

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)

Quarterly Meeting Minutes

11–12 September 2018

The Defense Advisory Committee on Women in the Services (DACOWITS) held a quarterly business meeting on September 11 and 12, 2018. The meeting took place at the Association of the United States Army Conference Center, 2425 Wilson Boulevard, Arlington, VA 22201.

11 September 2018

Welcome and Opening Remarks

COL Toya Davis, DACOWITS Military Director and Designated Federal Officer, opened the September quarterly business meeting by reviewing the Committee's establishment and charter. COL Davis then turned the meeting over to Gen (Ret.) Janet Wolfenbarger, DACOWITS Chair.

Gen (Ret.) Wolfenbarger welcomed everyone to the meeting and reflected on the events of September 11, 2001. Gen (Ret.) Wolfenbarger asked everyone in the room to observe a moment of silence for those who lost their lives on that day.

Gen (Ret.) Wolfenbarger then 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 13 of its requests. COL Davis also said the Committee received two written responses from members of the public. All written responses to RFIs have been published on the DACOWITS website.

Panel Discussion: Military Recruiting Strategies (RFI 2)

The Committee requested briefings from the Military Services' recruiting commands on the recruitment efforts of women in to the military. The Committee asked each Service's recruiting command to provide the following information: (1) number of recruiting offices and recruiters in each State and U.S. territory, (2) number and percentage of female recruiters, (3) description of ongoing efforts to increase the number of recruits in underrepresented States and regions, and (4) whether there are established annual accession goals for women and, if so, how those numbers are calculated and how often the goals are reviewed.

Army: Mr. Paul Aswell, Chief, Accessions Division

Mr. Aswell began his briefing by stating he wanted to describe how the Army reaches the market as a whole. He began by showing a map of where Army bases are located in the continental United States. Mr. Aswell said the Army does its own market research and analysis on accession operations to understand where most Service branches place their recruiting stations. Three-quarters of the Army's recruiting stations are joint, with multiple Service branch recruiting stations in one location.

Mr. Aswell said the percentage of female recruiters in the Army is low. He said there is great competition for females because their representation within the force is smaller, especially at higher ranks. In the Army, between 16 and 20 percent of the force (officer and enlisted) are women, making it more difficult to find women to assign to recruiting duty. Army leadership has a commitment to build up the recruiting force with as many women as possible. Mr. Aswell said increasing the number of female recruiters is especially important because the Army has a long history of experience showing that women make better recruiters.

Mr. Aswell showed a map of the United States and its territories that illustrated the number of Army enlistments per State in 2016. The map showed a ratio for each State to indicate whether it was overrepresented, equally represented, or underrepresented for enlistments in comparison with the other States. Mr. Aswell pointed out that American Samoa and Guam have very high ratios of overrepresentation in the Army. He then showed a similar map for enlistments in the Army National Guard in 2016. Mr. Aswell said although each Service branch has a hefty recruiting goal, the Army's is greater than those for all the other Services combined.

Mr. Aswell next addressed what the Army is doing to recruit from underrepresented areas. He said the Service has added nearly 1,500 recruiters in the last fiscal year. All Army components have added recruiters in all locations. Mr. Aswell said that it has been a very difficult recruiting year for the Army but that it is using more noncommissioned officers (NCOs) as recruiting officers. The Army is focused on the quality, not quantity, of recruits. He said recruitment efforts are constantly shifting and being evaluated, with recruitment stations either expanding, reducing, moving, or closing. As the population and demographics change around the country, the Army tries to go where the potential applicants are. The Army has asked Congress to invest more funding in recruiting.

Mr. Aswell said the Army has no accession goals for women because all of its jobs are open to women. He said the lack of goals does not mean that the Army does not target women for accession but that it has no specific goals it attempts to meet. The overall percentage of women in the enlisted force has increased for fiscal year 2018. Mr. Aswell said for the class of 2022, the United States Military Academy (also known as West Point), which develops the future leaders of the Army, admitted the largest percentage of women to date—nearly one-quarter of the class.

