

# **DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)**

## **Quarterly Meeting Minutes**

**19–20 June 2018**

The Defense Advisory Committee on Women in the Services (DACOWITS) held a quarterly business meeting on June 19 and 20, 2018. The meeting took place at the Sheraton Pentagon City, 900 South Orme Street, Arlington, VA 22204.

**19 June 2018**

### **Welcome and Opening Remarks**

COL Toya Davis, DACOWITS Military Director and Designated Federal Officer, opened the June quarterly business meeting by reviewing the Committee's establishment and charter. She mentioned there were no submissions for the public comment period for this meeting. COL Davis then turned the meeting over to Gen (Ret.) Janet Wolfenbarger, DACOWITS Chair.

Gen (Ret.) Wolfenbarger welcomed everyone to the meeting and asked all Committee members and meeting attendees to introduce themselves.

### **Status of Requests for Information**

COL Davis reviewed the status of the Committee's requests for information (RFIs). The Committee received responses to all seven of its requests. All written responses to the RFIs have been published on the DACOWITS Website.

### **Panel Discussion: Personal Protective Equipment/Gear for Women (RFI 3)**

The Committee requested briefings from the Military Services on Personal Protective Gear and Equipment (PPE) available to servicewomen. The Committee believes all the Services have made great strides in improving PPE to fit women and is interested in learning about the procurement and issuance processes and timelines for obtaining PPE for women. The Committee asked the Services to provide the following information: (1) What are the processes/practices to evaluate the effectiveness of PPE for women in integrated career specialties? (2) What is the timeline and process to obtain equipment in supply channels or to request alternative equipment? (3) How is equipment procured for unique fits if it is not available through normal supply systems? (4) Is the same equipment used in training as well as real-world missions? (5) Is all combat equipment issued for training? If not, why? and (6) What methods are used to leverage new and changing technology to improve PPE for women?

Static displays from the Army and the Marine Corps were available following the briefing for the Committee members and the public to view, and the briefers were available for additional discussion about the displays.

#### **Army: LTC Ginger Whitehead, Product Manager, Soldier Protective Equipment**

Maneuverability equals survivability on the battlefield. The Army is providing better fitting, formfitting, and lighter equipment for women to help them fulfill their missions more comfortably. There are several things the Army is doing to determine the effectiveness of new equipment. In the developmental phase, the Army is using the Air Force Research Lab to perform three-dimensional body scans to determine the

body shape and fit of the equipment to ensure it will cover major organs. The Army uses this data to determine what sizes are required to ensure the equipment is formfitting. The next phase is developmental and operational testing. Once a kit of equipment is developed, volunteers test the equipment. Of the volunteers who test the equipment, the Army ensures that at least 10–15 percent are women. Once the Army receives feedback from the testing, they incorporate it to address fit. LTC Whitehead noted that the Army values this feedback and has incorporated some of the recommended changes.

To obtain equipment, a Soldier starts at the Central Issue Facility (CIF) upon arrival at the assigned duty station. At the CIF, soldiers are sized and assigned their equipment. If the CIF does not have the correct equipment, the facility can e-order (i.e., online order) it for shipment to the facility; such orders typically arrive in 2–3 weeks. If the equipment is on backorder, it may arrive later. LTC Whitehead stated that it is usually not necessary to order equipment. For alternative equipment, units can procure funds to obtain it through the General Services Administration. Ultimately, timelines depend on the requested quantities and manufacturer lead time. The Army offers equipment to fit Soldiers who fall between the 5th and 98th percentiles for size and is addressing outliers. Soldiers receive different equipment for training versus deployments. Soldiers preparing to deploy are prioritized; they receive the newest equipment because they will experience the greatest threat.

The Army leverages industry partners to solicit the newest materials and technology. As an example, LTC Whitehead mentioned that polyethylene tape, which has proven to be capable in testing, was being incorporated into the helmets and undergoing further testing at the time of the briefing. The Army solicits assistance from industry and academia and uses cooperative agreements to adapt mature technologies to equip the Services. The Army also collaborates and shares data with the Marine Corps and Air Force.

LTC Whitehead provided information on several items designed or altered to better fit the female form. First, she discussed the Improved Outer Tactical Vest (IOTV) for women, which was redesigned to be more formfitting. The IOTV improvements include gender-specific under- and overgarments. LTC Whitehead indicated that the next generation of the Modular Scalable Vest (MSV) would be available to view in a static display after the briefing. She indicated that the MSV will be available in more sizes for women and smaller stature men and that they will include additional hard armor plates for those with smaller torsos. The Female Ballistic Combat Shirt will have shorter sleeves and include a notch to accommodate bun hairstyles. The Blast Pelvic Protector (BPP) will replace the protective pelvic under- and overgarment. The BPP prevents chafing and protects the major pelvic organs.

LTC Whitehead indicated that human factors evaluations represent the bulk of what the Army does to test equipment. For example, women identified issues with the width of the helmet chin strap and the lack of accommodation for bun or ponytail hairstyles. Someone suggested a modification to allow for such hairstyles but not impede movement; consequently, the back of the helmet was changed to reflect this suggestion. Women also expressed concerns about the design and fit of the vest. In response, the Army shortened the vest torso and incorporated panels to cover the sides of the bosom for women with larger busts. Results of internal anthropomorphic studies also showed poor fit. LTC Whitehead also indicated the Army is working to develop three appropriately sized hard armor plates for smaller stature women. She said the anthropomorphic studies have been invaluable because they have identified gaps the Army needs to address.

*Marine Corps: LtCol Christopher Madeline, Program Manager, Infantry Combat Equipment, Marine Corps Systems Command*

The Marine Corps has four objectives regarding equipment: to lighten the load, to design products with scale and adjustability, to maximize and leverage collaboration with the other Services to field equipment

faster and cheaper, and to account for how pieces of equipment interact with one another by evaluating them as a system. The Marine Corps' Fit Attribute Policy, implemented in 2016, requires the Service to fit Marines across a range of sizes, from the 2nd to the 98th percentile. For those who fall outside this size range, there are shops that can produce custom products. The Marine Corps also requests products from the other Services if they have the sizes needed. For instance, the Marine Corps procured a helmet in size XXL that was designed by the Army. Some products, such as boots, can be easily customized. LtCol Madeline emphasized that no Marine is sent into harm's way without the proper equipment.

The Marine Corps has conducted anthropomorphic studies similar to the Army's, most recently in 2010. LtCol Madeline noted that human bodies are increasing in size and that the increase will influence how equipment is designed. The 2010 study will be updated during the next few years. The Marine Corps will scan bodies and measure them in many different ways—for example, measuring the sizes of individuals' heads, hands, and femurs. This will inform any changes needed in uniform design.

The Marine Corps Load Effects Assessment Program (MC LEAP) is a new program, implemented in accordance with the Service's mobility policy, that involves Marines testing products. The test involves an obstacle course and a 15-kilometer hike that is similar to deployed environments. The test focuses on systems and how the equipment works together. MC LEAP is a gender-neutral course that occurs on both the east and west coasts. As an example, LtCol Madeline described how MC LEAP was recently used at Camp Lejeune to test the lighter ballistic plates and indicated the test yielded telling results regarding preference and mobility.

LtCol Madeline mentioned a new product, the Plate Carrier Generation III (PC Gen III), which features an improved retention system. The Marine Corps collaborated with the Army to design this product. It fits the 2nd to 98th percentile of Marines. It is designed to allow a Marine to easily raise the weapon to his or her cheek, and it functions better with a pack compared with the equipment it replaces. It is also 25 percent lighter and shorter without compromising ballistic protection. The Marine Corps also recently discontinued the use of Kevlar in favor of polyethylene as the preferred material for soft armor; polyethylene is more lightweight and provides improved ballistic protection. The Corps is also leveraging the Army's work to develop the three additional sizes of hard armor plates. The plates provide a better fit for Marines of various statures. Furthermore, similar to the Army's redesigned helmets, the Marines' Enhanced Combat Helmets better accommodate bun and ponytail hairstyles. Another new equipment item, the adjustable pack frame, is more adjustable than the equipment it replaces and allows Marines to carry the weight higher on the back or lower on the hips according to their preferences. It integrates with the PC Gen III and gives the Marine better mobility.

