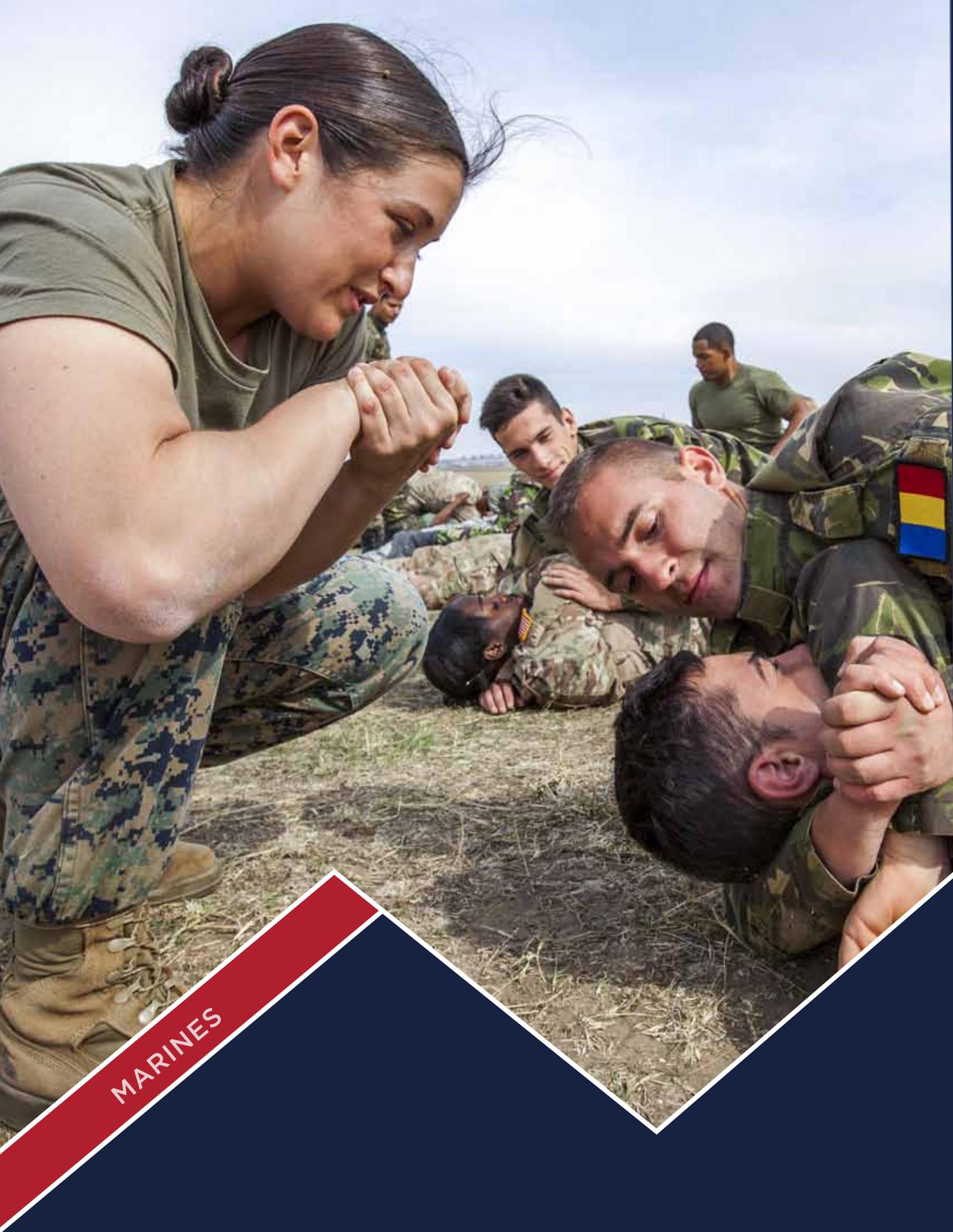
She was also an adjunct professor at Hawaii Pacific University, where she taught courses in culture and communication.

In 1990, she was elected to the Hawaii House of Representatives from the Windward Area and then elected by her peers as Vice-Speaker, the first woman to hold that position. Dr. Young became a founding member in 1992 of Hale Ola, a shelter for abused spouses in Windward Oahu, and continues to be active through her work with the Domestic Violence Action Center. In 2010, she attended the Global Summit of Women in Beijing, China; in 2013, she was a delegate to a Global Conference on Sexual Violence Research Initiatives in Bangkok, Thailand.

From 1999 to 2013, she was an executive with the American Cancer Society Hawaii Pacific. She retired in 2013 as its Chief Staff Officer.

Dr. Young has received awards from organizations such as the National Education Association, ACLU, and Hawaii Women Lawyers. The Korea Foundation presented her with the Light of the Orient Award. She received the President's Award from the Union Institute and the Fellow of the Pacific Award from Hawaii Pacific University. The YWCA honored her as an outstanding woman leader in Hawaii. In 2014, Punahou School's Alumni Association presented her with the Judd Award for Humanitarian Service. In 2016, Dr. Young was named a Distinguished Alumni by the University of Hawaii.

Jackie was as an army wife for more than 20 years, moving frequently while raising four children.



MARINES

Defense Advisory Committee on Women in the Services

# Appendix D

## Installations Visited

# Defense Advisory Committee on Women in the Services

Site	Members	Dates
Fort Lewis	Dr. Jackie Young and FLTCM (Ret.) Jacqueline DiRosa	April 5–6, 2016
McChord AFB	Ms. Sharlene Hawkes and SMA (Ret.) Kenneth Preston	April 7–8, 2016
NAVSTA Kitsap	VADM (Ret.) Carol Pottenger and MG (Ret.) Gale Pollock	April 11–12, 2016
Coast Guard District Thirteen	Dr. Kristy Anderson and Ms. Donna McAleer	April 13, 2016
Coast Guard Sector Puget Sound	Dr. Kristy Anderson and Ms. Donna McAleer	April 14, 2016
SUBASE New London	CAPT (Ret.) Beverly Kelley and Col (Ret.) John Boggs	April 19, 2016
USCG Academy	CAPT (Ret.) Beverly Kelley and Col (Ret.) John Boggs	April 20, 2016
NECC Little Creek	LTC Hae-Sue Park and SMA (Ret.) Kenneth Preston	April 26–27, 2016
Fort Lee	LTC Hae-Sue Park and Ms. Monica Medina	April 28, 2016
MCAS New River	LtGen Wilson and Gen (Ret.) Janet Wolfenbarger	May 2–3, 2016
Camp Lejeune	LtGen (Ret.) Frances Wilson and Rev. Cynthia Lindenmeyer	May 4, 2016
Cherry Point	LtGen (Ret.) Frances Wilson and Rev. Cynthia Lindenmeyer	May 5–6, 2016
Pope Field	CMSgt (Ret.) Bernise Belcer and MG (Ret.) John Macdonald	May 9–10, 2016
Fort Bragg	MG (Ret.) John Macdonald and Maj. Gen. (Ret.) Sharon Dunbar	May 12–13, 2016





NAVY

Defense Advisory Committee on Women in the Services

# Appendix E

DACOWITS Requests for Information  
and Corresponding List of Responses Received

This appendix presents a list of DACOWITS’ RFIs and the corresponding responses. The list is organized chronologically, presenting the RFI from each quarterly business meeting that was part of the 2016 research year: December 2015; March 2016; June 2016; and September 2016. The RFIs are presented +exactly as written by the Committee.

**December 2015**

**RFI A1:** DACOWITS continues to be interested in the propensity, recruitment and talent management of women joining the Armed Forces. The Committee requests a briefing from each of the Services on the following:

- What policy regulates recruit applicants’ enlistment in regards to joining the military with dependent children?
- Does this policy make exceptions based on the gender of the applicant?
  - Example: Male applicants with dependent children may seek a waiver to join the military, whereas female applicants may not seek a waiver. [Exception: Female applicants with dependent children can legally sign over full custody in order to join the military. Servicewomen may not regain custody of their dependent children for the duration of their first enlistment; or risk discharge under the pretext of fraudulent enlistment.]
- When did the current policy go into effect?
- What is the methodology behind this current policy?
- How does this policy impact your Service’s ability to attract and recruit highly qualified female applicants?