In closing, Mr. Aswell reiterated the Army has no accession goals for women but that it is committed to increasing the diversity of the force. He thanked the Committee for the work it does and said without focused attention toward these issues, the Services would not be where they are today. In today's Army, there are female Rangers, and women are assigned to every battalion-sized unit, which was unheard of even 10 years ago. He said if a person can do the job, that person should be able to serve. Women might not necessarily want to go to Ranger school,

but they should have the opportunity. He said women have been drawn to certain career fields; they are overrepresented in health care, finance, administrative, and supply and services roles. Women have been drawn to these support specialties more than combat roles.

Marine Corps: LtCol Sally Falco, Assistant Chief of Staff, Recruiting Command

LtCol Falco said she wanted to begin her presentation by describing the composition of the Marine Corps Recruiting Command structure. She said the command consists of two regions (east and west) with six districts per region and eight recruiting stations per district. She shared the breakdown by State of female recruiters compared with the total number of recruiters and the number of facilities served.

LtCol Falco described the selection process for occupational specialty 8411: recruiters for specific occupational specialties. Recruiters in this basic-level position are chosen annually through a screening process to select qualified, eligible members. The process involves an in-depth checklist and considers a range of factors (e.g., medical, financial). They want the best recruiters in the position, so those who volunteer for the role receive a bonus; if selected, they also receive location preference for the next assignment. She said this system for recruiters with an 8411 specialty has worked very nicely for the Marine Corps.

LtCol Falco also described recruiting occupational specialty 8412. These expert-level recruiters are volunteers who want to stay in the recruiting field and are on their second tours of duty. LtCol Falco said the Marine Corps wants to better understand why more 8411 specialty recruiters are not becoming 8412 recruiters. The commanding general is taking immediate action to gain more understanding of this issue. LtCol Falco also said there is an extended active duty recruiter position for Marines who are scheduled to exit the Service but want to stay in for a few more years. These individuals can extend their contracts and help with recruiting efforts.

LtCol Falco said the recruiting station commanding officers are selected by boards whose members do not consider gender during the selection process. She said these positions are some of the most competitive because the boards seek the most eligible and qualified candidates.

LtCol Falco next addressed what the Marine Corps is doing to increase the number of recruits from underrepresented areas. LtCol Falco said the Service does not consider this issue a concern; it wants to be equally represented in all areas, but it faces challenges in each area to achieve this goal. The Marine Corps will strive and continue to pursue qualified civilians who desire to become Marines.

LtCol Falco presented some information on female index scores by State. The scores were calculated by comparing the percentage of female accessions (all new recruits with no prior service) who came from the State with the percentage of the national female youth population who lived in that State in 2017. She pointed out that States with strong rates of Marine Corps female accessions, such as California, Florida, and Texas, also have very large populations.

LtCol Falco said the Marine Corps does not set an annual goal for female accessions; it canvasses and uses other means to recruit qualified citizens with the propensity to become a Marine. LtCol Falco said that all positions are open to men and women and that the Marine Corps does not turn away anyone except those who are not qualified for service. The Service has

ways to engage potential recruits and prepare them for the recruitment process. If they are qualified and have a desire to be a Marine, the Marine Corps will work with them.

Navy: CDR Chris Chadwick, Liaison Officer, Recruiting Command

CDR Chadwick opened his comments by stating that recruiting for the Navy is very important for both the present and the future because there will always be a need for Sailors. The Navy needs to ensure all citizens are protected and have the right to serve.

CDR Chadwick said the Navy has 1,313 Naval recruiting stations across the country and 4,938 recruiters who staff those stations. Women make up 19 percent of the recruiting force (composed of 940 women and 3,998 men). Recruitment efforts for both the active duty and reserve duty Naval forces were consolidated in the mid-2000s.

CDR Chadwick said the Navy's recruiting efforts are driven by market analysis, the eligible population for military service, and the historical rate of production of recruits. With its limited resources, there is a greater need for the Navy to leverage its assets. It is expanding virtual recruiting efforts to reach disparate geographic areas and is utilizing cyber recruiters. CDR Chadwick said Navy recruiters use video chat applications such as Skype and Facetime to reach individuals who are hard to reach in person or do not live near a recruiting station and noted how some of today's youth are more comfortable talking virtually than face-to-face. CDR Chadwick also described how recruiters are partnering with affinity organizations to reach African Americans, American Indians, Asian Americans, Pacific Islanders, and women. The Navy organizes Navy Visibility Day career fairs hosted by colleges and works with historically black colleges and universities and other minority-serving institutions.