The Marine Corps' future efforts will focus on operational relevancy, which will include obtaining feedback from users and hosting operational advisory groups with senior officers to discuss equipment needs.

*Navy: Mr. James Storer, Portfolio Lead, NSW Survival Systems*

Mr. Storer noted his briefing was related to Naval Special Warfare only. The NSW method to determine safety is the same for men and women. Any new piece of equipment undergoes testing to meet safety and operational requirements. First, the equipment undergoes design testing to confirm the item performs as described by the vendor. It is then tested in the field. Equipment intended for use by NSW Sailors are larger than those used by their civilian and Sailor counterparts because NSW Sailors are of a larger stature. No women have yet been integrated into NSW, but when they are, they will use different equipment than their male NSW counterparts because of the physical requirements for mission success. The Navy does not anticipate weapon sizes will change significantly, but it has the flexibility to make

are integrated into NSW. To date, the Navy has not noted any issues related to equipment safety, suitability, and effectiveness. In 2019, the Navy plans to take the same steps as the Marine Corps is taking to ensure its members have properly sized equipment.

For the Navy, equipment that has been ordered via the normal process arrives within 10 days, but emergency requests for equipment can be resolved in 24 hours. Historically, the United States Special Operations Command (USSOCOM) has had unique concerns regarding equipment fit. It typically takes 45 days to receive customized equipment, but the turnaround time may vary. Naval operators train for 18 months, so this allows enough time to train with the equipment prior to deployment. If the equipment is not available, the operator will be provided a suitable substitute to meet the PPE requirements for safe training and deployment. The Navy also reaches out to other Services to obtain equipment if needed. The need for each size is monitored as well, so if a size is requested frequently, it is stocked regularly. NSW members train with the same equipment they use during deployments.

Mr. Storer noted that USSOCOM and NSW use joint capability integration and development processes to establish new requirements. Part of that process involves receiving feedback from user groups on what is and is not working and what they would like changed in the future. Mr. Storer stated that his office has formal and informal meetings with academic, industry, government agencies, and Service counterparts to ensure the Navy has the best equipment available. The Navy ensures it is cognizant of the next generation of equipment under development so it can provide lighter materials. Beginning in fiscal year (FY) 2019, NSW support personnel will receive the Marine Corps PPE whether they are male or female. Direct NSW support will receive the Special Operations Forces PPE.

*Air Force: Maj Christianne Opresko, Chief, Aircrew Support Branch, Headquarters Air Force Operations*

Maj Opresko noted her briefing was related to Air Force flight equipment only. The effectiveness of the PPE depends on feedback from users. Because the Air Force has combat, mobility, and other operational aircraft, it solicits feedback from all areas. Based on that feedback, the Air Force modifies its equipment. Twice a year, the Air Force holds a working group to discuss such needs. The Human Systems Division, part of the Life Cycle Management Center, is the sustainment authority that manages flight equipment systems and ensures the systems are integrated with newly developed technology from product engineering and analysis. The Human Systems Division ensures equipment is safe for flying and performs and fits both men and women appropriately. The Human Systems Division conducts intense testing of the equipment with the aircraft.

Upon entry to the Air Force, Airmen are sized for flight equipment. They are required to undergo fit checks upon every assignment change and every 4 months if they are in an ejection seat assignment; otherwise, they have fit checks every 3 years. Flight suits and jackets are uniform items, so the uniform board governs any modifications to those. Uniform items are funded through the Air Force Operation and Maintenance fund. In contrast, flight clothing (e.g., G-suits) for ejection seat aircraft flyers are funded differently.

The timeline and order process vary for each item. Commonly stocked items such as flight suits, jackets, and G-suits can be supplied within 7 days. Commercial and uncommon items such as the new cold weather flight jacket and boots can take longer to receive. Commercial items can be purchased with a Government purchase card. Only approved flight equipment items can be purchased. The timeline for procuring an item not in the supply system can vary if the size required falls outside of the standard percentiles; for example, the lead time for a unique fit item is usually 2 to 3 months. Special and custom

orders must be approved by the Human Systems Division and the vendor to ensure the requested items will meet the “safe to fly” requirement.

When training to fight, Air Force Instruction 11-301 mandates that training equipment will mirror operational equipment. The only exception is with combat equipment training such as weapons training that occurs prior to deployment. That equipment is administered prior to the exercise or deployment. Much of the time, for cost purposes, ground training is done using equipment deemed unserviceable to fly; this is allowable only when the training is done on the ground, not in the aircraft.

The Air Force offers equipment to match the 2nd to 98th percentile for fit. More women are testing equipment, and the Air Force engages with its sister Services to see how they equip female flight members and leverage academia and corporate business in these efforts.

*Coast Guard: CDR Tim Margita, Deployable Specialized Forces Program Manager, Office of Specialized Capabilities*

CDR Margita explained the Coast Guard PPE is mission based (different equipment for fisheries, law enforcement, etc.) and not combat oriented; therefore, the vast majority of PPE is law enforcement based. Some Coastguardsmen in tactical operations wear PPE and SOF body armor with plates, or rescue and survival gear, but most wear law enforcement gear.

The Coast Guard contracts with commercial vendors and the open market and has not had a problem obtaining equipment in appropriate sizes. Rescue and survival gear such as life jackets is procured through the open market. The exceptions are dry suits and base layers because of differences in the zippers. For those items, no size or gender issues have been noted. The Coast Guard uses contract vehicles to procure body armor for covert law enforcement because it has to be custom fitted to the individual. Upon entry to the Coast Guard, members who require unique sizes can be fitted and obtain their equipment with no lag time. Coastguardsmen train with the same equipment as they use in operational environments, with one exception: training with the Level IV Ballistic Protection System. Because the Coast Guard operates with a smaller budget than the other Services, the only individuals who wear the Level IV Ballistic Protection System in training are tactical operators. The Maritime Law Enforcement Office that manages the Coast Guard’s body armor policies has a web-based program in place to obtain feedback and allow members to report problems with the effectiveness of the gear.

*Discussion*

Col (Ret.) John Boggs remarked on LTC Whitehead’s comment that some of the Army’s equipment is not used during training, only during deployment. He asked if the Marine Corps followed the same policy and also asked about the Army’s reasoning for that policy. LTC Whitehead explained that there is not enough funding to provide the newer equipment to the entire Army. The funding is focused on members who deploy. LtCol Madeline responded that Marine Corps members train with the same equipment they use to fight, and if there is a case in which they do not have the same equipment for training, they will train with what they have.

Dr. Kyleanne Hunter followed up on Col (Ret.) Boggs’ comment and asked about the equipment needed for initial training such as boot camp and to meet physical demands. She asked if new recruits in the Marine Corps and Army can access properly fitted equipment to maximize their physical capabilities and avoid burden or if they must wait until they reach their first duty stations. LTC Whitehead (Army) replied that new Army recruits are properly sized at the CIF. If the newest equipment is not available, they are issued legacy equipment in the proper size. If CIF does not have the size needed, the Service member can

obtain the equipment elsewhere, but it may still be legacy. Service members who are deployed are prioritized, but all equipment issuance is dependent on funding. LTC Whitehead indicated equipment availability is a challenge because the Army is not funded to provide the newest equipment to members in training. LtCol Madeline (Marine Corps) indicated he had not observed any issues with equipping the recruits during a recent visit to Marine Corps Recruit Depot, Parris Island. When Marines finish basic training or undergo a Permanent Change of Station, they are fitted and receive their gear at the issue facility. If the issue facility does not have the size needed, the Marine Corps can speed up the order process through its contract vehicles to procure the equipment. Mr. Storer (Navy) also mentioned that the order fulfillment process depends on the Sailor's school. For examples, Sailors in Sea, Air and Land (known as SEAL) tactical training receive 75 percent of their initial equipment load for training and will use it during the 6-month training period. When they are assigned to their platoons, they receive the rest of their equipment.