Responding Organization	Name, Credentials
Air Force	LtCol Veronica Senia, Chief, Enlisted Accessions and Women in Service Review Branch, Headquarters
Army	Mr. Paul Aswell, Accessions Division Chief, Army G-1
Coast Guard	LCDR Russell Mayer, Team-Leader, Policy and Standards Division, Office of Military Personnel
Marine Corps	LtCol Jonathan Swope, Branch Head, Enlisted Recruiting Operations for Marine Corps Recruiting Command
Navy	CDR Denise Spanier, Navy Recruiting Command Liaison Officer to the Office of the Chief of Naval Operations, Plans and Policy Division

**RFI A2:** DACOWITS continues to be interested in the policies which directly impact the retention of servicewomen in the Armed Forces. The Committee requests a briefing from each of the Services on the following:

- What is your Services’ co-location policy?
- Who may utilize this policy?
- Are there any restrictions on who may apply for co-location (e.g., first term enlistments)?
- Does this policy cross Service branches (e.g., Army/Air Force, Navy/Marine, etc.)? If so, what is the process that successfully facilitates the implementation of this policy for these dual-military couples?

- How many dual-military couples are there in your Service? Of those, what is the ratio of servicemen as compared with servicewomen?
- Are there any plans to expand your Services' co-location policy to include:
  - Divorced dual military parents, who share joint custody of a dependent child(ren); and/or
  - Dual military parents (who were never legally married), who share joint custody of a dependent child(ren).

Responding Organization	Name, Credentials
Air Force	Maj Adria Hammond, Chief, Air Force Assignments Policy, Force Management Policy, Manpower, Personnel, and Services, Headquarters
Army	LTC Elisabeth S. Litvin, Chief, Readiness and Distribution Branch, Military Personnel Management
Coast Guard	LCDR Russell Mayer, Team-Leader, Policy and Standards Division, Office of Military Personnel
Marine Corps	Mr. Rob Barry, Manpower and Policy Analyst, Headquarters
Navy	CDR Vernon Stanfield, Branch Head, Pay and Compensation Policy

**RFI A3:** DACOWITS continues to be interested in the career progression of women. The Committee requests a written response from the Office of the Chief of Chaplains on the following:

- Who has oversight of Chaplain accessions and promotions?
- How many chaplains, by rank, are men/women?
- For the last five years, what was the promotion rate, by rank, of female chaplains (percentage) as compared with male chaplains (percentage)?
- What is the promotion rate of chaplains who are endorsed by agencies that accept women versus those who do not endorse women?
- How is diversity effectively balanced among the Chaplain Corps, in comparison to the population they serve within the military?

Responding Organization	Name, Credentials
Army	Scott F. Jones, Chaplain (Colonel) U.S. Army, Director, Human Resources & Ecclesiastical Relations

**RFI W1:** FY 14 legislation supported by FY 15 legislation required the Department of Defense to report on the role of the Office of Diversity Management and Equal Opportunity (ODMEO) in sexual harassment cases, due to Congress on June 1, 2015. The law specified the following four tasks:

- Determine if ODMEO should evaluate/address sexual harassment cases
- Evaluate working relationship between ODMEO and DoD SAPRO
- Identify ODMEO resource and personnel gaps, if any
- Identify of ODMEO capacity to track sexual harassment cases currently

The Committee requests a briefing on the results of this review from the ODMEO.

(Addressed at the March 2016 Business Meeting)

**RFI W2:** The Committee remains concerned about retaliation that can occur after a Service member comes forward to report a sexual assault. The Committee requests a briefing from the DoD SAPRO on the following:

- What actions have been taken as a result of the study findings that were completed in 2014?
- Specifically, what steps are being taken to eliminate potential command leadership or peer retaliation/reprisal of Service members?

Responding Organization	Name, Credentials
SAPRO	Dr. Allison Greene-Sands, Deputy Chief of Staff, SAPRO

**RFI W3:** DACOWITS continues to be interested in the policies which directly impact the retention and promotion ability of servicewomen in the Armed Forces. The Committee requests a briefing from each of the Services on the following:

- What is your Services' current height/weight policy?
- What is the methodology used to create the current policy?
- When was the last time this policy was updated?
- Has your Service ever completed an anthropometric study? If so, was the study utilized to update the height/weight standards?
- If a Service member exceeds their height/weight allocation, what method is used to determine their body mass index (BMI)?
- Does the method to determine BMI defer between genders? If so, what is the scientific validation which constitutes this difference?
- Of the Service members who are discharged for height/weight/BMI failures, what is the breakdown in men compared with women?
- Of the servicewomen who were processed out for height/weight/BMI failures, how many received failures that were within 12 months postpartum?

Responding Organization	Name, Credentials
Air Force	Dr. Neal Baumgartner, Chief, Air Force Fitness Testing and Standards Unit
Army	Ms. Sharyn Saunders, Senior Executive Services G-1 Army Resiliency Directorate
Coast Guard	LCDR Russell Mayer, Team-Leader, Policy and Standards Division, Office of Military Personnel
Marine Corps	Mr. Brian McGuire, Physical Readiness Programs Analyst, Training and Education Command
Navy	LCDR Heath Clifford, Exercise Physiologist, Navy Physical Readiness Program

**RFI W4:** The Committee is concerned about the transition training, medical care, and mental health support women receive while serving in the Armed Forces. The Committee requests a literature review in the form of a written response from Insight on any research related to:

- Female active/reserve/veteran homelessness statistics (as compared with male active/reserve/veterans and civilian women);
- Suicide rate of female active/reserve/veterans (as compared with male active/reserve/veterans and civilian women);
- Unemployment rate of female reservists/veterans (as compared with male reservists/veterans and civilian women); and
- Post-Traumatic Stress Disorder (PTSD) rate among female active/reserve/veterans (as compared with male active/reserve/veterans), and any correlation to an increase in PTSD due to military sexual trauma (MST).

Responding Organization	Name, Credentials
Insight Policy Research	Ms. Rachel Gaddes, Project Director; Ms. Marisa Greenberg, Analyst; Ms. Rachel Holzgart, Senior Researcher; Ms. Rebekah Myers, Analyst

**RFI G1:** DACOWITS is interested in perspectives on matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of highly qualified professional women in the Armed Forces. The Committee requests a written response from the OSD (P&R) and each of the Services on the following:

- Are there any specific topic areas or issues your organization or Service branch would like for the Committee to research in 2016?

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Coast Guard	LT Susan Arbeiter, Assistant Gender Policy Advisor, Office of Diversity & Inclusion (CG-12B)
Marine Corps	B. Reilly, Col, Military Policy Branch Head, HQMC
Navy	OPNAV N1D, Diversity & Inclusion, Women's Policy

**RFI G2:** DACOWITS continues to be interested in the propensity, recruitment, and talent management of women joining the Armed Forces. The Committee requests a briefing from Insight on the following:

- Comparison between the different generations serving within today’s military (e.g., Baby Boomers and Generation X) and the new generation that’s joining the Armed Forces (e.g., Millennials)  
(e.g., mindsets, views on family, job expectations, work ethic and habits, promotion/talent management, values, priorities, etc.)

Responding Organization	Name, Credentials
ICF	Ms. Ashley Schaad, Senior Research Associate

**March 2016**

**RFI 1:** The Committee requests a briefing from the Force Resiliency Office on their newly developed integration implementation oversight plan.