CDR Chadwick says that the Navy has an aspirational target rather than a goal for female accessions. The change occurred as a result of a policy update that took place November 27, 2017. The Navy found gender-based accession quotas can be legally objectionable, which prompted the policy change. It has an aspirational recruitment target to recruit at least 25 percent women and is striving as hard as it can to meet that target. The Navy's priority is to increase diversity. CDR Chadwick said the 25-percent aspirational target is not fixed. The Navy wants to bring in more women but will bring in anyone who can accomplish the mission in this challenging environment.

As of July 31, 2018, women represented approximately 24 percent of active duty accessions and 27 percent of reserve duty accessions. CDR Chadwick said the Navy is on target to meet its accessional aspirations by the end of the fiscal year. He mentioned one exception: the target for women in the nuclear field. For that field, the target is 12 percent and is guided by the berthing configurations of ships and submarines. Women currently represent 11 percent of nuclear accessions for fiscal year 2018.

Air Force: Col Sean McKenna, Chief, Recruiting Service

Col McKenna began by stating the Air Force utilizes a network approach to recruiting rather than simply relying on its small recruiting force. The Air Force has the smallest recruiting force of any of the Services, a fact in which it takes pride. Its accession goals have increased, but it continues to meet its recruiting mission. During the last 20 years, it has fulfilled the required

number of accessions for active duty enlisted personnel. The Air Force has slightly fewer than 1,300 billets for recruiters; currently, 1,200 of those billets are filled. To meet its accession goal, the Air Force needs to recruit 32,300 enlisted Airmen to report for military training in 2019.

Col McKenna said the Air Force puts a lot of responsibility on its enlisted recruiters, which is why the network approach to recruiting is a priority. The active duty forces become involved in their communities to make others aware of the opportunities that exist in not only the Air Force but across all the Services. Col McKenna said even though some think young people know about the military as an option, statistics have shown this is not always the case, which is another reason to rely on networks. In the Air Force, every career field is open to all genders, there are virtually no limitations anymore, and it wants to ensure communities know about these opportunities. Air Force recruiters average about 25 recruits per State, and more in highly populated States such as California, New Jersey, Pennsylvania, and Texas. However, this work cannot be left just to the recruiters dispersed across the country. Recruiters are stationed in areas with higher populations, and the Service also wants to reach youth in less populated States such as Idaho, Montana, and North Dakota to allow them to serve the Nation if they want to.

Col McKenna said the Air Force takes a tiered approach to recruiting. There are almost 1,200 Tier 1 recruiters located in shopping malls and at Air Force Recruiting offices; these individuals are on their first tour of recruiting. Tier 2 recruiters have moved on to training assignments at the Military Entrance Processing Station and Headquarters levels. Tier 3 recruiters are senior NCOs serving as career recruiters who will continue in the field through the end of their careers.

Col McKenna said 16 percent of Air Force recruiters are female—a smaller proportion than desired by the Service—but he said it has been a challenge to increase the percentage. Women make up 20 percent of the enlisted force, and the Air Force would like to match that proportion within its recruiting force. Recruiting is a developmental special duty with a nominating process, meaning that leadership has to nominate candidates for this special duty. The nominating process selects the best people for the roles of military training instructor, military training leader, dormitory leader, and honor guard, and in career assistance, and then assigns them to different special duties. Col McKenna said the Air Force wants to grow the number of female recruiters and works to do that every year. The Service has retained female recruiters in Tiers 2 and 3, and in the more senior ranks, they see female leaders advancing in the recruiting field.

Col McKenna said the Air Force has no target for increasing recruits in underrepresented areas. The Service uses historical information to analyze the region, State, and recruiters to judge its current accessions rate based on the historical recruiting numbers. Whether it is to increase diversity or recruitment overall, the Air Force does not want to see a downturn in accessions. When it does see downward trends, it considers whether it is recruiting in the right markets and assesses how much it is spending on advertising. It also checks to see if it is promoting the Air Force at national events, such as air shows, that can create an awareness of the Service in those regions. Col McKenna said youth in Texas and Florida have a high propensity to serve. In both high and low propensity areas, the Service wants to see the numbers remain steady or increase. It constantly conducts analyses to monitor trends. He added that the Air Force is steadily becoming more diverse.