Ms. Therese Hughes noted that the briefings sounded positive and that the Services seem to be doing what is expected of them. She said it is exemplary that the Services are working to accommodate women of smaller as well as larger statures. She asked if the Services are identifying recruits that will need unique sizes early enough that equipment can be provided quickly, and she suggested the Services should work to identify those who need unique sizes at initial entry training and send advance notice of the sizes needed to each new duty station. LtCol Madeline replied that the Marine Corps addresses the needs of larger men or smaller women when they start their recruit training. For example, it does not stock boots in women's size 5 or men's size 17, so the issue facility at Parris Island or San Diego must work with its contract vehicles to have custom shoes made for recruits who wear those sizes. Those recruits are authorized to use their own footwear until they receive their custom-made boots. He added that he was not sure if the issue facilities record a custom size request for a Marine's subsequent equipment needs. He assumed the facilities receive orders for special sizes well in advance. He asserted that the Marine Corps does not send anyone into harm's way without properly fitted PPE. LTC Whitehead (Army) said she is a member of a board that discusses issues related to equipment, and another board member mentioned that the Army had procured too many large-sized boots. After researching the issue, the board determined the Army had recruited more Hispanic and Asian recruits than anticipated, and they were of smaller statures and required smaller boots. This affected how the board forecasted the Army's needs for future orders. The Army can attempt to forecast equipment size needs based on historical data, but demographic changes can make the process difficult. The Army is working to develop hard armor plates to accommodate smaller stature men and women (as described earlier in this meeting summary), but it must use historical data to forecast future equipment needs.

Gen (Ret.) Wolfenbarger noted reading comments attributed to the Chief of Staff of the Air Force about an ongoing initiative in the service to assess the unique uniform and equipment needs of women operators and asked for any information that could be shared with the Committee. Maj Opresko (Air Force) mentioned that there is a new integrated air crew ensemble. The ensemble is undergoing the initial operating capability phase of testing, which includes visiting each base to obtain feedback on the equipment. The Human Systems Division has expanded the number of available sizes for the ensemble from 10 to as many as 50. The ensemble consists of the survival vest, base layer, dry suit, flight suit, and chemical/biological warfare gear.

CSM (Ret.) Michele Jones noted that 10–15 percent of the population the Army field tests its equipment with is composed of women. She asked the other Services if they have a formal process to field test equipment with a similar percentage of women. LtCol Madeline responded that the Marine Corps' policy is to fit 2–98 percent of men and women. He was not aware of a policy that targets female Marines for

testing purposes. Mr. Storer (Navy) said there is no written policy on the percentage of women to field test equipment because there are currently no women in NSW. As they are integrated into the newly opened positions, some women will be required to participate in the testing. LtCol Madeline said that women make up about 8 percent of the Marine Corps (14,000–15,000 Marines), and that the Commandant wants to increase the proportion of women to 10 percent. As more women join the Marine Corps, it will adapt to accommodate women in combat arms. Maj Opresko (Air Force) responded the population of women in combat aircraft is very small (fewer than 400 individuals). Maj Opresko said she will provide the Committee with the equipment testing feedback offered by Air Force female fighter crews. It is critical to have feedback from women as well as smaller stature men. For example, helmet weight was a big challenge for men in the F-35 program. CDR Margita (Coast Guard) reported no challenges with body armor used in law enforcement. The population of women who wear armor is very small, and they have channels to provide feedback on the equipment.

Maj Gen (Ret.) Sharon Dunbar asked if Service-wide collaborations are taking place in developing and selecting equipment for battlefield Airmen. Maj Opresko (Air Force) explained she was unable to speak on behalf of battlefield Airmen as her area of expertise was flight equipment. LTC Whitehead mentioned that the Army has developed lighter body armor panels (as described earlier in this meeting summary) and that the Air Force is leveraging the work the Army is doing in that regard. The Army has also completed a human factors evaluation with Air Force medics, many of whom provided feedback. Maj Gen (Ret.) Dunbar said she would like the Committee to follow up with the appropriate people to address her original question. Gen. (Ret.) Wolfenbarger responded that this would be a follow-on request to the Committee's original RFI.

RADM (Ret.) Cari Thomas noted the Coast Guard obtains its PPE through contracts. Rescue and survival gear is gender neutral with the exception of dry suits and under garments. She asked about Deployable Specialized Forces (DSFs) and Level IV protective systems. CDR Margita responded that the Coast Guard will obtain plates and carriers through the USSOCOM contract. RADM Thomas noted that one challenge in regard to equipping Coastguardsmen is the load borne by tactical boat drivers who are in enclosed cabins in small boats. CDR Margita said the goal is to lighten those members' load without sacrificing capability. The Coast Guard is also working with DSFs and other Coastguardsmen who may encounter active shooters during law enforcement activities to design equipment that provides adequate protection but also ensures buoyancy to allow for swimming. The Coast Guard works with NSW and USSOCOM to assess what is most effective for land-based Service members, but there is still work to do for those based at sea.

Ms. Janie Mines noted that much of the discussion was surrounding ground troops. She added that it would be of interest to know what is being done for combat air crews. Gen. (Ret.) Wolfenbarger responded that this would be a follow-on request.

Ms. Kayla Williams, DACOWITS ex-officio from the U.S. Department of Veterans Affairs, asked the Army about the enhancements to the female urinary diversion device (FUDD) and how the lack of a fly opening in women's uniform pants affects women. LTC Whitehead responded that based on user feedback that the pelvic undergarment used in conjunction with the protective outer garment is hot and causes chafing, the Army decided to replace those items with the new BPP (as described earlier in this meeting summary). The BPP is not compatible with the FUDD, but it has buckles that can be undone to allow women to roll the protector down to urinate.

CSM (Ret.) Jones noted that the Services do not always have deployable equipment for training and said she did not think any of the Services have enough resources available for the Reserves and the National

Guard. She asked what measures are in place to ensure Reservists and Guardsmen have the equipment needed to deploy. LtCol Madeline (Marine Corps) responded that when Guard members are activated, they are accommodated through the issue facilities like any other Marine. They can also bring their own equipment. He could not speak to the Reserves but assumed that whether members are active duty or reserve, they are treated like any other Marine. LTC Whitehead responded that it is the same with the Army.

CSM (Ret.) Jones clarified her question. She noted that historically, there has not been enough equipment. She asked if there are measures in place to equip the National Guard and the Reserves at short notice and if there is a contingency plan if they need to activate quickly. LtCol Madeline (Marine Corps) responded that there are contingency plans for surging with cold weather gear. The Marine Corps purchased much of its equipment for fighting across different environments during the past 17–18 years. If the Marine Corps is given the requirements and funding, they respond to the request. LTC Whitehead noted the Army can buy only what is funded. The Army could increase the number of deployers, but that action would not address the lack of equipment. In that case, the Army would have to tap into legacy items, which are capable but not preferred. At the time of the briefing, the Army had 1.5 million legacy vests in its inventory. The Army does not have the funds to enhance legacy items by adding new protective panels and SOF carriers.

### **Public Comment Period**

There were no submissions for the public comment period for this meeting.

### **Awards Ceremony for Departing Members**

An awards ceremony was held to honor the service of two departing Committee members: SMA (Ret.) Kenneth Preston and MG (Ret.) John Macdonald. Gen. (Ret.) Wolfenbarger introduced the host, Ms. Stephanie Barna, senior advisor to the Under Secretary of Defense for Personnel and Readiness (USD[P&R]).

During her remarks, Ms. Barna said it was a bittersweet day saying farewell to the departing members. DACOWITS is a Committee that has lasted for more than 60 years and still solves the problems of today with the knowledge of the past. The experience and achievements of those DACOWITS members who give so much of themselves must be recognized. DACOWITS members are volunteers who provide their time, intellect, and effort. She offered her sincere appreciation for the service of the Committee.

Ms. Barna offered personal words of recognition and thanks to SMA (Ret.) Preston and MG (Ret.) Macdonald.

In honor of MG (Ret.) Macdonald's service from June 2014 to June 2018 and SMA (Ret.) Preston's service from August 2014 to August 2018, Ms. Barna awarded each of them the Office of the Secretary of Defense Medal for Exceptional Civilian Service.



20 June 2018

### **Welcome and Opening Remarks**

COL Davis, DACOWITS Military Director and Designated Federal Officer, reopened the meeting to the public and introduced the agenda topics for the day. COL Davis reminded those in attendance that comments made by individual Committee members during the meeting were their own and did not necessarily reflect the thoughts of the full Committee. Gen (Ret.) Wolfenbarger, DACOWITS Chair, asked all Committee members and meeting attendees to introduce themselves.