(Addressed at the June 2016 Business Meeting)

**RFI 2:** The Committee requests a briefing from the Air Force, Army, Navy, and Marine Corps on their respective integration implementation plans (including internal strategic communications plan) and timelines. Additionally, the Committee requests that the following questions be addressed during the briefings:

- What have been barriers to the integration progress thus far?
- Have the Services altered their marketing strategies to recruit women into the newly opened positions and units? If so, how?
- Marine Corps Only: In view of the Secretary of the Navy’s letter to the Marine Corps, provide the implementation plan and timeline outlining the integration of enlisted basic training.

(Addressed at the June 2016 Business Meeting)

**RFI 3:** The Committee requests a written response from the Air Force, Army, Navy, and Marine Corps on their newly developed gender neutral standards. Request the Services provide two examples of gender neutral occupational standards: one from a MOS/rating that was already integrated prior to 2013, and one from a MOS/rating that has been recently (or will be) integrated in the near future (e.g., FY2016). (Example: Special Warfare Operator)

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	TRADOC G3/5/7
Marine Corps	Col Lawrence Miller
Navy	LCDR Kaitlin McLeod, NAVMAC Workforce Classifications Department (OCCSTDs Division) Code 10

**RFI 4:** The Committee requests a briefing from the Air Force, Army, Navy, and Marine Corps on the following:

- How is your branch progressing with full and effective integration of women in previously closed combat positions?
  - Specifically, positions opened between FY2013 and FY2015?
- Include statistics on the numbers of women assigned and the required training completed.
- What are the best practices that were learned from previous integration efforts that will assist in facilitating progress in the future?

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Air Force, Chief, Air Force Enlisted Accessions and Training
Army	Ms. Alphonsa Green, Army, Recruiting Policy Branch Chief, Army G-1
Marine Corps	Col Raul Lianez, Marine Corps, Branch Head, Integration Branch, Manpower Management Division, Manpower and Reserve Affairs
Navy	CAPT Laurie Porter, Navy, Assistant Chief of Staff, Manpower and Personnel Readiness, Navy Expeditionary Combat Command
DoD	LtCol Robert Jackson, Military Assistant, Office of the Executive Director, Force Resiliency

**RFI 5:** The Committee requests a briefing from the Armed Forces Chaplains Board and the Air Force, Army, and Navy Chaplain Corps on the development of recruitment goals and the accessions process for the Chaplain Corps. Additionally, panelists will be asked to speak to the following questions from the Committee:

- Over the timespan 2006–2015, what were the numbers and percentages of females within Chaplain Corps annually?
- What are individual Services' accession goals for the Chaplain Corps (to include the female percentage breakdown) over the next five years (2016–2021)?
- How are female Chaplains tracked for assignment purposes? Where are they assigned today? What is the distribution across denominations?

Responding Organization	Name, Credentials
Air Force	Mr. John Creamer, Air Force, Deputy, Personnel, Budget and Readiness Division, Office of the Air Force Chief of Chaplains
Army	CH(COL) Yvonne Hudson, Army, Director, Sustainment and Information, Army Office of the Chief of Chaplains
Navy	CH(CDR) Judy Malana, Navy, Deputy Director, Chaplain Corps Force Structure
Armed Forces Review Board	CH(CAPT) Jerome Hinson (Navy), Executive Director, Armed Forces Review Board

**RFI 6** (request from December 2015): The Committee requests a briefing on the results of this review from the ODMEO, to include the four tasks specified by law:

- Determine if ODMEO should evaluate/address sexual harassment cases
- Evaluate working relationship between ODMEO and DoD Sexual Assault Prevention and Response Office (SAPRO)
- Identify ODMEO resource and personnel gaps, if any
- Identify of ODMEO capacity to track sexual harassment cases currently

Responding Organization	Name, Credentials
ODMEO	Mr. Clarence Johnson, Director, ODMEO

**RFI 7:** The Committee requests a briefing from the Services on the following:

- What transition programs and/or resources do the Services provide to Service members?
  - Are there any unique programs and/or resources which are provided specifically to servicewomen (e.g., Female Soldier-Only Transition Workshop)?
- How do the Services measure the effectiveness of these transition programs and/or resources?
- How, if at all, are the Services identifying servicewomen at high risk for unemployment, homelessness, and/or suicide?
  - Additionally, in what ways are the Services supporting servicewomen at increased risk for unemployment, homelessness, and suicide (e.g., those with Post-Traumatic Stress Disorder (PTSD) and/or who have experienced military sexual trauma (MST))?

Responding Organization	Name, Credentials
Air Force	Ms. Kim Yates, Air Force, Assistant Deputy, Force Support and Family Programs in the Office of the Secretary of the Air Force
Army	Mr. John Rizkallah, Army, Assistant Deputy for Education and Assistance
Coast Guard	Mr. Rodney Whaley, Coast Guard, Transition Program Manager, Coast Guard Office of Work-Life
Marine Corps	Mr. Shawn Conlon, Marine Corps, Branch Head, Personal and Professional Development, Marine and Family Programs Division
Navy	Mr. Tom Yavorski, Navy, Executive Director, 21st Century Sailor Office

## June 2016

**RFI 1:** The Committee requests a written response and briefing from the Force Resiliency Office on the newly developed integration implementation oversight plan for the continued full and effective integration of women into previously closed combat positions that are now opened per the SECDEF's announcement on December 3, 2015.

Responding Organization	Name, Credentials
Office of the Executive Director, Force Resiliency	LtCol Robert Jackson, Military Assistant, Office of the Executive Director, Force Resiliency

**RFI 2:** The Committee requests a written response and briefing from the Military Services and SOCOM on the implementation plans and timelines for continued full and effective integration of women into previously closed combat positions that are now opened per the SECDEF's announcement on December 3, 2015. Request you include in your response what is being done to encourage women to laterally move into these newly opened combat billets (e.g. strategic communications plan)?

Responding Organization	Name, Credentials
Air Force (Briefing)	Lt Col Veronica V. Senia, Chief, Air Force Enlisted Accessions and Training and Women in Service Review Branch
Air Force (Written Response)	Lt Col Veronica V. Senia, Chief, Air Force Enlisted Accessions and Training and Women in Service Review Branch
Army (Briefing)	MG Hugh Van Roosen, Army, Assistant Deputy Chief of Staff, Individual Mobilization Augmentee, Mobilization and Reserve Affairs Office
Army (Written Response)	MG Hugh Van Roosen, Deputy, DCS G-1
Marine Corps (Briefing)	LtCol Lawrence Coleman, Marine Corps, Branch Head, Manpower Integration, Manpower Plans and Policies
Marine Corps (Written Response)	Raul Lianez, Colonel, MM
Navy (Briefing)	LCDR Sarah Turse, Female Integration Lead, Naval Special Warfare
Navy (Written Response)	LCDR Sarah Turse
USSOCOM (Briefing)	COL Monroe Jones, USSOCOM, Director, Special Operation Forces Female Integration IPT

**RFI 3:** On Jan 1, 2016, the Secretary of the Navy sent a memo to the Marine Corps Commandant requesting a detailed plan for integrating genders in the branch's entry-level recruit training, to include the specific steps that the Marine Corps will take to fully integrate.

Recently the Secretary of Navy indicated that the recruit training integration would be done incrementally. The Committee requests a written response and briefing which includes details on the plan and timeline to incrementally integrate enlisted recruit training. If the Marine Corps does not intend to fully integrate recruit training, the Committee requests that the rationale and supporting research be provided.

Responding Organization	Name, Credentials
Marine Corps (Briefing)	LtCol Jeffery Bauer, Branch Head, TECOM G-3/5/7 Future Operations
Marine Corps (Written Response)	Dennis Judge, GS-15, MTESD

**RFI 4:** The Committee requests a briefing from the Military Services to address the following questions:

- What marketing strategies are the Services using to increase the accessions of women?
- Have the Services altered their marketing strategies to recruit women into the newly opened positions and units? If so, how?

