



# DACOWITS

## 2018 Annual Report



Defense Advisory Committee on Women in the Services

*The estimated cost of this report or study for the Department of Defense is approximately \$1,102,000 in Fiscal Years 2017–2018. This includes \$412,000 in expenses and \$690,000 in DoD labor. Generated on 2018Jan04 RefID: 8-1A20B83*

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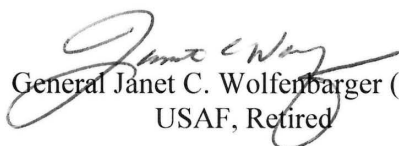
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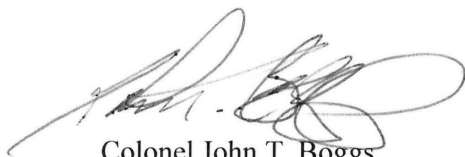


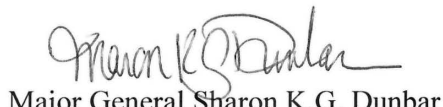
## Signature Pages


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2018 Annual Report Signature Page  
December 11, 2018**

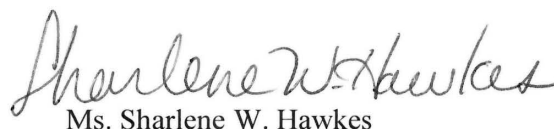
We, the appointed members of the Defense Advisory Committee on Women in the Services, do hereby submit the results of our findings and offer our recommendations to the Secretary of Defense to improve the policies, procedures, and climate within the Department of Defense.

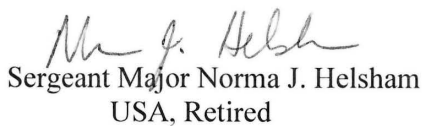
  
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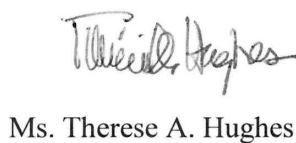
  
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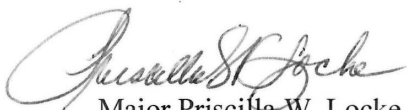
  
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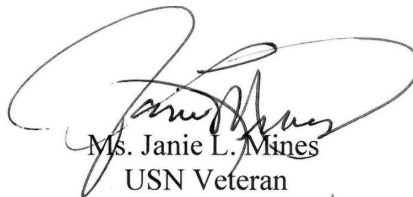


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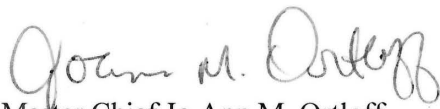
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Major Priscilla W. Locke  
USA, Retired



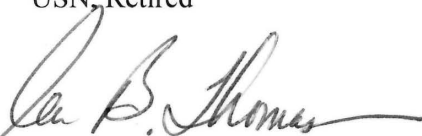
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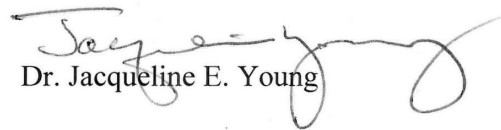
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Rear Admiral Cari B. Thomas  
USCG, Retired



Dr. Jacqueline E. Young

Prior to his departure in August 2018, Sergeant Major of the Army (Retired) Kenneth Preston served as the Vice-Chair and contributed to the work and recommendations of the Committee.

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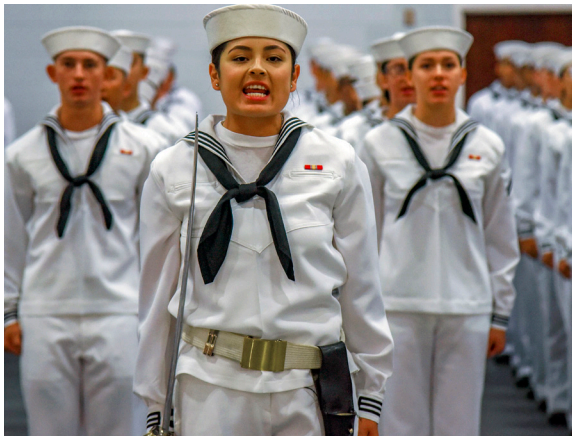
# Executive Summary



## 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 the recruitment of servicewomen in the Armed Forces of the United States. The Committee is composed of no more than 20 members who are appointed by the SecDef and serve in a voluntary capacity for 1- to 4-year terms.

The SecDef, via the Under Secretary of Defense for Personnel and Readiness, provides the Committee study topics to examine each year. For 2018, DACOWITS studied 15 topics. The Committee gathered information from multiple sources in examining these topics; for example, briefings and written responses from Department of Defense (DoD) and Service-level military representatives; 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 nine recommendations and one continuing concern. Each recommendation and continuing concern, along with a brief synopsis of the supporting reasoning for each, follows. A detailed reasoning supporting each recommendation and continuing concern is provided in the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

## DACOWITS 2018 Recommendations and Continuing Concern

### Recruitment and Retention

#### Marketing Strategies

##### **Recommendation**

*The Secretary of Defense should require all Military Services to tailor their marketing to inspire more women to serve by addressing misconceptions, highlighting motivating opportunities, and providing more emphasis on realistic portrayals of women who serve.*

##### **Synopsis**

DACOWITS believes the recruitment of high-quality servicewomen is critical to

maintaining a mission-ready force. To this end, the Committee began investigating the topic of gender-specific marketing more than 25 years ago. When compared with the population of women who are eligible to serve, female Service members are underrepresented across all the Military Services. Despite some evidence of recent progress, research conducted by the Committee continues to highlight specific challenges the Services' marketing efforts face in inspiring young women to serve. First, there is evidence to suggest women's concerns about leaving friends and family and a fear they will not succeed deter them from joining the military. Research also suggests young women are not likely to be aware the military offers the types of opportunities that typically motivate them to join, such as opportunities for education, travel, and helping others. Finally, research indicates junior Service members do not feel current advertising efforts realistically depict servicewomen's lives and see this disconnect as counterproductive. Therefore, the Committee believes the Military Services could successfully inspire more women to serve by emphasizing marketing approaches designed to address common misperceptions about military service; highlighting motivating opportunities afforded by military service; and more realistically portraying women who serve.

A detailed reasoning supporting this recommendation is provided in Chapter 2 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

## Employment and Integration

### Gender Integration

#### **Recommendation**

*The Secretary of Defense should endorse the 2017 DACOWITS recommendation on gender integration directing the Military Services to share lessons learned and best practices on the progress of their implementation plans and to communicate that progress more effectively with Service members as well as the general public.*

#### **Synopsis**

Since its establishment, one of DACOWITS' principle concerns has been the integration of women into the Armed Forces. In December of 2015, the SecDef approved the opening of all previously closed units, occupational specialties, positions, and training to women. The Military Services' integration implementation plans were subsequently approved in 2016. In conjunction with the recent gender integration progress that has been made by the Services, one of the challenges has been the lack of a strategic communication plan regarding the integration of women into the Armed Forces. DACOWITS believes there has been an insufficient level of collaboration and communication occurring within and among the Military Services. DACOWITS is also concerned about misperceptions shared by some DACOWITS focus group participants regarding the status of gender integration (e.g., the belief that physical

standards had been lowered for women entering previously closed occupations). Establishing a formal process by which Services communicate about gender integration could better address these misconceptions.

A detailed reasoning supporting this recommendation is provided in Chapter 3 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

### Marine Corps Recruit Training

#### **Continuing Concern**

##### *Marine Corps Recruit Training*

#### **Synopsis**

DACOWITS has renewed its study on gender integration within recruit training. The Committee first studied female recruit training in 1988; its research on that issue now focuses on ensuring women are provided the same training opportunities as men. Full gender integration across military occupations and positions relies on integration at all levels of training. DACOWITS believes that initial training is foundational to Service members' readiness. However, the Marine Corps is currently the only Service that does not endorse full gender integration during recruit training, highlighted by women not being incorporated into each recruit training battalion. Although the Committee is encouraged by the Marine Corps' movement toward integration, it continues

to encourage and will monitor further efforts to integrate recruit training.

Reasoning supporting this continuing concern is provided in Chapter 3 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

### Personal Protective Equipment

#### **Recommendation**

*The Secretary of Defense should require all Military Services, including the Reserve/Guard, to provide servicewomen with gender appropriate and properly fitting personal protective equipment and gear for both training and operational use.*

#### **Synopsis**

Although DACOWITS is encouraged by the scientific and technological advances the Services are employing to accommodate the variety of body types present across the Armed Forces, including the Reserve and Guard, servicewomen continue to lack accessibility to this new equipment for both training and deployment. The Committee first addressed servicewomen's gear in 1978. Now that all military occupations have been opened to women, there is an increased need for female-appropriate personal protective equipment (PPE) and combat gear. Properly fitting equipment is essential to the success of individual Service members as well as the military as a whole. Moreover, Service members need



to be familiarized with their combat gear to be fully prepared in the field. This requires that all Service members are provided correctly fitting PPE and gear during predeployment training. The Services have noted deploying troops receive priority for available equipment and gear, yet research has shown that poorly fitting equipment is a leading cause of injury for all Service members—deployed and in training. The Committee believes that ensuring access to properly fitting PPE and gear for training and deployment will assist in the gender integration process as well as improve overall combat effectiveness.

A detailed reasoning supporting this recommendation is provided in Chapter 3 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

## Well-Being and Treatment

### Healthy Unit Climate

#### **Recommendation**

*The Secretary of Defense should conduct a comprehensive assessment of the effectiveness of the Military Services' policies, standards, training, and enforcement to eliminate gender discrimination and sexual harassment.*

#### **Synopsis**

The presence of sexual harassment and gender discrimination degrades healthy unit climates for all Service members,

in turn negatively affecting military readiness. Although DoD has increased efforts to reduce sexual harassment and mistreatment in the Armed Forces, the “#MeToo” movement has highlighted areas that require continued attention. DACOWITS has been examining issues related to sexual harassment and gender discrimination for nearly 40 years. In 1980, the Committee made its first recommendation on sexual harassment, an issue that strongly influences servicewomen’s well-being. The Military Services have addressed inappropriate behavior with leadership and training initiatives intended to foster a unit culture and climate that eliminates the spectrum of behaviors that can lead to gender discrimination and sexual harassment. However, despite years of targeted efforts by DoD and the Military Services, the Committee’s research revealed that gender discrimination and sexual harassment—malignant behaviors that corrode healthy unit climates and undermine readiness—have continued to persist in the ranks. By conducting a comprehensive assessment of the Military Services’ policies, standards, training, and enforcement of efforts aimed at eliminating gender discrimination and sexual harassment, DoD can better direct efforts to address these behaviors and ultimately increase unit cohesion and readiness.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

### Parental Leave Policies

#### **Recommendation**

*The Secretary of Defense should consider proposing legislation to allow the Military Services to permit flexible (noncontinuous) use of primary and secondary caregiver leave, if requested by the caregiver.*

#### **Synopsis**

The Committee continues to be interested in the enhancement of parental leave policies to help encourage workforce recruitment and retention of Service members by making military benefits more competitive with private sector benefits. Continuing its work from 2015, 2016, and 2017, DACOWITS examined issues and concerns surrounding parenthood, which included a review of recent adjustments to the Military Parental Leave Program. In 2017, DACOWITS made two recommendations concerning parental leave policies to expand eligibility and increase flexibility for military parents. Despite recent improvements to DoD parental leave policies, Service members continue to seek a balance between adequately caring for their families and serving as a respected, contributing member of the military team. Affording Service members the option to accommodate medical appointments or childcare needs via flexible leave would allow the individual to balance both roles. Flexible caregiver policies have been successfully implemented in the civilian sector, allowing caregivers to

meet the needs of their families without jeopardizing their careers. Flexible caregiver leave could also positively affect unit readiness: having the military member back in the duty section—even part time—could ensure continuity for the mission and avoid disruptions to unit preparedness. Therefore, the Committee believes a commander's option to grant noncontinuous use of primary and secondary caregiver leave would increase retention and unit readiness.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

#### **Recommendation**

*The Secretary of Defense should mandate the consistent application of 21 days of leave for secondary caregivers across all Military Services to be consistent with the maximum allotment afforded in the National Defense Authorization Act for Fiscal Year 2017.*

#### **Synopsis**

The Committee continues to be interested in the enhancement of parental leave policies to help encourage the workforce recruitment and retention of Service members by making military benefits more competitive with private sector benefits. Continuing its work from 2015, 2016, and 2017, DACOWITS examined issues and concerns surrounding parenthood, which

included a review of recent adjustments to the Military Parental Leave Program. The National Defense Authorization Act for Fiscal Year 2017, Section 521, increased the allowable leave for secondary caregivers (formerly paternity leave) from 10 to 21 days. Although the Air Force, Army, and Coast Guard increased their secondary caregiver leave to 21 days, the Marine Corps and Navy allotted only 14 days. The Committee believes this policy should be consistent across the Armed Forces, and authorizing Service members the maximum allowable 21 days of nonchargeable secondary caregiver leave will afford equitable opportunities to all military members, enabling them to best care for their families and promote retention.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

### Performance Evaluations

#### **Recommendation**

*The Secretary of Defense should direct the Marine Corps to eliminate the pregnancy references found in the Marine Corps' Performance Evaluation System, which currently identifies a female Marine's health status by using the code "PREG" in the weight section.*

#### **Synopsis**

Following up on previous recommendations, DACOWITS continued to examine the issue of annotating pregnancy on the Marine Corps Performance Evaluation System (PES) form in 2018. In 2015 and 2016, DACOWITS recommended that the Marine Corps no longer differentiate between women's and men's temporary medical conditions and remove all references to pregnancy (code "PREG") on the PES form. In May 2018, the Marine Corps issued Marine Corps Order (MCO) 1610.7A, a revision to MCO 1610.7; this modification addressed the majority of the Committee's concerns by eliminating most of the references to a servicewoman's pregnancy status. However, the Service continued to identify a female Marine's health status by using the code "PREG" in the weight section of the PES form. In September 2018, DACOWITS voted to recommend that the Marine Corps remove the remaining reference to pregnancy to prevent any unintended discriminatory reporting and policy violations. Removing any indication of a servicewoman's pregnancy would eliminate any potential for bias with regard to her promotions, augmentations, resident schooling, command, and duty assignments.

In November 2018, the Marine Corps issued Marine Administrative Message 657/18, which provides guidance regarding



the identification of pregnancy on a Marine's fitness report and the removal of the "PREG" code.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

### Transition Assistance

#### **Recommendation**

*The Secretary of Defense should direct all Military Services to improve their support to active duty women transitioning to the Reserve/Guard or civilian sector by offering programs similar to the Women's Health Transition Pilot Program, a best practice implemented by the Air Force in partnership with the Department of Veterans Affairs.*

#### **Synopsis**

As part of its review of servicewomen's overall wellness, DACOWITS continues to examine the assistance provided to Service members as they transition out of the military. The Committee first examined the topic of transition assistance in 2016; it recommended that the SecDef review and enhance transition assistance programs to better meet the unique needs of transitioning servicewomen. Women are the fastest growing subgroup of veterans, yet fewer female than male veterans seek services and support from the Department of Veterans Affairs (VA).

To better support the increasing numbers of women who leave the military and enter the VA support system, the Air Force and VA partnered to offer the Women's Health Transition Pilot Program, a new, 1-day supplemental workshop offered as part of the Air Force's transition assistance program. This pilot program has been well received by women who have participated and has been identified as a best practice by the Committee because it informs participants of the resources available to servicewomen through VA. The Committee believes the expansion of the Air Force's Women's Health Transition Pilot Program or programs similar to it should be made available to all servicewomen.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>).

#### **Recommendation**

*The Secretary of Defense should encourage the Secretary of Veterans Affairs to address the impact of the Veterans Affairs' motto/mission statement, "To care for him who shall have borne the battle and for his widow, and his orphan," on servicewomen transitioning into their care.*

#### **Synopsis**

As part of its review of servicewomen's well-being as they transition out of the military, the Committee requested more

## *Executive Summary*

information from VA on its motto, “To care for him who shall have borne the battle and for his widow, and his orphan,” as it relates to gender inclusivity. In 2018, DACOWITS examined VA’s accessibility to transitioning servicewomen. As written, the use of gender-specific language in VA’s motto/mission statement sends a message of exclusion to servicewomen. Although the motto is drawn from President Abraham Lincoln’s 1865 inauguration speech during an era in which only men served, it was adopted in 1959, after women began to serve. DACOWITS believes that an organization’s use of gender-neutral language can affect the first impressions of both its intended

participants and the public and can promote a message of trust and inclusion. Gender-neutral pronouns have been widely adopted across the Military Services and the Military Service Academies. The continued use of this motto undermines VA efforts to provide support and resources to servicewomen transitioning out of the military because its gender-specific language sends an unwelcoming message of exclusion.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2018, which is available on the DACOWITS website (<https://dacowits.defense.gov>)



# Chapter 1

## Introduction

## 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 the recruitment of servicewomen in the Armed Forces of the United States. (See Appendix A for a copy of the Committee’s charter.) Between 1951 and 2017, DACOWITS made 1,011 recommendations to the SecDef, approximately 99 percent of which were enacted in some way. Notably, DACOWITS provided research for and was an instrumental voice that contributed to the 2015 decision 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 (Pub. L. 92–463). Committee members serve as individuals, not as official representatives of any group or organization with which they may be affiliated. Selection is based on experience working with the military or with workforce issues related to women. Members include prominent civilian women and men with backgrounds in academia, industry, public service, and other professions. Members are appointed by the SecDef; serve 1- to 4-year terms; and perform a variety of duties that include visiting military installations annually, reviewing and evaluating current research on military women, reviewing policies, and developing an annual report with recommendations on these issues for the SecDef. The Committee is composed of no more than 20 members. (See Appendix C for 2018 DACOWITS member biographies.)





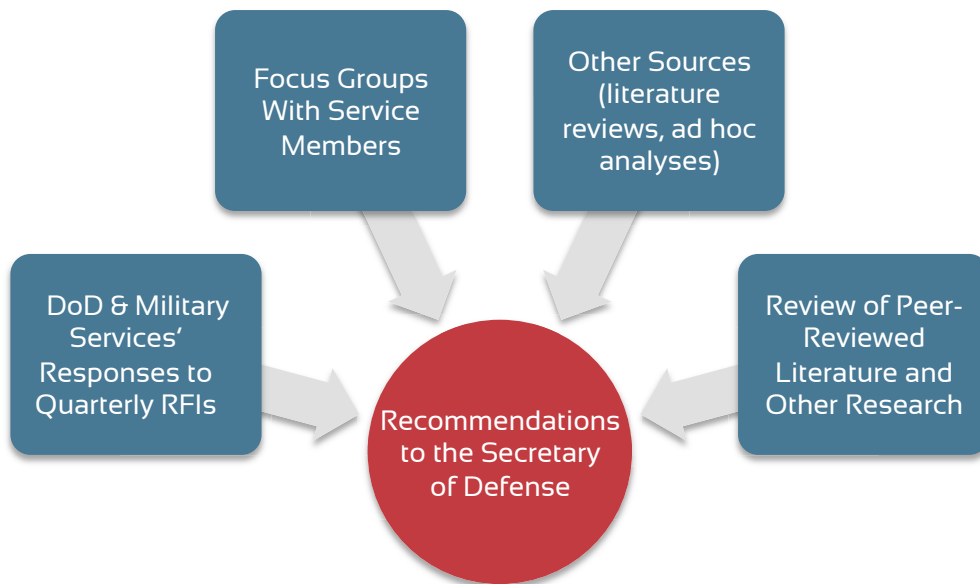
The Committee is organized into three subcommittees: Recruitment and Retention; Employment and Integration; and Well-Being and Treatment. The SecDef, via the Under Secretary of Defense for Personnel and Readiness (USD[P&R]), provides the Committee study topics to examine each year. In 2018, DACOWITS studied 15 topics; its research informed the development of several recommendations and 1 continuing concern related to 8 of those topics, which are presented in Chapters 2 through 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 2018 and the number of related recommendations and number of continuing concerns.

**Table 1.1. DACOWITS 2018 Study Topics and Corresponding Number of Recommendations and Continuing Concerns**

Study Topic	Number of Recommendations	Continuing Concerns
Recruitment and Retention		
Marketing Strategies	1	
Employment and Integration		
Gender Integration	1	
Marine Corps Recruit Training		1
Personal Protective Equipment	1	
Well-Being and Treatment		
Healthy Unit Climate	1	
Parental Leave Policies	2	
Performance Evaluations	1	
Transition Assistance	2	

The Committee engages in a range of activities each year to explore its approved 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 DoD and Service representatives in response to requests for information (RFIs) presented at the Committee’s quarterly business meetings; written RFI responses from the DoD and Military 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.

Figure 1.1. Data Sources That Inform DACOWITS' Annual Recommendations



Chapters 2–4 present the Committee’s 2018 recommendations and continuing concern organized by Subcommittee and then alphabetically by topic. Following each recommendation and continuing concern is a summary of the supporting evidence and a detailed outline of the evidence the Committee examined.

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 the installations visited by DACOWITS members in 2018 to collect focus group data. Appendix E outlines the Committee’s RFIs for each of its quarterly business meetings as well as the responses it received. Appendix F shows the percentages of women in each Service during the past 5 years, Appendix G lists the abbreviations and acronyms used in the report and appendices, and Appendix H provides the reference list for the report. Appendix H is organized by study topic to allow readers to quickly locate topics of interest.

The sources referenced in this report and available for review and download on the DACOWITS website (<https://dacowits.defense.gov>) consist of the 2018 quarterly business meeting minutes, the 2018 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 DACOWITS examined in 2018.



## Chapter 2

# Recruitment and Retention Recommendation

## Chapter 2. Recruitment and Retention Recommendation

This chapter presents the DACOWITS 2018 recommendation related to recruitment and retention. The recommendation is followed by a short synopsis of the topic and an explanation of the Committee’s reasoning for presenting the recommendation, which is based on its investigation of the topic in 2018. The recommendation and supporting reasoning related to the topic, marketing strategies, is provided in the next section.

### Marketing Strategies

#### Recommendation

*The Secretary of Defense should require all Military Services to tailor their marketing to inspire more women to serve by addressing misconceptions, highlighting motivating opportunities, and providing more emphasis on realistic portrayals of women who serve.*

#### Synopsis

DACOWITS believes the recruitment of high-quality servicewomen is critical to maintaining a mission-ready force. To this end, the Committee began investigating the topic of gender-specific marketing more than 25 years ago. When compared with the population of women who are eligible to serve, female Service members are underrepresented across all the Military Services. Despite some evidence of recent progress, research conducted by the Committee continues to highlight specific challenges the Services’ marketing efforts face in inspiring young women to serve. First, there is evidence to suggest women’s concerns about leaving friends and family and a fear they will not succeed deter them from joining the military. Research also suggests young women are not likely to be aware the military offers the types of opportunities that typically motivate them to join, such as opportunities for education, travel, and helping others. Finally, research indicates junior Service members do not feel current advertising efforts realistically depict servicewomen’s lives and see this disconnect as counterproductive. Therefore, the Committee believes the Military Services could successfully inspire more women to serve by emphasizing marketing approaches designed to address common misperceptions about military service; highlighting motivating opportunities afforded by military service; and more realistically portraying women who serve.



## Reasoning

### Introduction

To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

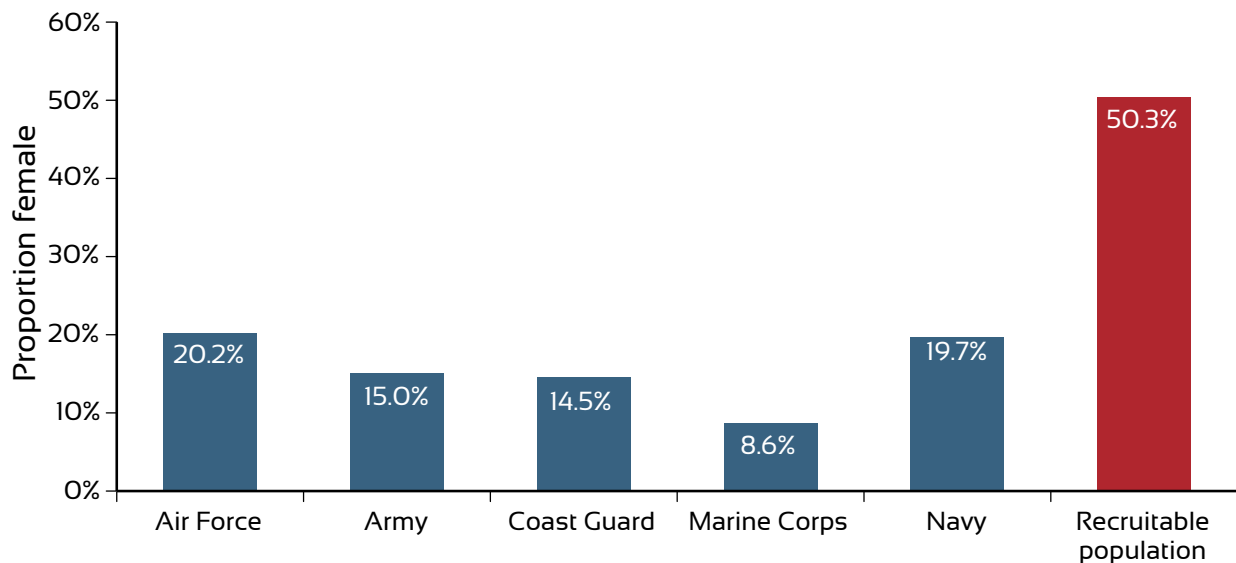
- Briefings from all the Military Service Academies on their strategies to market to and recruit women (December 2017)<sup>1,2,3,4</sup>
- Briefing from the Office of the Assistant Secretary of Defense for Public Affairs' (OASD[PA]) Community & Public Outreach Office on its newly launched "This Is Your Military" initiative (June 2018)<sup>5</sup>
- Briefings from Joint Advertising, Market Research & Studies (JAMRS) on the demographics of men and women who join the military (December 2017 and September 2018)<sup>6,7</sup>
- Briefings from the Military Services' recruiting commands on current recruitment goals and efforts tailored to women (September 2018)<sup>8,9,10,11,12</sup>
- Briefings from the Military Services' marketing offices on how current and planned marketing strategies target women (September 2018)<sup>13,14,15,16,17</sup>
- Findings from 18 focus groups with junior Service members (i.e., pay grades E1 through E5 and O1 through O3) on the topic of marketing (Focus Group Report, 2018)<sup>18</sup>

DACOWITS continues to believe the increased recruitment of women into the Military Services is essential to ensuring a mission-ready force. However, the rate of accessions for women still lags substantially behind that of men.<sup>19</sup> The Committee continues to identify the need for the Military Services to market specifically to women to increase female recruitment rates. DACOWITS first studied the topic of gendered marketing in 1991,<sup>20</sup> the Committee most recently readdressed marketing and propensity to serve in 2017.<sup>21,22</sup> The reasoning supporting DACOWITS' recommendation on marketing strategies follows.