### **“This Is Your Military” DoD Initiative (RFI 1)**

The Committee requested a briefing from the Office of the Assistant to the Secretary of Defense for Public Affairs on a new DoD initiative, “This Is Your Military,” announced on January 18, 2018. Its goal is to highlight the work of Service members, dispel myths about military service, and increase awareness among the American people.

#### *COL Paul Haverstick, Director, Community and Public Outreach, and Deputy Assistant to the Secretary of Defense for Public Affairs*

COL Haverstick explained that “This Is Your Military” is a Secretary of Defense information campaign and is branded #knowyourmil. The goal of the initiative is not recruitment; rather, it seeks to inform Americans about the military lifestyle. COL Haverstick explained that the American civilian public is supportive of the military but does not know or understand Service members on a personal level. Members of the public often desire to thank Service members but generally have no knowledge or understanding of what draws them to the military or what keeps them in the Service. “This Is Your Military” aims to bridge the civilian-military divide by introducing the 1 percent (the percentage of the population who are Service members) to the 99 percent (the percentage of the population who are civilians). The aim is to correct misperceptions among the American public about the military. He noted that the media tends to cover stories of outstanding efforts by Service members but rarely covers average Service members doing their jobs well and volunteering in their communities. The initiative is designed to disseminate information about the Active and Reserve Components and the National Guard and is tailored broadly to the American public. Certain products are designed to appeal to specific audiences such as young adults; decision makers; Federal Government leaders who determine the military’s budget; and influencers such as parents, teachers, and coaches.

COL Haverstick explained some of the misconceptions the initiative aims to address. A minority of Service members find it difficult to transition out of the military, but the majority do not; however, the media tend to focus on the former rather than the latter. Although some aspects of military life can be hard, it is simply not true that Service members commonly miss major family milestones such as the birth of a child or that military children grow up without a parent. The public is also unaware of many of the benefits of the military lifestyle, such as how military children are able to travel frequently and experience other cultures, which can help them become more outgoing and knowledgeable about the world than their civilian peers. The military tends to be a family business, but only 15 percent of today’s young adults have a parent who served in the military compared with 40 percent of young adults in 1995. There is a need to determine how to recruit individuals without a military family background. For example, those who wish to find a way to pay for college, develop a particular skill set, or escape a bad situation.

The military has not changed the way it tells its story to the public since World War II. Until this campaign, it was assumed that the public understood and wanted to join the military. COL Haverstick explained that the initiative develops inspiring stories about Service members. One such story, which described how a military spouse had opened a ballet school in every location where her family had moved, was mentioned by the New York City Ballet. Another story, which profiled a Service member and comic book author, was promoted by Netflix.

The initiative uses two main platforms to disseminate information: social media such as Facebook, Twitter, Instagram, and Snapchat, and live events where they can be on the ground conducting outreach. The campaign does not rely on television or radio. COL Haverstick noted they have attended sporting events such as the Coca-Cola 600 race sponsored by the National Association for Stock Car Auto Racing (NASCAR). The initiative received exposure from Speedway Motors, and five drivers from NASCAR each spent time with one Service and then represented it and publicized it. Although NASCAR fans are an audience traditionally aware of the military, the additional exposure from the five drivers allowed the military to reach 75 million people outside of that audience. The campaign is also trying to send representatives to more areas where people do not expect to see the military, and it is attempting to identify ambassadors who want to talk about the military.

Another outreach event was held at the Joint Civilian Orientation Conference (JCOC), which was attended by individuals who ranged from members of the entertainment industry to industrial electronics business leaders—some of whom were very antimilitary at the beginning of the event. They spent a day with members of each Service, which included Marine Corps basic training staff and Army Special Forces, and grew to appreciate what is required to become part of a team. COL Haverstick noted that participants from that event are now working to help tell the military story, which supports what the Services are already doing. The initiative is trying to obtain significant buy-in from the National Guard and the Reserve Component. The initiative has a new focus each month. At their planning meetings, initiative staff review the products that have been developed, finalize the products for the following month, and begin work on the products for the month after that. Each product is developed with a specific audience in mind. They have developed a monthly toolkit that outlines every product for organizations and individuals to use to reach out to their targeted audiences.

COL Haverstick acknowledged that the “This Is Your Military” campaign is a long-term endeavor rather than a 1-year effort. In the initial phases, success will be determined based on participation in events and analytics on social media. In the first 90 days of the program, there were 2.9 billion views on social media, and more than half a million people took actions such as “liking” or “sharing” information on the campaign. Future success will be determined by engagement rather than reach alone. The initiative has a goal of bridging the civilian-military divide within 10 years of the date it was launched.

### Discussion

Ms. Sharlene Hawkes applauded the initiative and asked what COL Haverstick’s team is doing to entice young women to increase their propensity to serve. She referenced data from Joint Advertising Marketing Research & Studies (JAMRS) on misperceptions held by women about the military and asked if that data is informing any of the products being developed under this new initiative. COL Haverstick indicated that he had communicated with JAMRS recently and that his team meets with JAMRS every 90 days to learn about new research findings and to share the successes of “This Is Your Military.” However, JAMRS’ marketing teams are paid, external organizations, and the lack of funds to contribute to the marketing has diminished JAMRS’ interest in collaboration. However, he works with recruitment commands extensively. In developing their products for release each month, COL Haverstick’s team looks for cross-

market opportunities to reach people from different societies, genders, races, and geographic areas. For example, he described how the campaign is working to develop stories about people from the west coast because that is a difficult market, and how it is leveraging National Guard and Reserve Component members in those areas to tell those stories because they are already in the communities.

RADM Thomas remarked that she is glad JCOC is being conducted again. She was familiar with the course as it had existed in the past and asked if COL Haverstick could comment on why DoD had temporarily ceased to hold JCOC until recently. COL Haverstick stated that the course began in 1948. He was unsure why the course had not been held for a period of time but stated that there has been at least one course per year for the last few years. 2018 was the first year a mini-JCOC was held. For the mini-JCOC, the program was condensed and held on a single day and in one location. Educators from across the United States participated in the event; the goal was to inform them of the capabilities Service members bring to college campuses—they are older, have slightly higher grade point averages, and help in the classroom. COL Haverstick noted that at the conclusion of the mini-JCOC, the participants discussed engaging students who may drop out of college to encourage them to join the military if they do drop out. The initiative is considering holding another mini-JCOC with medical professionals to inform them of the range of medical employment opportunities available in the military. COL Haverstick remarked that they plan to continue the traditional JCOC and one mini-JCOC targeting a specific audience each year.

Maj Gen (Ret.) Dunbar asked what common myths the military is trying to dispel with this campaign. COL Haverstick responded that the initiative addresses a different theme each month. For example, he mentioned the recent news story about a California professor who spoke out negatively about the military and characterized it as a last resort. COL Haverstick indicated that the military lifestyle is hard for families but that in some ways, military families are stronger because they have support groups to help.

Maj Gen (Ret.) Dunbar suggested she had expected the response to focus on the percentage of the military population that is college educated, top-tier university graduates, Rhodes Scholars, etc. She described the initiative as a great effort and a tough one and added that as there are clearly things the American public does not understand about the military, now is a good time to reach out given the current high level of public support for the military. COL Haverstick responded that there was an effort to publicize the information Maj Gen (Ret.) Dunbar mentioned about college education and Service members but that most news agencies neglected to pick up the story.

CSM (Ret.) Jones asked how the initiative selects the entities to work with, especially nonprofits and businesses. COL Haverstick said it reaches out to Military Service Organizations and Veterans Service Organizations first, then to other Federal organizations such as the Small Business Association. It also builds partnerships with people or organizations that contact it directly. The campaign's plan is to obtain early buy-in from traditional military partners and then begin to partner with nontraditional organizations.

CSM (Ret.) Jones mentioned that following the comments from the professor in California, a local nonprofit staged an event in support of the military with approximately 100 Service members and 500 other attendees. She remarked that there are a number of smaller organizations that could partner with the initiative and asked if there is a way for them to reach out to COL Haverstick's team. COL Haverstick indicated he works with the Services monthly to participate in existing events as well as new ones.