Responding Organization	Name, Credentials
Air Force	MSgt Tiffany Bradbury, Superintendent, Air Force Enlisted Accessions Policy, Headquarters United States Air Force
Army	Ms. Andrea Zucker, Consumer Market Research Chief, Army Marketing and Research Group
Marine Corps	LtCol John Caldwell, National Director of Advertising, Marine Corps Recruiting Command
Navy	CDR Denise Spanier, Navy Recruiting Command Liaison Officer, Office of the Chief of Naval Operations, Plans and Policy Division (N130)

**RFI 5:** The Committee requests a briefing from the Military Services on the strategic communication plans and messaging following the announcement on December 3, 2015.

- Where is information located for those interested in applying to these newly opened positions?
- What information is being communicated in regards to gender-neutral standards? Where can Service members find this information?

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica V. Senia, Chief, Air Force Enlisted Accessions and Training and Women in Service Review Branch
Army	LTC Jerome Pionk, Director, Public Affairs for the Assistant Secretary of the Army Manpower and Reserve Affairs (Army G-1) / Mr. Hank Minitrez, Army, Public Affairs Officer, Office of the Deputy Chief of Staff for Personnel
Marine Corps	LtCol Lawrence Coleman, Marine Corps, Branch Head, MPI, M&RA
Navy	LCDR Sarah Turse, Female Integration Lead, Naval Special Warfare

**RFI 6:** The Committee requests a written response from the Marine Corps on how they are tracking the 100+ women who previously graduated from the infantry training battalion? If not already, when will they be awarded the MOS? And when will they be assigned to infantry units?

Responding Organization	Name, Credentials
Marine Corps	Col Raul Lianez, Colonel, MM

**RFI 7:** The Committee requests a written response from the Navy on the progress of the integration of women into the submarine community (officer and enlisted). Please include statistics on numbers of women assigned, required training completed, and how many critical positions/key billets have been filled (e.g., department head).

Responding Organization	Name, Credentials
Navy	LT Jennifer Carroll, N10B, COMSUBLANT, N1

**RFI 8:** The Committee requests the Office of Diversity Management and Equal Opportunity provide a written response to follow-up questions from the March 2016 briefing:

- When the Integrated Process Team (IPT) report will be complete?
- When will the recommendations be forwarded to the Undersecretary of Defense for Personnel and Readiness?
- When will the report be available to the public?

Responding Organization	Name, Credentials
ODMEO	F. Michael Sena, Deputy Director, ODMEO

**RFI 9:** The Committee requests the DoD SAPRO provide a briefing on the DoD SAPRO Retaliation Strategy.

Responding Organization	Name, Credentials
SAPRO	Dr. Allison Greene-Sands, Deputy Chief of Staff, SAPRO

**RFI 10:** In the 2015 Annual Report to the Secretary of Defense, the Committee recommended that the Military Services devote sufficient resources to target and increase the recruitment of women into the officer and enlisted ranks, to include resources specifically devoted to increasing the recruitment of women and number of female recruiters. The Committee requests a written response from the Military Services updating information that was provided in Sept. 2014, Dec. 2014, and March 2015, addressing the following questions:

- What are the Services' new recruiting initiatives (within the last 12 months) to recruit women?
- What is the percentage of women assigned to recruiting billets? Please include the data for officers and enlisted, trended over the last five years.

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	Mr. Paul Aswell
Coast Guard	Coast Guard Recruiting Command
Marine Corps	LtCol John Caldwell, LtCol, ADV, MCRC
Navy	SCPO Erin Piazza, Office of Diversity & Inclusion, Women's Policy (N1D)

**RFI 11:** The Committee requests the Air Force provide a written response to follow-up questions from the December 2015 briefing:

- How is the Air Force progressing on its single-parent policy change to date?
  - What are the lessons learned?
  - What will the Air Force modify going forward?
- What does the prior entry counseling address?
- What documentation is required of the single-parent recruit to demonstrate suitability to receive a waiver?

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch

**RFI 12:** The Committee requests the Army, Navy, and Marine Corps provide a written response to a follow-up question from the December 2015 briefing:

- Are you considering implementing a policy to allow single parents to join, equivalent to that of the Air Force’s policy?
- For example, Air Force policy allows single-parent applicants to join with up to three dependents (both male and female) with a waiver.

Responding Organization	Name, Credentials
Army	Mr. Paul Aswell
Marine Corps	Brian Proctor, LtCol, OD, MCRC
Navy	Mr. Chris Pond, NRC, N35

**RFI 13:** The Committee requests the Army and Navy Chaplain Corps provide a written response to follow-up questions from the March 2016 briefing:

- What are all of the endorsing agencies for the Chaplain Corps?
- Which ones specifically endorse women?
- Of the agencies that endorse women, which have women currently serving as female chaplains?

Note: The Air Force provided a similar chart containing the above information during the March 2016 meeting.

Responding Organization	Name, Credentials
Army	Office of the Chief of Chaplains (DACH-OPZ)
Navy	John Nichols, CIV, USN

**RFI 14:** During the June 2015 quarterly business meeting, the DOD Health Affairs Office advised the Committee that a policy regarding the proper use and distribution of the computer-generated OB MultiID Discharge Summary would be issued to eliminate the release of this protected information. The Committee requests a copy of this policy or a written response on the status and timeline for implementing this policy.

Responding Organization	Name, Credentials
DoD Health Affairs	Cara J. Krulewitch CNM PhD FACNM, Director, Women's Health, Medical Ethics & Patient Advocacy Health Services Policy & Oversight OASD (HA)

**RFI 15:** DACOWITS is concerned that the Marine Corps is the only Service that differentiates between women's and men's temporary medical conditions by requiring/documenting pregnancies and postpartum convalescent periods on Marine's fitness reports. The Committee requests a written response from the Marine Corps on the intention and timeline to change the Marine Corps Performance Evaluation System and if not, the rationale for singling out pregnancy as the only medical condition which is required to be documented.

Responding Organization	Name, Credentials
Marine Corps	Peter Ferraro, GS-14, MM

## September 2016

**RFI 1:** The Committee requests written responses from the Military Services and SOCOM specifying the number of women who have applied, been accepted, are in-progress, have failed, and/or have graduated from the previously closed specialty schools (e.g. Rangers, SEALs, Pararescue, etc.) as of 1 September 2016.

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	LTC Naomi R. Mercer, Ethics and Character Integration/Women in the Army HQDA, G1 (DAPE-MPP/MPC)
Marine Corps	Hector Duenez, GS-14, MM
Navy	LCDR Sarah Turse (NSWC)
USSOCOM	COL Marty Jones

**RFI 2:** The Committee requests a written response from the Marine Corps for clarification following a June 2016 briefing in which the information below was shared: *“Overall, 61% of MCRD Parris Island training is conducted with male and female recruits in the same location, at the same time.”* Please include concrete examples as clarification for exactly which parts of the curriculum are co-located and which parts are integrated? Additionally, provide examples and descriptions of each.

Responding Organization	Name, Credentials
Marine Corps	Andrew Smith, Colonel, AC/S G3, MCRD Parris Island

**RFI 3:** The Committee requests the Marine Corps provide written responses for the items below following the June 2016 briefing.

- Please provide the status on Gender Integration in the form of a dashboard/scorecard (similar to what the Army provided), to include the status and progress of the over 200 enlisted servicewomen who have trained in the infantry training battalion and passed. Of the 200 enlisted servicewomen who passed, how many are progressing into operational infantry positions?
- Provide timeline for Recruit Integration, to include milestones for the 12–18 months CNA study.

Responding Organization	Name, Credentials
Marine Corps	Hector Duenez, GS-14, MM
Training and Education Command	F.N. McKenzie, Col, Training and Education Command G3/5/7

**RFI 4:** The Committee requests briefings and written responses from the Army and Marine Corps to clarify the curriculum standards for both Services’ Infantry Officer Schools. What are the total curriculum standards, to include: academics, physical requirements (e.g., tasks, conditions, and standards), field requirements, and occupational standards? Be prepared to explain combat readiness differences between the two Services’ curricula.