### Acknowledging Women as Part of the Recruitable Population

Although women comprise at least half of the recruitable population,<sup>23</sup> they are severely underrepresented across the Military Services (see Figure 2.1).<sup>24</sup>

**Figure 2.1. Percentage of Active Duty Women in Each Service Compared With the Percentage of Women in the Recruitable Population**



Sources: DoD Active Duty Master Personnel File, September 2018<sup>25</sup>; Fairley, 2016<sup>26</sup> (for recruitable population)

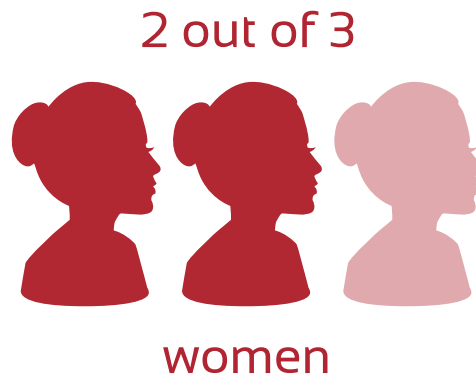
Women continue to be an underutilized talent pool by the military despite outperforming their male counterparts academically in college for more than three decades.<sup>27</sup>

Lawmakers recently acknowledged this untapped talent pool during a 2018 meeting of the House Armed Services Military Personnel Subcommittee, challenging the Services' personnel chiefs to strengthen their efforts to recruit and retain servicewomen. The subcommittee argued that a failure to emphasize the recruitment of women would be a missed opportunity to select the best from half the Nation's talent pool. For example, Congresswoman Nikki Tsongas (D-Mass.) said that because less than 30 percent of the American population (i.e., both men and women) is eligible for military service, "It is more important now than ever that we recruit from the entire population."<sup>28</sup>

## Understanding Women's Motivators and Barriers to Service

Results from the JAMRS 2016 College Market Survey provided reason for optimism; they showed two out of three young women believed the military offers the opportunity to do something meaningful (see figure 2.2).<sup>29</sup> However, other JAMRS data suggest recruiters are faced with a challenge when it comes to inspiring women to serve. For example, in the fall of 2017, JAMRS conducted the DoD Youth Poll, a survey of youth aged 16 to 21, about their attitudes toward the military and their interest in military enlistment.

**Figure 2.2. Proportion of Women Who Believed the Military Offers the Opportunity to Do Something Meaningful**



Source: Fairley, 2018<sup>30</sup>

Results from this survey showed fears of physical injury, death, and psychological injury have served as barriers preventing many young women from considering joining the military.<sup>31</sup>

DACOWITS recommended in 2017 that “The Secretary of Defense should require the Military Services to tailor their marketing to reflect the most salient reasons women join in order to inspire more women toward military service.”<sup>32</sup> Although the Committee recognizes some of the Military Services do attempt to tailor their messaging specifically for women, briefings provided by the Services to DACOWITS in 2018 indicated others do not, favoring instead a “total market” approach.<sup>33,34</sup> DACOWITS’ research suggests the Military Services could strengthen their efforts to inspire young women to serve by—

- Addressing common misperceptions about military service
- Highlighting motivating opportunities afforded by military service
- More realistically portraying women who serve

### **Addressing Misperceptions About Military Service**

Americans’ misperceptions about military service have received more and more attention in recent years. In 2015 the Army sponsored a meeting of the Strengthening America’s Youth Leadership Committee, which was comprised of national thought leaders convening to support and advance the success of young people in the United States. The Committee’s discussion focused largely on the need to dispel long-held misperceptions by the American people about the Army.<sup>35</sup> A 2017 study by the RAND Corporation that was designed to identify approaches for bolstering the recruitment of servicewomen recommended

increasing outreach targeted toward women by countering stereotypes and misperceptions about military service.<sup>36</sup> DACOWITS has seen some recent evidence of progress in this area; for example, a new DoD initiative, “This Is Your Military,” seeks, in part, to dispel myths about military service and increase awareness among the American people.<sup>37</sup> DACOWITS’ recent research suggests the Military Services should strengthen their efforts to dispel common concerns and misperceptions that may deter women from serving.

### ***Concerns About the Effects of Military Service on Relationships With Friends and Family***

Both the June 2018 briefing by OASD(PA)’s Community & Public Outreach Office on the “This Is Your Military” initiative and the September 2018 JAMRS briefing on the female recruiting market addressed concerns about how military service could affect relationships with friends and family. Many young adults worried about leaving family and friends to join the military.<sup>38</sup> Another common concern was that military service could cause Service members to miss important family events such as the birth of a child.<sup>39</sup> Fifty-six percent of female youth said leaving family and friends was a top reason why they would not consider joining the military.<sup>40</sup>

DACOWITS’ 2018 focus group findings suggest that those who are thinking about joining the military are more likely to anticipate experiencing negative effects on relationships than building friendships and bonds during their service. When focus group participants were asked to describe any unexpected positive experiences they had encountered while in the military, participants most commonly reported being pleasantly surprised by the relationships they developed. Participants in most groups indicated they had not anticipated the bonds they would develop and comradery they would experience in the military.<sup>41</sup>

*“You meet someone, and then you grow a bond in a short amount of time. In the civilian world, you don’t get close to someone that fast.”*

—Junior enlisted woman

*“I [didn’t expect] the comradery and people looking out for people for the betterment of others [without having] hidden motives. [There are] people who care who want to see you succeed and are willing to help you out.”*

—Male officer

*“It’s more family[-oriented] than I expected. Everybody treats you like family. I have not had a negative experience yet.”*

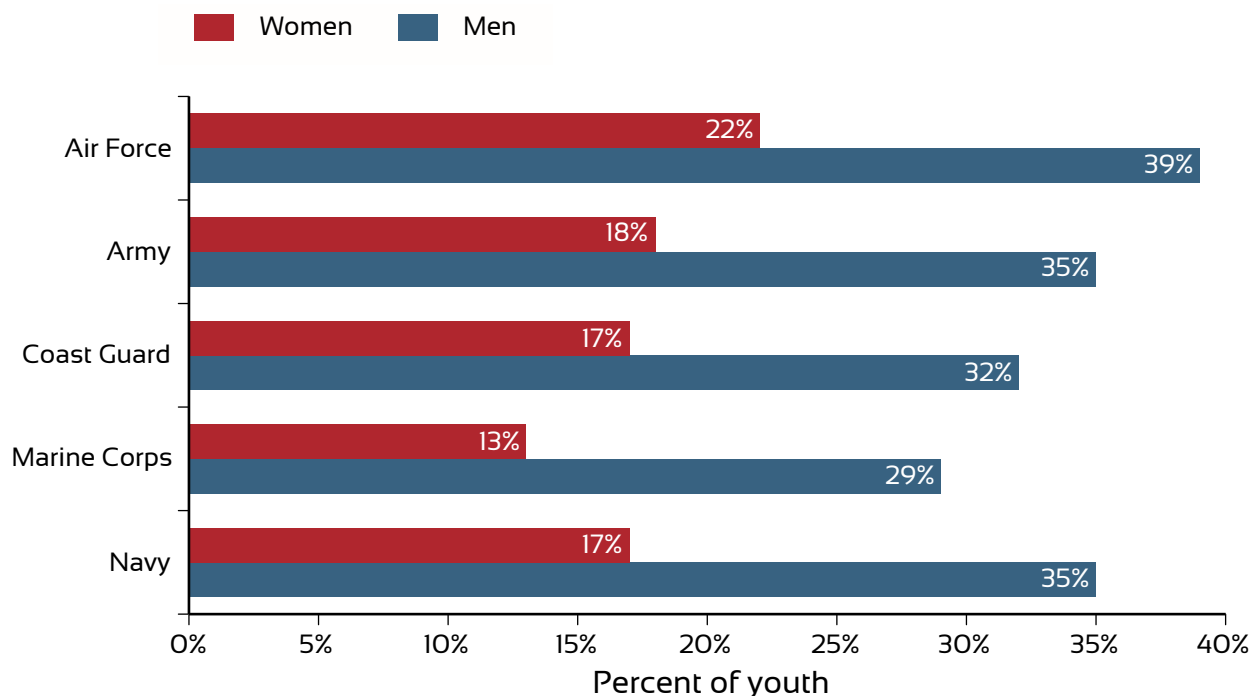
—Junior enlisted man



*Misperceptions About Unattainability of Success in the Military*

In September of 2018, JAMRS briefed DACOWITS in an attempt to shed light on why eligible young women decide against joining the military. They reported that research has shown very few young women believed they could be successful in the military. In fact, results from JAMRS' 2016 College Market Survey indicated that less than one-quarter of 16- to 25-year-old women felt confident they could be successful in a career in any of the Military Services (see Figure 2.3).<sup>42</sup>

**Figure 2.3. Percentages of Male and Female Youth Who Were Confident They Could Be Successful in a Career by Service**



Source: Fairley, 2018<sup>43</sup>

Again, DACOWITS 2018 focus group findings countered the idea that success is unattainable for women in the military. By contrast, when focus group participants were asked how their expectations before joining compared with what happened when they actually started their service, participants in many groups expected military life to be much more challenging than it was.<sup>44</sup>

*"I think it's easier than people expect it to be. Everyone is less gung-ho than you think. It's not like basic training all the time. It's just a normal job most of the time where you just wear a uniform."*

—Junior enlisted woman

Moreover, female focus group participants in particular mentioned finding strength they did not know they had and attaining physical goals they could not have imagined prior to their service.<sup>45</sup>

*"I didn't think I would be able to do [the physical stuff] and that I would enjoy it so much. I love running now."*

—Junior enlisted woman

*"I'm small, and [when I joined my Service's Martial Arts Program], I didn't think I could shoulder-throw someone, and I do!"*

—Junior enlisted woman

DACOWITS 2018 focus group findings provided insight on how marketing approaches could be used to debunk such myths across the Services. The Committee asked participants what they would tell the marketers who develop the commercials and advertisements about their respective Services. Participants in all groups who were asked this question advocated putting the spotlight on successful servicewomen, whether real or fictional, as a way to entice prospective female recruits.<sup>46</sup>

*"[I recommend] showing independence and that women can take charge. . . . When I came in, I was the only woman in my shop. After Korea, I went to Italy, and [my shop] had one other female. Here, there are a lot of us. You don't see that shift in advertising—showing women in power to show them they will have a voice."*

—Junior enlisted woman

*"How many female civilians know the [senior Service leader] is a woman? I don't know if that is an avenue to attack, but I wouldn't have known if I wasn't in the [Service]. If I was a woman and saw a commercial saying this is the leader of the [Service], as a woman, that would make me think I could do it, too."*

—Male officer

*"Show [successful women] in it, being successful, someone of higher rank. Retainability is a big issue, too. These same women are getting out. [Have] commercials showing . . . that you can have [both] women and men make a career out of it. If I see a commercial [featuring a woman] and think she has a lot of stripes, what I see is she can do that [career] for a long time."*

—Junior enlisted man

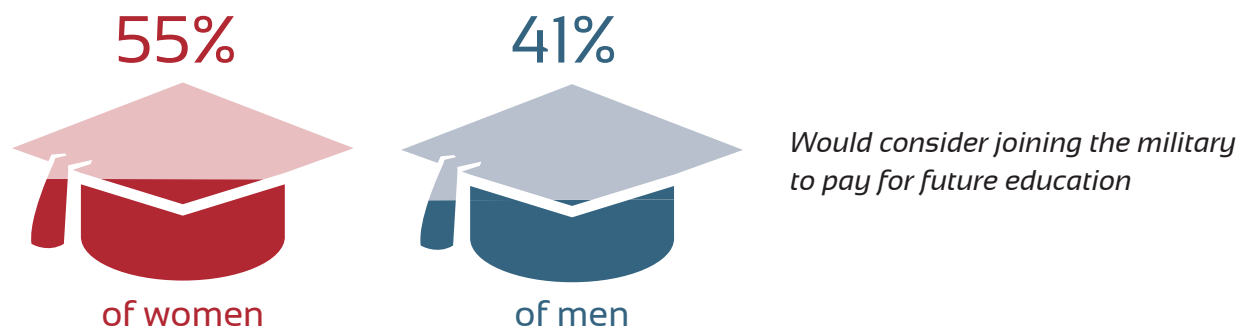
## Highlighting Motivating Opportunities Afforded by Military Service

One of DACOWITS' 2017 recommendations focused on the importance of tailoring the Military Services' marketing to reflect the opportunities that motivate women to join.<sup>47</sup> Research conducted by DACOWITS in 2018 underscores the importance of this approach.

### *Educational Opportunities*

JAMRS' 2017 DoD Youth Poll results indicated women were more motivated than men to consider the military based on certain factors. In particular, women were more likely than men to be motivated by the opportunity to pay for future education (see Figure 2.4).<sup>48</sup>

**Figure 2.4. Percentage of Youth Who Would Consider Joining the Military to Pay for Future Education**



Source: Fairley, 2018<sup>49</sup>

A different JAMRS poll, the 2016 College Market Survey, revealed most female youth felt the military offered opportunities for continuing education to high school students, but these youth were not familiar with the opportunities for college students or graduates.<sup>50</sup> DACOWITS' 2018 focus group findings support the idea most people are unfamiliar with the educational opportunities offered by the military. When focus group participants were asked to describe any unexpected positive experiences or accomplishments achieved while in the military, participants in some groups reported they had not anticipated the education benefits offered by the Services.<sup>51</sup>

*"... I [had] grad school paid for, and I had the opportunity to go. I hadn't expected there'd be that, not at all."*

—Female officer

*"I had the feeling people would tell me I couldn't take classes, but everyone tells me to take classes online."*

—Junior enlisted man

When asked what they would tell the marketers who develop the commercials and advertisements about their respective Services, participants in many 2018 DACOWITS focus groups posited that potential Service members might be enticed to join if these benefits were better advertised.<sup>52</sup>

*"... There are education options, and I don't think they highlight enough on benefits. That would have definitely [interested] me. If I would've known that, I would've jumped in sooner."*

—Junior enlisted woman

*"... Educational opportunities are good for everyone, not just with the GI Bill, but going to grad school on the [Service]'s dime. I did that, and it was great! [The advertisements should say,] 'Hey, you might get free grad school or college!'"*

—Male officer

### Opportunities to Travel

Results from the JAMRS 2017 DoD Youth Poll also found women were more likely than men to be motivated by travel opportunities (see Figure 2.5).<sup>53</sup>

**Figure 2.5. Percentage of Youth Who Would Consider Joining the Military to Travel**



Source: Fairley, 2018<sup>54</sup>

Yet again, DACOWITS' 2018 focus group findings suggest such opportunities are not well known. When focus group participants were asked to describe any unexpected positive experiences or accomplishments achieved while in the military, participants in some groups included their travels among the accomplishments they could not have imagined achieving before they joined the military.<sup>55</sup>



*"I've seen and been to a lot of cool places in my first 2 years. I think that's something they should definitely market more towards, like, 'Yeah, we go everywhere!'... I didn't know that coming in."*

—Female officer

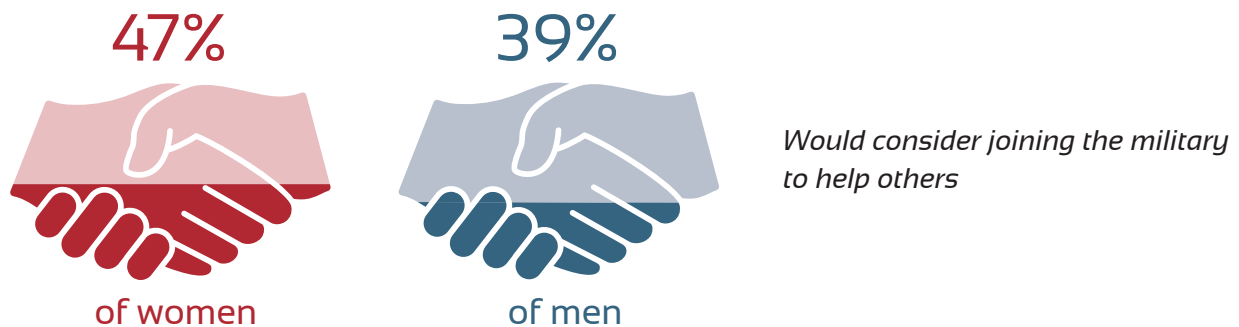
*"I've been to Dubai. I never thought I would ever go there. I went there for free, and I got to go multiple times and experience things like riding on camels, go on sand dunes, [and go to] resorts I've only seen in magazines. I have pictures there, and that was through the [Service] that I got that opportunity. That was huge for me."*

—Junior enlisted man

### Opportunities to Help Others

Results from the JAMRS 2017 DoD Youth Poll also indicated women were more likely than men to be motivated by the opportunity to assist others (see Figure 2.6).<sup>56</sup>

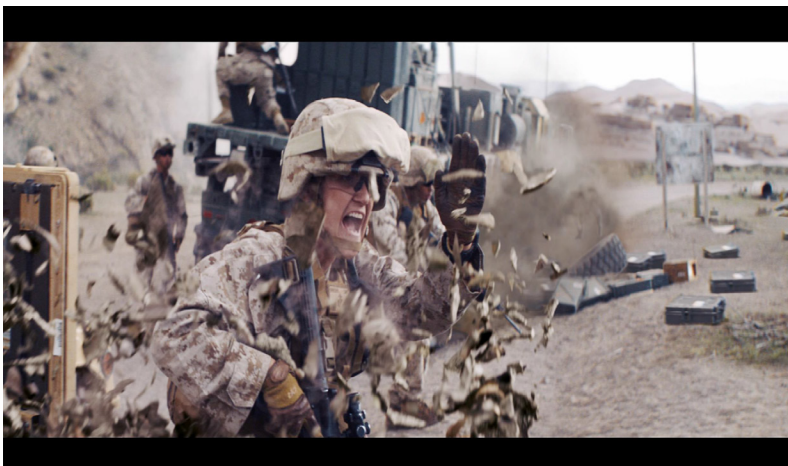
**Figure 2.6. Percentage of Youth Who Would Consider Joining the Military to Help Others**



Source: Fairley, 2018<sup>57</sup>

One example of an attempt to highlight helping others comes from the Marine Corps, which recently launched its "Battle Up" marketing campaign. As part of this effort, the Marine Corps released a commercial in 2017 that attempted to capitalize on young women's desire to help others. It followed the life of a female protagonist as she stood up to a bully in school, led her teammates on the rugby field, and ultimately helped the global community as a Marine (see Figure 2.7).<sup>58,59</sup>

Figure 2.7. Female Protagonist in Marine Corps “Battle Up” Advertisement



Source: U.S. Marine Corps, n.d.<sup>60</sup>

Still, results from DACOWITS' 2018 focus groups suggest there is room for improvement in promoting the military as a way to help others. When focus group participants were asked to describe any unexpected positive experiences or accomplishments achieved while in the military, participants in many groups had not anticipated the positive impact they would have on others while serving.<sup>61</sup>

*"... People are taking care of each other and making a difference in people's lives."*

—Junior enlisted woman

*"Before joining the military, I didn't have perspective on how the military reaches out to the community. We have the Special Olympics in [city]. I think the ... effect in the community is positive, and I didn't see that before joining the [Service]."*

—Junior enlisted man

*"You get [satisfaction] from leading young [Service members]. Speaking as a [unit] commander leading young [Service members], unfortunately, some guys don't have fathers in their lives, and it's up to us to step up and provide support and wisdom. There's satisfaction in leading young members, regardless of their [occupational specialties]."*

—Male officer

*"[I didn't expect to be] helping other cultures. For example, my first duty station was in Guam. I've been to the Philippines, and I've done Habitat for Humanity. We spent an entire day building huts so that they have a place to live in. For me, when you see a house you helped build for a family . . . , that makes you feel good."*

—Junior enlisted man

## More Realistic Portrayals of Women Who Serve

DACOWITS' 2018 focus group findings suggest the Services' marketing efforts should include more realistic portrayals of the women who serve. The Committee asked focus group participants how accurately the commercials or other advertisements they had seen about their respective Services portrayed life for women in the military. Participants in most groups reported real life in the military was nothing like military life as it was portrayed in the commercials. At best, advertisements were seen as representative for a small percentage of Service members, but certainly not for the large majority.<sup>62</sup>

*"[In] the posters I have seen of women in the field—I don't look like that in the field. I think it's a skewed representation of living in the outdoors."*

—Female officer

*"The [military advertising campaign] was the last one I saw, and I laughed. It was about travel. It made it seem like we were doing these touristy things. Deployment is great because you do get to travel, but you're doing these scary missions, too. That was not what my life looked like while deployed."*

—Female officer

*"No one is actually jumping out of planes except for .5 percent of the people. It's unrealistic."*

—Junior enlisted woman

When DACOWITS asked focus group participants what they would tell the marketers who develop the commercials and advertisements about their respective Services, participants in many groups encouraged more truthful advertising. Participants believed not only that potential Service members should be able to make an informed decision about whether to join but also that some women may be deterred by the action-packed, combat-focused life often portrayed by the media. Women were more likely than men to encourage greater honesty in advertising.<sup>63</sup>

*"Just [show] actual videos of what happens. It's not all peachy keen. I've had to work really hard—still have to—but you have to show them . . . , 'Hey, you can do all of this! You can be an engineer, you can stand watch, you can drive the boats. . . . They can show . . . women doing paperwork, but also show the boats and everything. . . ."*

—Junior enlisted woman

## Chapter 2. Recruitment and Retention Recommendation

*"... Follow someone around and see their actual job; not that glamorous stuff, but day-to-day things. [Seeing] counseling and things that make an officer an officer would be more realistic and wouldn't [portray us] like we are action heroes. Follow someone around and see them hit the gym, working out because [physical training] is important, but [don't show them] going through the obstacle course in the rain."*

—Female officer

Relatedly, participants in most of DACOWITS' 2018 focus groups argued that, instead of focusing on just a few jobs commonly considered exciting, marketing should inform prospective servicewomen about the wide array of careers offered in the military.<sup>64</sup> This suggestion was consistent with a 2017 RAND study designed to identify approaches for bolstering the recruitment of servicewomen, which recommended the creation of additional advertising and promotional materials highlighting the variety of roles that women fill in the military services.<sup>65</sup> One example of just such an approach came from the Coast Guard, which recently partnered with BuzzFeed, an internet media and news company, to showcase real servicewomen in a variety of roles.<sup>66,67</sup> Still, results from DACOWITS' 2018 focus groups suggest that perhaps this type of messaging has not yet become mainstream and that a greater effort could be made to educate youth about the range of opportunities available to women in the military.<sup>68</sup>

*"I thought the only thing offered in the [Service] was infantry-related. . . . The different jobs should be portrayed more often."*

—Junior enlisted woman

*"I would feature more [occupational specialties]. There's law enforcement, cooking, administration, logistics; it's not just jumping out of helicopters. . . . There are lots of other things happening. I had no idea about the preventative side of it."*

—Female officer

DACOWITS has highlighted examples that illustrate some of the Services' recent progress toward tailoring marketing for prospective servicewomen. However, its research suggests these messages have not yet had an impact on their intended audience at the ground level.

Therefore, DACOWITS encourages the Military Services to stretch creative efforts even further to proactively reach half of their intended audience: women. The Committee recommends that the SecDef should require all Military Services to focus their marketing to inspire more women to serve by addressing misconceptions, highlighting motivating opportunities, and emphasizing realistic portrayals of women who serve. DACOWITS believes that with increased strategic and creative marketing, the Services can not only show women more relevant and compelling opportunities of service but also reduce their concerns about potential barriers to entering the military.



# Chapter 3

Employment and  
Integration

Recommendations and  
Continuing Concern



## Chapter 3. Employment and Integration Recommendations and Continuing Concern

This chapter presents DACOWITS' 2018 recommendations and continuing concern related to employment and integration organized alphabetically by topic. Each recommendation and the continuing concern is followed by a short synopsis of the topic and an explanation of the Committee's reasoning for presenting the recommendation or continuing concern, which is based on its investigation of the topic in 2018. The recommendation and supporting reasoning for gender integration is provided in the first section, the continuing concern and supporting reasoning for Marine Corps Recruit Training is presented in the second section, and the recommendation and supporting reasoning for personal protective equipment (PPE) is provided in the third section.

### Gender Integration

#### Recommendation

*The Secretary of Defense should endorse the 2017 DACOWITS recommendation on gender integration directing the Military Services to share lessons learned and best practices on the progress of their implementation plans and to communicate that progress more effectively with Service members as well as the general public.*

#### Synopsis

Since its establishment, one of DACOWITS' principle concerns has been the integration of women into the Armed Forces. In December of 2015, the SecDef approved the opening of all previously closed units, occupational specialties, positions, and training to women. The Military Services' integration implementation plans were subsequently approved in 2016. In conjunction with the recent gender integration progress that has been made by the Services, one of the challenges has been the lack of a strategic communication plan regarding the integration of women into the Armed Forces. DACOWITS believes there has been an insufficient level of collaboration and communication occurring within and among the Military Services. DACOWITS is also concerned about misperceptions shared by some DACOWITS focus group participants regarding the status of gender integration (e.g., the

belief that physical standards had been lowered for women entering previously closed occupations). Establishing a formal process by which Services communicate about gender integration could better address these misconceptions.