Dr. Hunter noted the list of current partners are all organizations that are already very friendly to the military and asked what the campaign is doing to more proactively coordinate with people and organizations that traditionally have not been interested in partnering with the military (e.g., the New York City Ballet) COL Haverstick noted that the initiative launched only 5 months ago and indicated that

at this early stage, it takes any partners that are willing. COL Haverstick's team plans to partner with major sports organizations in addition to NASCAR such as the National Basketball Association, Major League Baseball, and the National Hockey League. He also mentioned other advocates for the military such as the nonprofit concert series Music at the Monument and chefs Gordon Ramsey and Robert Irvine. He indicated there is a need to prove the initiative will endure. He also mentioned coordinating with a producer outside of the military who is working to develop advertising to tell the military story without using a prominent entertainer who will draw attention away from the story. The producer envisions leading off with a woman going to work and then coming home to her family, and then concluding by showing that she's in the military. The producer's plan has gained buy-in from the Services.

Ms. Hughes noted that the Women's National Basketball Association was not in the list of partner organizations mentioned and suggested the initiative needs to partner with women's organizations to encourage women to join. She further remarked that she follows this initiative on Instagram and does not see women in it. She asked if there is a policy on how often women should be portrayed in the initiative's products. COL Haverstick responded that there is not a policy that mandates the percentage of images that need to depict women but that the initiative does have a diversity policy that aims to achieve a balanced representation by gender, race, etc. He noted that some products do include images of women and that every month, there are female-centric products produced. COL Haverstick indicated the campaign does take opportunities whenever it can to partner with women's groups.

Lt Gen (Ret.) Judy Fedder indicated that one issue the Committee has been looking at is the perception of the treatment of women in the military and asked if they are doing anything to address that misperception. COL Haverstick stated this issue is not specific to women but applies to all Service members and that the initiative enforces respect for all through the stories it tells. "This Is Your Military" has told stories related to that topic from the perspectives of both men and women, but more women than men have offered such stories.

### **National Guard Overview (Requested by the National Guard Bureau Diversity Office)**

The Diversity Office of the National Guard Bureau (NGB) requested an opportunity to brief the Committee on issues pertaining to women in the National Guard.

#### **Brig Gen Laurie Farris, Air Force, Commander, New Hampshire Air National Guard**

Brig Gen Farris began by thanking the Committee for allowing NGB to brief the members and expressed her appreciation for being able to advocate for female National Guard Airmen. She stated she serves on the Joint Diversity Executive Council (JDEC), teaches a 10-day leadership course for O6-level Guard members, and has been a stay-at-home mom for about 20 years while serving in the National Guard. JDEC was launched a few years ago; its goal is to make diversity and inclusion an everyday part of military culture, similar to safety—an unspoken but understood aspect of the culture. Diversity and inclusion enhance the effectiveness of the force, and a lack of inclusion is why some women are leaving the force. She suggested that improving policies on military maternity leave would improve retention.

The Air National Guard is composed of approximately 20 percent women, and the Army National Guard is approximately 16 percent women. The National Guard is unique in that members are embedded in their communities. They are nurses, pilots, and soccer moms. There is a need to start grooming women in the National Guard for leadership positions.

In 2016, when maternity leave was expanded for active duty members to 12 weeks of paid leave with full credit for retirement, similar changes were not made to the National Guard and Reserve maternity leave

policies. Currently, women in the National Guard and Reserve components lose credit for military service and points toward retirement while on maternity leave. Brig Gen Farris noted that all the women she had spoken with who had children recently said their commanders had given them the requested time off and let them make up their missed drills but that this is not something commanders are required to do. She suggested that if the National Guard did a better job taking care of new mothers, it would have a better chance of retaining these women. To this end, Brig Gen Farris urged the Committee to support the passage of the MOMS Act, which would provide compensation and credit for retired pay purposes for maternity leave taken by members of the Reserve Component. The Act would allow for 12 pay periods (3 months) of leave. She noted that the National Guard Association of the United States (NGAUS) and the Air National Guard of the United States support the Act.

*CW4 Doris Sumner, Army, State Equal Employment Manager, Vermont National Guard*

CW4 Sumner began by asserting that combating sexism is the readiness issue of her day. Women are underrepresented in the military, which is demonstrated by the gap between the number of women and that of men in the senior grades and strategic command positions. In Vermont, the National Guard is required to report the number of sexual assaults and sexual harassment cases each year. Beginning this year, they will also report gender demographics.

According to CW4 Sumner, the culture of the National Guard is very different from that of the Active Component, so the Vermont National Guard created the Vermont National Guard Military Women's Program. CW4 Sumner presented the results of the program's gender gap analysis, which was based on research, focus groups, and conversations with women guardsmen. Military culture is the primary reason for underrepresentation of women, but the women's program proposes that other, secondary reasons—such as a lack of interest, pregnancy, institutional barriers, and a lack of networking and mentoring—also contribute to underrepresentation. The program's position is that work-life balance is not one of those reasons—women can do anything they want to if they feel supported and see a future in it. People describe military culture as tough, challenging, and involving times when you put your life on the line. The program suggests that the sexist culture of the military accounts for why women do not join, stay, or ascend to higher levels.

The status of women continues to lag behind that of men, and the Selective Service policy reinforces this. More than 25 percent of women and 7 percent of men will experience sexual harassment at some time during their military careers; moreover, many women do not recognize sexual harassment and, thus, may not report it. Trainings held by the Sexual Assault Prevention and Response Office (SAPRO) have not changed the culture. Women do not feel the need to report most incidents of sexism; instead, they cope with it through mechanisms such as humor, sarcasm, and avoidance.

CW4 Sumner stated that young women today are unwilling to assimilate to a male culture the way that her generation did. She discussed the "Project Diane" and "Lean In circles" programs, which encourage diverse opinions and were supported by the previous Secretary of Defense. Sexism leads women to underperform, stop offering their ideas, and eventually leave the Service. She said the military has a centuries-long history of overvaluing masculine traits and not valuing what women bring to the team, and this affects retention. The Guard needs much more than brute strength in today's wars. The adjutant general in Vermont made a video to ask Guardsmen to call out sexism promptly, and the Superintendent of the Air Force Academy made a fiery speech against inappropriate behavior.

CW4 Sumner asserted that women need to treat sexism as a readiness issue and commit to combating it, especially in light of the MeToo movement. Recruiters have to answer parents' questions about the possibility of their daughter experiencing sexual harassment and worse. There is a need to establish a

campaign to combat sexism. Women need to know they will have a network of inclusion in the military. When a team of troops is out on a combat patrol and encounters sniper fire, Service members are taught to cover for one another, but when someone makes a sexist comment, women are left to fend for themselves. People will say, “She joined the military; she should expect sexual harassment.” Service members often experience reprisal for calling out sexism in the male-dominant military culture, so it is necessary to discuss gender and sexism under the radar. Commanders—even female commanders—are uncomfortable talking about gender differences and sexism. The Vermont National Guard Military Women’s Program believes if the military changes its culture, women will come, stay, and lead.

CW3 Miranda Ridgeway, Army, Standard Installation and Division Personnel Reporting System Chief, Delaware National Guard

In 2016 DoD implemented a new maternity leave policy that ensures active duty women on maternity leave receive paid leave and full credit, but Guard women who take maternity leave still lose credit. There is a 45-day window for Guard women to make up a missed Split Unit Training Assembly or Multiple Unit Training Assembly. CW3 Ridgeway suggested that if the Mothers of Military Service (MOMS) Leave Act is not reformed, the window should be expanded to 180 days.

CW3 Ridgeway next discussed breastfeeding and lactation support. Army Directive 2015-043 requires commanders to designate a private area for breastfeeding mothers to express and store milk. This must include a space to sit, an electrical outlet, a safe water source, and a place to pump. The time required to pump varies. During field training and mobility exercises, commanders will provide a private place. In garrison, commanders will permit time to pump and work with the command to determine if milk storage is possible. However, the Guard lacks awareness and compliance with this directive. Guard women feel they have to fend for themselves. Typically, female Soldiers who are Guard members must search for or ask for a room where they can pump. Some Soldiers are unaware that there is an Army directive for leaders to provide this. CW3 Ridgeway suggested the breastfeeding and lactation support directive could be better promoted through pamphlets or posters. There is a need to welcome and encourage female Soldiers who are breastfeeding mothers to seek out and use these designated areas as needed so they do not feel ashamed.