Responding Organization	Name, Credentials
Army (Briefing)	Mr. David Brinkley, Assistant Deputy Chief of Staff, Army Training and Doctrine Command for the Army
Army (Written Response)	LTC Naomi R. Mercer, Ethics and Character Integration/Women in the Army HQDA, G1 (DAPE-MPP/MPC)
Marine Corps (Briefing)	Col Mark Clingan, Commanding Officer, The Basic School
Marine Corps (Written Response)	Col M. H. Clingan

**RFI 5:** The Committee requests written responses from the Military Services and SOCOM annotating any significant barriers to the gender integration progress thus far? Additionally, please provide examples of how the Services have overcome these barriers, annotating any trends that have been identified.

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	LTC Naomi R. Mercer, Ethics and Character Integration/Women in the Army HQDA, G1 (DAPE-MPP/MPC)
Marine Corps	William Tosick, Col, MP
Navy	LCDR Sarah Turse (NSWC); LCDR Michael Keppen (NSTC)
USSOCOM	Col Marty Jones

**RFI 6:** The Committee requests briefings from the Military Services and SOCOM\* on the methodology behind the development of the new occupational standards and the difference between physical fitness standards and gender neutral occupational standards?

Responding Organization	Name, Credentials
Air Force	Dr. Neal Baumgartner, Chief, Air Force Exercise Science Unit
Army	Mr. David Brinkley, Assistant Deputy Chief of Staff, Army Training and Doctrine Command
Marine Corps	Mr. Brian McGuire, Force Fitness Branch Head, Training and Education Command
Navy	CAPT Christopher Harris, Commanding Officer, Navy Manpower Analysis Center
USSOCOM	COL Monroe Jones, Director, Special Operations Forces, Female Integration Integrated Process Team

**RFI 7:** The Committee requests written responses from the Force Resiliency Office and the Military Services on strategic communication efforts, as follows:

- Are there specific DoD and Service strategic communication plans (internal and/or external) to counter potentially negative stereotypes regarding the abilities of women to serve in all units and positions in the Military Services? If so, please provide copies of these plans if they are publically releasable.
- What strategies are in place to mitigate misperceptions (e.g., lowering of standards, implementing quotas, etc.) in the detailing/placement of qualified women into these positions?

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	LTC Naomi R. Mercer, Ethics and Character Integration/Women in the Army HQDA, G1 (DAPE-MPP/MPC)
Marine Corps	Christian Devine, Major
Navy	Lt Jessica Anderson, NOOP

**RFI 8:** The Committee requests written responses from the Army and Marine Corps on the development, collaboration, procurement, and issuance of protective equipment and combat gear sized for servicewomen (e.g., Outer Tactical Vest, Protective Insert Sizing, Family of Concealable Body Armor, and the Protective Under Garment).

Responding Organization	Name, Credentials
Army	LTC Kathy M. Brown, Product Manager, Protection and Individual Equipment
Marine Corps	Charles Bell, NH-04

**RFI 9:** The Committee requests a written response from the Military Plans and Policy Office: Who has oversight of the Services Chaplain Corps and who is addressing the issue of lack of progression and extremely limited promotion and no percentage increase of women in the Services' Chaplain Corps (e.g., 5% women in 2006 and 5% women in 2015)?

Responding Organization	Name, Credentials
DoD	Todd A. Weiler

**RFI 10:** The Committee requests written response updates from the Military Services for the items below, following briefings provided in June 2015. Have there been any recent changes (or will there be changes in the near future) to the pregnancy, postpartum, and parenthood policies/instructions, to include:

- Breastfeeding and Lactation/Mother's Rooms;
- Postpartum Operational Deferment;
- Postpartum Fitness Testing;
- Army/Air Force/Coast Guard: Efforts to consolidate all pregnancy and parenthood policies into one instruction, per the Committee's 2015 Recommendation;
- Navy: Updates to instruction, "Navy Guidelines Concerning Pregnancy and Parenthood (OPNAVINST 6000.1C)" and the date version D will be released; and
- Marines: Updates to instruction, "Marine Corps Policy Concerning Pregnancy and Parenthood (MCO 5000.12E)" and the date version F will be released.

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	LTC Naomi R. Mercer, Ethics and Character Integration/Women in the Army HQDA, G1 (DAPE-MPP/MPC)
Coast Guard	CDR Patti Tutalo, U.S. Coast Guard Office of Diversity and Inclusion (COMDT 12B)
Marine Corps	K.A. Cerny, Civ, Military Policy Branch Head, HQMC
Navy	Shannon Coleman, (N1D)

**RFI 11:** The Committee requests written responses (via chart) and briefings from the Military Services\* on current maternity uniforms and any future prototypes (to include those being wear tested/piloted).

- Answer questions 1-18 utilizing the Maternity Uniforms Chart provided.
- Please provide visual examples (e.g., photos) of all current maternity uniforms and future prototypes in briefings that will be provided.

Responding Organization	Name, Credentials
Air Force (Briefing and Written Response)	Ms. Agnes Nischwitz-Ewalt, Analyst and Chief, Air Force Uniform Programs and Policy
Army (Briefing and Written Response)	SGM Anthony Moore, Uniform Policy Sergeant Major for the Army
Coast Guard (Briefing and Written Response)	Mr. Hayes Davis, Program Manager Military Uniforms
Marine Corps (Briefing and Written Response)	Ms. Mary Boyt Shapleigh, Marine Corps Uniform Board
Navy (Briefing and Written Response)	LSCS Judith Nelson-Williams, Deputy, Head of Uniform Matters

**RFI 12:** The Committee requests written responses from the Military Services on the process for Service members to request convalescent leave.

- What medical documentation is required by Service members to provide to their chain of command?
- What (if any) annotations are included on the form in the case of a miscarriage, abortion, or stillborn birth? Meaning to what extent is Protected Health Information (PHI) shared with the servicewoman's chain of command (e.g., number of miscarriages/spontaneous abortions, elective abortions, etc.)?
- Who in the chain of command reviews and approves convalescent leave requests?

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	LTC Naomi R. Mercer, Ethics and Character Integration/Women in the Army HQDA, G1 (DAPE-MPP/MPC)
Coast Guard	CDR Patti Tutalo, U.S. Coast Guard Office of Diversity and Inclusion (COMDT 12B)
Marine Corps	Mr. Kerry Cerny, Acting Branch Head, Manpower Military Policy
Navy	OPNAV N130C

**RFI 13:** The Committee requests a written response from General Counsel of the Department of Defense on permissible/impermissible uses of information about a servicewoman’s pregnancy, and whether there is relevant DoD guidance. For example, the Committee noted that the Marine Corps is the only Service branch that annotates pregnancy on a fitness report, when pregnancy is the only temporary medical condition required to be specified.

No response received

**RFI 14:** The Committee requests a briefing from the Joint Advertising Market Research & Studies (JAMRS) Office on the country’s recruitable population, to include:

- What is the overall size of the current and projected recruitable population?
- What does the population of recruitable enlistees look like? Please break data down by gender.
- What are the criteria for a “recruitable population” (include qualifiers and disqualifiers)?
- What is the rationale behind this definition and when was it last examined?
- Of the recruitable population, how many are single parents? Please break data down by gender.

Responding Organization	Name, Credentials
JAMRS	Dr. Taylor Fairley, Principal Research Scientist, JAMRS

**RFI 15:** The Committee requests briefings from the Military Services on the nation’s recruitable population, to include:

- What criteria are the Services using to gauge the likelihood for success of potential recruits, to ensure they are prepared to be successful in the long term?
- How do you define recruitable (include qualifiers and disqualifiers)?
- What is the rationale behind this definition and when was it last examined?
- What is waiverable, by Service, and why?
- How many men as compared with women receive waivers?
- How many single-parent waivers are approved? Of those, how many are women?
- For those Services that allow a waiver for single parents to enter the military, who has decision making authority for the waiver?