## Reasoning

### Introduction

To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past 2 years. The following primary sources are available on the DACOWITS website:

- Findings from four focus groups at Fort Hood with male and female officers and noncommissioned officers (NCOs) from units that were integrating the first women into the newly opened combat arms specialties of infantry and armor. These focus groups were conducted in 2017 to assess participants' perceptions of the gender integration effort (Focus Group Report, 2017)<sup>69</sup>
- Written responses from the Military Services on the progress made toward including gender-neutral language on Service-controlled web pages and outreach material (June 2017)<sup>70, 71, 72, 73, 74, 75</sup>
- Briefings from the Military Services and the United States Special Operations Command on the status of their gender integration implementation plans, training attrition, and the Air Force's "Battlefield Airmen" recruiting initiative (June 2017)<sup>76, 77, 78, 79, 80</sup>
- Briefings from the Military Services on their "Leaders First" initiatives or similar approaches to integrating women into newly opened units and positions (September 2017)<sup>81, 82, 83, 84</sup>
- Written responses from the Military Services on the effects of gender integration efforts and lessons learned to date (September 2017)<sup>85, 86, 87</sup>
- General remarks from 60 focus groups, during which participants discussed challenges facing women in the military (Focus Group Report, 2018)<sup>88</sup>
- Written responses from the Military Services on the current status of gender integration (June 2018)<sup>89, 90, 91, 92</sup>
- Briefing from the Navy on the integration of women into the submarine service (September 2018)<sup>93</sup>
- Briefing from the Marine Corps on its philosophy on integrated recruit training and its task force (September 2018)<sup>94</sup>

The Committee sees a need to reaffirm its 2017 recommendation that “The Secretary of Defense should direct the Military Services to share lessons learned and best practices on the progress of their gender integration implementation plans, and to communicate strategically that progress to the members of their Service, as well as to the general public.”<sup>95</sup> DACOWITS commends the Military Services on continuing to update their integration plans and the steady progress that has been made on gender integration since all positions were opened to women in 2016.<sup>96</sup> However, despite the progress that has been made, the Committee still has areas of concern surrounding the Services’ progress in both implementing and effectively communicating gender integration plans. The reasoning supporting DACOWITS’ recommendation on gender integration follows.

### **Areas of Concern**

#### ***Sharing Lessons Learned***

The Committee remains concerned about the degree to which the Military Services proactively share lessons they have learned regarding gender integration. Each Service branch currently tracks its own progress and success while making adjustments to its training pipelines through its own training, education, and personnel management offices.<sup>97,98,99,100</sup> Although it is important for each Service to track its own metrics, DACOWITS believes there is benefit to proactively and systematically sharing lessons learned. The Committee encourages the Secretary of Defense to formalize a process through which the findings of the Military Services’ required reports are shared among Service leadership and communicated to Service members and the public. In its 2017 annual report, the Committee discussed the importance of the Services formalizing their comprehensive and strategic communication about gender integration programs and policies.<sup>101</sup> Particularly in the DACOWITS panel briefings, the Committee obtained feedback from panelists about the benefits of the Services receiving data from others and hearing about their progress.<sup>102</sup> As the Services evaluate their gender integration plans<sup>103,104,105,106</sup> the Committee sees a need to establish a process to formally share lessons learned.

As the process of gender integration continues, the Committee looks forward to the Services’ collaborative efforts to ensure success for their members and the military as a whole.

#### ***Strategic Communication to Address Enduring Misperceptions***

Despite the success women have had in the military, misperceptions remain regarding the role women should play in the Services and the means by which they have been integrated. As noted in the 2017 DACOWITS annual report, negative perceptions about women in

operational units are largely driven by a lack of communication or misinformation about women's roles in the Military Services.<sup>107,108</sup>

Misinformation about the Services' gender integration plans and progress could have negative consequences by continuing to fuel misperceptions about women in the military. In March 2017, the Services provided a briefing on retention to DACOWITS; their findings suggest that women are more likely than their male counterparts to leave the military, and that the retention of women varies based on occupational specialty and years in service.<sup>109, 110, 111, 112, 113</sup> During focus groups with Service members in 2017, the Committee heard from servicewomen that certain aspects of military culture, including a belief that women were not treated as equals to their male peers, were contributing factors to women's departures from the military.<sup>114</sup> The Committee is concerned that this trend may be more prominent for women in previously closed positions because of beliefs about command climate that surfaced in some of DACOWITS' 2018 focus groups. During the Committee's installation visits in 2018, some focus group participants said they felt that operational units were more difficult for women to navigate. Given that women are already more likely to leave the military than men, it is important for the Military Services to clearly communicate their processes and progress with gender integration. The Committee believes dispelling misperceptions could facilitate long-term success for women in newly opened occupational specialties.

DACOWITS also requests effective communication about integration plans throughout the Military Services to dispel the misperception that women are held to lower or different standards than men. When asked about gender integration, participants in some DACOWITS focus groups in 2016, 2017, and 2018 said they believed physical standards had been lowered so women could participate in previously closed positions.<sup>115, 116, 117</sup> Figure 3.1 lists some of these misperceptions.

Notably, in focus groups, DACOWITS has heard that Service members of all ranks and levels of seniority hold these misperceptions about different standards for men and women.<sup>118, 119, 120</sup> This is of concern to the Committee. If senior leaders who are responsible for implementing the Services' gender integration plans have an inaccurate understanding of the standards, they could possibly pass their misperceptions on to junior members, perpetuating harmful and erroneous stereotypes.

Figure 3.1. Misperceptions About Standards as Voiced by Some DACOWITS Focus Group Participants in 2016, 2017, and 2018



Sources: Gaddes et al., 2016;<sup>121</sup> Gaddes et al., 2017;<sup>122</sup> Gaddes et al., 2018<sup>123</sup>



The Committee applauds the Military Services' ongoing efforts to evaluate their gender integration implementation plans, and the progress the Services have made since all positions opened to women in 2016. However, the Committee is still concerned about the insufficient level of collaboration and communication occurring within and among the Military Services. As such, the Committee encourages the Secretary of Defense to direct the Military Services to begin sharing lessons learned, best practices, and the progress of their implementation plans. They should also communicate that progress more effectively with both Service members and the general public.

## Marine Corps Recruit Training

### Continuing Concern

#### Marine Corps Recruit Training

#### Synopsis

DACOWITS has renewed its study on gender integration within recruit training. The Committee first studied female recruit training in 1988; its research on that issue now focuses on ensuring women are provided the same training opportunities as men. Full gender integration across military occupations and positions relies on integration at all levels of training. DACOWITS believes that initial training is foundational to Service members' readiness. However, the Marine Corps is currently the only Service that does not endorse full gender integration during recruit training, highlighted by women not being incorporated into each recruit training battalion. Although the Committee is encouraged by the Marine Corps' movement toward integration, it continues to encourage and will monitor further efforts to integrate recruit training.

#### Reasoning

##### Introduction

To inform this continuing concern, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

- Briefing from the Marine Corps on gender discrimination and integration (December 2017)<sup>124, 125</sup>

- Briefing from the Marine Corps on its philosophy on integrated recruit training (September 2018)<sup>126</sup>

For 30 years, DACOWITS has continued to study gender integration of recruit training.<sup>127</sup> The reasoning supporting DACOWITS' continuing concern on Marine Corps recruit training follows.

### **Incomplete Gender Integration During Recruit Training**

The Marine Corps utilizes two locations for initial entry training: Marine Corps Recruit Depot (MCRD) Parris Island in South Carolina and MCRD San Diego in California. For male recruits, their assignment to MCRD Parris Island or MCRD San Diego is based on their geographic location. However, all female recruits receive their initial entry training at MCRD Parris Island. MCRD Parris Island provides initial training to approximately 20,000 new recruits each year.<sup>128</sup> Some of the recruits' activities while at MCRD Parris Island remain segregated by gender; for example, one of the four recruit battalions at that location is comprised only of women.<sup>129</sup> The Committee recognizes there is a relatively small proportion of female Marine recruits. However, DACOWITS believes female recruits must be integrated into all training environments to foster a collaborative culture and cohesive unit climate between male and female Marines from the start.

### **Ensuring Military Readiness by Integrating Recruit Training**

The Committee is interested in ensuring that women in the Services are integrated into previously closed specialties in a way that ensures military readiness. Given that initial training is fundamental to Service members' readiness, the Committee has focused on the ways in which women in the Services are trained.<sup>130, 131</sup>

To achieve full gender integration across military occupations, servicewomen must be provided with the same training opportunities as their male counterparts. As of September 2018, the Marine Corps remained the only Service branch to not fully integrate men and women during initial training.<sup>132</sup>

### **Evidence of Progress Toward Full Integration**

The Committee is encouraged by the progress made by the Marine Corps to integrate men and women in the training environment.<sup>133, 134</sup> In April of 2018, the Committee visited MCRD Parris Island on invitation from the Commandant of the Marine Corps, General Robert Neller. During this visit, Committee members observed significant progress toward integration, such as assigning female drill instructors to male training battalions, male drill instructors

to the female training battalion, and combining some aspects of male and female training. Most noteworthy was the integration of men and women during the fourth phase of recruit training, designed to prepare them for success as Marines. As a result of one curriculum modification, recruits spend the final 2 weeks of training as “Marines” during which they learn the “six F’s” of the Marine Leader Development framework: Fidelity, Fighter, Fitness, Family, Finances, and Future. Marines are split into small groups and discuss a variety of subjects that are critical to success and growth in all aspects of their personal and professional lives. In this phase, the new Marines’ former drill instructors become their mentors, resulting in more resilient and better-prepared Marines.<sup>135, 136, 137</sup>

Although DACOWITS is encouraged with the progress the Marine Corps is making, the Committee remains dedicated to ensuring that gender integration continues to progress in Marine Corps’ recruit training. The Committee believes integration across all training units, military positions and occupations will promote a culture of inclusion.

*In January 2019, the Marine Corps integrated male and female Marine platoons during recruit training for the first time in history.<sup>138</sup> The Marines decided to integrate the battalions at that time because during winter, the recruiting classes are typically much smaller. Combining the platoons allowed Parris Island not to activate 4th Recruit Training Battalion staff for a single female platoon, improving training efficiency. The female recruits will still be led by female drill instructors but will occupy barracks with their male counterparts.*

*“This training cycle of approximately 300 recruits will provide Recruit Depot staff a unique opportunity to assess outcomes, achievements and challenges in training, logistics and resource impacts of this company training model,” according to the Marine Corps.<sup>139</sup> The Committee looks forward to learning more about this assessment later in 2019.*

## Personal Protective Equipment

### Recommendation

*The Secretary of Defense should require all Military Services, including the Reserve/Guard, to provide servicewomen with gender appropriate and properly fitting personal protective equipment and gear for both training and operational use.*

### Synopsis

Although DACOWITS is encouraged by the scientific and technological advances the Services are employing to accommodate the variety of body types present across

the Armed Forces, including the Reserve and Guard, servicewomen continue to lack accessibility to this new equipment for both training and deployment. The Committee first addressed servicewomen's gear in 1978. Now that all military occupations have been opened to women, there is an increased need for female-appropriate PPE and combat gear. Properly fitting equipment is essential to the success of individual Service members as well as the military as a whole. Moreover, Service members need to be familiarized with their combat gear to be fully prepared in the field. This requires that all Service members are provided correctly fitting PPE and gear during predeployment training. The Services have noted deploying troops receive priority for available equipment and gear, yet research has shown that poorly fitting equipment is a leading cause of injury for all Service members—deployed and in training. The Committee believes that ensuring access to properly fitting PPE and gear for training and deployment will assist in the gender integration process as well as improve overall combat effectiveness.

## Reasoning

### Introduction

To inform its recommendation, DACOWITS collected information on this topic during the past year. The following primary sources are available on the DACOWITS website:

- Briefings from the Military Services on improvements to and availability of PPE for servicewomen (March and June 2018)<sup>140, 141, 142, 143, 144, 145, 146, 147, 148, 149</sup>

Since 1978,<sup>147</sup> DACOWITS has noted the PPE and gear issued to servicewomen poses a potential barrier to their performance and, ultimately, to their integration into the Armed Forces. This subsequently poses a potential risk to overall military effectiveness. Within the last decade, DACOWITS has requested multiple updates on PPE and specific accommodations made for servicewomen.<sup>150, 151, 152, 153, 154, 155, 156, 157</sup> The reasoning supporting DACOWITS' recommendation on PPE follows.

### Historical Context and Recent Progress

DACOWITS first addressed issues related to servicewomen's gear in 1978 with its recommendation that DoD should establish an inter-Service committee to evaluate the adequacy of field/organizational clothing and special equipment used for missions.<sup>158</sup> In 1984, DACOWITS recommended the Services work to incorporate state-of-the-art uniform and equipment designs for women, to include a boot designed to fit the female foot.<sup>159</sup> During the period of 2009 to 2014, the Committee made six recommendations regarding PPE for women in the Services.<sup>160, 161, 162, 163, 164</sup>

DACOWITS believes the current operating environment highlights the need for correctly fitting PPE and gear for women. Women’s matriculation into previously male-only fields creates additional concerns regarding the availability of and access to properly fitting and serviceable PPE. Correctly fitting PPE is essential for the performance of all Service members. Authors of a 2016 article in the peer-reviewed journal *Military Medicine* posited that “Iterative, Warfighter-Centered Design” is essential “to optimize human systems performance under operational conditions.”<sup>165</sup> For the appropriate training and mobilization of female Service members, PPE and gear tailored to specific female anthropomorphic specifications enhances the ability of female trainees and Service members to effectively and safely complete the tasks required of them.<sup>166, 167</sup> As women are increasingly integrated into combat units, DACOWITS believes the use of appropriately fitting PPE and gear will become central to military effectiveness.

Each of the Military Services is utilizing its own unique strategies to create and stock PPE and gear for women, with each experiencing its own degree of success.<sup>168, 169, 170, 171, 172</sup> The Committee applauds the progress the Services have made in the past decade, particularly in taking into account unique physiological differences between men and women when designing combat gear.<sup>173</sup> From helmets that allow space for servicewomen’s hairstyles<sup>174</sup> to modular vests that can be quickly and easily tailored for different body types,<sup>175</sup> the improvements made to gear used by Service members have effectively removed a barrier for women in the operational forces (see Figure 3.2).

**Figure 3.2. Helmet Retention System Modifications to Accommodate Servicewomen’s Hairstyles**



In contrast with the X-Back helmet (left), the H-Back helmet (right) is customized to accommodate bun hairstyles commonly worn by servicewomen.

Source: U.S. Army, personal communication, October 25, 2018



## Areas of Concern

### *Leveraging Advances in Science and Technology*

The Committee is particularly encouraged by scientific and technological advances the Services are employing to accommodate the variety of body types present across the Armed Forces. One such area is the use of the anthropometric and three-dimensional scans to create PPE and gear that is adjustable with a high level of mobility, modularity, and scalability.<sup>176,177,178</sup> These advances have resulted in better fit, form, and functionality for all Service members. The Committee is pleased to see the Military Services leveraging such technology to develop gear more efficiently and at a lower cost.

The methods for developing and fitting PPE and gear for a warfighter are continually evolving. The Services take into account not only weight and enhanced protection but also the need for proper fit for all Service members. Previously, the Services would provide standard-issue PPE for individuals who fell between the 5th and 95th percentile for size. However, as briefed to the Committee in June 2018, the Air Force, Army, and Marine Corps are working to increase the standard range of PPE to fit individuals who fall between the 2nd and 98th percentiles for size.<sup>179</sup> This will allow a broader range of Service members to have access to correctly fitting PPE without the need for special ordering.

### *Ensuring Access to Properly Fitting PPE*

Although the Committee is pleased with the progress the Services have made, there is concern about PPE being readily available to all Service members, including the Reserve and Guard.<sup>180</sup> In June 2018, the Services briefed DACOWITS about access to equipment as well as the length of time it takes for a Service member to obtain gear that is not part of the readily available inventory. The Air Force, Army, and Navy reported that it may take from a few weeks to several months to obtain custom or nonstandard-size equipment depending on the item and the timing of the order.<sup>181</sup> These barriers to access were concerning to DACOWITS because properly fitting gear is important to the health and safety of Service members and the combat readiness of each unit. Furthermore, Reserve and Guard units may experience funding issues related to obtaining proper PPE in the case of rapid activation and mobilization.<sup>182</sup> Delays in access can negatively affect all areas of military effectiveness. It is important that the barriers to readily available PPE be identified so the Military Services can leverage the maximum performance of all Service members.

Moreover, DACOWITS is concerned that units are not training with correctly fitting equipment. In June 2018, the Military Services told DACOWITS deploying troops are

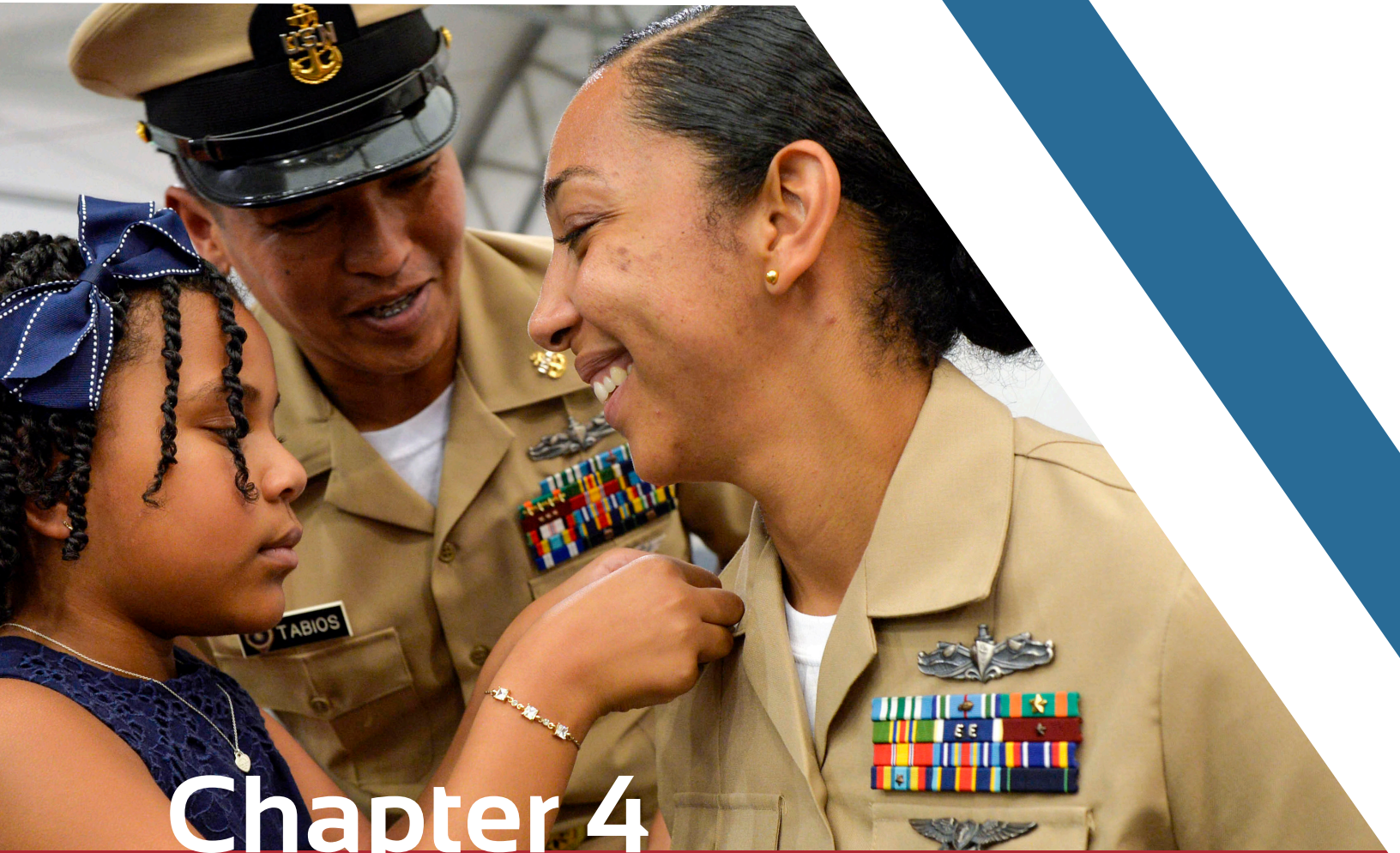
given first priority for receiving new gear.<sup>183</sup> Trainees would be provided with older or even outdated equipment to use during training if newer gear were not available. Although the Committee acknowledges it is necessary to prioritize the needs of operational forces, it is also essential for trainees to have access to properly fitting PPE and gear that is equivalent to what they will be using in operational environments.

Poorly fitting equipment is a leading cause of injury in Service members. Given that most traditional PPE was designed to fit men, women are the most likely to suffer from injuries as a result of incorrectly fitting gear.<sup>184</sup> The improvements made in recent years to both the fit and load-bearing capacity of PPE has helped to reduce the risk of musculoskeletal and overuse injuries.<sup>185</sup> Therefore, equipping Service members with outdated, poorly fitting PPE can increase their risk of injury.

A 2016 article from the journal *Military Medicine* about operational physical performance and fitness in military women suggested the best way to decrease the likelihood of injury is through consistent physical training with equipment that mirrors that which is used in a combat environment.<sup>186</sup> Learning to use new equipment takes time; therefore, the earlier Service members begin to train with proper equipment, the more likely they will avoid injury throughout their time in service. If Service members are not able to train with the gear they will use in the field, it is possible they may need extra time to train before deploying with the newer PPE. This could create an additional burden on both the Service member and the Services.

Further, properly fitting equipment indirectly affects overall morale and unit cohesion. A researcher at the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury found that units in which Service members were more prone to injury were less cohesive and performed worse on complex cognitive tasks.<sup>187</sup> The Committee has frequently noted that unit cohesion and morale are essential components of overall military effectiveness.<sup>188, 189, 190</sup> Early access to properly fitting gear can help keep unit members healthy and, as a result, more effective and mission-ready.

As women continue to integrate into previously closed occupational specialties and become a larger percentage of the overall force, access to properly fitting PPE will continue to be a concern. The Committee is encouraged by the dedication the Military Services are demonstrating by ensuring that the majority of Service members have access to properly fitting equipment and the progress that has been made to date. Addressing the challenges and concerns of obtaining correctly fitting PPE for training as well as for operations will further position the Services to successfully integrate servicewomen and increase overall combat effectiveness.



## Chapter 4

# Well-Being and Treatment Recommendations

## Chapter 4. Well-Being and Treatment Recommendations

This chapter presents DACOWITS' 2018 recommendations related to well-being and treatment organized alphabetically by topic. Each recommendation, or set of recommendations, is followed by a short synopsis of the topic and an explanation of the Committee's reasoning for presenting the recommendation, which is based on its investigation of the topic in 2018. The recommendation(s) and supporting reasoning are provided for healthy unit climate in the first section, for parental leave policies in the second section, for performance evaluations in the fourth section, and for transition assistance in the fifth section.

### Healthy Unit Climate

#### Recommendation

*The Secretary of Defense should conduct a comprehensive assessment of the effectiveness of the Military Services' policies, standards, training, and enforcement to eliminate gender discrimination and sexual harassment.*

#### Synopsis

The presence of sexual harassment and gender discrimination degrades healthy unit climates for all Service members, in turn negatively affecting military readiness. Although DoD has increased efforts to reduce sexual harassment and mistreatment in the Armed Forces, the "#MeToo" movement has highlighted areas that require continued attention. DACOWITS has been examining issues related to sexual harassment and gender discrimination for nearly 40 years. In 1980, the Committee made its first recommendation on sexual harassment, an issue that strongly influences servicewomen's well-being. The Military Services have addressed inappropriate behavior with leadership and training initiatives intended to foster a unit culture and climate that eliminates the spectrum of behaviors that can lead to gender discrimination and sexual harassment. However, despite years of targeted efforts by DoD and the Military Services, the Committee's research revealed that gender discrimination and sexual harassment—malignant behaviors that corrode healthy unit climates and undermine readiness—have continued to persist in the ranks. By conducting a comprehensive assessment of the Military Services' policies, standards, training, and enforcement of efforts aimed at eliminating gender discrimination

and sexual harassment, DoD can better direct efforts to address these behaviors and ultimately increase unit cohesion and readiness.

## Reasoning

### Introduction

To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

- A briefing from the Office of Diversity Management and Equal Opportunity on the definitions for gender discrimination and sexual harassment and data on incidences of gender discrimination and sexual harassment (June 2018)<sup>191</sup>
- Written responses from the Air Force, Army, Marine Corps, and Navy on sexual harassment and high-risk situations (June 2018)<sup>192, 193, 194, 195</sup>
- Briefings from the Military Services on how they address sexual harassment and mistreatment (March 2018)<sup>196, 197, 198, 199, 200</sup>
- Findings from 24 focus groups with Service members (i.e., junior enlisted, senior enlisted, and officers) on the topic of unit climate and culture (Focus Group Report, 2018)<sup>201</sup>

Sexual harassment and gender discrimination in the Armed Forces remain important issues related to the well-being of women in the military. DACOWITS has been assessing issues related to sexual harassment regularly since 1980. Most recently, in 2015 and 2017, the Committee made recommendations to the Secretary of Defense on sexual harassment and online social media platforms. The reasoning supporting DACOWITS' recommendation on healthy unit climate follows.

### Influence of Gender Discrimination and Sexual Harassment on Military Readiness

For the past 40 years, gender discrimination and the sexual harassment of women in the military have been continuing concerns of the Committee. Although DACOWITS recognizes attention and resources have been devoted toward reducing the impact of these destructive behaviors, issues related to unit culture persist and need to be eradicated. The “#MeToo”



movement,<sup>1,202</sup> which gripped the Nation this year by highlighting the repercussions for mistreatment of women in multiple disciplines, has raised the Committee's consciousness of this problem to a new level. Of noteworthy concern is the way culture and climate can enable gender discrimination and sexual harassment, consequently preventing female Service members from achieving their full potential to serve and inhibiting military readiness. DACOWITS believes DoD needs to track, analyze, and fully understand how effective the Military Services have been in eliminating the continuum of harm caused by gender discrimination and sexual harassment through policies, standards, training, and enforcement.