Regarding PPE equipment, Guard units secure any needed additional equipment through the CIF. If the equipment does not arrive in time for mobilization, the unit will secure the equipment at a mobilization station. Although the equipment might not always be the correct size or fit, they make do. Guard members also have the opportunity once they reach the theater to exchange equipment at the CIF there. In summary, Guard members have several opportunities to obtain the equipment they need. The Guard appreciates the continued efforts to make Service members more physically comfortable and effective while serving in battle, however, there are still safety concerns about eye protection and safety gloves for Service members of smaller statures.

Obtaining maternity uniforms is a challenge for Guard women. The maternity uniform is the only uniform authorized after the 24th week of pregnancy. CW3 Ridgeway stated that in her 20 years of service, she has never seen an Army Guard Soldier in a dress maternity uniform. She said she knows of several women in her organization who have been pregnant. When they tried to obtain the maternity uniform, it did not arrive in time. She said maternity uniforms ordered in January and February still had not arrived as of the June briefing. Women who have tried to obtain maternity uniforms at local Army and Air Force Exchange Services have been told the facilities do not stock the uniforms because they are not profitable to sell. As a result, these women wear their trousers with a larger coat, or—more commonly—they wear the physical training uniform. Commanders allow their Soldiers to wear these uniforms to ensure they are

comfortable. If a unit can secure a maternity uniform, they pass it around from Soldier to Soldier, regardless of size or fit.

Physical fitness presents another concern. In informal discussions with Guard Soldiers, approximately two out of five said they would be in better shape if they took the physical fitness test biannually. CW3 Ridgeway mentioned that the Secretary of the Army has discussed rolling out a new physical fitness test that is gender and age neutral. She also mentioned she has heard rumors that changing the physical fitness test will require lowering male standards to meet female capabilities. Retention rates, in her research, do not appear to be affected by the physical fitness test.

CW3 Ridgeway concluded by stating that the military continues to play catch-up with society's progression. It is moving forward, but it is moving slowly.

*Brig Gen Jessica Meyeraan, Air Force, Vice Director, NGB*

Brig Gen Meyeraan addressed the path to becoming an O7 and the steps on the path from second lieutenant to commander. For the most junior ranks, attention and experience is focused on developing technical expertise—becoming very good at what they have been trained to do. This allows for additional management and leadership experiences and formal professional education at the basic level. Over time, Service members increase their responsibility and experiences, but only those related to a very narrow technical realm.

Mid-level officers take command positions, obtain joint qualification education and experiences, and do a higher headquarters experience known as a “DC tour.” At that level, they step out of their areas of expertise and expand their repertoire. Joint qualification is held in high regard. The Air National Guard is slowly learning to develop officers with joint experience and joint professional education. The DC tour gives officers the opportunity to work with others, experience diversity of thought, leave their home States, and observe how work is done in other agencies.

The last step is Federal recognition/obtaining the Certificate of Eligibility (CoE). These last steps are unique to the Guard. Receiving the CoE gives the officer permission to review and apply for general officer opportunities. At the end of that long process, officers are eligible for consideration at a higher grade. Those who have earned the CoE undergo a bench process, which is conducted by a collection of senior officers whose task is to match eligible Service members with available opportunities.

Brig Gen Meyeraan asserted that the “secret sauce” for promotion is having mentors, champions, and advocates. Mentors are experienced and trusted advisors, and anybody can seek or offer mentorship. Women should seek both female and male mentors as they progress up the ranks. Champions are individuals who strongly support and defend a Service member who is seeking an available opportunity; such support is typically provided without being prompted. Advocates are individuals who publicly support or recommend a member for a particular cause. They advocate for a good match between a member's skills and an opportunity that fits. Brig Gen Meyeraan emphasized the need to teach and remind women of, and demonstrate the importance of, such relationships. In closing, she noted that a positive attitude is far more powerful than almost any other advantage a person can have. Success is a matter of fitness—mental, physical, social, and spiritual, a message one must live and demonstrate for others as well.

*SMSgt Jacqueline Hartsfield, Air Force, Superintendent, NGB*

SMSgt Hartsfield discussed the importance of mentors for senior female noncommissioned officers in the Guard. She explained mentorship was important to her because she felt she lacked it until she was an E6.

From the ranks of E3 to E6, she could not articulate why she was in the Guard, and it was a struggle for her mentally to attend drills. However, she stayed in the Guard because of the people she met. Ultimately, she met a chief who talked to her about why attending drill was important.

Mentorship is a deliberate pairing of a more skilled or experienced person with someone less skilled or experienced with the agreed-upon goal of having the less skilled learner (protégé) grow and develop specific occupational competencies. SMSgt Hartsfield reiterated that mentorship has to be deliberate.

The Missouri Guard has a women's mentorship council; its goal is to help the Guard retain more women by providing female role models, education, guidance, and fitness support. The leaders of the council reported it has helped improve retention. The group pays its own costs—the council solicits volunteer speakers, and social events are funded by the council members. Despite the absence of State funding, the council has been successful.

SMSgt Hartsfield described interviews she conducted with 10 senior enlisted women (E6 to E9). Two of the participants were in female-dominated career fields, four were in mixed-career fields, and four were in male-dominated fields. When asked whether they had female senior mentorship throughout their careers, six said they did not, and three said they did. Half believed there was a fair representation of women in their field. Regarding the mentor's gender, four had male mentors, three had female mentors, two had both male and female mentors, and one did not have a mentor. She noted that when asked if they were serving as a formal mentor to someone, only two of the women said yes. SMSgt Hartsfield asked why women are not actively mentoring others and suggested programs such as the mentorship council can help foster these relationships. Other mentorship opportunities she mentioned included speed mentoring, during which a group of women interact in 10-minute mini-appointments, and virtual mentorship.

Senior noncommissioned officers have a responsibility to mentor. It is their job to support the next generation of leaders and show women how to reach the most senior levels.

### Discussion

Ms. Mines asked if there have been any studies to show the impact of the current maternity leave policies on the Guard. Brig Gen Farris responded that she was not aware of any but that the number of women of childbearing age who leave the Guard suggests maternity leave is an issue.

Ms. Hawkes asked CW4 Sumner about the response from leadership when she presents her message on sexism to NGAUS and NGB. CW4 Sumner responded that conversations are not being held on the topics of sexism and gender equality. In the decade during which she has been attending conferences for NGB, none of the events have included breakout sessions about gender diversity or inclusion. Along with members of National Guard units in other States, the Missouri Guard members have rolled up their sleeves to foster conversations about gender and sexism. For example, at a recent national training conference, CW4 Sumner was given 30 minutes to talk about gender equality.

Ms. Hughes thanked the briefers for sharing perspectives from a part of the military that is not often heard about by the Committee. She then asked Brig Gen Farris if she would let the Committee know if the MOMS Act passed; it was being voted on that day. Brig Gen Farris indicated she would.

RADM Thomas commented to Brig Gen Farris that during her last Coast Guard assignment, the Service was in the process of changing the policy for parental leave. Referencing the loss of pay and retirement points by Guard women during maternity leave, she asked about the circumstances of someone who failed to meet their Guard requirements because of another medical condition, such as injuries from a car accident, and asked whether that would result in a similar loss of pay and retirement points. Brig Gen



Farris stated the Guard member would be issued a medical profile and would not be paid during the absence unless the accident occurred while the member was on active duty. She reiterated that the challenge is ensuring maternity leave is fair across the total force.

Maj Gen (Ret.) Dunbar asked CW3 Ridgeway if the maternity uniforms are available online and whether Guard women have to purchase maternity uniforms or if they are issued. CW3 Ridgeway indicated they are ordered through the supply chain. The supply sergeant visits the Central Clothing Distribution Facility Website to order maternity uniforms. In her recent experience, maternity uniforms were ordered in January and February, and those uniforms had not arrived as of mid-June. The manufacturer said a storm had delayed delivery. One of the women who tried to obtain the maternity uniform has already delivered her baby, and the other will deliver next month. The supply sergeants have been working to obtain the uniforms and even drove with a Soldier to the local active duty installation, where they learned that the exchange did not stock maternity uniforms because they did not make money for the store.