Responding Organization	Name, Credentials
Air Force	MSgt Tiffany Bradbury, Superintendent, Air Force Enlisted Accessions Policy
Army	Mr. Paul Aswell, Chief, Accessions Division
Coast Guard	Mr. Lane Solak, Chief Accessions Division, Recruiting Command
Marine Corps	LtCol Michael Beckhart, Marine Corps Recruiting Command Head, Enlisted Operations
Navy	CDR Denise Spanier, Commander, Navy Recruiting Command

**RFI 16:** The Committee requests a written response from the Office of the Undersecretary of Defense for Personnel and Readiness (OUSD (P&R)) on geographic stability/co-location, to include:

- What DoD instruction delineates to the Military Services the Department's policy on geographic stability/co-location?
- What is the rationale behind the Department's current stabilization policies?
- How often are these policies reviewed?
- Is DoD considering a policy to address the low retention rates of servicewomen by increasing geographic stability/co-location for dual-military families (e.g., a Force of the Future reform initiative)?

Responding Organization	Name, Credentials
DoD	Todd A. Weiler

**RFI 17:** The Committee requests a written response from the Military Services as a follow-up from the December 2015 briefings on geographic stability/co-location.

Responding Organization	Name, Credentials
Air Force	Lt Col Veronica Senia, Chief, Enlisted Accessions and Women in Service Review (WISR) Branch
Army	LTC Naomi R. Mercer, Ethics and Character Integration/Women in the Army HQDA, G1 (DAPE-MPP/MPC)
Coast Guard	CDR Patti Tutalo, U.S. Coast Guard Office of Diversity and Inclusion (COMDT 12B)
Marine Corps	William Tosick, Colonel, MP
Navy	CAPT Cynthia Womble, Director Distribution Management (PERS-45)



AIR FORCE

Defense Advisory Committee on Women in the Services

# Appendix F

Percentages of Male and  
Female Active Duty Officers and Enlisted  
Service Members in Each Service,  
2012–2016

This appendix presents the percentages of men and women in each rank for each Service for the past 5 years. The tables in this appendix were calculated using Defense Manpower Data Center workforce data.

**Table F.1. Percentages of Active Duty Officers by Service and Gender, September 2012**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (12,487)	% Male (52,525)	% Female (16,001)	% Male (82,422)	% Female (1,348)	% Male (20,543)	% Female (8,634)	% Male (44,575)	% Female (38,470)	% Male (200,065)
O10	7.14	92.86	0.00	100.00	0.00	100.00	0.00	100.00	2.50	97.50
O9	6.82	93.18	9.80	90.20	0.00	100.00	10.00	90.00	7.74	92.26
O8	11.11	88.89	5.83	94.17	3.03	96.97	5.80	94.20	7.17	92.83
O7	9.52	90.48	6.02	93.98	0.00	100.00	11.97	88.03	8.39	91.61
O6	12.09	87.91	11.14	88.86	2.77	97.23	12.61	87.39	11.36	88.64
O5	13.76	86.24	12.80	87.20	2.50	97.50	11.38	88.62	12.11	87.89
O4	17.18	82.82	15.91	84.09	5.17	94.83	14.28	85.72	15.03	84.97
O3	21.71	78.29	20.13	79.87	6.53	93.47	17.78	82.22	18.80	81.20
O2	23.54	76.46	18.88	81.12	7.04	92.96	20.81	79.19	18.96	81.04
O1	22.77	77.23	19.77	80.23	10.04	89.96	20.51	79.49	19.81	80.19
W5	0.00	100.00	6.03	93.97	4.95	95.05	5.80	94.20	5.88	94.12
W4	0.00	100.00	7.38	92.62	4.70	95.30	5.75	94.25	6.93	93.07
W3	0.00	100.00	9.04	90.96	5.34	94.66	4.44	95.56	8.05	91.95
W2	0.00	100.00	10.82	89.18	4.66	95.34	5.53	94.47	9.79	90.21
W1	0.00	100.00	8.64	91.36	7.96	92.04	0.00	100.00	8.58	91.42
<b>Total</b>	<b>19.21</b>	<b>80.79</b>	<b>16.26</b>	<b>83.74</b>	<b>6.16</b>	<b>93.84</b>	<b>16.23</b>	<b>83.77</b>	<b>16.13</b>	<b>83.87</b>

**Table F.2. Percentages of Active Duty Enlisted Service Members by Service and Gender, September 2012**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (49,750)	% Male (214,050)	% Female (57,429)	% Male (389,645)	% Female (12,593)	% Male (164,336)	% Female (44,274)	% Male (216,856)	% Female (164,046)	% Male (984,887)
E09	11.25	88.75	7.16	92.84	3.89	96.11	5.50	94.50	7.29	92.71
E08	16.58	83.42	10.17	89.83	5.07	94.93	6.37	93.63	9.80	90.20
E07	17.68	82.32	11.39	88.61	5.94	94.06	9.77	90.23	12.26	87.74
E06	19.85	80.15	10.90	89.10	6.09	93.91	12.56	87.44	13.12	86.88
E05	19.78	80.22	12.18	87.82	6.91	93.09	15.13	84.87	14.43	85.57
E04	19.56	80.44	14.33	85.67	7.76	92.24	18.87	81.13	15.46	84.54
E03	17.74	82.26	14.58	85.42	7.43	92.57	22.92	77.08	15.49	84.51
E02	16.81	83.19	12.50	87.50	8.32	91.68	22.86	77.14	13.79	86.21
E01	17.40	82.60	11.32	88.68	5.98	94.02	22.56	77.44	13.86	86.14
<b>Total</b>	<b>18.86</b>	<b>81.14</b>	<b>12.85</b>	<b>87.15</b>	<b>7.12</b>	<b>92.88</b>	<b>16.95</b>	<b>83.05</b>	<b>14.28</b>	<b>85.72</b>

**Table F.3. Percentages of Active Duty Officers by Service and Gender, September 2013**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (12,692)	% Male (52,106)	% Female (16,186)	% Male (82,448)	% Female (1,375)	% Male (19,863)	% Female (8,995)	% Male (44,866)	% Female (39,248)	% Male (199,283)
O10	8.33	91.67	0.00	100.00	0.00	100.00	0.00	100.00	2.70	97.30
O9	11.11	88.89	11.54	88.46	0.00	100.00	9.30	90.70	9.49	90.51
O8	10.89	89.11	7.08	92.92	0.00	100.00	7.25	92.75	7.69	92.31
O7	6.80	93.20	5.63	94.37	3.13	96.88	11.30	88.70	7.34	92.66
O6	13.14	86.86	11.52	88.48	2.65	97.35	12.58	87.42	11.79	88.21
O5	14.24	85.76	12.55	87.45	2.90	97.10	11.61	88.39	12.28	87.72
O4	17.06	82.94	16.68	83.32	5.27	94.73	14.56	85.44	15.35	84.65
O3	21.90	78.10	18.74	81.26	6.57	93.43	18.44	81.56	18.97	81.03
O2	24.79	75.21	19.25	80.75	7.91	92.09	20.77	79.23	19.56	80.44
O1	23.31	76.69	19.57	80.43	11.17	88.83	21.64	78.36	20.43	79.57
W5	0.00	100.00	5.77	94.23	4.26	95.74	7.79	92.21	5.78	94.22
W4	0.00	100.00	7.42	92.58	4.17	95.83	5.94	94.06	6.92	93.08
W3	0.00	100.00	9.86	90.14	5.39	94.61	5.17	94.83	8.76	91.24
W2	0.00	100.00	10.29	89.71	5.41	94.59	6.18	93.82	9.49	90.51
W1	0.00	100.00	9.63	90.37	11.38	88.62	0.00	100.00	9.76	90.24
<b>Total</b>	<b>19.59</b>	<b>80.41</b>	<b>16.41</b>	<b>83.59</b>	<b>6.47</b>	<b>93.53</b>	<b>16.70</b>	<b>83.30</b>	<b>16.45</b>	<b>83.55</b>