Military unit readiness relies on leaders establishing and enforcing standards for appropriate behavior and mutual respect among all members of the organization. The Military Services have addressed the issue of inappropriate behavior with leadership and training initiatives intended to foster a unit culture and climate that eliminates the range of behaviors that lead to gender discrimination and sexual harassment. However, feedback from participants in some 2018 DACOWITS focus groups revealed ongoing concerns with the effectiveness of policies, the enforcement of those policies, or both.<sup>203</sup>

### **Addressing Gender Discrimination and Sexual Harassment**

Several Military Services' reports, statistics, and analysis identify the sources of inappropriate behaviors and potential courses of corrective actions. For example, the 2016 Workplace and Gender Relations Survey of Active Duty Members Overview Report indicates that leaders, particularly those overseeing junior enlisted subordinates, play a key role in eliminating inappropriate behavior that degrades unit readiness.<sup>204</sup>

During DACOWITS' 2018 focus groups, which concentrated on unit climate and culture, some participants indicated gender discrimination and sexual harassment were still occurring and were more common among Service members in the junior ranks—typically, those in pay grade E-5 and below. Some focus group participants also reported how gender discrimination could create a negative perception of women and lead to a toxic work environment.<sup>205</sup> Some focus group participants further remarked that a negative unit climate could promote the misperception that women are not as capable as men. However, some focus group participants believed training and dissemination of appropriate policies and guidelines does discourage inappropriate behavior in units.

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<sup>1</sup>The “#MeToo” movement began in October 2017 as a social media hashtag to raise awareness about sexual harassment and sexual assault. It has now become an international reference point to speak up against such behaviors (see Zacharek, S., Dockterman, E., & Edwards, H. S. (2017). The silence breakers. *Time*, 190(25). Retrieved from <http://time.com/time-person-of-the-year-2017-silence-breakers/>).

DACOWITS acknowledges that many Service leaders continue to vocalize broad support for eliminating inappropriate behavior at the unit level and issue direct guidance about how to address behaviors such as gender discrimination and sexual harassment that detract from healthy unit climates. For example, General James McConville, the Vice Chief of Staff of the Army, recently made the following statement:<sup>206</sup>

*“To combat assault and harassment within units, organizations need to start looking at them in the context of unit cohesiveness. . . . Similarly, the [Army’s] Sexual Harassment and Assault Response and Prevention program should focus less on instilling fear of consequences in Soldiers. . . . What we have to do is get people to think beyond that. . . . What we need in the Army is cohesive teams of trusted professionals.”*

### **Understanding the Effectiveness of Policies, Standards, and Directives in Addressing the Continuum of Harmful Behaviors**

Despite support at the highest levels of leadership for eradicating the kind of conduct that negatively affects servicewomen, there is still an appreciable lack of understanding about how to promptly take steps to resolve these issues. Military leaders must fully understand the impact and effectiveness of all policies, standards, and directives so they can dispel misperceptions and clearly communicate with their subordinates. Furthermore, leaders need to provide enforcement to address both nuanced and overt behaviors negatively affecting unit readiness. As recognized by former Secretary of Defense James Mattis in his memorandum of August 17, 2018<sup>207</sup>

*“It is incumbent on our leaders to ensure that American forces are always the most disciplined on the battlefield. . . . We must demonstrate respect for all Service members, build trust, and remove the cancer of sexual misconduct from our ranks. . . . Military leaders must . . . [condemn] and [eradicate] malignant behavior from our ranks. . . . Leaders must be willing to choose the harder right over the easier wrong. . . . Leaders cannot be so risk-averse that they lose their focus on forging disciplined troops. . . .”*

DoD considers gender discrimination and sexual harassment to be malignant behaviors that exist as part of a continuum of negative conduct that may lead to more serious behavior, which results in the erosion of unit cohesion and renders those discriminated against as less than full members of the unit (see Figure 4.1). Consequently, concrete and actionable policies and enforcement should be directed and evaluated to assess their impact at the unit level.

Figure 4.1. Continuum of Harmful Behaviors



Source: U.S. Navy, n.d.<sup>208</sup>

The importance of understanding how inappropriate behaviors start and develop into more serious transgressions that ultimately harm unit climate and cohesion among Service members cannot be overstated. A 2015 RAND report highlighted a correlation between servicewomen who experience gender discrimination or sexual harassment and those who experience sexual assault. The same report suggested that decreasing the number of less violent incidents of gender discrimination and sexual harassment could decrease the number of sexual assault incidents. The RAND study demonstrated how sexual harassment is a gateway offense to more serious transgressions;<sup>209</sup> some examples cited in the report follow:

- More than a third of male Service members surveyed who were sexually assaulted described the assault as hazing.
- Victims of gender discrimination or sexual harassment suffered higher rates of sexual assault.
- Approximately one-third of Service members who were sexually assaulted were first sexually harassed by the offender.

To fully determine the effectiveness of programs and policies that are intended to prevent these bad behaviors, DoD should have in place a system to track, analyze, and understand the scope and magnitude of destructive behaviors across the Military Services. DoD should be able to evaluate the effectiveness of the programs and policies in place and whether the policies are being enforced. It should track not only the substantiated incidents of gender discrimination and sexual harassment but also the reported incidents across the continuum of behaviors that lead to the more serious offenses. This kind of insight would enable the Military Services to deduce which programs, policies, and practices most effectively address

these serious issues and which behaviors along the continuum remain problematic among the ranks.

### Opportunities for Improvement

DoD and the Military Services have applied attention and resources over recent years to identify and implement changes intended to address the continuum of harm that creates barriers and hinders women from achieving their highest potential to serve. These issues have been a concern of the Committee for decades and will remain so until destructive behaviors such as gender discrimination and sexual harassment are no longer a factor within the military. Despite years of targeted efforts, the Committee's research has shown that gender discrimination and sexual harassment have continued to persist in the ranks. For the sake of readiness, as well as the dignity and fairness for all those who serve, DoD must continue to work to codify a means of assessing the effectiveness and enforcement of current policies and programs, with the objective of eliminating gender discrimination and sexual harassment.

To eliminate these behaviors across the Military Services, the Committee recommends DoD conduct a comprehensive assessment of the effectiveness of the Military Services' policies, training, and programs designed to eradicate gender discrimination and sexual harassment. This assessment will allow DoD to better direct efforts to address these behaviors and ultimately increase unit cohesion and readiness.

### Parental Leave Policies

#### Recommendation

*The Secretary of Defense should consider proposing legislation to allow the Military Services to permit flexible (noncontinuous) use of primary and secondary caregiver leave, if requested by the caregiver.*

#### Synopsis

The Committee continues to be interested in the enhancement of parental leave policies to help encourage workforce recruitment and retention of Service members by making military benefits more competitive with private sector benefits. Continuing its work from 2015, 2016, and 2017, DACOWITS examined issues and concerns surrounding parenthood, which included a review of recent adjustments to the Military Parental Leave Program. In 2017,

DACOWITS made two recommendations concerning parental leave policies to expand eligibility and increase flexibility for military parents. Despite recent improvements to DoD parental leave policies, Service members continue to seek a balance between adequately caring for their families and serving as a respected, contributing member of the military team. Affording Service members the option to accommodate medical appointments or childcare needs via flexible leave would allow the individual to balance both roles. Flexible caregiver policies have been successfully implemented in the civilian sector, allowing caregivers to meet the needs of their families without jeopardizing their careers. Flexible caregiver leave could also positively affect unit readiness: having the military member back in the duty section—even part time—could ensure continuity for the mission and avoid disruptions to unit preparedness. Therefore, the Committee believes a commander’s option to grant noncontinuous use of primary and secondary caregiver leave would increase retention and unit readiness.

## Reasoning

### Introduction

To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

- Briefing from the Services (which included the Reserve Components) on current policies relative to parental leave for primary and secondary caregivers (September 2018)<sup>210, 211, 212, 213, 214</sup>
- Briefing from the National Guard Bureau on convalescent leave/maternity leave/parental leave, access to maternity uniforms, and participation credit toward retirement while a servicewoman is pregnant or postpartum (September 2018)<sup>215</sup>

As part of its review of servicewomen’s overall wellness, DACOWITS continues to examine the impact of parental leave policies on the well-being of all Service members. In 2017, the Committee recommended that the SecDef should consider allowing the Military Services to permit noncontinuous use of maternity and parental leave if requested by the military parent, and the Committee continues to stand behind this recommendation.<sup>216</sup> The reasoning supporting DACOWITS’ recommendation on parental leave policies follows.

### Recent Improvements to DoD Parental Leave Policies

The National Defense Authorization Act for Fiscal Year 2017, Section 521, amended parental leave benefits and retitled maternity leave as “primary caregiver leave” and



paternity/parental leave as “secondary caregiver leave.” The new law also increased parental leave benefits to 12 weeks of total leave in the case of the birth of a child and to 6 weeks in the case of adoption. However, the law stipulated that “. . . any leave taken by a [Service] member . . . may be taken only in one increment in connection with such birth or adoption.”<sup>217</sup>

### **Opportunity to Increase Retention and Improve Unit Readiness**

The Committee believes that allowing commanders the option to grant noncontinuous use of primary and secondary caregiver leave would increase retention and unit readiness. Some participants in the 2017 DACOWITS focus groups recommended that the Military Services allow new parents to take leave in segments rather than all at once. For parents, this option could prove beneficial in circumstances such as child or maternal health problems, lack of proximity to one’s partner and family to help with newborns, and the availability of childcare. In many such cases, it may be more effective to authorize leave as the need arises rather than as a block of time in conjunction with the birth event. Similarly, there may be an advantage to unit readiness if a commander can grant the use of parental leave, which enables the new parent to accommodate readiness exercises and duty-related demands. Having the opportunity to individualize and customize leave for each Service member could balance the needs of both the new parent and the unit. Proposing legislation that supports the flexible use of parental leave would accomplish two objectives: increase retention and unit readiness.

#### ***Increasing Retention***

The Military Services are competing with the Nation’s corporate world for top talent. Service members seek a balance between adequately caring for their families and serving as a respected, contributing member of the military team. As reported in a 2017 article in *Harvard Business Review*, from 2015 to 2017, more than 75 large companies publicized the launch of new or expanded parental leave policies. These companies realized that flexible and generous parental leave policies offer a competitive edge in recruitment and can improve productivity and retention.<sup>218</sup>

Moreover, enabling Service members to divide up their caregiver leave to accommodate the demands associated with parenthood—such as attending medical appointments and addressing the challenges of finding alternate childcare when a child is ill—ensures the physical and emotional well-being of Service members and their families, reducing illness-related absences from work.

### Unit Readiness

The Committee understands that the Services' priority is always unit readiness. Therefore, a commander should have many authorities to enhance unit readiness, including the flexibility to balance a new parent's leave requirements with the demands of military duty. Having the military member return to duty—even at part-time status—could ensure continuity for the mission and avoid disruptions to unit preparedness. This is especially true for more senior servicewomen who are leading units; DACOWITS believes it may be more beneficial for them to break up their leave. Allowing women to ease back into duty part time may also enhance the strength of performance evaluations because there would be unit contributions to document. Events such as well-baby appointments and childhood illnesses could be more easily accommodated if military commanders had the discretion to grant authorized leave in a manner that best served both the family and the unit.

DACOWITS applauds DoD actions to increase family-friendly policies for Service members in an effort to attract and retain talent among the ranks. Expanding these parental leave policies to include a commander's discretion to grant flexible parental leave is another needed step in ensuring servicewomen and new parents can best serve both their families and their units following the birth or adoption of a child.

### Recommendation

*The Secretary of Defense should mandate the consistent application of 21 days of leave for secondary caregivers across all Military Services to be consistent with the maximum allotment afforded in the National Defense Authorization Act for Fiscal Year 2017.*

### Synopsis

The Committee continues to be interested in the enhancement of parental leave policies to help encourage the workforce recruitment and retention of Service members by making military benefits more competitive with private sector benefits. Continuing its work from 2015, 2016, and 2017, DACOWITS examined issues and concerns surrounding parenthood, which included a review of recent adjustments to the Military Parental Leave Program. The National Defense Authorization Act for Fiscal Year 2017, Section 521, increased the allowable leave for secondary caregivers (formerly paternity leave) from 10 to 21 days. Although the Air Force, Army, and Coast Guard increased their secondary caregiver leave to 21 days, the Marine Corps and Navy allotted only 14 days. The Committee believes this policy should be consistent across the Armed Forces, and authorizing Service members the maximum allowable 21 days of nonchargeable secondary caregiver leave will afford

equitable opportunities to all military members, enabling them to best care for their families and promote retention.

## Reasoning

### Introduction

To inform its recommendation on parental leave policies, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

- Briefing from the Services (which included the Reserve Components) on current polices relative to parental leave for primary and secondary caregivers (September 2018)<sup>219, 220, 221, 222, 223</sup>
- Briefing from the National Guard Bureau on convalescent leave/maternity leave/parental leave, access to maternity uniforms, and participation credit toward retirement while a servicewoman is pregnant or postpartum (September 2018)<sup>224</sup>

DACOWITS continues to investigate parental leave policies within DoD and across the Services to ensure equity and fairness. The reasoning supporting DACOWITS' recommendation related to secondary caregivers follows.



## Service Members' Desire for Increased Secondary Caregiver Leave

During its 2017 focus groups,<sup>225</sup> DACOWITS heard some participants express support for DoD efforts to give parents more time with their families and to let new parents adjust to their increased responsibilities at home. Participants also acknowledged the challenges associated with increasing parental leave, such as the burden that absences place on smaller units. Some participants believed it was the military's responsibility to prepare for and accommodate leave. Several likened parental leave to any other type of absence the military must routinely cover (e.g., absences because of injuries or to attend training). Despite recent improvements, many focus group participants thought that current leave policies were still inadequate and that secondary caregiver leave was far too short. Several participants suggested increasing secondary caregiver leave to at least 1 month.

## Inconsistent Updates to Services' Policies

In a September 2018 briefing to DACOWITS, the Military Services reported on Military Parental Leave Programs for primary and secondary caregivers.<sup>226</sup> Notably, the Air Force, Army, and Coast Guard increased their allowable leave for secondary caregivers to the full 21 days allowed under the 2017 National Defense Authorization Act (NDAA), but the Marine Corps and Navy limited their secondary caregiver leave to 14 days. These differences among the Military Services could damage morale and reduce work/life balance, particularly for dual-military couples. Furthermore, these differences become more noticeable in assignments to joint bases or organizations, where different Service policies may cause increased administrative and personnel conflicts.

## Effects on Dual-Career Couples

A Department of Labor policy brief described how when fathers take paternity leave, especially longer leave, it can lead to better outcomes for their entire families. For example, when fathers take leave, it increases employment opportunities for women. When fathers share the workload and childcare duties, mothers can increase their level of full-time work.<sup>227</sup>

Research indicates that dual-military Service members are at particular risk of decreased retention. Nearly half of married active duty female Service members (44.9 percent) have spouses also serving in the military.<sup>228</sup> The reduction in the number of days afforded to Marine Corps and Navy secondary caregivers could adversely impact inter-service dual-military couples. As an example, a dual-military Air Force and Navy couple may view their roles as either a primary or secondary caregiver based on this inconsistent leave policy, to the detriment of their family caregiving. For uniformity across the military and to promote

parental engagement, the Committee believes 21 days of leave should be provided to all secondary caregivers regardless of Service-branch affiliation.

### *Effects on Maternal Health and Recovery From Childbirth*

In the World Health Organization report “Counseling for Maternal and Newborn Health Care: A Handbook for Building Skills,” the authors stated the importance of caregiving following birth: “. . . In the immediate weeks following childbirth, women need extra care, including partner and family support. Labor and childbirth are physically demanding, as is breastfeeding and looking after a newborn baby. It is therefore very important that women regain their strength and maintain their health as they adjust to life with their new baby.”<sup>229</sup>

Complicated birth events may result in secondary caregivers needing more time, up to the 21 days allowable, to settle their families—for example, premature or difficult births, or multiple births that could require additional parental support to ease the family transition.

The Committee applauds the advancements the Military Services have made in updating policies that encourage family cohesiveness while balancing the military career. The secondary caregiver leave policy, as outlined in the NDAA, provides commanders the discretion to consider mission requirements when approving leave. The Committee believes this policy should be consistent and applied equally across the Armed Forces. Authorizing Service members the maximum allowable 21 days of nonchargeable secondary caregiver leave will afford equitable opportunities to all military members, enabling them to best care for their families and promote retention.

## Performance Evaluations

### Recommendation

*The Secretary of Defense should direct the Marine Corps to eliminate the pregnancy references found in the Marine Corps’ Performance Evaluation System, which currently identifies a female Marine’s health status by using the code “PREG” in the weight section.*

### Synopsis

Following up on previous recommendations, DACOWITS continued to examine the issue of annotating pregnancy on the Marine Corps Performance Evaluation System (PES) form in 2018. In 2015 and 2016, DACOWITS recommended that the Marine Corps no longer differentiate between women’s and men’s temporary medical conditions and remove all references to pregnancy (code “PREG”) on the PES form.



In May 2018, the Marine Corps issued Marine Corps Order (MCO) 1610.7A, a revision to MCO 1610.7; this modification addressed the majority of the Committee's concerns by eliminating most of the references to a servicewoman's pregnancy status. However, the Service continued to identify a female Marine's health status by using the code "PREG" in the weight section of the PES form. In September 2018, DACOWITS voted to recommend that the Marine Corps remove the remaining reference to pregnancy to prevent any unintended discriminatory reporting and policy violations. Removing any indication of a servicewoman's pregnancy would eliminate any potential for bias with regard to her promotions, augmentations, resident schooling, command, and duty assignments.

In November 2018, the Marine Corps issued Marine Administrative Message (MARADMIN) 657/18, which provides guidance regarding the identification of pregnancy on a Marine's fitness report and the removal of the "PREG" code.

## Reasoning

### Introduction

To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

- A written response from the Department of the Navy on the legality of the Marine Corps PES order, which differentiates between women and men's temporary medical conditions by annotating pregnancy/postpartum periods on the PES form (June 2018)<sup>230</sup>
- A written response from the Marine Corps to clarify its policy that prohibits gender-based comments pertaining to medical issues that do not affect a Service member's performance (September 2018)<sup>231</sup>

The Committee continued to examine the designation of pregnancy using the code "PREG" in the weight section of the Marine Corps PES form in 2018. In 2015 and 2016, DACOWITS recommended the Marine Corps no longer differentiate between women's and men's temporary medical conditions and remove all references to pregnancy on the PES form. The Committee's interest in pregnancy and postpartum policies is based on its belief that these issues are critical to the wellness and readiness of military women and, therefore, the overall force. In May 2018, the Marine Corps revised MCO 1610.7, addressing many but not all the Committee's concerns, as described earlier in this section.<sup>232</sup> The reasoning supporting DACOWITS' recommendation on the Marine Corps PES form follows.

## Historical Context

The PES is the primary means for evaluating a Marine's performance and is the primary tool for selection for promotion, augmentation, resident schooling, command, and duty assignments. These are all factors that affect career development; therefore, the PES should not include nonrelevant discriminators such as temporary medical conditions. Female Marines should be provided the same medical confidentiality as their male counterparts on fitness reports; consequently, all references to pregnancy should be eliminated.

In 2015, the Committee recommended the Marine Corps revise its PES policy to no longer differentiate between women's and men's temporary medical conditions and remove all references to pregnancy/postpartum periods in an effort to ensure fairness and maintain the individual's medical privacy. In 2015, the Committee recommended that the Office of General Counsel review the PES form. Similarly, the 2016 DACOWITS annual report recommended that the PES form should not differentiate between temporary medical conditions and that all references to pregnancy should be removed from fitness reports to ensure fairness and protect the servicewoman's medical privacy.

## Opportunities to Continue to Improve Marine Corps Policy

In May 2018, the Marine Corps issued a revision to MCO 1610.7 that addressed the majority of the Committee's concerns by eliminating most of the references to a servicewoman's pregnancy status. The Marine Corps is to be commended for addressing this long-standing issue. However, the Committee believes the Service should remove the remaining reference



to pregnancy to prevent any unintended discriminatory reporting and policy violations. Those concerns were outlined in the 2015 and 2016 DACOWITS annual reports<sup>233</sup> and remain valid today.

In accordance with the Marine Corps' own policy to prohibit citing medical conditions on the PES that do not affect duty performance, the Service should remove the remaining reference to pregnancy. This will help mitigate any unintended bias that could affect a servicewomen's professional development. The Committee recognizes the ongoing efforts of the Marine Corps to manage the PES process with regard to removing references to medical conditions and pregnancy. In a response from the Marine Corps in a letter dated July 31, 2018, the Deputy Commandant, Manpower and Reserve Affairs (DC M&RA), identified an operational planning team in progress to review this issue further, with recommendations to the DC M&RA due out by September 30, 2018.<sup>234</sup>

In September 2018, DACOWITS voted to recommend that the Marine Corps revise its PES policy to no longer include reference to pregnancy as code "PREG" on the PES form as it could affect a servicewoman's professional development. Eliminating reference to a servicewoman's pregnancy would eliminate any potential for bias with regard to her promotions, augmentations, resident schooling, command, and duty assignments.

In November 2018, the Marine Corps issued MARADMIN 657/18.<sup>235</sup> This policy mandates the code "PREG," which previously identified pregnant Marines, be removed from fitness reports.

## Transition Assistance

### Recommendation

*The Secretary of Defense should direct all Military Services to improve their support to active duty women transitioning to the Reserve/Guard or civilian sector by offering programs similar to the Women's Health Transition Pilot Program, a best practice implemented by the Air Force in partnership with the Department of Veterans Affairs.*

### Synopsis

As part of its review of servicewomen's overall wellness, DACOWITS continues to examine the assistance provided to Service members as they transition out of the military. The Committee first examined the topic of transition assistance in 2016; it recommended that the SecDef review and enhance transition assistance programs to better meet the unique needs of transitioning servicewomen. Women are the fastest growing subgroup

of veterans, yet fewer female than male veterans seek services and support from the Department of Veterans Affairs (VA). To better support the increasing numbers of women who leave the military and enter the VA support system, the Air Force and VA partnered to offer the Women's Health Transition Pilot Program, a new, 1-day supplemental workshop offered as part of the Air Force's transition assistance program (TAP). This pilot program has been well received by women who have participated and has been identified as a best practice by the Committee because it informs participants of the resources available to servicewomen through VA. The Committee believes the expansion of the Air Force's Women's Health Transition Pilot Program or programs similar to it should be made available to all servicewomen.

## Reasoning

### Introduction

To inform its recommendation on transition assistance, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

- A briefing from DoD's Transition to Veterans Program Office on the Transition Goals, Plans, Success (T-GPS)/TAP curriculum and DoD's position on the Women's Health Transition Pilot Program for transitioning servicewomen, a joint effort of the VA's Women's Health Services and the Air Force's Women's Initiative Team (December 2017).<sup>236</sup>
- A written response from the Air Force's Women's Initiative Team and the VA's Women's Health Services on the status and findings of the Women's Health Transition Pilot Program (September 2018).<sup>237</sup>

DACOWITS continues to be interested in the transition of servicewomen out of the military. As the percentage of veterans who are women increases, the Committee is interested in the transitional assistance provided to active duty servicewomen to proactively address issues for successful adaptation to the civilian population and workforce. DACOWITS began its investigation of transition assistance in 2015; that year, it recommended that the SecDef review and enhance transition assistance programs to better meet the unique needs of transitioning servicewomen.<sup>238</sup>

The Committee has demonstrated ongoing interest and concern regarding the transitional services available to servicewomen. In 2015, the Committee studied this issue by examining the resources that were available to transitioning servicewomen and collected the perceptions about transition assistance from servicewomen in focus groups.<sup>239</sup> After

reviewing these data, the Committee issued the following recommendation in the 2016 DACOWITS annual report: “The Secretary of Defense should review and enhance the content of current transition assistance programs to better meet the unique needs of transitioning servicewomen.”<sup>240</sup> The reasoning supporting DACOWITS’ recommendation on improving support for transition assistance follows.

### **Issues Affecting the Growing Number of Female Veterans**

According to a 2018 Air Force news release, women are the fastest growing subgroup of veterans in the United States. Female veterans face health-related challenges such as chronic pain, obesity, musculoskeletal issues, depression, and suicide.<sup>241</sup> According to VA, between 2001 and 2014, the age-adjusted suicide rates among female veterans increased by 85 percent.<sup>242</sup> Furthermore, fewer female than male veterans seek VA services and support, and those who do seek care do not do so until almost 3 years after leaving the military or until health issues have worsened.<sup>243</sup>

### **Consideration of the Air Force’s Women’s Health Transition Pilot Program as a Best Practice**

DACOWITS commends the positive attention that has been focused on how both DoD and VA can better support the increasing numbers of women who leave the military and enter the VA support system. One such effort, offered by the Air Force in partnership with VA, is designed to help female Airmen as they transition to the civilian world or into Reserve/Guard status. The goal of the Women’s Health Transition Pilot Program is to provide a female perspective and connect female Airmen with relevant VA care.<sup>244</sup> The pilot was launched in 2016 at five locations across the Air Force.

The Committee recognizes this program as a best practice for taking care of transitioning servicewomen. In September 2017, the Committee received a public comment submission from the Air Force/VA Women’s Initiative Team on how this program could address some of the longstanding shortfalls women face when transitioning.<sup>245</sup> In March 2018, the Committee received an update on DoD/VA efforts to support women’s mental health, which described the workshop created for active duty servicewomen prior to transition.<sup>246</sup> The training goals of the Women’s Health Transition Pilot Program include the following:<sup>247</sup>

- Participants will be able to advocate for their own healthcare once they separate from the military.
- Participants will be able to see the Veterans Health Administration (VHA) as a place for them and their healthcare needs.



## Chapter 4. Well-Being and Treatment Recommendations

- Participants will consider VHA as a viable option for healthcare and know what services may be available to them.
- Participants will know how to enroll in VHA services.
- Participants will understand the challenges related to gender integration of the military and know which services VHA has to offer them with respect to this issue.