Maj Gen (Ret.) Dunbar further inquired whether supply sergeants are trying to procure maternity uniforms as an issue item or for purchase. CW3 Ridgeway indicated the uniform is an issue item. After a Soldier delivers her child, she must return the maternity uniform.

CSM (Ret.) Jones stated there are 54 different processes across the Services for the issuance of maternity attire, and it is a very common practice to recycle maternity uniforms in the Reserves as well as in the Active Component.

#### **Gender Discrimination and Sexual Harassment Update (RFI 4)**

The Committee requested a briefing from the Office of Diversity Management and Equal Opportunity (ODMEO) to address the following: (1) information regarding updates to the definitions for gender discrimination and sexual harassment per the release of Department of Defense Issuance (DoDI) 1020.03 in February 2018, and (2) data on incidences of gender discrimination and sexual harassment, including statistics and trends for the last 5 years. The Committee asked for bar graphs or charts that include data by Service and within each Service by officer and enlisted ranks.

#### **Mr. Clarence Johnson, Director, ODMEO**

DoDI 1020.03 was released in February 2018 to provide a policy to respond to problematic behaviors such as harassment, bullying, retaliation, and sexual harassment. It defines sexual harassment as conduct that involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive environment; and conduct that is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the environment as hostile or offensive; any use or condonation, by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a member of the Armed Forces; and any deliberate or repeated unwelcome verbal comments or gestures of a sexual nature by any member of the Armed Forces or civilian employee of DoD. This definition maintains behaviors used in past definitions. This definition is also consistent with law, and it was changed in the National Defense Authorization Act for Fiscal Year 2017. It replaces the term "work environment" with "environment" and deletes the phrase "constituting a form of sexual discrimination."

Department of Defense Directive (DoDD) 1350.2, which addresses unlawful discrimination in the Military Services, is under revision; the updated version is expected to be published later this year. It will focus on discrimination based on certain protected categories.

The statistics center in DoD's Office of People Analytics (OPA) has been conducting congressionally mandated surveys on sexual harassment for many years. In 2014, at the request of Congress, RAND conducted a military workplace study of Active and Reserve Component members.<sup>1</sup> The measures for sexual assault and military equal opportunity definitions were developed by RAND for that study and will be used in future surveys. RAND developed new measures to be consistent with ODMEIO regarding gender discrimination.

Mr. Johnson then presented comparisons of data from the 2014 study conducted by RAND and a 2016 study conducted by OPA. The 2016 study indicated that 14.1 percent of DoD women and 2 percent of DoD men experienced gender discrimination in the past 12 months. There was a statistically significant increase in the rate of gender discrimination for women overall and for women in the Air Force. The prevalence of gender discrimination also increased significantly for men in the Marine Corps from 2014 to 2016.

As shown in the 2016 OPA study, 8.1 percent of active duty members reported experiencing sexual harassment in the past 12 months (21.4 percent of DoD women indicated this, a rate that has remained statistically unchanged since 2014). Women in the Navy, Army, and Marine Corps were more likely to experience sexual harassment compared with those in the other Services.

Data from ODMEIO's annual report to the Secretary of Defense showed the complainants were mostly women and junior enlisted. Of complainants, 5 percent were officers, and 14 percent were men. Enlisted members represented 90 percent of the offenders, and the remaining 10 percent were officers. The largest group of sexual harassment offenders in the officer corps across the Services were junior officers. Each year, out of approximately 700 total complaints, 350–400 were substantiated, meaning that at least one allegation was shown to be true and that the person was punished. The largest group of sexual harassment offenders in the enlisted corps were men of E5 and E6 ranks.

Mr. Johnson stated that the new policy strengthens ODMEIO's accountability framework. His office has received and is assessing each Service's implementation plan for the new policy. He believed the recently issued DoDI 1020.03 bolsters prevention and response efforts, provides better protections for members, and offers a more comprehensive assessment of sexual harassment incidents. He recognized that it is necessary to collect data on social media misconduct to facilitate policy development and noted that the data he shared at the briefing pertained to formal complaints and not informal complaints. ODMEIO is working on an updated data collection template and continuing to develop, vet, and implement a program to track hazing, bullying, retaliation, reprisal, and similar unacceptable behaviors.

### Discussion

Lt Gen (Ret.) Fedder said DoD's publication of updated definitions for problematic behaviors was helpful because different Services define these behaviors differently. Mr. Johnson replied that ODMEIO understands there are different interpretations and that the Services are examining their definitions of

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<sup>1</sup> Morral, Andrew R., Kristie Gore, Terry L. Schell, Barbara Bicksler, Coreen Farris, Bonnie Ghosh-Dastidar, Lisa H. Jaycox, Dean Kilpatrick, Steve Kistler, Amy Street, Terri Tanielian, and Kayla M. Williams, *Sexual Assault and Sexual Harassment in the U.S. Military: Highlights from the 2014 RAND Military Workplace Study*. Santa Monica, CA: RAND Corporation, 2015. [https://www.rand.org/pubs/research\\_briefs/RB9841.html](https://www.rand.org/pubs/research_briefs/RB9841.html).

these behaviors line by line to be sure they match those in the DoDI. Different Services achieve different levels of granularity in their tracking.

Lt Gen (Ret.) Fedder remarked that at the beginning of the briefing, Mr. Johnson mentioned the continuum of harmful behaviors, which is something the Committee recognizes and in which it maintains an interest. She asked Mr. Johnson to clarify that continuum as he helps the Services implement their plans so they can achieve consistency in reporting and identifying harmful behaviors to help them prevent as well as report the behaviors. Mr. Johnson responded that prevention is the key. The Government Accountability Office asked for DoD to create a prevention framework in its last report, and ODMEIO along with SAPRO has begun to develop the framework; after development, the two offices will come together to note the range of behaviors.

Dr. Jackie Young asked to what Mr. Johnson attributes the decreasing trend in sexual harassment among men. Mr. Johnson did not have a ready answer to the question, but he suggested a number of potential factors such as the fact that Service members are more aware of reporting processes or that the Services have different policies in place to prevent sexual harassment.

Dr. Young also asked if ODMEIO tracks when one offender has multiple victims. Mr. Johnson stated that the office asks the Services to complete the data template used to report such offenses, but the template does not specify the offender's name or even the unit. However, ODMEIO can pull info on the offender's location and any links to other allegations.

Ms. Pat Locke asked if there are future plans for social media tracking to help with prevention. She further asked if ODMEIO reviews social media to identify trends and warn commanders. Mr. Johnson responded that his office is still working to set up social media tracking. ODMEIO has a database and funding for the effort and is cognizant of the effort's importance. Ms. Locke asked if it will be possible to enter information obtained from social media tracking into the data reporting template in 2019 and, if so, who in each unit will be responsible for collecting that data. Mr. Johnson indicated the chief information officer has a policy that details appropriate social media use. ODMEIO has responded to legislation to update each Service's military personnel policy to ensure new recruits sign a document attesting that they understand what constitutes proper social media use.

Col (Ret.) Boggs stated that a number of studies have indicated that sexual harassment and sexual assault prevention trainings produce the opposite result of what is intended. He said he would be interested to hear what their programs accomplish. Studies have suggested that training alone is not effective, so Col (Ret.) Boggs asked if the programs include components other than training. He was also interested in measures of effectiveness. Mr. Johnson acknowledged that there are some gaps in DoDI 1020.03. He stated that USD(P&R) Robert Wilkie had established a defense equal opportunity reform group to work on this issue and put forth further policies. Mr. Johnson said he believes there will be improvements as a result of encouraging more reporting and seeing offenders held accountable. Training helps, but accountability is key.

Maj Gen (Ret.) Dunbar asked if there were any trends across the Services regarding the types of gender discrimination that is reported. Mr. Johnson replied that he will request those data from OPA. The Air Force has lower rates of gender discrimination than the other Services and is engaging in a number of programs to determine why. Maj Gen (Ret.) Dunbar suggested the Air Force could help inform the types of training that might be effective in lowering the rate of gender discrimination.

Col (Ret.) Boggs stated that based on his experience as well as data from the Bureau of Labor Statistics, most people do not report sexual assault or sexual harassment, so seeing a rise in prevalence could actually mean more people feel comfortable reporting the incidents.