Col McKenna said the Air Force has no goal to increase the number of female recruits. Although it does not set goals for recruiting women, it has seen an upward trend for female recruitment. Col McKenna said the most recent Air Force Academy classes (2020 and 2021) are composed of 27 percent women. Of enlisted recruits for fiscal year 2018, 24.3 percent were female, which was well above the Air Force average of 19.1 percent. The Air Force wants the number of enlisted women recruits to rise every year. Because all career fields are open in the Air Force, it expects a steady rise of female accessions. The officer training schools also do not have female accession goals. At the time of the briefing, the schools' aspirational targets for accessions were for 30 percent to be women, 10 percent to be African American, and 10 percent to be Hispanic. Col McKenna said all these targets were met. The best candidates selected through the application process progress to training.

In closing, Col McKenna said the Air Force is continuing to work on issues related to increasing diversity.

Coast Guard: Mr. Mauro Cooper, Division Chief, Recruiting Command Marketing

Mr. Cooper began his presentation by saying the Coast Guard supports women's service to our Nation. He said August is a milestone for the Coast Guard: 40 years of service available to all rates and officer programs for men and women equally.

Mr. Cooper showed a figure depicting the geographic distribution of Coast Guard recruiting offices and noted the Service has a small recruiting force—55 recruiting offices that are mostly distributed around the coastal portions of the United States. Awareness and representation of the Coast Guard in coastal communities aids recruitment. The Coast Guard has 343 recruiters, 23 percent of which are women. Mr. Cooper said that the Service is very proud of its representation of women recruiters in its force and that they are a very valuable resource for their organization in many different ways. The Coast Guard faces many of the same challenges as other Services. The Coast Guard has a process to bring in recruiters, and it encourages women to volunteer, but there is much competition for women to fill roles across the Service because they are a valuable asset.

Mr. Cooper said the Coast Guard's goal is for 25 percent of accessions to be women across all its components: active, reserve, enlisted, and officer. The Coast Guard has been working hard to meet this goal, but it has not been met. He showed a table with the distribution of total recruiters and female recruiters for each State. Female recruiters are distributed in population centers such as California, Florida, Georgia, Hawaii, New Jersey, New York, North Carolina, Virginia, and Washington.

Mr. Cooper said with regard to increasing the number of recruits in underrepresented areas of the country, the Coast Guard does the best it can with the resources it has. Through its marketing program (see Military Marketing Strategies, RFI 3), the Coast Guard reaches individuals who want to serve. Mr. Cooper said it uses recruiters to extend its reach and marketing dollars. Recruiters are reaching out to women's soccer clubs and volleyball leagues and attending national outreach events that support that goal.

Mr. Cooper said that in fiscal year 2018, 13 percent of active duty enlisted in the Coast Guard were women, 14 percent of the Reserve were women, 19 percent of the active duty members

who were transitioning to the reserve were women, and 23 percent of officers were women. The Coast Guard is facing challenges ensuring that 25 percent of accessions are women. Mr. Cooper said because the Service is supported by a small staff of recruiters, it is a challenge to recruit for all the missions. The Service takes this challenge seriously and considers it a priority.

Note

At the conclusion of the panel briefings, COL Davis commented that the National Guard provided slides on recruiter status for the Committee's review even though its representative did not brief the Committee on them.

Discussion

Ms. Sharlene Hawkes said of the five Service branches represented, the Coast Guard was the only one with a set goal, although it was aspirational. She noted the Navy said it now has aspirational targets rather than goals following a recent policy change. For those Services without goals, she asked if they do not set goals out of concern a quota might lower standards. LtCol Falco said the Marine Corps has no such concern and that it will not reduce standards to meet recruitment goals. It seeks qualified, well-rounded citizens who want to be in the Marine Corps. There are not as many women as men who are initially interested in joining the Marine Corps, so the marketing team has to canvass intensively to ensure women know all units and positions are open to them. Col McKenna said the Air Force does not have goals but does analyze and track the diversity of accessions across several categories. The Air Force is very aware of the number of female recruits and wants to keep that number high—it is not a goal, but it is tracked. It also wants to ensure it continues to increase diversity each year. Mr. Aswell said the Army recruits between 25,000 and 35,000 individuals every year. However, because the Army was unable to meet the accession requirements for all three of its components, it felt adding a goal for female accessions would be too much for the recruiting enterprise to handle. Every woman who walks in the door is welcome. The Army's marketing, the structure of the recruiting centers, and female recruiting representatives help recruit more women. To put another goal on the recruiting force is not something the Army is willing to do right now, although it wants to recruit more women.