The workshop curriculum was developed and presented to subject matter experts from the Air Force, DoD, and VA, and to active duty servicewomen at two feedback sessions. Furthermore, the TAP Interagency Workgroup, which oversees TAPs across DoD, approved piloting of the program.<sup>248</sup>

Since the program's launch, the Air Force has received overwhelmingly positive feedback from its participants; some examples follow:<sup>249</sup>

*"I would recommend this course because so little in military service is focused on women, especially health, and this is a great, open environment to ask questions and get gender-specific information. I invited other women, but they couldn't attend—I will now highly recommend/insist that they attend the next offering."*

—Women's Health Transition Pilot Program participant

*"I didn't realize that there was a need to have services specific to women that weren't needed for men, so thank you."*

—Women's Health Transition Pilot Program participant



The Committee supports expanding a program similar to the Women’s Health Transition Pilot Program across all the Military Services. Servicewomen face unique challenges when transitioning out of active military service, and a full range of resources should be available to them to address these challenges. Although there has been attention to these needs, more must be done to help ensure servicewomen are as successful in civilian, Reserve, or Guard life as they were on active duty.

### Recommendation

*The Secretary of Defense should encourage the Secretary of Veterans Affairs to address the impact of the Veterans Affairs’ motto/mission statement, “To care for him who shall have borne the battle and for his widow, and his orphan,” on servicewomen transitioning into their care.*

### Synopsis

As part of its review of servicewomen’s well-being as they transition out of the military, the Committee requested more information from VA on its motto, *“To care for him who shall have borne the battle and for his widow, and his orphan,”* as it relates to gender inclusivity. In 2018, DACOWITS examined VA’s accessibility to transitioning servicewomen. As written, the use of gender-specific language in VA’s motto/mission statement sends a message of exclusion to servicewomen. Although the motto is drawn from President Abraham Lincoln’s 1865 inauguration speech during an era in which only men served, it was adopted in 1959, after women began to serve. DACOWITS believes that an organization’s use of gender-neutral language can affect the first impressions of both its intended participants and the public and can promote a message of trust and inclusion. Gender-neutral pronouns have been widely adopted across the Military Services and the Military Service Academies. The continued use of this motto undermines VA efforts to provide support and resources to servicewomen transitioning out of the military because its gender-specific language sends an unwelcoming message of exclusion.

### Reasoning

#### Introduction

To inform its recommendation, DACOWITS collected information on this topic during the past year. The following primary source is available on the DACOWITS website:

- A written response from VA on its position regarding any ongoing review or anticipated update to its 1950s-era motto, *“To care for him who shall have borne the battle and for his widow, and his orphan.”*<sup>250</sup>

DACOWITS continues to be concerned about the health and well-being of women who are transitioning out of the military. In 2018, the Committee examined the motto as it relates to welcoming transitioning servicewomen and promoting gender inclusivity. The reasoning supporting DACOWITS' recommendation about the VA motto follows.

### **Ensuring VA Is Welcoming to Transitioning Servicewomen**

VA's current motto presents an unwelcoming message to servicewomen as they prepare to transition out of the military and turn to VA for continued care and benefits.

In September 2018, the Committee asked VA for a written response on its position regarding anticipated updates to the motto to ensure it is welcoming to servicewomen transitioning out of the military. The VA's response, in part, was that "The use of 'him' assumes gender neutrality in this historical usage and context. VA is proud of Lincoln's words as a historic tribute to all Veterans, including women Veterans."<sup>251</sup> However, the language was drawn from President Lincoln's inaugural address delivered in 1865, during an era when women did not serve. Although noble in its intent, VA adopted this motto in 1959, when women were actively serving. VA has made progress in increasing its offerings to transitioning servicewomen, but its current motto does not reflect that progress.

As of August 2018, women made up 16 percent of the Armed Forces, and that percentage continues to rise.<sup>252</sup> Although female veterans' use of VA healthcare services has increased over the last decade, there is still opportunity to increase the utilization of these services among women.<sup>253</sup> Sadly, female veterans are often referred to as the Nation's "invisible veterans," and VA's current motto only contributes to this public misperception.<sup>254</sup>

### **Importance of Gender-Neutral Language**

An organization's use of gender-neutral language can affect the first impressions of both its intended participants and the public and can promote a message of trust and inclusion. The use of appropriate, inclusive language is particularly important for care providers and organizations. In an article in the *Journal of Palliative Medicine*, Dr. Stephen Liben—professor of pediatrics at McGill University and director of the Pediatric Palliative Care Program at the Montreal Children's Hospital—described the importance of being mindful in chosen language because words and messages can hinder the establishment of a trusting relationship, which is crucial in clinical care.<sup>255</sup>

VA has acknowledged the discouragement servicewomen face on its Center for Women Veterans webpage. For example, the webpage for its "Women Veterans Athletes Initiative" project states, "Women veterans often report feeling unrecognized and underappreciated."<sup>256</sup> This initiative increases awareness of women as veterans among VA

employees, raises male veterans' awareness of their female peers, and helps women feel more welcome when they enter a VA facility.

Continued use of the current motto may be cause of confusion for both servicewomen and the general public. As noted in a University of Illinois Press research article in 2013, single-gender references meant to refer to both men and women send conflicting messages to the reader. The authors described how sexist and gendered language may come in various forms. For example, pseudogenerics and similar terms include the use of specifically gendered words such as "he" and "mankind" to refer to people of unknown gender or to people in general. The authors posited that pseudogeneric masculine pronouns (i.e., the generic "he") cause confusion as to whether the text addresses both men and women, or men only. Furthermore, these terms elicit male-specific imagery and are understood to be masculine specific; consequently, they marginalize women, who are less likely to identify with such gendered texts.<sup>257</sup>

According to the Linguistic Society of America, "Stereotyping language is often not a matter of intention but of effect." In its 2016 "Guidelines for Inclusive Language," the organization suggested that "it is, or should already be, standard practice to avoid the use of gender-specific terms. . . ."<sup>258</sup>

### VA's Increasing Inclusivity of Women

Upon leaving the military, women are often faced with multiple unique challenges as they try to assimilate into civilian life as veterans. For many decades, the Committee has remained concerned about the transition of servicewomen out of the military. In the 2016



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DACOWITS annual report, the Committee recommended that the SecDef review and enhance transition assistance programs to better meet the unique needs of transitioning servicewomen.

New transition assistance programs offered by VA identify the additional needs for servicewomen and help communicate to women that they can expect premier treatment when they seek care at a VA medical center. Some examples of these programs include the Air Force's Women's Initiative Team and VA's Women's Health Services. Other region-specific seminars such as the "Women In Transition Forum," a component of the Marine Corps Air Station Miramar's transition assistance program, are conducted to address the unique challenges servicewomen face upon leaving the military.<sup>259</sup> VA has also recently upgraded its facilities with female-specific clinics. Servicewomen are encouraged to review the VA website and its WomenVet page for available resources as they prepare for transition. In reviewing these resources, they are also exposed to VA's motto and its message of exclusion.

While addressing a Military Women's Coalition, Secretary of Veterans Affairs Robert Wilke recognized that his department "needs to be more welcoming to women veterans" and promised future improvements. He went on to say, "This is not my father's or my grandfather's VA. It is now your VA. We have to change how we do business, and that means making the institution more welcoming."<sup>260</sup> DACOWITS believes one of these changes should include adopting a more welcoming, gender-neutral motto for prominent display at VA establishments and for use on VA letterhead, correspondence, websites, and social media.





## Adoption of Gender-Neutral Language by Other Veterans' Organizations

During the last 70 years, the Armed Forces and VA have made tremendous strides in furthering the equality, inclusion, and recognition of women in the military. For example, in 2004, the Air Force Academy replaced prominently displayed wording at the base of the ramp leading into the cadet area reading "Bring Me Men" with more inclusive wording, reflective of the Service's core values: "Integrity First. Service Before Self. Excellence In All We Do."<sup>261</sup>

Recognizing that words matter has not been lost on other organizations that support servicewomen. As an example, according to the New York Times in 2014, the Veterans of Foreign Wars (VFW) changed its congressional charter to become gender neutral:

*"When the Veterans of Foreign Wars of the United States secured its congressional charter in 1936, "veterans" were usually men and the spouses of those who fell in battle were 'widows.'... Now, more than 15 percent of active-duty United States Service members are female. So the VFW is changing, too, winning congressional approval to alter the wording of its charter. No longer is it 'a national association of men' who served in wartime; it is one of 'veterans.'" The VFW National Commander, John W. Stroud, explained what inspired the change: "We didn't change our congressional charter to be politically correct. We changed it because being an eligible Service member or veteran is what's important to our great organization, not one's gender."<sup>262</sup>*

Today's modern military and associated veterans support organizations have made critical messaging changes to avoid excluding women and other minority populations. Servicewomen attending the VA presentation during the T-GPS program are exposed to conflicting messaging between VA's motto and its programs for transitioning female Service members.<sup>263</sup>

## Concern About the Underlying Message of the VA Motto/Mission Statement

Despite recent progress toward incorporating gender-neutral language across the Services, VA's motto is contradictory to its intent and can discourage women from seeking help while transitioning from active duty. As of 2016, there were 1.8 million women veterans in the United States.<sup>264</sup> Women make up a rapidly growing segment of the veteran population as more enter the Services and transition at various points in their careers. VA provides an instrumental connection between women serving and returning to the civilian sector, and the manner in which VA projects its first message of care through its motto is critical in that connection for them.

The impact of the motto on servicewomen and their potential to seek VA services has been identified in the past. VA has been approached by many groups to update its motto to represent both male and female veterans:

- According to the Iraq and Afghanistan Veterans of America, VA disregarded a request to make the agency motto gender-neutral:

*"The Department of Veterans Affairs won't pursue a change to its longtime motto despite complaints that it excludes women and symbolizes barriers for female veterans within the VA healthcare system."<sup>265</sup>*

- As stated in a February 2018 Washington Post article, a contingent of VA employees asked for the agency to adopt a gender-neutral motto, but VA refused:

*"What began as a rallying cry among post-9/11 military veterans has revealed deep divisions within the Department of Veterans Affairs headquarters, where, in an apparent act of rebellion, staffers amended the agency's 59-year-old motto on a newly released strategic document because the words exclude mention of women's service and sacrifice."<sup>266</sup>*

- According to an article in a publication aimed at Congress, The Hill:

*"By excluding women, the VA's motto effectively erases the contributions by women in the military and communicates to women veterans that they are unwelcome outsiders. It sets a tone from the top that trickles down into the care and services the VA provides to women; to improve support for women veterans, VA must prove their commitment to create a culture that acknowledges and respects the service and commitment of women veterans by changing the motto."<sup>267</sup>*

Based on language throughout the VA website describing women's programs, the Committee is confident that VA understands that messaging and words matter when attracting servicewomen. DACOWITS recommends a more thoughtful and inclusive motto that does not exclude servicewomen. With all of the effective changes VA has made to remain a premier support organization for transitioning servicewomen, it continues to discourage its use with an unwelcoming motto. The VA's motto, *"To care for him who shall have borne the battle and for his widow, and his orphan"* projects a message of exclusion, which could affect transitioning servicewomen's utilization of VA services. To build upon its interest in servicewomen's well-being as they transition out of the military, the Committee requests that the SecDef encourage the VA Secretary to address this concern and consider updating the motto to be more gender neutral. In so doing, DACOWITS believes VA would promote a message of welcome and inclusivity, thereby encouraging more women veterans to take advantage of its services.



# Appendix A

## DACOWITS Charter

## 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 Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., App., as amended) and 41 C.F.R. § 102-3.50(d), established this discretionary Committee.

**Objectives and Scope of Activities:** The Committee provides advice and recommendations on matters relating to women in the Armed Forces of the United States.

**Description of Duties:** The Committee provides 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 recruitment and retention, employment, integration, well-being and treatment of highly qualified professional women in the Armed Forces of the United States.

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

**Support:** The Department of Defense (DoD), through the Office of the USD(P&R), provides support for the performance of the Committee's functions and ensures compliance with 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 \$900,000.00. The estimated annual personnel cost to the DoD is 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, designated in accordance with DoD policies and procedures.

The Committee's DFO is required to be in attendance at all Committee and subcommittee meetings for the duration of each and every meeting. However, in the absence of the Committee's DFO, a properly approved Alternate DFO duly designated to the Committee

## Appendix A. DACOWITS Charter

in accordance with DoD policies and procedures, will attend the entire duration of all of the Committee and subcommittee meetings.

The DFO, or the Alternate DFO, will approve and call all Committee and subcommittee meetings; prepare and approve all meeting agendas; and 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.

**Estimated Number and Frequency of Meetings:** The Committee will meet at the call of the Committee's DFO, in consultation with the Committee's Chair. The estimated number of 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 renewed by DoD.

**Membership and Designation:** The Committee shall be composed of no more than 20 members to include prominent civilian women and men who are from academia, industry, public service and other professions. Selection is on the basis of prior experience in the military or with women-related workforce issues. The Secretary of Defense or the Deputy Secretary of Defense may authorize the appointment of 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. He or she will not count toward the Committee's total membership or to determine whether a quorum exists.

The appointment of Committee members will be authorized by the Secretary of Defense or the Deputy Secretary of Defense and administratively certified by the USD(P&R) for a term of service of one-to-four years, with annual renewals, in accordance with DoD policies and procedures. Members of the Committee who are not full-time or permanent part-time Federal officers or employees will be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. Committee members who are full-time or permanent part-time Federal officers or employees will be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members. No member, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, may serve more than two consecutive terms of service on the Committee, to include its subcommittees, or serve on more than two DoD Federal advisory committees at one time.



## Appendix A. DACOWITS Charter

The USD(P&R), as the Committee's DoD Sponsor, has the delegated authority to appoint the Committee's leadership from among the membership previously appointed to the Committee in accordance with DoD policies and procedures and, in doing so, will determine the leader's term of service, which will not exceed the member's approved term of service.

All members of the Committee are appointed to provide advice on the basis of their best judgment without representing any particular points of view and in a manner that is free from conflict of interest.

With the exception of reimbursement of travel and per diem as it pertains to official Committee business, Committee 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 Committee's Sponsor.

Such subcommittees will not work independently of the Committee and shall report all of their recommendations and advice solely to the Committee for full 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. Neither the subcommittee nor any of its members can update or report directly to the DoD or any Federal officers or employees, whether verbally or in writing. If a majority of Committee members are appointed to a particular subcommittee, then that subcommittee may be required to operate pursuant to the same notice and openness requirements of FACA which govern the Committee's operations.

Pursuant to Secretary of Defense policy, the USD(P&R) is authorized to administratively certify the appointment of subcommittee members if the Secretary of Defense or the Deputy Secretary of Defense has previously authorized the individual's appointment to a DoD advisory committee. If this prior authorization has not occurred, then the individual's subcommittee appointment must first be authorized by the Secretary of Defense or the Deputy Secretary of Defense and subsequently administratively certified by the USD(P&R).

Subcommittee members, will be appointed for a term of service of one-to-four years, subject to annual renewals, according to DoD policies and procedures; however, no member shall serve more than two consecutive terms of service on the subcommittee. Subcommittee members, if not full-time or part-time Federal officers or employees, will be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members. Subcommittee members who are full-time or permanent part-time Federal officers or



## Appendix A. DACOWITS Charter

employees will be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members.

Each subcommittee member is appointed to provide advice on the basis of his or her best judgment on behalf of the Government without representing any particular point of view and in a manner that is free from conflict of interest.

With the exception of reimbursement of travel and per diem as it pertains to official travel related to the Committee or its subcommittees, subcommittee members serve without compensation.

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

**Recordkeeping:** The records of the Committee and its subcommittees shall be handled in accordance with General Records Schedule 6.2, Federal Advisory Committee Records, or other approved agency records disposition schedule, as well as the appropriate 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, 2018





# Appendix B

## Research Methodology

## 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 2017. The SecDef, via the USD(P&R), provides the Committee study topics to examine each year based on current issues affecting servicewomen and lingering concerns carried over from the previous research cycle. Following the receipt of the approved study topics, 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 2018 Study Topics and Data Sources

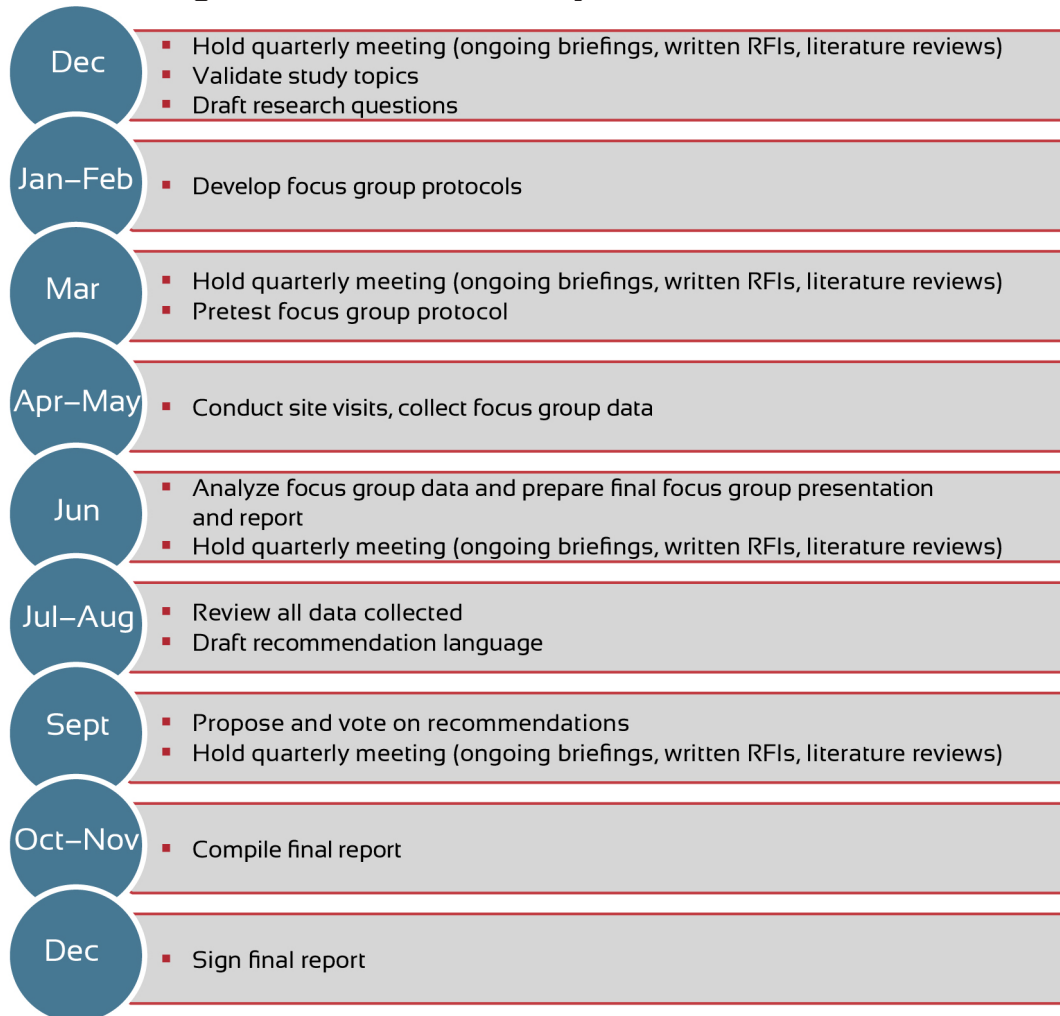
Study Topic	Data Sources		
	Responses to RFIs	Focus Groups	Other Sources
<b>Recruitment and Retention</b>			
Marketing Strategies	●	●	●
Propensity to Serve	●	● <sup>a</sup>	●
Dual-Military Co-Location Policy	●	● <sup>a</sup>	●
Recruit Management	●		●
Military Service Academy Admissions	●		●
<b>Employment and Integration</b>			
Physical Standards Policy Updates	●	● <sup>a</sup>	●
Gender Integration	●	●	●
Personal Protective Equipment	●		●
Marine Corps Recruit Training	●		●
<b>Well-Being and Treatment</b>			
Healthy Unit Climate	●	●	●
Transition Assistance	●	● <sup>a</sup>	●
Performance Evaluation	●	● <sup>a</sup>	●
Parental Leave Policies	●	●	●
Gender Discrimination and Sexual Harassment	●	●	●
Service Women’s Reproductive Health	●		●

<sup>a</sup> These topics 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.1, data collection activities progressed once the Committee developed its research plan.

**Figure B.1. Timeline of Key Research Activities**



## Requests for Information

In advance of each meeting, DACOWITS prepares RFIs for DoD, the Military Services, and other entities as appropriate. 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 requests for data, policy briefs, literature reviews, and status updates. DACOWITS received responses to RFIs during each of its quarterly business meetings (held in December 2017, March 2018, June

2018, and September 2018). The Committee acknowledges each of the DoD and Service representatives for the numerous briefings and written responses they developed to respond to DACOWITS' requests. Appendix E presents all the DACOWITS 2018 RFIs and the corresponding responses.

### Focus Groups

Between the December 2017 and March 2018 meetings, the Committee worked with its research contractor to develop preliminary focus group protocols and mini-surveys to administer to focus group participants. Prior to 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 nine military installations—representing all four DoD Service branches (Air Force, Army, Marine Corps, and Navy) and the Coast Guard—from April to May 2018 (see Appendix D for the full list of installations visited). During the focus groups at these sites, the Committee addressed four topics:

- Marketing
- Instructors
- Career and Family Planning
- Unit Climate and Culture

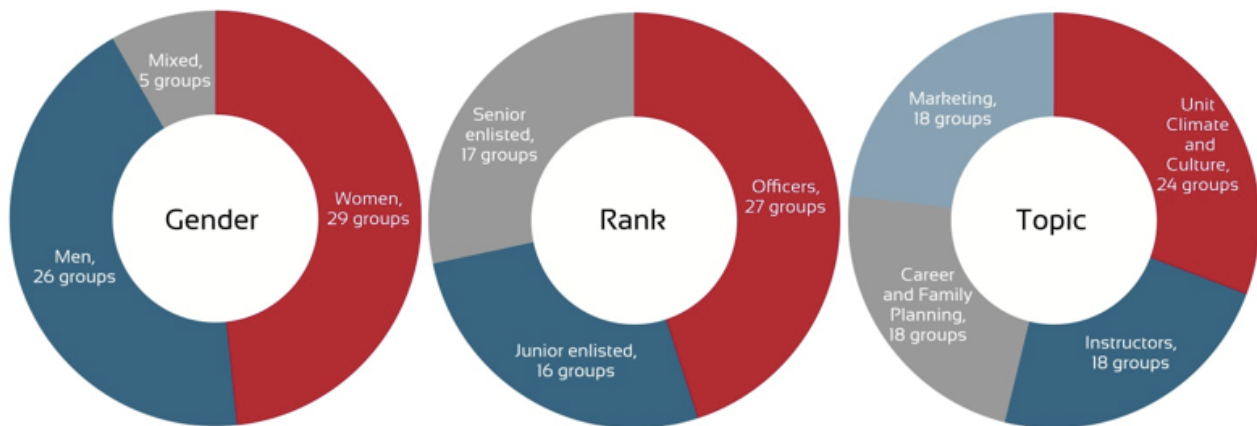
Each protocol covered either one or two topics to ensure each study topic was addressed by each Service, gender, and military pay grade group as was relevant given the study topic. Protocols with two topic modules or broader topic areas were used for 90-minute focus groups; protocols with one topic module or narrower topic areas were used for 60-minute focus groups. Committee members facilitated the focus group discussions to elicit and assess the views, attitudes, and experiences of Service members regarding 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 research contractor's institutional review board, with concurrence from the Office of the Under Secretary for Personnel & Readiness and approval from the Washington Headquarters Services Directives Division, to ensure the protection of human subjects.

DACOWITS conducted 60 focus groups. Of the 60 groups, 26 were held with men, 29 were held with women, and 5 were comprised of participants of both genders. Sixteen groups were conducted with junior enlisted participants (E1–E5), 17 groups were held with senior enlisted participants (E5–E8), and 27 were conducted with officers. There were 560 participants with an average of 9 participants per session. DACOWITS addressed



the marketing topic in 18 groups, the career and family planning topic in 18 groups, the instructors topic in 18 groups, and the unit climate and culture topic in 24 groups. Each installation was responsible for recruiting focus group participants from the demographic categories specified by DACOWITS (see Figure B.2). The results of these focus groups are posted to the DACOWITS website (<https://dacowits.defense.gov>).<sup>268</sup>

Figure B.2. Focus Group Breakdown



## Review of Other Data Sources

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

## Recommendation Development

During the September 2018 quarterly business meeting, the Committee members voted on their recommendations. 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 2018 quarterly business meeting.



# Appendix C

## Biographies of DACOWITS Members

## **Appendix C. Biographies of DACOWITS Members**

### **General Janet C. Wolfenbarger, USAF, Retired (Chair) • Mico, Texas**

Gen (Ret.) Wolfenbarger retired from the Air Force in July 2015. In her last assignment before retirement, she served as Commander, Air Force Materiel Command (AFMC), Wright-Patterson Air Force Base (WPAFB), Ohio. The command employs some 80,000 people 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 testing and evaluation, and world-class depot maintenance and supply chain management.

She was commissioned in 1980 as a graduate of the United States Air Force Academy and began her career in acquisition as an engineer at Eglin Air Force Base, Florida. She has 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, Ohio. 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, she was the Military Deputy, Office of the Assistant Secretary of the Air Force for Acquisition, the Pentagon. After her retirement 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.

### **Sergeant Major of the Army Kenneth O. Preston, USA, Retired (Vice Chair through August 2018) • Mount Savage, Maryland**

SMA (Ret.) 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.

He is a native of Mount Savage, Maryland. 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 V Corps and Combined Joint Task Force 7 in Iraq.

SMA (Ret.) Preston's military education includes the Basic Noncommissioned Officer's Course, Advanced Noncommissioned Officer's Course, First Sergeant's Course, MI/MIAI Tank Master Gunner Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer's Course, and the United States Army Sergeants Major Academy, Class 46. He holds a master's degree in Business Administration from Trident University International. His awards and decorations include the Distinguished Service Medal, Legion of Merit with oak leaf cluster, and Bronze Star Medal. He continues to support Soldiers and their families as the Vice President of Noncommissioned Officer and Soldier Programs at the Association of the United States Army.