Dr. Young asked if the Services' emphasis on bystander policies has contributed to the trends in sexual harassment reporting. Mr. Johnson said that he thinks it has and that ODMEO has incorporated some of the information on bystander intervention into the new policies. However, he did not have data to show how much of an effect the Services' efforts regarding bystander intervention have achieved.

Ms. Locke asked if Mr. Johnson had any ideas to improve prevention. Mr. Johnson said he is a firm believer that an environment that advances diversity and inclusion is one that will mitigate and prevent these types of behaviors. ODMEO is trying to link good diversity and integration programs to prevention of inappropriate behavior.

### **Final Remarks**

COL Davis, DACOWITS Military Director, thanked the attendees and closed the public meeting.

**Meeting was adjourned.**

**Written Responses DACOWITS Received for June 2018**

RFI 2

**GENDER INTEGRATION IMPLEMENTATION**

Following the December 3, 2015, decision by the SecDef to open all previously closed units and positions to women, DACOWITS has been closely monitoring the Services' efforts to develop, enhance and implement plans to fully integrate women into all occupational specialties, career development and educating the total force.

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

- a. What office is responsible for gender integration oversight and accountability and what areas are specifically covered?
- b. What policies and regulations are in place to ensure long term integration?
- c. What measures/metrics are used?
- d. What systems are in place to track compliance, success and deficiencies?
- e. What is the timeline for changes?
- f. Who is responsible for measurements and gaps?
- g. What is the current data on schools preparing Service members to serve in newly opened positions, including graduation occurring from Mar 16 to present?
- h. What military schools have not had women accessions, graduation or completion?
- i. What are the areas of success, positive trends or unexpected trends?

Organization	Description
Air Force	The Air Force provided the Committee with responses to all the questions in this RFI. In doing so, it noted that the information was extracted from a document signed May 11, 2018, "2017 Assessment Regarding the Full Integration of Women in the Air Force." That document was provided to the Committee along with the submitted responses.
Army	The Army provided the Committee with responses to all the questions in this RFI. In doing so, it noted that until there is final resolution of pending litigation against the Army concerning gender integration policies, it would provide only those answers already covered by its declarations to the court.
Marine Corps	The Marine Corps provided the Committee with responses to all the questions in this RFI. In its response to part "g" of the question, it directed the Committee to review its report to the Secretary of Defense, "Fiscal Year 2017 Assessment of the Marine Corps Integration Implementation Plan," dated December 21, 2017, and its report to Congress, "The Status of Marine Corps Integration Implementation," dated March 1, 2018—both of which were included with its submitted responses.
Navy	The Navy provided the Committee with responses to all of the questions in this RFI.

RFI 5

**HEALTHY UNIT CLIMATE**

The Department of Defense has made progress in coping with sexual harassment and mistreatment in the Armed Services, but the “#MeToo” movement has shed more light on areas for continued emphasis. The Committee continues its work to address those gap areas.

The Committee requests a **written response** from the **Army, Navy, Marine Corps and Air Force** as a follow-up data request to RFI 5 from the March 2018 quarterly business meeting. 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).

Organization	Description
Air Force	The Air Force provided data charts with annual data for 2014 through 2017 on the number of formal and informal sexual harassment complaints, as well as the number of each that had been resolved; the breakout of those for which action was taken versus those with no action taken; and the breakout of the formal and informal sexual harassment complaints that had been resolved by the nature of the allegations.
Army	The Army provided data charts on sexual assaults that were penetrative versus nonpenetrative offenses, the breakout of the reporters and the victims of sexual assault by gender, the breakout of restricted and unrestricted reports of sexual assault by gender, the breakout of formal and informal sexual harassment complaints by gender, the numbers of retaliation allegations for formal and informal complaints, and the percentage of sexual assault cases that were considered by military commanders for action each year. It also provided a comparison of prevalence versus reporting biennially from FY 2010 to FY 2016.
Marine Corps	The Marine Corps provided data tables on the numbers of incidents, offenders, and actions taken for sexual harassment complaints in FY 2016, FY 2017, and FY 2018; these consisted of the numbers of complaints that were substantiated, unsubstantiated, pending action, and had informal resolutions.
Navy	The Navy provided data charts on the breakout of sexual harassment reports by gender, the breakout of substantiated versus unsubstantiated sexual harassment reports, the breakout of alleged offenders and complainants by gender, the breakout of alleged offenders and complainants by rank, and the relationship between complainants and their alleged offenders. In doing so, it noted that the data was for formal reports of sexual assault only, as detailed information on informal complaints is not collected.

**PHYSICAL STANDARDS UPDATE (HEIGHT/WEIGHT/BODY FAT POLICIES)**

The Committee seeks an update on the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3) policy, which has a direct impact on the retention, promotion, and readiness of servicewomen in the Armed Forces. In the Committee's 2016 report they recommend that the SecDef require a complete review and update of the DoDI 1308.3, and that the SecDef consider Service-wide adoption of the Air Force methodology and medical research data regarding body fat determined via abdominal circumference measurement to eliminate gender variance.

The Committee requests a **written response** from the **US Public Health Service (USPHS)** to address the following:

- a. Update on the Task Force that was staffed by DoD to update DODI 1308.3, to include:
  - i. Changes to the height/weight/body fat tables. I
  - ii. Rationale behind changes, if any were made.
- b. Assessment of the two 2016 DACOWITS' physical standards recommendations (annotated above).
- c. What does the policy stipulate regarding pregnancy/postpartum physical fitness evaluations, to include weigh-ins?

Organization	Description
Office of the Assistant Secretary of Defense for Health Affairs (OASD[HA])	Final recommendations from the Task Force to review DoDI 1308.3 are pending. The Task Force examined the Air Force methodology and related medical research as part of its review per DACOWITS' 2016 recommendation. In response to part "c" of the question, OASD(HA) cited paragraph 4.1.6 of DoDD 1308.1.

**MARINE CORPS PERFORMANCE EVALUATION SYSTEM (PES)**

In the Committee's 2015 report we recommended that the Marine Corps revise their PES order to no longer differentiate between women's and men's temporary medical conditions and remove all references to pregnancy/postpartum periods, to ensure fairness and maintain the individual's medical privacy.


In 2016, the Committee requested an update (via June 2016 RFI 15) expressing their concern regarding the Marine Corps still being the only Service-branch to differentiate between men's and women's temporary medical conditions by documenting pregnancy/postpartum periods on a fitness report. The Committee was provided a written response from the Marine Corps stating they will continue to differentiate between male and female out of height/weight standards and that a pregnancy/postpartum annotation is required on the PES form.

In the Committee's 2016 report (pages 31-33) we recommended that the SecDef have the Office of General Counsel review the Marine Corps PES, which differentiates between women's and men's temporary medical conditions by annotating pregnancy/postpartum periods on the PES form.


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.

Organization	Description
Marine Corps	The Committee received a copy of Marine Corps Order 1610.7A, which addresses the Performance Evaluation System (dated May 1, 2018).

**Report Submitted by:**

  
**COL Toya J. Davis, USA**  
**DACOWITS Military Director**

**Report Certified by:**

  
**Gen (Ret.) Janet C. Wolfenbarger, USAF**  
**DACOWITS Chair**

**Members in Attendance:**

Gen (Ret.) Janet C. Wolfenbarger, USAF, Chair  
 SMA (Ret.) Kenneth O. Preston, USA, Vice Chair  
 Col (Ret.) John T. Boggs, USMC  
 Maj Gen (Ret.) Sharon K. G. Dunbar, USAF  
 Lt Gen (Ret.) Judith A. Fedder, USAF  
 Ms. Sharlene W. Hawkes  
 SGM (Ret.) Norma J. Helsham, USA

Ms. Therese A. Hughes  
 Dr. Kyleanne M. Hunter, USMC Veteran  
 CSM (Ret.) Michele S. Jones, USA  
 Ms. Priscilla W. Locke, USA Retired  
 Ms. Janie L. Mines, USN Veteran  
 RADM (Ret.) Cari B. Thomas, USCG  
 Dr. Jackie E. Young

**Absent Members:**

VADM (Ret.) Carol M. Pottenger, USN  
 FLTCM (Ret.) JoAnn M. Ortloff, USN