RADM (Ret.) Cari Thomas said the Marine Corps and Army mentioned that women have been drawn to support specialties; in the Army, 40 to 50 percent or more of some support specialties are made up of women. She asked the two Services' representatives for their analysis and opinion as to why that is the case. Mr. Aswell said the Army has a market advantage in that it is the only Service able to offer applicants the opportunity to select their occupational specialties at the time they sign their contracts. Although some Service branches offer that for some jobs, the Army is the only one to offer it for every specialty. The Army's marketing and promotional material offers applicants the ability to research all the careers that are available to them; some may be appealing based on an individual's education, fitness, personal desire, or best fit. Mr. Aswell said applicants select their occupations; the Army does not steer them. LtCol Falco (Marine Corps) said she did not recall saying that women go to support specialties. She said the Marine Corps has incentives for individuals to join if they are eligible and qualified. They can obtain a guaranteed contract for a support or combat occupational specialty. All positions are open to women. CDR Chadwick said the Navy's recruiting command uses a data system through which applicants take a 15- to 20-minute computer assessment that matches an individual's

personality traits, scores, and propensity to the types of specialties that could be a good fit. The Navy wants Sailors to understand they can have a successful career in the Navy, which will help build an informed, stable force, and is trying to find tools to refine the occupational selection process and steer Sailors into the areas best suited to them. Col McKenna (Air Force) said he views this process in terms of an evolution. Only the nursing corps was open to women 50 years ago, only half the career fields were open 30 years ago, and today, all the fields are open. The Air Force has not had many women attempt to qualify for special warfare positions. However, eight female Airmen have become Survival, Evasion, Resistance, Escape (SERE) instructors. The Air Force wants to see greater numbers of women in these fields, but individuals must volunteer for these roles. As the Service continues to evolve, more women will want those jobs. The Air Force would like to see women interested in flying or holding mechanical positions before they reach the Air Force. Col McKenna said he hopes to see a continued evolution of increasing diversity. Mr. Cooper said the Coast Guard is breaking the mold. It does not assign its members their occupational specialties when they sign up; instead, they serve as non-rates on a ship where they can observe the roles of different rates and then decide what positions best suit their aspirations. This is easier with a smaller force such as the Coast Guard. This process helps recruits to expand their understanding of the positions and consider all the possibilities; it also makes them more comfortable with their career choices when they make them. It is a challenge to include female recruiters across all missions and rates. The Coast Guard wants to find women with experience who can market their rates and speak about what they like to do and who want to discuss their careers to demonstrate the Service's commitment to having a full range of opportunities available to women.

VADM (Ret.) Carol Pottenger said there are steps the Services can take to entice women to work in combat specialties and encouraged them to think about how they are recruiting women. She asked, for example, whether the Services are recruiting women with a predisposition to be adventurous and spend time outdoors; for example, women from Montana are more likely to hunt and fish. If women enter the infantry, they will show others it is possible. If women enter support fields, then that will shape the public's perception of the military. If there are no women in combat roles, young women entering the Services will not have any role models in those fields. VADM (Ret.) Pottenger asked where the Services want to be in 3 years in shifting the balance to having women in combat rather than support and said she did not want a response from the Services at that time but instead wanted the panelists to take that concept back to their leadership. Col McKenna commented that when he describes recruiting as being evolutionary, he does not want it to seem as if the Air Force is sitting back and waiting to see how it turns out. It conducts deliberate efforts every year to make opportunities available. He gave the example of Junior Reserve Officers' Training Corps (JROTC) and flight academy summer programs that give flight training to diverse teens who have not previously been exposed to flying. Col McKenna said that these are revolutionary programs and that it is too early to see the return on investment because these students have not yet graduated high school. The Air Force does not sit back and hope exposure to messages will work on its own; it wants to expand youth's understanding of what opportunities are available. In response to VADM (Ret.) Pottenger's question about seeking to recruit women predisposed to adventure and the outdoors, Col McKenna said the Air Force does recruit individuals from mountainous regions, and they can become SERE instructors, but they tend to be largely male. The Air Force seeks to expand the diversity of its members in the Service's more rugged career fields, but it is ultimately a personal choice. The early exposure through school programs is important.