## **Colonel John T. Boggs, USMC, Retired • Phoenix, Arizona**

Col (Ret.) Boggs is an author, speaker, and leadership and strategy development expert.

An infantry officer with more than 30 years of service to the Nation, he is one of the rare few to command at every rank held. When not in command, he served the Marine 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 as 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.

He 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 Office of 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 as well as organizations of diverse size and complexity.

## **Major General Sharon K. G. Dunbar, USAF, Retired • Manassas, Virginia**

Maj Gen (Ret.) 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, Maryland. 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.

She was commissioned in 1982 upon graduation from the United States Air Force Academy and graduated with distinction from the National War College. During her Air Force career, she served in a variety of acquisition, joint, political-military, and personnel positions. Her commands included a mission support squadron, Air Force Basic Military Training, an air base wing, and AFDW.

Maj Gen (Ret.) Dunbar serves as an executive with a large international aerospace and defense company. She also serves on the board of directors for the Armed Services YMCA, Girl Scout Council of the Nation's Capital, and Union Institute and University.

## **Lieutenant General Judith A. Fedder, USAF, Retired • Mount Pleasant, South Carolina**

Lt Gen (Ret.) Fedder is an independent consultant focused on weapon system product support and logistics for national defense. Her previous position was as Director of Global Sales & Marketing for Boeing Integrated Logistics, where she was responsible for new business growth and for establishing and leading strategic and tactical planning, marketing coordination, and overall proposal support.

Prior to joining Boeing, she had a distinguished 34-year career in the Air Force. She most recently served as the Deputy Chief of Staff for Logistics, Installations, and Mission Support; in this role, she provided leadership, management, and integration of Air Force logistics readiness, aircraft, munitions, missile maintenance, civil engineering, and security forces. Lt Gen (Ret.) Fedder was also responsible for setting policy and budget estimates in support of productivity, combat readiness, and quality of life for Air Force personnel. A

career aircraft maintainer, she commanded from squadron to wing levels in maintenance and depot organizations and served as the subunified commander of the U.S. Forces Azores.

Lt Gen (Ret.) Fedder holds a bachelor of science degree from Michigan State University and a master's degree in Business Administration from the Florida Institute of Technology. She serves as a Presidential appointee on the United States Air Force Academy Board of Visitors and currently serves as Chairman of the Board of Governors for the Civil Air Patrol, and as a member of the Board of Directors for the Institute for Defense and Business in Chapel Hill, North Carolina.

### **Ms. Sharlene W. Hawkes • Bountiful, Utah**

A specialist in strategic communications and business development, Ms. 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, which were 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 dedicated Service members. She is an executive committee member for the Association of the United States Army/Utah region and is on the board of the AMAR International Foundation, which works to rebuild lives in the Middle East. In 2008, she founded "Project Gratitude," an annual program that brings the mothers, 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.



## **Sergeant Major Norma J. Helsham, USA, Retired • Arlington, Virginia**

SGM (Ret.) Helsham is an Army veteran with more than 32 years of active duty service. She began her Army career on August 24, 1979. It was during this time in history when the Army began expanding the roles of women in occupational specialties across the Service, which included making Aviation a separate occupational specialty and expanding roles for women to serve. She served as the First Sergeant of E Company, 214th Aviation Company, assigned to the Southern European Task Force in Aviano, Italy. This assignment constituted her as the first female First Sergeant assigned to this heavy-lift, 16-ship, 200-personnel Chinook helicopter company, the largest Aviation Company in the Army at that time. SGM (Ret.) Helsham became the first woman to serve as the senior Aviation trainer for all of Europe as the senior enlisted leader for the Falcon Team at Hohenfels, Germany.

Her military education includes the Basic Noncommissioned Officer's Course, Advanced Noncommissioned Officer's Course, First Sergeant's Course, Joint Air Operations Course, Army Safety Course, Creative Leadership Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer's Course, and United States Army Sergeants Major Academy, Class 50. She holds a bachelor's degree in Professional Aeronautics from Embry Riddle University and a master's degree in Human Resource Development and International Relations from Webster University.

Her awards and decorations include the Legion of Merit, Army Meritorious Service Medal with five oak leaf clusters, Army Commendation Medal with three oak leaf clusters, Army Achievement Medal, Good Conduct Medal 10th award, National Defense ribbon with bronze star, Southwest Asia Service Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Noncommissioned Officer Professional Development Ribbon, Army Service Ribbon, Overseas Service Ribbon 5th award, and Department of the Army Staff Badge.

SGM (Ret.) Helsham is employed with the Association of the United States Army as NCO & Soldier Programs Communications & Social Media Program Manager. She is a business owner and President of NJH Holdings, a real-estate investment company. She is from the island of Guam.

## **Ms. Therese A. Hughes • Newbury Park, California**

Ms. Hughes' small business is dedicated to raising awareness of women veterans through interviews and photographs. In 2010, she began documenting the stories of 1,200 women who serve in defense of our Nation. To date, she has interviewed and photographed more

than 800 military women. These serve as the basis of her project "Military Women: WWII – Present." In 2014, BG Wilma Vaught, USAF (Ret.), asked Ms. Hughes to create a photography exhibit. The exhibit "In a Heart Beat" features 113 women veterans in 98 portraits with details of their service and quotes from their interviews. It opened on Veterans Day 2014 and showed for a year.

Prior to owning a small business, Ms. Hughes worked in policy analysis and advocacy. She served a year of AmeriCorps/Vista at the Venice Family Clinic from 2000 to 2001 and was also a Policy Analyst for the clinic. She served at the District Office of Congresswoman Linda T. Sanchez as the Congresswoman's Senior Representative. Ms. Hughes also served as a member and the President of California Women Lead, Los Angeles Chapter.

She served as 1 of 14 citizens on the Wyden-Hatch Congressional Health Committee representing California's providers of primary, mental, and dental health care for underserved populations and their clinics. She is a founding board member of the National Association of Free Clinics and served as a Fellow in the California Women's Foundation Women's Policy Institute.

Ms. Hughes' other work and volunteer experience has included service as a Senate Summer Fellow in the Senate Health Education and Welfare Committee (Minority), which entailed working to increase access to organ transplants and raising awareness of transplant shortages with Fortune 500 Companies on behalf of the Honorable E. M. Kennedy (D-Mass.). She was also an Appointed Chair of the Ventura County Grand Jury's Health, Education and Welfare Committee and local Ventura County committees. She holds a master's degree from the Luskin School of Public Affairs at the University of California, Los Angeles.

She received the Patriotic Service Award from the Conejo Valley Chapter of the Military Order of the World Wars for her work on women veterans.

## **Dr. Kyleanne M. Hunter, USMC Veteran • Leesburg, Virginia**

Dr. Hunter serves as the Vice President of the Brady Campaign and Center to Prevent Gun Violence and an adjunct Professor at Georgetown's School of Foreign Service. Prior to joining the Brady Campaign and Center, she was a research fellow at the Sie Center for International Security and Diplomacy at the Josef Korbel School of International Studies and a peace researcher with the Women Peacemakers Program at the Joan B. Kroc School of Peace and Justice. Her research has been accepted for presentation at multiple domestic and international academic conferences and journals. She is also a contributor for gender, national security, and foreign affairs to the New York Times, the Washington Post, CNN, Al-

Jazeera, National Public Radio, Fox News, and Huffington Post, and frequently contributes to other national media. Dr. Hunter also serves as an expert consultant on organizational cultural change related to gender integration.

She spent more than a decade as an officer in the Marine Corps. She flew the AH-1W Super Cobra attack helicopter and completed multiple tours in support of Operations Enduring Freedom and Iraqi Freedom. She was the first female Cobra pilot in her squadron. Her nonflying tours included 3 years in the House of Representatives, where she served as both a Congressional Fellow and a Congressional Liaison Officer. During this tour, she planned and escorted congressional delegations to 52 countries, frequently dual-hatting as both an escort and a military liaison.

### **Command Sergeant Major Michele S. Jones, USA, Retired • Jacksonville, Florida**

CSM (Ret.) Jones is President and Chief Executive Officer of The Bones Theory Group. Previously, she was appointed under the Obama Administration as a member of the Senior Executive Service from July 2009 to 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 and 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 and the Principal Deputy for Personnel and Readiness. During this time, she was selected for a special detail to the U.S. Office of Personnel Management (OPM) and served as a Co-Lead for the President's Veterans Employment Initiative and the First Lady's Military Families Initiative.

As the Director of External Veterans/Military Affairs and Community Outreach, 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 OPM liaison and representative for 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, she held many positions of leadership responsibility: Squad Leader, Section Leader, Platoon Sergeant, First Sergeant, and Command Sergeant Major. She served during numerous major contingency operations,

including Operations Desert Shield/Storm, Restore Hope, Provide Comfort, Joint Endeavor, Nobel Eagle, Iraqi Freedom, and Enduring Freedom. She toured extensively throughout Bosnia, Kosovo, Iraq, Afghanistan, Kuwait, Qatar, and Uzbekistan.

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

CSM (Ret.) 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 country.

## **Major Priscilla W. Locke, USA, Retired • Springfield, Virginia**

MAJ (Ret.) Locke is originally from Detroit, Michigan, and graduated from Mumford High School in 1973. In 1974, she enlisted as an Army Communication Specialist at Fort Polk, Louisiana. In 1976, she was selected to attend the United States Military Academy Preparatory School, and then selected to attend West Point.

In 1980, MAJ (Ret.) Locke graduated from West Point with a bachelor of science degree in Engineering. She was in the first class to graduate women. She was the first African-American woman to graduate from West Point by Order of Merit.

MAJ (Ret.) Locke served in many leadership positions worldwide before retiring from the Army in 1995. After retirement, she continued to serve as an Army Family Team Building Program Master Trainer and a senior advisor to the Army Family Support Groups. Starting in 2008, she served as committee member and Co-Chair for the West Point Leadership and Ethics Conference at George Mason University. In 2011, she began working with the United States Military Academy as the liaison for the West Point Leadership Ethics and Diversity in STEM<sup>2</sup> (LEADS) Program. Since 2007, she has served more than 10,000 students and educators in cities and states across the Nation, including Los Angeles; Detroit; Atlanta; New York City; San Antonio; Chicago; Oklahoma; Virginia; Indianapolis; Dallas; Jackson; and Washington, DC. Ms. Locke has had the privilege of presenting to audiences across the Nation about life and leadership. She especially has a passion for coaching students about not only preparing for the SAT and ACT exams but also achieving academic and professional excellence. She holds a master of science degree in Education from Loyola and a master of arts degree from Central Michigan University.

MAJ (Ret.) Locke is the Founder and President of the Seeds of Humanity Foundation, which supports underrepresented communities in leadership, ethics, STEM education, and

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<sup>2</sup>Science, technology, engineering, and mathematics

development. She is a 2013 recipient of the Golden Torch Award from the National Society of Black Engineers. She has been inducted into the Army Women's Foundation Hall of Fame; received the Key to the City of Detroit; and is the Co-Author of the book *The Power of Civility*. She is the Ethics Chair for Rotary District 7610, a Rotary Leadership Institute Instructor, the past President of the Rotary Club of Springfield, Virginia, and is the Rotary Club's Youth Chairman. She was honored with the Wings To Succeed Award from the National Association of Multicultural Engineering Program Advocates on October 1, 2016, and on October 15, 2016, she received the Women of Color in STEM's Visionary Award. She has been a member of DACOWITS since March 22, 2017. She was honored as a Detroit Woman of Excellence and received the Trailblazer Award from the Michigan Chronicle in April 2017.

### **Ms. Janie L. Mines, USN Veteran • Reston, Virginia**

Ms. Mines entered the United States Naval Academy at Annapolis 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 at the 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.

She held management positions of increasing responsibility in several corporations responsible for implementing large-scale change. Her final corporate position was 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, an American Management Association-certified Strategic Planner, and a Prosci-Certified Change Manager. She is also a motivational speaker and author.

Ms. Mines is also a National Women of Color in Business Award Winner.

She founded a nonprofit organization, Boyz to Men Club, 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. She 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.

## **Fleet Master Chief JoAnn M. Ortloff, USN, Retired • Vista, California**

FLTCM (Ret.) (Air Warfare/Surface Warfare) Ortloff joined the Navy in 1982. Her 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, California; Naval Air Station Lemoore, California; and Naval Base Coronado. Aboard the USS JOHN C STENNIS (CVN 74), she was the Air Operations 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, she first served as Command Master Chief, USS MILIUS (DDG 69), from February 2004 to January 2007. After a successful western Pacific 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, from 2009 to 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.

FLTCM (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, co-designed the Fleet Chief Petty Officer 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.

FLTCM (Ret.) Ortloff retired in 2015 and now volunteers for organizations that benefit those still serving. She is President of the Enlisted Leadership Foundation, and an Ambassador for the Women in Military Services Museum for America.

Her awards include the Legion of Merit, Meritorious Service Medal (two awards), Navy and Marine Corps Commendation Medal (two 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.

## **Vice Admiral Carol M. Pottenger, USNR, Retired • Jacksonville, Florida**

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

She assumed command of the USS SHASTA (AE 33) in 1996 and the 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 the United States Naval Academy as a company officer. During several tours in the Pentagon, she served as Executive Assistant, including for the Vice Chief of Naval Operations.

Upon selection to flag rank in 2005, VADM (Ret.) Pottenger established a new Type Commander for 40 combat logistics and special mission ships. In 2006, she became the first female Commander of a strike group, Expeditionary Strike Group SEVEN, Task Force 76, homeported in Japan. In 2008, she became the third Commander, Navy Expeditionary Combat Command, as a force provider of 40,000 Sailors.

In her final 3 years, she was promoted to VADM and served as the Deputy Chief of Staff, Capability Development at NATO Headquarters Supreme Allied Commander Transformation.

She retired in May 2013 and currently serves on corporate, private, and nonprofit boards, including for PricewaterhouseCoopers LLP Board of Partners and Principals, and California Water Service Group. Most proudly, she is the Vice Chairman of the U.S. Navy Memorial Board, and serves on the Executive Committee of the Surface Navy Association.

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 and the Legion of Merit, among others, and the Order of St. George, which was presented to her by Bulgaria.

## **Rear Admiral Cari B. Thomas, USCG, Retired • Arlington, Virginia**

RADM (Ret.) Thomas is pleased to serve as the Executive Director, Coast Guard Mutual Assistance. The organization, formed in 1925 as the League of Coast Guard Women, has a long history as a military service organization; its motto is "We Look After Our Own." With assets in excess of \$32 million, Coast Guard Mutual Assistance helped more than 6,000 members with interest-free loans or grants and more than 8,500 students with educational program support in 2017.

Most recently, RADM (Ret.) Thomas was the Executive Director of the Navy League of the United States. In this capacity, she was responsible for the oversight and management of the national staff, supporting the more than 39,000 civilians and 220 councils that work to assist sea Service members and their families. She was Publisher of SEAPOWERS magazine, one of the premier magazines that focuses exclusively on maritime-defense news. She is on the board of the Navy Mutual Aid Association.

She served her Nation as a career Coastguardsman, having achieved more than 32 years as a commissioned officer, culminating as a RADM. During her career, she earned command both afloat and ashore. She also has experience in marketing, financial management, personnel, constituency services, and disaster management. Her flag assignments included Assistant Commandant; Response Policy (CG-5R); Assistant Commandant, Human Resources (CG-1); and Commander, Coast Guard District Fourteen, based in Honolulu, Hawaii. She was named a United States International Maritime Organization Ambassador in 2015.

RADM (Ret.) Thomas has also served her community through volunteering with programs such as English as a Second Language, building homes with Habitat for Humanity, gleaning crops to help feed families, and transporting shelter dogs with Homeward Trails Animal Rescue. As a Board President, Chair, service advisor, or member, she has assisted

many nonprofit boards, such as the U.S. Coast Guard Academy Alumni Association; Sea Services Leadership Association; U.S. Naval Institute; Red Cross of America, Hawaii Chapter; Girl Scouts of America, Hawaii Chapter; and Coast Guard Non-Pay Compensation Board. She graduated with distinction from the Naval War College with a master of arts degree in National Security and Strategic Studies. She earned a master of science degree in Educational Leadership from Troy State University and a bachelor of science degree in Civil Engineering from the Coast Guard Academy. She has completed U.S. Naval War College joint and combined force courses, as well as executive education through Harvard's National Preparedness Leadership Institute, at the Asia Pacific Center for Strategic Studies and through the U.S. Department of Homeland Security's Pacific Executive Leadership Program. She holds a Nonprofit Management Executive Certificate from Georgetown University.

RADM (Ret.) Thomas' awards include the Distinguished Service Medal; two Legions of Merit; the Department of State Superior Honor Award; the Sea Services Leadership Association's North Star award; and various other personal, unit, and campaign awards. She earned permanent cutterman status in 1994.

### **Dr. Jackie E. Young • Honolulu, Hawaii**

Dr. Young is a consultant, speaker, advocate, and volunteer for projects and issues that inspire social change and healthy communities. She serves as the Chair 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.

She 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 in Virginia; an Advanced Certificate in School Administration from Loyola College in Maryland; and a doctorate (Ph.D.) in Women Studies and Communication from Union Institute in Ohio. She worked at the Hawaii Department of Education managing programs related to special education, gender equity, and Title IX compliance. She was also an adjunct professor at Hawaii Pacific University teaching courses in culture and communication.

In 1990, Dr. Young 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. She 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. She serves as a member of DACOWITS and also served on the Committee from 1993 to 1997 under then-Secretary of Defense William Perry.

## *Appendix C: Biographies of DACOWITS Members*

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

She 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, she was named a Distinguished Alumni by the University of Hawaii.







# Appendix D

## Installations Visited



## Appendix D. Installations Visited

Site	Dates
Joint Base Charleston	April 9–10, 2018
Sector Charleston	April 12–13, 2018
Shaw Air Force Base	April 16–17, 2018
Marine Corps Air Station Beaufort	April 19–20, 2018
Marine Corps Recruiting Depot Parris Island	April 21, 2018
Marine Corps Base Quantico	April 24–25, 2018
Fort Gordon	April 30–May 1, 2018
Fort Stewart	May 3–4, 2018
Naval Submarine Base Kings Bay	May 7–8, 2018
Naval Air Station Jacksonville	May 10–11, 2018





# Appendix E

DACOWITS Requests  
for Information and  
Responding Office

## Appendix E. DACOWITS Requests for Information and Responding Offices

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 2018 research year. A business meeting was held in December 2017, March 2018, June 2018, and September 2018. The RFIs are presented exactly as written by the Committee.

### December 2017

**RFI 1:** Repeat RFI: On March 14, 2017, the Commandant of the Marine Corps provided testimony to the Senate Armed Services Committee that he would evaluate the full integration of recruit training. Of note, the Marine Corps remains the only Service branch to not fully integrate men and women in recruit training. As soon as this decision has been made and is releasable to the public, the Committee requests a briefing from the Marine Corps that addresses the criteria upon which the decision was based and any resulting implementation plan. [This RFI is a subset of a larger review of Recruit Training. Information will be shared when publicly releasable.]

#### Responding Office

The Marine Corps was not able to respond to DACOWITS' RFI at the time of the meeting

**RFI 2:** The Committee requests a briefing from the Office of Strategic Initiatives (OUSD (P&R)) to provide a comprehensive update on all strategic initiatives that impact servicewomen and their families, formerly under the header of "Force of the Future."

#### Responding Office

Joint Advertising, Market Research & Studies

DoD, Office of Military Family Readiness Policy

DoD, Force Management Office

**RFI 3:** The Committee requests a briefing from all the Military Service Academies on the following:

- Overview of the Application and Appointment/Nomination Process
- Data on the number of applications initiated vice completed applications (broken down by gender) over the last ten years:
  - Percent of applications completed by women
  - Percent of women selected
- Do the MSAs target women (marketing/advertising)? If so, what has been the effectiveness?
- Are there any planned initiatives to increase the percentage of women that apply?

### Responding Offices

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United States Air Force Academy, Admissions Office

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United States Military Academy, Admissions Office

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United States Coast Guard Academy, Admissions Office

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United States Naval Academy, Admissions Office

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**RFI 4:** The Committee requests a briefing from the all the Military Services on the policies related to Service members' residency at development professional military education (PME) schools, to include Command and General Staff College, War College, Senior Enlisted Academies, Top Level Schools, or the Service equivalent. In particular, we ask the Military Services to address:

- What are your policies surrounding pregnant Service members' ability to obtain or maintain residency at schools?
- What are your policies surrounding assigning Service members on medical light-duty for non-pregnancy related issues to residency at schools?
- What are your policies for deferment from school vs re-selection for school with regard to medical light duty status? Is this the same policy for pregnancy?
- Are there any exceptions to policy? At what grade or level of command are exceptions granted?

### Responding Offices

Air Force, Directorate of Force Development

Army, Training and Leader Development Division

Coast Guard, Office of Military Personnel Policy

Marine Corps, Military Policy Office

Navy, Office of the Chief of Naval Operations (N127)

**RFI 5:** The Committee requests a briefing from the DoD Transition to Veterans Program Office on the following:

- Breakdown of the current T-GPS/TAP curriculum (e.g., topics covered; duration/length per curriculum objective, etc.).
- Who is responsible for overseeing and facilitating these courses to Service members (e.g., each Service-branch, the Dept. of Labor, etc.)?
- Are the following topics addressed in the T-GPS/TAP curriculum:
  - VA Medical Care (e.g., how to file a VA disability claim; women’s health options; etc.)
  - Job Assistance Programs (e.g., VA Vocational Rehabilitation and Employment (VR&E))
  - Current veteran statistics and information on how to seek help once members are no longer in uniform (e.g., unemployment, suicide rates, homelessness, etc.)?
  - Gender Wage Gap
- DoD’s position on the VA Women’s Health Services and Air Force Women’s Initiative Team proposed “Hot Handoff” pilot program

### Responding Offices

DoD, Transition to Veterans Program Office

Department of Labor, Women Veteran Program Office



**RFI 6:** The Marine Corps has requested to provide an updated briefing on the status of their efforts to eradicate unethical behaviors.

### Responding Office

Marine Corps, Office of the Assistant Commandant of the Marine Corps; Personnel Studies and Oversight Office; and Military Justice Office

## March 2018

**RFI 1:** The Committee requests a written response from all the Military Services on the:

- Definition of operational career fields (officer and enlisted) for the Service.
- Comparison of:
  - Retention of women in operational specialties vs. overall retention of women?
  - Retention of women in operational specialties vs. retention of women in support-oriented career disciplines?
  - Retention of women in operational specialties vs. retention of men in the same disciplines?
  - Retention of women in support-oriented career disciplines vs. retention of men in the same disciplines?
- What actions is the Service taking to determine root cause and address any disparities?

### Responding Offices

Air Force, Military Force Management Policy (AIP) and Plans and Integration (AIX)

Army, Human Resources Command, Military Personnel Management (G-1)

Coast Guard, Human Resources Directorate

Marine Corps, Manpower Plans and Policy Division

Navy, Office of the Chief of Naval Operations (NID)

**RFI 2:** The Committee requests a briefing from the OASD(PA) Community & Public Outreach on the newly launched “*This Is Your Military*” initiative.

#### Responding Office

OASD(PA)’s Community & Public Outreach Office was not able to respond to DACOWITS’ RFI at the time of the meeting; RFI shifted to June 2018.

**RFI 3:** The Committee requests a written response from the Military Services on the following:

- What financial and/or manpower support do the Department/Services provide to various museums/memorials/education centers.
- Please specify dollar and full time employee (FTE) support by name of museum/memorial/education center and location.
- Please specify how supporting these museums/memorials/education centers contributes to your Department/Service’s mission.

#### Responding Offices

Air Force, Historian (AF/HO) and Services (AF/AIS)

Army Center of Military History

Navy History and Heritage Command

Marine Corps University

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

- What are the processes/practices to evaluate the effectiveness of PPE for women in integrated career specialties (e.g., MOS)?
- What is the timeline and process to obtain equipment in supply channels or to request alternative equipment?
- How is equipment procured for unique fits if it is not in normal supply systems?
- Is the same equipment used in training as for real world missions?
- Is all combat equipment issued for training? If not, why?
- What methods are used to leverage new and changing technology to improve PPE for women?

### Responding Offices

Air Force, Historian (AF/HO) and Services (AF/AIS)

Army, Office of Soldier Protective Equipment

Coast Guard, Deployable Specialized Forces

Navy Special Warfare Survival Systems

Marine Corps Systems Command

**RFI 5:** The Committee requests a briefing from the Military Services to address the following:

- What elements does your Service include in assessing whether or not you have a healthy unit climate?
- What policies/procedures are in place to promote: healthy relationships; respect and dignity; and bystander expectations and accountability?
- How effective are your current policies/procedures; and if none exist, offer your Service's future plan(s) to address.
- Explain how women in your Service are encouraged or trained to respond to inappropriate behavior, language, or a perceived hostile environment.

### Responding Offices

Air Force, Equal Opportunity Office

Army, Sexual Harassment/Assault Response and Prevention Program Office

Coast Guard, Civil Rights Directorate

Marine Corps, Equal Opportunity and Diversity Management Office,

Navy, 21st Century Sailor Office

**RFI 6:** The Committee requests a written response from the OSD Health Affairs to address the following:

- Provide details on access to procedures or treatments available to servicewomen, related to the management of menstruation and unplanned pregnancies, particularly in deployed environments, to include (but not limited to):
  - Medical support;
  - Time off allocated to obtain the medical procedure;

- Recovery time allocated (e.g., convalescent leave);
- Guidance and counseling provided before/after the medical procedure; and
- Any other areas of support/resources provided.
- What is the extent of the access and how does OSD Health Affairs ensure servicewomen are educated on availability of these resources?

#### Responding Office

Office of the Assistant Secretary of Defense (Health Affairs)

**RFI 7:** The Marine Corps has requested to provide a briefing on the status of their review of Recruit Training.

#### Responding Office

The Marine Corps was not able to respond to DACOWITS' RFI at the time of the meeting

## June 2018

**RFI 1:** The Committee requests a briefing from the OASD(PA) Community & Public Outreach on the newly launched *"This Is Your Military"* initiative.