**Table F.4. Percentages of Active Duty Enlisted Service Members by Service and Gender, September 2013**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (49,111)	% Male (212,664)	% Female (55,660)	% Male (373,263)	% Female (12,826)	% Male (161,784)	% Female (46,991)	% Male (218,986)	% Female (164,588)	% Male (966,697)
E09	11.41	88.59	7.30	92.70	3.91	96.09	6.08	93.92	7.50	92.50
E08	17.87	82.13	10.57	89.43	5.24	94.76	7.08	92.92	10.39	89.61
E07	18.35	81.65	1.42	88.58	6.20	93.80	10.83	89.17	12.74	87.26
E06	20.04	79.96	10.75	89.25	6.07	93.93	13.03	86.97	13.29	86.71
E05	19.40	80.60	12.63	87.37	7.24	92.76	15.88	84.12	14.78	85.22
E04	18.45	81.55	14.62	85.38	8.46	91.54	20.49	79.51	15.86	84.14
E03	18.21	81.79	13.81	86.19	7.45	92.55	22.39	77.61	15.17	84.83
E02	17.09	82.91	13.69	86.31	7.84	92.16	22.92	77.08	14.29	85.71
E01	17.48	82.52	13.05	86.95	6.63	93.37	25.26	74.74	15.38	84.62
<b>Total</b>	<b>18.76</b>	<b>81.24</b>	<b>12.98</b>	<b>87.02</b>	<b>7.35</b>	<b>92.65</b>	<b>17.67</b>	<b>82.33</b>	<b>14.55</b>	<b>85.45</b>

**Table F.5. Percentages of Active Duty Officers by Service and Gender, September 2014**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (12,404)	% Male (49,945)	% Female (16,162)	% Male (81,135)	% Female (1,426)	% Male (19,488)	% Female (9,248)	% Male (45,192)	% Female (39,240)	% Male (195,760)
O10	9.09	90.91	0.00	100.00	0.00	100.00	10.00	90.00	5.26	94.74
O9	11.36	88.64	10.42	89.58	0.00	100.00	11.11	88.89	9.66	90.34
O8	10.42	89.58	5.31	94.69	0.00	100.00	10.61	89.39	7.57	92.43
O7	5.80	94.20	6.57	93.43	3.03	96.97	6.90	93.10	6.13	93.87
O6	12.99	87.01	11.58	88.42	2.46	97.54	12.37	87.63	11.66	88.34
O5	14.61	85.39	12.91	87.09	3.22	96.78	11.78	88.22	12.54	87.46
O4	17.40	82.60	17.31	82.69	5.27	94.73	15.22	84.78	15.82	84.18
O3	22.36	77.64	20.04	79.96	6.71	93.29	18.92	81.08	19.26	80.74
O2	24.36	75.64	19.22	80.78	8.81	91.19	21.36	78.64	19.65	80.35
O1	23.56	76.44	19.67	80.33	13.40	86.60	20.92	79.08	20.61	79.39
W5	0.00	100.00	5.95	94.05	5.77	94.23	7.89	92.11	6.10	93.90
W4	0.00	100.00	8.37	91.63	4.84	95.16	6.02	93.98	7.69	92.31
W3	0.00	100.00	9.78	90.22	4.87	95.13	4.33	95.67	8.56	91.44
W2	0.00	100.00	10.14	89.86	6.45	93.55	7.86	92.14	9.60	90.40
W1	0.00	100.00	9.02	90.98	5.88	94.12	0.00	100.00	8.66	91.34
<b>Total</b>	<b>19.89</b>	<b>80.11</b>	<b>16.61</b>	<b>83.39</b>	<b>6.82</b>	<b>93.18</b>	<b>16.99</b>	<b>83.01</b>	<b>16.70</b>	<b>83.30</b>

**Table F.6. Percentages of Active Duty Enlisted Service Members by Service and Gender, September 2014**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (46,696)	% Male (203,408)	% Female (53,840)	% Male (352,679)	% Female (12,781)	% Male (154,196)	% Female (48,079)	% Male (219,080)	% Female (161,396)	% Male (929,363)
E09	12.56	87.44	7.37	92.63	4.03	95.97	6.53	93.47	7.92	92.08
E08	18.83	81.17	11.15	88.85	5.18	94.82	7.48	92.52	10.90	89.10
E07	18.41	81.59	11.52	88.48	6.12	93.88	11.41	88.59	12.88	87.12
E06	19.80	80.20	10.79	89.21	6.32	93.68	13.26	86.74	13.27	86.73
E05	19.02	80.98	13.29	86.71	7.91	92.09	16.67	83.33	15.17	84.83
E04	17.96	82.04	14.61	85.39	8.28	91.72	20.60	79.40	15.62	84.38
E03	18.73	81.27	14.47	85.53	7.05	92.95	22.89	77.11	15.85	84.15
E02	18.60	81.40	14.38	85.62	9.64	90.36	23.14	76.86	15.48	84.52
E01	17.76	82.24	13.28	86.72	8.24	91.76	25.01	74.99	15.79	84.21
<b>Total</b>	<b>18.67</b>	<b>81.33</b>	<b>13.24</b>	<b>86.76</b>	<b>7.65</b>	<b>92.35</b>	<b>18.00</b>	<b>82.00</b>	<b>14.80</b>	<b>85.20</b>

**Table F.7. Percentages of Active Duty Officers by Service and Gender, September 2015**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (12,367)	% Male (48,637)	% Female (15,948)	% Male (78,662)	% Female (1,456)	% Male (19,192)	% Female (9,414)	% Male (44,792)	% Female (39,185)	% Male (191,283)
O10	15.38	84.62	0.00	100.00	0.00	100.00	10.00	90.00	<b>7.89</b>	<b>92.11</b>
O9	4.88	95.12	8.33	91.67	0.00	100.00	8.57	91.43	<b>6.38</b>	<b>93.62</b>
O8	10.31	89.69	6.50	93.50	0.00	100.00	11.11	88.89	<b>8.06</b>	<b>91.94</b>
O7	3.45	96.55	5.22	94.78	3.03	96.97	9.26	90.74	<b>5.48</b>	<b>94.52</b>
O6	13.67	86.33	11.40	88.60	2.38	97.62	12.13	87.88	<b>11.72</b>	<b>88.28</b>
O5	14.88	85.12	13.41	86.59	3.85	96.15	11.59	88.41	<b>12.81</b>	<b>87.19</b>
O4	18.83	81.17	17.73	82.27	5.59	94.41	15.49	84.51	<b>16.46</b>	<b>83.54</b>
O3	22.09	77.91	20.22	79.78	6.58	93.42	19.59	80.41	<b>19.43</b>	<b>80.57</b>
O2	24.53	75.47	19.20	80.80	10.06	89.94	22.14	77.86	<b>20.07</b>	<b>79.93</b>
O1	23.90	76.10	20.36	79.64	11.60	88.40	20.82	79.18	<b>20.66</b>	<b>79.34</b>
W5	0.00	100.00	6.14	93.86	2.83	97.17	8.33	91.67	<b>5.90</b>	<b>94.10</b>
W4	0.00	100.00	8.65	91.35	5.36	94.64	5.79	94.21	<b>7.91</b>	<b>92.09</b>
W3	0.00	100.00	9.07	90.93	4.71	95.29	4.35	95.65	<b>8.04</b>	<b>91.96</b>
W2	0.00	100.00	10.31	89.69	7.05	92.95	8.93	91.07	<b>9.84</b>	<b>90.16</b>
W1	0.00	100.00	9.51	90.49	5.85	94.15	0.00	100.00	<b>9.18</b>	<b>90.82</b>
<b>Total</b>	<b>20.27</b>	<b>79.73</b>	<b>16.86</b>	<b>83.14</b>	<b>7.05</b>	<b>92.95</b>	<b>17.37</b>	<b>82.63</b>	<b>17.00</b>	<b>83.00</b>