#### Responding Office

OASD(PA) Community and Public Outreach Office

**RFI 2:** The Committee requires a briefing from the Military Services to address the following questions:

- What office is responsible for gender integration oversight and accountability and what areas are specifically covered?
- What policies and regulations are in place to ensure long term integration?
- What measures/metrics are used?
- What systems are in place to track compliance, success and deficiencies?
- What is the timeline for changes?
- Who is responsible for measurements and gaps?

- What is the current data on schools preparing Service members to serve in newly opened positions, including graduation occurring from Mar 16 to present?
- What military schools have not had women accessions, graduation or completion?
- What are the areas of success, positive trends or unexpected trends?

### Responding Offices

Air Force, Diversity Operations

Army, Command Policy

Marine Corps, Manpower Military Policy Office

Navy, Office of the Chief of Naval Operations (NID)

**RFI 3:** The Committee requests a briefing from the Military Services to address the following questions:

- What are the processes/practices to evaluate the effectiveness of PPE for women in integrated career specialties?
- What is the timeline and process to obtain equipment in supply channels or to request alternative equipment?
- How is equipment procured for unique fits if it is not in normal supply systems?
- Is the same equipment used in training as for real world missions?
- Is all combat equipment issued for training? If not, why?
- What methods are used to leverage new and changing technology to improve PPE for women?

Note: Repeat request due to inclement weather in March 2018

### Responding Offices

Air Force, Aircrew Support Branch

Army, Soldier Protective Equipment Office

Coast Guard, Office of Specialized Capabilities

Marine Corps Systems Command

Naval Special Warfare Survival Systems



**RFI 4:** The Committee requests a briefing from the Office of Diversity Management and Equal Opportunity (ODMEO) to address the following:

- Information regarding updates to the definitions for gender discrimination and sexual harassment, per the release of DoDI 1020.03 in February 2018.
- Data on incidences of gender discrimination and sexual harassment, to include statistics and trends over the last five years. Provide bar graphs or charts that includes data by Service, and within a Service by officer and enlisted ranks.

### Responding Office

DoD, Office of Diversity Management and Equal Opportunity

**RFI 5:** The Committee requests a written response from the Army, Navy, Marine Corps and Air Force as a follow-up data request to RFI 5. The Coast Guard provided information that the other Military Services did not, however, the panelists acknowledged the data existed for their Services. Reference the slide deck provided by the Coast Guard for March 2018, that included data regarding sexual harassment actions taken (e.g., action or no action); percentage observed of high risk situations (yes or no); and the percentage of actions taken on high risk situations (e.g., took no action or took action).

### Responding Offices

Air Force, Equal Opportunity Office

Army, Sexual Harassment/Assault Response and Prevention Office

Marine Corps, Equal Opportunity and Diversity Management Office

Navy, Office of the Chief of Naval Operations (N173), 21st Century Sailor Office, and the Sexual Harassment Prevention and Equal Opportunity Office

**RFI 6:** The Committee requests a written response from the Department of Defense (DoD) to address the following:

- Update on the Task Force that was staffed by DoD to update DODI 1308.3, to include:
  - Changes to the height/weight/body fat tables.
  - Rationale behind changes, if any were made.

- Assessment of the two 2016 DACOWITS' physical standards recommendations (annotated above).
- What does the policy stipulate regarding pregnancy/postpartum physical fitness evaluations, to include weigh-ins?

#### Responding Office

Office of the Assistant Secretary of Defense (Health Affairs)

**RFI 7:** The Committee requests a written response from the Department of Defense (DoD) on the status of the 2016 recommendation and the legality of the Marine Corps PES order, which differentiates between women's and men's temporary medical conditions by annotating pregnancy/postpartum periods on the PES form.

#### Responding Office

Response not provided. Marine Corps Order 1610.7A published May 1, 2018.

## September 2018

**RFI 1:** The Committee requests a briefing from the Joint Advertising, Market Research & Studies (JAMRS) Office on the following:

- Data available on why women decide not to join the military and how this data compares to their male counterparts?
- Are there differences in age and education demographics between men and women entering the military?
- Population of each state and territory with the percentage of qualified men and women eligible to join the military.
- What states and territories do male and female recruits come from?
- Are there states where women are less propensed than men?
- Please clarify whether this data includes the Active and Reserve components or only the Active component

### Responding Office

Joint Advertising, Market Research & Studies

**RFI 2:** The Committee requests a briefing from the Military Services' Recruiting Commands (to include the Reserve Components) on the following:

- Number of recruiting offices and recruiters in each state and territory.
- Current number and percentage of female recruiters.
- Ongoing efforts to increase the number of recruits in underrepresented states and regions.
- Does your Service-branch have a set goal in the number of women accessed each fiscal year? If so, how is this number calculated and how often is it reviewed?

### Responding Offices

Air Force, Recruiting Service

Army, Accessions Division

Coast Guard, Recruiting Command Marketing

Marine Corps, Recruiting Command

Navy, Recruiting Command

**RFI 3:** The Committee requests a briefing from the Military Services' Marketing Offices (to include the Reserve Components) on the following:

- The latest marketing approach for new members of the military.
- A description of how the marketing approach has changed over time (last five years).
- A plan for how the marketing approach is expected to change in the future.
- Links for existing marketing across all mediums that recruiting efforts are currently occurring.
- Describe the specific messaging meant to reach the percentage of women who find service in the military meaningful.
- How does marketing attract women who are seeking higher education?
- Describe the images, verbiage, messaging that is being used to specifically appeal to women.

### Responding Offices

Air Force, Strategic Marketing Division

Army, Market Research and Plans

Coast Guard, Recruiting Command Marketing

Marine Corps, Marketing and Recruiting Command

Navy, Recruiting Command

**RFI 4:** The Committee requests a written response from the Office of the Secretary of Defense (Public Affairs) Community and Public Outreach on:

- An overview of the history of the Joint Civilian Orientation Course (JCOC).
- JCOC participant demographics, if available (e.g., geographic location, female/male, Service affiliation, etc.).

### Responding Office

Office of the Secretary of Defense (Public Affairs) Community and Public Outreach

**RFI 5:** The Committee requests a status briefing from the Navy on the integration of women into the submarine service, to include:

- Current and future integration efforts and plans.
  - Submarine types open to female officers and enlisted women.
  - The number of women assigned per submarine and projected assignments.
  - The ratio of men and women to berthing compartments/commodores (broken down by junior enlisted, senior enlisted, and officer).
- What lessons have been gleaned from the female officer and female enlisted integration?
- What surveys or assessment measures have been put in place to ascertain how the integration of women is going?
  - Who is in charge of overseeing these surveys and at what level do the results get reviewed?
  - Due to a submarine's small population size, do any of these surveys allow Service members to candidly share potential areas of concern anonymously?

- What best practices and lessons learned will be applied to future integration efforts as the number of women in submarines expands?
- Status of enlisted female rating conversions into the Submarine Force.
- Status of current and future recruiting efforts to target new female accessions into submarine ratings.

### Responding Office

Manpower and Personnel Readiness for Commander, Submarine Force Atlantic; Mathematics and Science Division, United States Naval Academy

**RFI 6:** The Marine Corps has offered to provide the Committee a briefing. The Committee looks forward to hearing the Marine Corps' philosophy on integrated recruit training. The Committee is also interested in the following:

- How are you defining "integration" at recruit training; what is the current status of gender integration in each phase of recruit training; and how many cycles of integrated training have been completed?
- What is the ratio of female drill instructors/trainers to recruits versus the ratio of male instructors/trainers to recruits? Are female drill instructors training both genders in all required training? If not, specify which areas and reasoning? If so, what are the lessons learned from having mixed gender drill instructor teams for both male and female recruits?
- Is there a plan to modify the level of recruit training integration in the future?

### Responding Office

Office of the Assistant Commandant of the Marine Corps

**RFI 7:** The Committee requests a written response from the Military Services on the following:

- What is the definition of a dual military co-located couple?
- Are there time, transportation, traffic, or distance constraints that are used in dual military co-location assignments?
- When was your Service's dual military co-location policy last updated?



### Responding Office

Air Force, Diversity & Inclusion Office

Army, Military Personnel Enlisted Division

Coast Guard Commandant, Policy and Standards Division

Marine Corps Manpower Policy Office, Manpower and Reserve Affairs

Navy Personnel Command, Distribution Policy and Procedures Branch

**RFI 8:** The Committee requests a written response from the Marine Corps to clarify one portion of the policy that appears to be inconsistent. Specifically, on page 4-48 (para. (12.e.(10))) prohibits gender-based comments pertaining to medical issues that do not affect the Service members' performance of duties, to include pregnancy and postpartum. However, on page 4-16 (para. 3.h.5.(c)) requires annotation of "PREG" in the weight section.

### Responding Office

Marine Corps, Records and Performance Branch

**RFI 9:** The Committee requests a written response from the Air Force Women's Initiative Team and Veteran Affairs' Women's Health Services on the status and findings of the "Women's Health Workshop" pilot program for transitioning servicewomen. Details should include the following, but not be limited to:

- Status of implementation/expansion to additional locations
- Curriculum
- Feedback from participants
- Assessment on value of program
- Cost analysis/funding requirements and sources

### Responding Office

Air Force, Women's Initiative Team

Department of Veterans Affairs, Women's Health Services

**RFI 10:** The Committee requests a written response from the Department of Veteran Affairs on the Department’s position regarding any ongoing review or anticipated update to the 1950s era Veterans Affairs’ motto/mission statement, “To care for him who shall have borne the battle and for his widow, and his orphan,” in order to be more inclusive and welcoming to servicewomen transitioning out of the military.

#### Responding Office

Department of Veterans Affairs, Center for Women Veterans

**RFI 11:** The Committee requests a briefing from each of the Military Services (to include the Reserve Components) on current polices relative to parental leave for primary and secondary caregivers, and whether consideration was given to the 2017 recommendations made by DACOWITS on this topic.

#### Responding Offices

Air Force, Military Compensation Policy Division

Army, Compensation and Entitlements

Coast Guard, Policy and Standards Division

Marine Corps, Manpower Military Policy Branch

Office of the Chief of Naval Operations, Pay and Allowances Policy Office (N130)

**RFI 12:** Following up from the National Guard panel briefing in June 2018, the Committee requests a briefing from National Guard Bureau on the following polices:

- Convalescent/maternity leave/parental leave (primary and secondary caregiver)
- Issuance and access to maternity uniforms
- Policy on obtaining participation credit towards retirement while a servicewoman is pregnant or postpartum

#### Responding Office

National Guard Bureau, Equal Opportunity Office

**RFI 13:** The Committee requests a Literature Review from our Research Contractor on the gender distributions among 3 to 5 civilian fields that are traditionally male-dominated or closely resemble military operational career fields. If gender gaps exist, we request an examination of strategies used to recruit or retain women into each civilian field, if any. Some examples of civilian fields for consideration include:

- Aircraft Pilots
- Building and Construction
- Emergency Medical Services
- Engineers
- Engine Mechanics
- Firefighters
- Information Technology
- Police and Law Enforcement

## Responding Office

Insight Policy Research





# Appendix F

Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2014–2018



## Appendix F. Gender Distribution of Officers and Enlisted Service Members in Each Service-branch and Across the Total Force, 2014–2018

This appendix presents the percentages of men and women in each rank for each Service, including Reserve and Guard, in 2018. It also presents the changes in gender distribution within each Service from 2014 through 2018. The tables in this appendix were calculated using DoD data.<sup>269</sup>







Appendix F: Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2014–2018

Table F.2. Gender Distribution of Reserve Component (RC) Service Members by Service and Rank, September 2018

Rank	Air Force				Army				Coast Guard				Marine Corps				Navy				Female		Male	
	Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		#	%	#	%
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%						
O9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100
O8	4	4.8	21	25	4	4.8	30	35.7	0	0	1	1.2	4	4.8	3	3.6	16	19	12	14.3	72	85.7		
O7	10	5.5	41	22.5	18	9.9	68	37.4	0	0	1	0.5	6	3.3	8	4.4	30	16.5	36	19.8	146	80.2		
O6	264	6	746	16.9	349	7.9	1,501	34	10	0.2	26	0.6	20	0.5	269	6.1	202	4.6	1,033	23.4	845	19.1	3,575	80.9
O5	948	7.4	2,925	22.8	961	7.5	3,872	30.2	35	0.3	105	0.8	51	0.4	638	5	503	3.9	2,800	21.8	2,498	19.5	10,340	80.5
O4	1,308	6.3	3,688	17.7	2,132	10.2	6,854	32.9	81	0.4	236	1.1	144	0.7	1,420	6.8	853	4.1	4,090	19.7	4,518	21.7	16,288	78.3
O3	914	4.9	1,933	10.5	2,969	16.1	7,797	42.2	73	0.4	227	1.2	84	0.5	999	5.4	875	4.7	2,612	14.1	4,915	26.6	13,568	73.4
O2	162	2.3	382	5.4	1,728	24.5	3,842	54.4	17	0.2	43	0.6	4	0.1	303	4.3	180	2.5	399	5.7	2,091	29.6	4,969	70.4
O1	95	2.8	275	8.2	707	21.2	1,516	45.4	9	0.3	57	1.7	13	0.4	255	7.6	110	3.3	305	9.1	934	27.9	2,408	72.1
Officer Total	3,705	27.0	10,011	73.0	8,868	25.8	25,480	74.2	225	24.4	696	75.6	317	7.5	3,895	92.5	2,734	19.5	11,285	80.5	15,849	23.6	51,367	76.4
W5	N/A	N/A	N/A	N/A	15	11.2	98	73.1	0	0	0	0	1	0.7	18	13.4	0	0	2	1.5	16	11.9	118	88.1
W4	N/A	N/A	N/A	N/A	81	12.1	475	71.1	1	0.1	37	5.5	2	0.3	48	7.2	1	0.1	23	3.4	85	12.7	583	87.3
W3	N/A	N/A	N/A	N/A	191	13.8	1,044	75.6	5	0.4	33	2.4	2	0.1	76	5.5	3	0.2	27	2	201	14.6	1,180	85.4
W2	N/A	N/A	N/A	N/A	193	14.6	982	74.3	8	0.6	24	1.8	8	0.6	72	5.5	1	0.1	33	2.5	210	15.9	1,111	84.1
W1	N/A	N/A	N/A	N/A	87	18.1	376	78.2	0	0	0	0	0	0	18	3.7	0	0	0	0	87	18.1	394	81.9
Warrant Total	N/A	N/A	N/A	N/A	567	16.0	2,975	84.0	14	13.0	94	87.0	13	5.3	232	94.7	5	5.6	85	94.4	599	15.0	3,386	85.0
E9	204	6.8	735	24.4	272	9	1,223	40.6	11	0.4	62	2.1	2	0.1	162	5.4	54	1.8	285	9.5	543	18	2,467	82
E8	735	7.3	2,092	20.7	1,286	12.7	4,362	43.2	17	0.2	107	1.1	25	0.2	450	4.5	182	1.8	837	8.3	2,245	22.2	7,848	77.8
E7	2,073	7.7	6,041	22.4	2,936	10.9	10,439	38.7	112	0.4	565	2.1	64	0.2	1,051	3.9	891	3.3	2,837	10.5	6,076	22.5	20,933	77.5
E6	3,084	6.7	9,781	21.2	4,035	8.8	14,658	31.8	232	0.5	1,303	2.8	137	0.3	1,758	3.8	2,507	5.4	8,538	18.5	9,995	21.7	36,038	78.3
E5	3,249	5	9,419	14.4	6,760	10.3	25,106	38.3	291	0.4	1,355	2.1	320	0.5	4,179	6.4	3,922	6	10,905	16.6	14,542	22.2	50,964	77.8
E4	3,391	4.3	8,334	10.6	12,407	15.8	39,783	50.7	144	0.2	793	1	217	0.3	5,924	7.5	1,994	2.5	5,553	7.1	18,153	23.1	60,387	76.9
E3	1,302	3.5	2,536	6.8	4,142	11.1	10,925	29.2	18	0	87	0.2	355	0.9	14,376	38.4	988	2.6	2,674	7.1	6,805	18.2	30,598	81.8
E2	259	2.3	398	3.5	1,745	15.4	4,531	40	0	0	0	0	57	0.5	3,225	28.5	276	2.4	841	7.4	2,337	20.6	8,995	79.4
E1	578	5.8	775	7.7	1,880	18.7	4,431	44.1	0	0	0	0	12	0.1	1,562	15.6	229	2.3	574	5.7	2,699	26.9	7,342	73.1
Enlisted Total	14,875	27.1	40,112	72.9	35,463	23.5	115,458	76.5	825	16.2	4,272	83.8	1,189	3.5	32,687	96.5	11,043	25.0	33,044	75.0	63,395	21.9	225,573	78.1
RC Total	18,580	27.0	50,123	73.0	44,898	23.8	143,913	76.2	1,064	17.4	5,062	82.6	1,519	4.0	36,814	96.0	13,782	23.7	44,414	76.3	79,843	22.2	837,592	77.8

Note: AC = Active Component; RC = Reserve Component

Appendix F: Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2014–2018

Table F.3. Gender Distribution of National Guard Service Members by Service and Rank, September 2018

Rank	Army National Guard						Air Force National Guard						Female		Male	
	Female			Male			Female			Male			Total		Total	
	#	%		#	%		#	%		#	%		#	%	#	%
O10	0	0	0	0	0	0	0	0	0	100	1	100	0	0	1	100
O9	0	0	3	60	0	0	0	0	2	40	0	0	0	0	5	100
O8	8	6.5	72	58.1	1	0.8	43	34.7	9	7.3	115	92.7	9	7.3	115	92.7
O7	11	3.7	154	51.3	21	7	114	38	32	10.7	268	89.3	32	10.7	268	89.3
O6	139	5.9	1,196	50.3	142	6	899	37.8	281	11.8	2,095	88.2	281	11.8	2,095	88.2
O5	418	5.6	3,127	41.6	622	8.3	3,357	44.6	1,040	13.8	6,484	86.2	1,040	13.8	6,484	86.2
O4	919	8.3	5,805	52.4	810	7.3	3,536	31.9	1,729	15.6	9,341	84.4	1,729	15.6	9,341	84.4
O3	1,694	11.9	8,963	63	874	6.1	2,702	19	2,568	18	11,665	82	2,568	18	11,665	82
O2	1,191	13.6	6,406	73	264	3	914	10.4	1,455	16.6	7,320	83.4	1,455	16.6	7,320	83.4
O1	1,243	15.8	5,501	70.1	262	3.3	837	10.7	1,505	19.2	6,338	80.8	1,505	19.2	6,338	80.8
Officer Total	5,623	15.3	31,227	84.7	2,996	19.5	12,405	80.5	8,619	16.5	43,632	83.5	8,619	16.5	43,632	83.5
W5	21	5.1	387	94.9	N/A	N/A	N/A	N/A	21	5.1	387	94.9	21	5.1	387	94.9
W4	106	7.7	1,265	92.3	N/A	N/A	N/A	N/A	106	7.7	1,265	92.3	106	7.7	1,265	92.3
W3	271	11.1	2,173	88.9	N/A	N/A	N/A	N/A	271	11.1	2,173	88.9	271	11.1	2,173	88.9
W2	291	9.6	2,731	90.4	N/A	N/A	N/A	N/A	291	9.6	2,731	90.4	291	9.6	2,731	90.4
W1	182	12.7	1,248	87.3	N/A	N/A	N/A	N/A	182	12.7	1,248	87.3	182	12.7	1,248	87.3
Warrant Total	871	10.0	7,804	90.0	N/A	N/A	N/A	N/A	871	10.0	7,804	90.0	871	10.0	7,804	90.0
E9	144	3.6	1,868	46.2	280	6.9	1,747	43.3	424	10.5	3,615	89.5	424	10.5	3,615	89.5
E8	714	6	6,603	55.9	844	7.1	3,652	30.9	1,558	13.2	10,255	86.8	1,558	13.2	10,255	86.8
E7	2,200	6.6	15,915	48	2,908	8.8	12,162	36.6	5,108	15.4	28,077	84.6	5,108	15.4	28,077	84.6
E6	4,732	8.8	29,091	54.2	3,781	7	16,070	29.9	8,513	15.9	45,161	84.1	8,513	15.9	45,161	84.1
E5	9,446	11.6	50,305	62	4,088	5	17,340	21.4	13,534	16.7	67,645	83.3	13,534	16.7	67,645	83.3
E4	18,655	16.1	82,569	71.3	3,264	2.8	11,265	9.7	21,919	18.9	93,834	81.1	21,919	18.9	93,834	81.1
E3	8,279	17.6	26,743	56.8	3,193	6.8	8,844	18.8	11,472	24.4	35,587	75.6	11,472	24.4	35,587	75.6
E2	4,503	23.1	14,230	73.1	353	1.8	388	2	4,856	24.9	14,618	75.1	4,856	24.9	14,618	75.1
E1	3,378	21.7	10,304	66.2	752	4.8	1,137	7.3	4,130	26.5	11,441	73.5	4,130	26.5	11,441	73.5
Enlisted Total	52,051	18.0	237,628	82.0	19,463	21.1	72,605	78.9	71,514	18.7	310,233	81.3	71,514	18.7	310,233	81.3
Total	58,545	17.5	276,659	82.5	22,459	20.9	85,010	79.1	81,004	18.3	361,669	81.7	81,004	18.3	361,669	81.7

*Appendix F: Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2014–2018*

**Table F.4. Distribution of Women in the Air Force by Service Component and Rank, 2014–2018**

Rank	2014						2015						2016						2017						2018					
	AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
O10	1	2.6	N/A	N/A	0	0	2	5.3	N/A	N/A	0	0	2	5.1	N/A	N/A	0	0	2	5.4	N/A	N/A	0	0	1	2.5	N/A	N/A	0	0
O9	5	3.3	N/A	N/A	0	0	2	1.4	0	0	0	0	5	3.4	0	0	5	3.2	0	0	0	0	0	0	5	3.3	0	0	0	0
O8	10	3.1	6	7.8	1	1	10	3	8	9.9	1	0.9	9	2.8	7	9	1	1	8	2.5	6	7.3	1	0.9	5	1.6	4	4.8	1	0.8
O7	8	1.8	6	3.6	8	3	5	1.1	6	3.7	8	3.1	7	1.6	6	3.6	15	5	8	1.8	8	4.6	15	5.1	16	3.5	10	5.5	21	7
O6	431	3.6	247	5.4	116	4.6	440	3.8	259	5.8	110	4.5	462	4	263	5.9	110	4.6	477	4.1	260	5.8	129	5.3	459	4	264	6	142	6
O5	1,382	4.8	890	6.5	571	7.4	1,395	5	871	6.6	558	7.5	1,473	5.3	880	6.7	573	7.7	1,528	5.5	882	6.9	611	8.1	1,564	5.6	948	7.4	622	8.3
O4	2,363	5	1,377	7.8	736	6.7	2,395	5.3	1,412	8.1	757	7	2,526	5.7	1,416	7.5	794	7.3	2,661	6	1,359	7	809	7.4	2,769	6.2	1,308	6.3	810	7.3
O3	4,914	6.2	946	5	784	5.6	4,737	6.1	959	5	846	5.8	4,809	6.2	969	5.1	837	6	4,869	6.3	929	4.9	817	5.8	4,994	6.5	914	4.9	874	6.1
O2	1,752	5.7	172	2.7	324	3.2	1,822	6	188	2.6	325	3.2	1,709	5.9	190	2.4	310	2.9	1,648	5.8	187	2.5	272	2.8	1,699	5.8	162	2.3	264	3
O1	1,538	6.3	95	2.3	279	4.3	1,559	6.4	82	2.2	247	3.9	1,557	6.1	95	2.6	219	3.3	1,715	6.3	86	2.6	239	3.3	1,784	6.2	95	2.8	262	3.3
Officer Total	12,404	19.9	3,739	27.1	2,819	18.8	12,367	20.3	3,785	27.2	2,852	18.9	12,559	20.6	3,826	27.5	2,859	18.8	12,921	21.0	3,717	27.2	2,893	19.0	13,296	21.2	3,705	27.0	2,996	19.5
E9	315	3	190	6.1	239	6	331	3.2	182	6	238	6	364	3.5	191	6.1	245	6.2	399	3.8	200	6.5	267	6.7	435	4.1	204	6.8	280	6.9
E8	967	3.5	719	7.2	718	5.9	972	3.6	706	7	728	6	1,028	3.9	743	7.3	753	6.4	1,034	3.9	770	7.6	797	6.8	1,060	3.9	735	7.3	844	7.1
E7	4,677	4.8	2,018	6.8	2,772	7.4	4,598	4.9	2,076	7.5	2,781	7.6	4,965	5.3	2,109	7.4	2,888	8.1	5,106	5.6	2,096	7.6	2,935	8.5	5,231	5.5	2,073	7.7	2,908	8.8
E6	7,640	4.6	2,985	6.5	3,471	5.9	7,648	4.7	2,888	6.4	3,525	6.1	7,529	4.7	2,877	6.2	3,484	6.1	7,384	4.6	2,888	6.3	3,559	6.4	7,239	4.4	3,084	6.7	3,781	7
E5	12,091	5.1	2,383	4.2	3,350	4	11,351	5	2,629	4.4	3,436	4.1	11,014	5	3,027	4.6	3,712	4.5	11,253	5	3,235	4.9	3,848	4.7	11,262	4.9	3,249	5	4,088	5
E4	10,312	3.7	4,529	5	3,347	3.1	11,089	3.9	4,282	5	3,413	3.1	10,716	4	3,933	4.7	3,450	3	9,789	3.8	3,603	4.5	3,433	2.9	10,088	4	3,391	4.3	3,264	2.8
E3	8,675	4.5	1,110	2.7	3,778	7	7,887	4.4	1,037	2.5	3,574	6.6	8,940	4.8	1,229	3.1	3,458	6.9	11,087	5.8	1,301	3.4	3,248	6.8	12,512	6.4	1,302	3.5	3,193	6.8
E2	739	1.1	338	2.7	123	0.5	918	1.4	277	2.2	133	0.6	1,449	2.1	311	2.6	172	0.9	1,814	2.5	278	2.3	249	1.3	1,584	2.2	259	2.3	353	1.8
E1	1,280	2.7	330	2.8	176	1	1,495	3	304	2.8	251	1.6	2,281	4.3	398	3.7	364	3	2,221	3.8	471	4.2	427	3.1	2,369	3.9	578	5.8	752	4.8
Enlisted Total	46,696	18.7	14,602	26.1	17,974	19.7	46,289	18.8	14,381	26.4	18,079	19.9	48,286	19.1	14,818	26.7	18,526	20.4	50,087	19.5	14,842	26.9	18,763	20.8	51,780	20.0	14,875	27.1	19,463	21.1
Total	59,100	18.9	18,341	26.3	20,793	19.5	58,656	19.1	18,166	26.5	20,931	19.8	60,845	19.4	18,644	26.9	21,385	20.2	63,008	19.8	18,559	27.0	21,656	20.5	65,076	20.2	18,580	27.0	22,459	20.9

Note: AC = Active Component; RC = Reserve Component

Appendix F: Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2014–2018

Table F.5. Distribution of Women in the Army by Service Component and Rank, 2014–2018

Rank	2014						2015						2016						2017						2018					
	AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard		AC		RC		Guard	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
O10	0	0	N/A	N/A	0	0	0	0	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A	N/A	0	0
O9	5	3.3	N/A	N/A	0	0	4	2.7	0	0	0	0	4	2.8	0	0	3	1.9	0	0	3	2	0	0	3	2	0	0	0	0
O8	6	1.9	6	7.8	2	2	8	2.4	7	8.6	3	2.8	6	1.8	6	7.7	3	2.9	6	1.9	4	4.9	4	3.5	7	2.2	4	4.8	8	6.5
O7	9	2	11	6.6	10	3.7	7	1.6	13	8	8	3.1	8	1.8	13	7.8	15	5	8	1.8	13	7.5	12	4.1	13	2.9	18	9.9	11	3.7
O6	493	4.1	312	6.8	144	5.7	473	4.1	312	7	136	5.6	468	4	310	7	133	5.6	472	4.1	335	7.4	147	6.1	467	4.1	349	7.9	139	5.9
O5	1,251	4.3	1,044	7.6	366	4.7	1,240	4.4	1,024	7.7	382	5.2	1,223	4.4	988	7.6	391	5.2	1,229	4.4	981	7.6	398	5.3	1,325	4.7	961	7.5	418	5.6
O4	2,999	6.4	1,602	9	853	7.8	2,926	6.5	1,535	8.8	843	7.8	2,901	6.5	1,688	9	874	8	2,899	6.6	1,776	9.2	880	8	2,915	6.5	2,132	10.2	919	8.3
O3	5,852	7.4	3,047	16.3	1,592	11.5	5,876	7.5	3,092	16.1	1,624	11.2	5,765	7.5	3,011	15.9	1,548	11.1	5,786	7.5	3,102	16.2	1,655	11.7	5,667	7.4	2,969	16.1	1,694	11.9
O2	2,445	8	1,411	22	1,322	13.1	2,335	7.7	1,704	24	1,407	13.6	2,236	7.7	1,896	23.9	1,435	13.6	2,244	7.9	1,828	24	1,356	13.8	2,305	7.9	1,728	24.5	1,191	13.6
O1	1,637	6.8	825	20.3	861	13.2	1,656	6.8	800	21.3	885	13.9	1,709	6.7	764	20.6	952	14.5	1,843	6.8	696	21.1	1,081	15	2,064	7.2	707	21.2	1,243	15.8
Officer Total	14,697	18.0	8,258	25.7	5,150	13.9	14,525	18.3	8,487	25.5	5,288	14.2	14,320	18.5	8,676	26.0	5,351	14.5	14,490	18.7	8,735	25.6	5,533	14.9	14,766	19.0	8,868	25.8	5,623	15.3
W5	39	4.7	19	17	29	7.7	38	4.8	19	16.4	30	7.9	40	5.2	16	12.8	30	7.6	42	5.7	14	11.1	25	6.3	47	6	15	11.2	21	5.1
W4	187	5.6	76	11.4	113	7.5	182	5.7	72	12.5	103	7.1	160	5.2	77	13.1	90	6.4	185	5.7	74	12	95	6.9	184	5.7	81	12.1	106	7.7
W3	394	6.7	117	12.9	236	11.7	380	6.4	133	13.6	249	12	397	6.7	154	13	274	12.7	428	7.4	182	13.9	282	12.2	408	7.1	191	13.8	271	11.1
W2	666	7.7	229	13.8	357	9.9	645	7.6	231	14.8	315	8.9	574	7	233	15.4	291	8.4	511	6.7	197	14.2	279	8.6	496	6.6	193	14.6	291	9.6
W1	179	8	68	16.8	111	10	178	8.6	59	14.5	141	12.1	209	9.8	65	14.6	168	14.7	214	8.9	74	15.8	183	13.9	238	9	87	18.1	182	12.7
Warrant Total	1,465	9.5	509	15.6	846	9.8	1,423	9.5	514	15.6	838	9.8	1,380	9.5	545	16.0	853	10.0	1,380	9.6	541	15.7	864	10.0	1,373	9.6	567	16.0	871	10.0
E9	265	2.5	254	8.1	148	3.7	278	2.7	279	9.1	145	3.7	282	2.7	286	9.2	140	3.5	280	2.7	276	9	143	3.6	323	3	272	9	144	3.6
E8	1,334	4.8	1,126	11.3	708	5.8	1,271	4.7	1,234	12.2	715	5.9	1,212	4.5	1,255	12.3	678	5.8	1,257	4.7	1,239	12.3	679	5.8	1,344	5	1,286	12.7	714	6
E7	4,533	4.6	3,305	11.2	2,429	6.5	4,342	4.7	3,092	11.2	2,439	6.6	4,180	4.5	3,198	11.3	2,355	6.6	4,133	4.5	3,039	11	2,234	6.5	4,325	4.6	2,936	10.9	2,200	6.6
E6	6,527	3.9	4,058	8.8	5,105	8.6	6,126	3.8	4,227	9.4	5,116	8.8	5,862	3.6	4,121	9	5,060	8.9	6,202	3.8	4,148	9	4,900	8.9	6,659	4.1	4,035	8.8	4,732	8.8
E5	9,889	4.2	5,588	9.8	9,487	11.3	9,526	4.2	6,476	10.9	9,727	11.6	9,286	4.2	7,012	10.8	9,632	11.6	9,722	4.3	6,846	10.5	9,585	11.7	9,866	4.3	6,760	10.3	9,446	11.6
E4	17,305	6.3	13,348	14.7	15,454	14.2	17,602	6.2	12,539	14.8	15,855	14.6	17,374	6.5	12,371	14.6	17,361	15.2	17,197	6.6	12,293	15.2	18,809	15.7	16,095	6.4	12,407	15.8	18,655	16.1
E3	7,682	4	4,409	10.7	8,428	15.6	7,109	4	4,705	11.5	8,754	16.3	7,638	4.1	4,622	11.7	8,247	16.5	7,499	3.9	4,422	11.5	8,217	17.2	8,040	4.1	4,142	11.1	8,279	17.6
E2	3,852	5.8	1,857	14.6	4,613	20.2	4,233	6.2	1,998	15.8	4,685	21	4,166	6	1,821	15	4,156	21.6	4,497	6.2	1,737	14.4	4,252	22.1	4,252	5.9	1,745	15.4	4,503	23.1
E1	2,453	5.2	2,200	18.9	3,914	21.4	2,918	5.8	2,035	19	3,291	21.4	3,229	6.1	2,009	18.6	2,606	21.2	3,620	6.2	2,088	18.6	2,994	21.6	3,670	6.1	1,880	18.7	3,378	21.7
Enlisted Total	53,840	13.2	36,145	22.6	50,286	16.3	53,405	13.6	36,585	22.6	50,727	16.7	53,229	14.1	36,695	22.8	50,235	17.0	54,407	14.3	36,088	23.0	51,813	17.4	54,574	14.4	35,463	23.5	52,051	18.0
Total	70,002	13.9	44,912	23.0	56,282	15.9	69,353	14.2	45,586	23.0	56,853	16.2	68,929	14.6	45,916	23.1	56,439	16.5	70,277	14.9	45,364	23.3	58,210	16.9	70,713	15.0	44,898	23.8	58,545	17.5

Note: AC = Active Component; RC = Reserve Component

Appendix F: Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2014–2018

Table F.6. Distribution of Women in the Coast Guard by Service Component and Rank, 2014–2018

Rank	2014						2015						2016						2017						2018									
	AC		RC		%		AC		RC		%		AC		RC		%		AC		RC		%		AC		RC		%					
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
O10	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A		
O9	0	0	N/A	N/A	1	0.7	N/A	N/A	1	0.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
O8	2	0.6	0	0	2	0.6	N/A	N/A	2	0.6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
O7	3	0.7	0	0	3	0.7	N/A	N/A	3	0.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
O6	29	0.2	8	0.2	31	0.3	N/A	N/A	30	0.3	7	0.2	7	0.2	39	0.3	10	0.2	46	0.4	10	0.2	46	0.4	10	0.2	46	0.4	10	0.2	46	0.4	10	0.2
O5	118	0.4	43	0.3	121	0.4	N/A	N/A	129	0.5	37	0.3	37	0.3	152	0.5	32	0.2	167	0.6	35	0.3	167	0.6	35	0.3	167	0.6	35	0.3	167	0.6	35	0.3
O4	250	0.5	69	0.4	268	0.6	N/A	N/A	285	0.6	77	0.4	77	0.4	271	0.6	75	0.4	287	0.6	81	0.4	287	0.6	81	0.4	287	0.6	81	0.4	287	0.6	81	0.4
O3	528	0.7	96	0.5	525	0.7	N/A	N/A	535	0.7	83	0.4	83	0.4	533	0.7	74	0.4	542	0.7	73	0.4	542	0.7	73	0.4	542	0.7	73	0.4	542	0.7	73	0.4
O2	212	0.7	12	0.2	222	0.7	N/A	N/A	220	0.8	19	0.2	19	0.2	257	0.9	19	0.2	251	0.9	17	0.2	251	0.9	17	0.2	251	0.9	17	0.2	251	0.9	17	0.2
O1	175	0.7	23	0.6	188	0.8	N/A	N/A	212	0.8	12	0.3	12	0.3	209	0.8	12	0.4	230	0.8	9	0.3	230	0.8	9	0.3	230	0.8	9	0.3	230	0.8	9	0.3
Officer Total	1,317	19.9	251	22.9	1,361	20.7	N/A	N/A	1,417	21.7	235	23.9	235	23.9	1,468	22.4	222	23.7	1,529	23.0	225	24.4	1,529	23.0	225	24.4	1,529	23.0	225	24.4	1,529	23.0	225	24.4
W5	0	0	0	0	0	0	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W4	20	0.6	3	0.5	15	0.5	N/A	N/A	16	0.5	3	0.5	3	0.5	22	0.7	2	0.3	21	0.6	1	0.1	21	0.6	1	0.1	21	0.6	1	0.1	21	0.6	1	0.1
W3	35	0.6	4	0.4	35	0.6	N/A	N/A	36	0.6	7	0.6	7	0.6	34	0.6	5	0.4	34	0.6	5	0.4	34	0.6	5	0.4	34	0.6	5	0.4	34	0.6	5	0.4
W2	60	0.7	9	0.5	72	0.8	N/A	N/A	68	0.8	6	0.4	6	0.4	66	0.9	7	0.5	74	1	8	0.6	74	1	8	0.6	74	1	8	0.6	74	1	8	0.6
W1	0	0	0	0	0	0	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Warrant Total	115	6.8	16	12.0	122	7.0	N/A	N/A	120	6.9	16	12.6	16	12.6	122	7.0	14	12.5	129	7.5	14	13.0	129	7.5	14	13.0	129	7.5	14	13.0	129	7.5	14	13.0
E9	28	0.3	6	0.2	25	0.2	N/A	N/A	25	0.2	8	0.3	8	0.3	28	0.3	10	0.3	27	0.3	11	0.4	27	0.3	11	0.4	27	0.3	11	0.4	27	0.3	11	0.4
E8	55	0.2	16	0.2	55	0.2	N/A	N/A	55	0.2	12	0.1	12	0.1	56	0.2	14	0.1	50	0.2	17	0.2	50	0.2	17	0.2	50	0.2	17	0.2	50	0.2	17	0.2
E7	286	0.3	100	0.3	287	0.3	N/A	N/A	290	0.3	109	0.4	109	0.4	308	0.3	107	0.4	323	0.3	112	0.4	323	0.3	112	0.4	323	0.3	112	0.4	323	0.3	112	0.4
E6	717	0.4	203	0.4	724	0.4	N/A	N/A	765	0.5	214	0.5	214	0.5	765	0.5	223	0.5	801	0.5	232	0.5	801	0.5	232	0.5	801	0.5	232	0.5	801	0.5	232	0.5
E5	885	0.4	315	0.6	953	0.4	N/A	N/A	1,023	0.5	299	0.5	299	0.5	1,078	0.5	297	0.5	1,195	0.5	291	0.4	1,195	0.5	291	0.4	1,195	0.5	291	0.4	1,195	0.5	291	0.4
E4	1,227	0.4	318	0.3	1,284	0.5	N/A	N/A	1,310	0.5	208	0.2	208	0.2	1,268	0.5	165	0.2	1,083	0.4	144	0.2	1,083	0.4	144	0.2	1,083	0.4	144	0.2	1,083	0.4	144	0.2
E3	1,033	0.5	47	0.1	764	0.4	N/A	N/A	587	0.3	16	0	16	0	681	0.4	18	0	689	0.4	18	0	689	0.4	18	0	689	0.4	18	0	689	0.4	18	0
E2	188	0.3	1	0	165	0.2	N/A	N/A	159	0.2	0	0	0	0	113	0.2	0	0	109	0.2	0	0	109	0.2	0	0	109	0.2	0	0	109	0.2	0	0
E1	104	0.2	0	0	77	0.2	N/A	N/A	102	0.2	0	0	0	0	45	0.1	0	0	30	0	0	0	30	0	0	0	30	0	0	0	30	0	0	0
Enlisted Total	4,523	14.5	1,006	15.8	4,334	14.1	N/A	N/A	4,316	13.8	866	15.9	866	15.9	4,342	13.4	834	16.1	4,307	13.1	825	16.2	4,307	13.1	825	16.2	4,307	13.1	825	16.2	4,307	13.1	825	16.2
Total	5,955	15.1	1,273	16.7	5,817	14.9	N/A	N/A	5,853	14.8	1,117	17.0	1,117	17.0	5,932	14.6	1,070	17.2	5,965	14.5	1,064	17.4	5,965	14.5	1,064	17.4	5,965	14.5	1,064	17.4	5,965	14.5	1,064	17.4

Note: AC = Active Component; RC = Reserve Component



Appendix F: Gender Distribution of Officers and Enlisted Service Members in Each Service and Across the Total Force, 2014–2018

Table F.7. Distribution of Women in the Marine Corps by Service Component and Rank, 2014–2018

Rank	2014						2015						2016						2017						2018					
	AC		RC		RC		AC		RC		RC		AC		RC		RC		AC		RC		AC		RC					
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
O10	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A	0	0	N/A	N/A		
O9	0	0	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
O8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
O7	1	0.2	1	0.6	1	0.2	1	0.6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
O6	17	0.1	14	0.3	16	0.1	12	0.3	17	0.1	14	0.3	17	0.1	14	0.3	16	0.1	19	0.4	18	0.2	20	0.5	18	0.2	20	0.5		
O5	62	0.2	67	0.5	72	0.3	66	0.5	76	0.3	61	0.5	76	0.3	61	0.5	81	0.3	53	0.4	91	0.3	51	0.4	91	0.3	51	0.4		
O4	204	0.4	95	0.5	211	0.5	112	0.6	228	0.5	121	0.6	228	0.5	121	0.6	235	0.5	126	0.6	253	0.6	144	0.7	253	0.6	144	0.7		
O3	453	0.6	95	0.5	423	0.5	86	0.4	428	0.6	102	0.5	428	0.6	102	0.5	463	0.6	94	0.5	492	0.6	84	0.5	492	0.6	84	0.5		
O2	318	1	7	0.1	359	1.2	9	0.1	379	1.3	7	0.1	379	1.3	7	0.1	371	1.3	5	0.1	345	1.2	4	0.1	345	1.2	4	0.1		
O1	252	1	6	0.1	254	1	3	0.1	272	1.1	4	0.1	272	1.1	4	0.1	302	1.1	4	0.1	327	1.1	13	0.4	327	1.1	13	0.4		
Officer Total	1,307	6.9	285	7.2	1,336	7.2	289	7.3	1,401	7.5	310	7.6	1,401	7.5	310	7.6	1,469	7.7	302	7.3	1,528	8.0	317	7.5	1,528	8.0	317	7.5		
W5	6	0.7	1	0.9	3	0.4	0	0	4	0.5	0	0	4	0.5	0	0	6	0.8	0	0	7	0.9	1	0.7	7	0.9	1	0.7		
W4	14	0.4	2	0.3	15	0.5	3	0.5	15	0.5	3	0.5	15	0.5	3	0.5	12	0.4	2	0.3	13	0.4	2	0.3	13	0.4	2	0.3		
W3	30	0.5	3	0.3	29	0.5	2	0.2	31	0.5	3	0.3	31	0.5	3	0.3	35	0.6	4	0.3	38	0.7	2	0.1	38	0.7	2	0.1		
W2	54	0.6	7	0.4	62	0.7	5	0.3	61	0.7	4	0.3	61	0.7	4	0.3	57	0.7	7	0.5	56	0.7	8	0.6	56	0.7	8	0.6		
W1	15	0.7	0	0	11	0.5	2	0.5	11	0.5	3	0.7	11	0.5	3	0.7	10	0.4	1	0.2	14	0.5	0	0	14	0.5	0	0		
Warrant Total	119	5.7	13	4.9	120	5.8	12	4.9	122	6.0	13	5.6	122	6.0	13	5.6	120	5.8	14	5.6	128	6.0	13	5.3	128	6.0	13	5.3		
E9	63	0.6	11	0.4	57	0.6	11	0.4	51	0.5	5	0.2	51	0.5	5	0.2	53	0.5	5	0.2	64	0.6	2	0.1	64	0.6	2	0.1		
E8	202	0.7	21	0.2	187	0.7	15	0.1	184	0.7	19	0.2	184	0.7	19	0.2	203	0.8	22	0.2	205	0.8	25	0.2	205	0.8	25	0.2		
E7	507	0.5	78	0.3	453	0.5	84	0.3	490	0.5	72	0.3	490	0.5	72	0.3	486	0.5	67	0.2	531	0.6	64	0.2	531	0.6	64	0.2		
E6	922	0.6	135	0.3	874	0.5	147	0.3	922	0.6	142	0.3	922	0.6	142	0.3	1,030	0.6	145	0.3	1,100	0.7	137	0.3	1,100	0.7	137	0.3		
E5	2,148	0.9	290	0.5	2,209	1	265	0.4	2,322	1	288	0.4	2,322	1	288	0.4	2,470	1.1	297	0.5	2,530	1.1	320	0.5	2,530	1.1	320	0.5		
E4	3,209	1.2	269	0.3	3,078	1.1	258	0.3	3,125	1.2	253	0.3	3,125	1.2	253	0.3	3,165	1.2	217	0.3	3,249	1.3	217	0.3	3,249	1.3	217	0.3		
E3	3,123	1.6	395	1	3,243	1.8	398	1	3,405	1.8	384	1	3,405	1.8	384	1	3,516	1.8	378	1	3,653	1.9	355	0.9	3,653	1.9	355	0.9		
E2	1,799	2.7	103	0.8	1,745	2.6	92	0.7	1,990	2.9	68	0.6	1,990	2.9	68	0.6	2,083	2.9	58	0.5	2,046	2.8	57	0.5	2,046	2.8	57	0.5		
E1	808	1.7	23	0.2	779	1.6	25	0.2	842	1.6	11	0.1	842	1.6	11	0.1	932	1.6	10	0.1	965	1.6	12	0.1	965	1.6	12	0.1		
Enlisted Total	12,781	7.7	1,325	3.8	12,625	7.8	1,295	3.7	13,331	8.2	1,242	3.6	13,331	8.2	1,242	3.6	13,938	8.5	1,199	3.5	14,343	8.7	1,189	3.5	14,343	8.7	1,189	3.5		
Total	14,207	7.6	1,623	4.1	14,081	7.7	1,596	4.1	14,854	8.1	1,565	4.1	14,854	8.1	1,565	4.1	15,527	8.4	1,515	3.9	15,999	8.6	1,519	4.0	15,999	8.6	1,519	4.0		

Note: AC = Active Component; RC = Reserve Component

Table F.8. Distribution of Women in the Navy by Service Component and Rank, 2014–2018

Rank	2014			2015			2016			2017			2018					
	AC	RC		AC	RC		AC	RC		AC	RC		AC	RC				
	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%		
O10	1	2.6	N/A	N/A	N/A	N/A	1	2.6	N/A	N/A	1	2.7	N/A	N/A	0	0	N/A	N/A
O9	4	2.7	N/A	N/A	0	0	4	2.8	0	0	3	1.9	0	0	4	2.6	0	0
O8	7	2.2	2	2.6	7	2.1	5	6.2	5	6.4	5	1.6	5	6.1	3	1	3	3.6
O7	8	1.8	7	4.2	10	2.3	12	2.7	2	1.2	10	2.3	5	2.9	10	2.2	8	4.4
O6	411	3.4	196	4.3	388	3.3	392	3.4	187	4.2	372	3.2	194	4.3	355	3.1	202	4.6
O5	808	2.8	446	3.2	780	2.8	781	2.8	489	3.7	822	2.9	505	3.9	859	3.1	503	3.9
O4	1,651	3.5	755	4.3	1,645	3.6	768	4.4	1,710	3.9	798	4.3	1,782	4	1,858	4.2	853	4.1
O3	3,458	4.4	885	4.7	3,641	4.7	937	4.9	3,829	5	884	4.7	3,916	5.1	4,030	5.3	875	4.7
O2	1,354	4.4	270	4.2	1,401	4.6	237	3.3	1,422	4.9	206	2.6	1,442	5.1	1,521	5.2	180	2.5
O1	1,445	6	167	4.1	1,432	5.9	112	3	1,520	6	96	2.6	1,590	5.8	1,607	5.6	110	3.3
Officer Total	9,147	17.3	2,728	18.9	9,308	17.7	2,713	18.9	9,676	18.4	2,667	18.8	9,943	18.8	10,247	19.3	2,734	19.5
W5	6	0.7	0	0	6	0.8	0	0	6	0.8	0	0	5	0.7	8	1	0	0
W4	25	0.8	0	0	23	0.7	0	0	15	0.5	0	0	18	0.6	16	0.5	1	0.1
W3	27	0.5	0	0	27	0.5	1	0.1	37	0.6	2	0.2	44	0.8	50	0.9	3	0.2
W2	43	0.5	4	0.2	50	0.6	5	0.3	54	0.7	5	0.3	54	0.7	56	0.7	1	0.1
W1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Warrant Total	101	6.1	4	4.8	106	6.4	6	7.1	112	6.7	7	8.3	121	7.2	130	7.5	5	5.6
E9	168	1.6	45	1.4	160	1.5	44	1.4	168	1.6	51	1.6	174	1.7	209	2	54	1.8
E8	471	1.7	164	1.6	527	1.9	154	1.5	573	2.2	147	1.4	606	2.3	649	2.4	182	1.8
E7	2,403	2.5	844	2.9	2,461	2.6	833	3	2,579	2.8	866	3.1	2,669	2.9	2,794	3	891	3.3
E6	6,107	3.7	2,199	4.8	6,197	3.8	2,157	4.8	6,342	3.9	2,188	4.8	6,487	4	6,969	4.3	2,507	5.4
E5	10,375	4.4	3,253	5.7	11,045	4.9	3,238	5.5	11,629	5.2	3,427	5.3	12,037	5.3	13,555	5.9	3,922	6
E4	11,154	4	1,955	2.1	12,190	4.3	1,936	2.3	11,241	4.2	2,054	2.4	11,588	4.5	11,904	4.7	1,994	2.5
E3	10,712	5.5	1,284	3.1	10,893	6.1	1,208	3	12,093	6.4	1,161	2.9	11,717	6.1	10,706	5.4	988	2.6
E2	3,807	5.7	299	2.3	3,577	5.3	250	2	3,559	5.1	316	2.6	3,170	4.4	3,760	5.2	276	2.4
E1	2,882	6.1	180	1.5	2,805	5.6	192	1.8	1,992	3.8	223	2.1	2,962	5.1	3,076	5.1	229	2.3
Enlisted Total	48,079	18.0	10,223	22.9	49,855	18.5	10,012	23.3	50,176	18.9	10,433	23.9	51,410	19.4	53,622	19.8	11,043	25.0
Total	57,327	17.8	12,955	21.9	59,269	18.3	12,731	22.2	59,964	18.7	13,107	22.6	61,474	19.2	63,999	19.7	13,782	23.7

Note: AC = Active Component; RC = Reserve Component



# Appendix G

## Abbreviations and Acronyms

## **Appendix G. Abbreviations and Acronyms**

DACOWITS	Defense Advisory Committee on Women in the Services
DC M&RA	Deputy Commandant, Manpower and Reserve Affairs
JAMRS	Joint Advertising, Market Research & Studies
JCOC	Joint Civilian Orientation Course
MARADMIN	Marine Administrative Message
MCO	Marine Corps Order
MCRD	Marine Corps Recruit Depot
M&RA	Manpower and Reserve Affairs
NCO	Noncommissioned Officer
NDAA	National Defense Authorization Act for Fiscal Year 2017
NGB	National Guard Bureau
OASD(PA)	Office of the Assistant Secretary of Defense for Public Affairs
ODMEO	Office of Diversity Management and Equal Opportunity
OPA	Office of People Analytics
PES	Performance Evaluation System
PPE	Personal Protective Equipment
RFI	Request For Information
SecDef	Secretary of Defense
TAP	Transition Assistance Program
T-GPS	Transition Goals, Plans, Success
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
VA	Department of Veterans Affairs
VFW	Veterans of Foreign Wars
VHA	Veterans Health Administration





# Appendix H

## References

## Appendix H. References

### Recruitment and Retention

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