**Table F.8. Percentages of Active Duty Enlisted Service Members by Service and Gender, September 2015**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (46,289)	% Male (200,033)	% Female (53,405)	% Male (338,922)	% Female (12,625)	% Male (150,144)	% Female (49,855)	% Male (219,273)	% Female (162,174)	% Male (908,372)
E09	13.57	86.43	8.08	91.92	3.70	96.30	6.22	93.78	<b>8.27</b>	<b>91.73</b>
E08	19.78	80.22	11.15	88.85	4.95	95.05	8.29	91.71	<b>11.18</b>	<b>88.82</b>
E07	19.30	80.70	11.80	88.20	5.76	94.24	11.67	88.33	<b>13.23</b>	<b>86.77</b>
E06	19.68	80.32	10.60	89.40	6.63	93.37	13.20	86.80	<b>13.30</b>	<b>86.70</b>
E05	18.93	81.07	13.60	86.40	8.26	91.74	17.57	82.43	<b>15.54</b>	<b>84.46</b>
E04	17.75	82.25	14.75	85.25	8.28	91.72	20.87	79.13	<b>15.85</b>	<b>84.15</b>
E03	19.16	80.84	15.38	84.62	7.77	92.23	23.91	76.09	<b>16.68</b>	<b>83.32</b>
E02	19.30	80.70	15.54	84.46	8.86	91.14	23.77	76.23	<b>15.69</b>	<b>84.31</b>
E01	18.79	81.21	14.55	85.45	7.06	92.94	27.28	72.72	<b>16.21</b>	<b>83.79</b>
<b>Total</b>	<b>18.79</b>	<b>81.21</b>	<b>13.61</b>	<b>86.39</b>	<b>7.76</b>	<b>92.24</b>	<b>18.52</b>	<b>81.48</b>	<b>15.15</b>	<b>84.85</b>

**Table F.9. Percentages of Active Duty Officers by Service and Gender, June 2016**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (12,617)	% Male (48,827)	% Female (15,880)	% Male (77,576)	% Female (1,500)	% Male (19,327)	% Female (9,808)	% Male (45,163)	% Female (39,805)	% Male (190,893)
O10	16.67	83.33	0.00	100.00	0.00	100.00	10.00	90.00	<b>8.11</b>	<b>91.89</b>
O9	7.50	92.50	8.89	91.11	0.00	100.00	11.76	88.24	<b>8.09</b>	<b>91.90</b>
O8	11.22	88.78	4.76	95.24	0.00	100.00	7.46	92.54	<b>6.98</b>	<b>93.02</b>
O7	3.52	96.48	6.15	93.85	2.33	97.67	10.68	89.32	<b>5.98</b>	<b>94.02</b>
O6	13.96	86.04	11.44	88.56	2.65	97.35	12.33	87.67	<b>11.94</b>	<b>88.06</b>
O5	15.17	84.83	13.49	86.51	3.70	96.30	11.57	88.43	<b>12.95</b>	<b>87.05</b>
O4	19.77	80.23	18.28	81.72	5.83	94.17	15.65	84.35	<b>16.97</b>	<b>83.03</b>
O3	22.23	77.77	19.88	80.12	7.04	92.96	20.38	79.62	<b>19.62</b>	<b>80.38</b>
O2	24.96	75.04	20.33	79.67	10.05	89.95	21.69	78.31	<b>20.45</b>	<b>49.55</b>
O1	23.60	76.40	20.22	79.78	11.01	88.99	21.55	78.45	<b>20.68</b>	<b>79.32</b>
W5	0.00	0.00	6.65	93.35	3.81	96.19	7.35	92.65	<b>6.33</b>	<b>93.67</b>
W4	0.00	0.00	8.30	91.70	4.91	95.09	4.58	95.42	<b>7.39</b>	<b>92.61</b>
W3	0.00	0.00	9.64	90.36	4.63	95.37	6.23	93.77	<b>8.69</b>	<b>91.31</b>
W2	0.00	0.00	9.75	90.25	7.40	92.60	8.78	91.22	<b>9.43</b>	<b>90.57</b>
W1	0.00	0.00	10.24	89.76	6.04	93.96	0.00	0.00	<b>9.55</b>	<b>90.45</b>
<b>Total</b>	<b>20.53</b>	<b>79.47</b>	<b>16.99</b>	<b>83.01</b>	<b>7.20</b>	<b>92.80</b>	<b>17.84</b>	<b>82.16</b>	<b>17.25</b>	<b>82.75</b>

**Table F.10. Percentages of Active Duty Enlisted Service Members by Service and Gender, June 2016**

Rank	Air Force		Army		Marine Corps		Navy		Total Force	
	% Female (47,532)	% Male (202,552)	% Female (52,315)	% Male (324,117)	% Female (13,189)	% Male (149,354)	% Female (51,128)	% Male (219,972)	% Female (164,164)	% Male (895,995)
E09	13.87	86.13	8.38	91.62	3.34	96.66	6.45	93.55	<b>8.46</b>	<b>91.54</b>
E08	20.80	79.20	11.20	88.80	4.96	95.04	8.78	91.22	<b>11.50</b>	<b>88.50</b>
E07	20.22	79.78	11.67	88.33	6.07	93.93	11.77	88.23	<b>13.57</b>	<b>86.43</b>
E06	19.08	80.92	10.79	89.21	6.77	93.23	13.37	86.63	<b>13.28</b>	<b>86.72</b>
E05	18.58	81.42	14.23	85.77	8.65	91.35	18.27	81.73	<b>15.96</b>	<b>84.04</b>
E04	17.94	82.06	15.06	84.94	8.38	91.62	21.22	78.78	<b>16.01</b>	<b>83.99</b>
E03	20.07	79.93	16.04	83.96	8.07	91.93	24.26	75.74	<b>17.39</b>	<b>82.61</b>
E02	20.74	79.26	15.49	84.51	9.10	90.90	24.76	75.24	<b>16.11</b>	<b>83.89</b>
E01	19.40	80.60	13.97	86.03	9.92	90.08	25.67	74.33	<b>16.97</b>	<b>83.03</b>
<b>Total</b>	<b>19.01</b>	<b>80.99</b>	<b>13.90</b>	<b>86.10</b>	<b>8.11</b>	<b>91.89</b>	<b>18.86</b>	<b>81.14</b>	<b>15.48</b>	<b>84.52</b>





ARMY

Defense Advisory Committee on Women in the Services

# Appendix G

Abbreviations and Acronyms Used in Report

AC	abdominal circumference
CFT	Combat Fitness Test
CS-WEB	Cross Service Warfighter Equipment Board
DACOWITS	Defense Advisory Committee on Women in the Services
DAV	Disabled American Veterans
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
F2F	Fatigues to Fabulous
MCO	Marine Corps Order
MRO	marine reported on
NMED	Not Medically Qualified
OB MultiID	Obstetrics Multidisciplinary Interdisciplinary
ODMEO	Office of Diversity Management and Equal Opportunity
PES	Performance Evaluation System
PFT	Physical Fitness Test
PHI	Protected Health Information
RFI	request for information
SAPRO	Sexual Assault Prevention and Response Office
SECDEF	Secretary of Defense
TAP	Transition Assistance Program
USSOCOM	United States Special Operations Command
VA	U.S. Department of Veterans Affairs





MARINES

Defense Advisory Committee on Women in the Services

# Appendix H

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## Mentorship

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