FLTCM (Ret.) JoAnn Ortloff asked if the female recruiters in the Army were assigned based on an open billet or analyses to identify areas with a high concentration of women. Mr. Aswell said the Army assigns recruiters as vacancies occur but makes a deliberate effort not to assign too many women to one location and instead strives to place female recruiters around the country. The Army completes market analyses and distributes the recruiters around population centers. LtCol Falco said the Marine Corps' strategy is to first determine its needs and then the recruiter's ties to the local community where the recruiter wishes to be assigned. Students in the basic recruiter school indicate their assignment preferences, and the school confers with the recruiting station leadership to make assignments. Col McKenna said in the Air Force, 1 in every 6 recruiters is a woman, and 15 students per class undergo the Basic Recruiter Course at Lackland Air Force Base. Recruiting students can view the list of vacancies scheduled to occur during the next 6 months, and the Air Force tries to match students with their assignment preferences. It does not force a gender balance in any given location. Col McKenna commented that the Air Force has studied whether male or female recruiters recruit more women and has found no significant differences. Sometimes, recruiters are the only Air Force presence in town, and the Service wants to present the diverse face of America. The Air Force is challenged by personnel shortages, so the recruiters have a say in where they want to go. CDR Chadwick said the Navy's recruiters enter the recruiting force after a sea tour, so the Navy follows the normal detailing process, working to align its needs with the recruiter's assignment preferences. CDR Chadwick said applicants do not consider the recruiter's gender; rather, they want to feel the recruiter cares for them and is looking out for them. Recruits who are not being cared for may shy away from the recruiter, and the Navy may lose them. Mr. Cooper said the Coast Guard is losing one-third of its recruiters every year, so it is a challenge to maintain the professionalism of the force. It wants to ensure recruiters are properly trained, know the geography of their areas, and manage their many responsibilities. Recruiters volunteer, and the Coast Guard tries to match them to locations that align with their personal needs. It assesses the population centers with the greatest need and works to meet that need by assigning recruiters and managing the distribution of women recruiters in that process.

Dr. Kyleanne Hunter inquired about the propensity of individuals who visit recruiting centers. She wanted to know the average age for men and for women who visit a recruiting center. She also wanted to know how long these individuals remain attached to the recruiting office before starting training and how that may affect their service. She cited a Norwegian study that showed women who volunteered for service tended to be older than men and that age played a large role in choosing support versus infantry career fields. She said according to this study, older men also were more likely to choose support roles. Dr. Hunter asked the panelists if their Services maintain that kind of information in their records and if they look at those factors. She wanted to know if people fundamentally change their minds about their chosen specialties with exposure time. CDR Chadwick said the Navy tracks that data; he did not have it available at that time but could obtain it and share it later with the Committee. Mr. Aswell said the Army's average age for accessions is 20, and on average, women are older than men by a few months, but it is not a significant difference. Mr. Aswell said because of the recruitment market, recruits spend approximately 80 days in contact with the recruiting center from the time of initial contact until they start their service, a length of time he felt was insufficient. He explained that having more time between the initial contact and the start of service leads to less attrition later for recruits. The Army encourages applicants to select the best career fit for themselves physically, educationally, and based on their interests. The enlisted side of the Army is using an Air Force

tool that helps recruits learn about the different opportunities available in the Air Force. Mr. Aswell encouraged others to review the tool, which the Army plans to begin to use. Col McKenna said that the Air Force tool Mr. Aswell mentioned is available on the Air Force website and that to obtain a better understanding of the tool's functions, Committee members can take the assessment without identifying themselves as recruits. The 50-question assessment asks potential recruits about their areas of interest and noninterest and whether they want to work indoors or outdoors, and it uses the information to let potential recruits know what kind of work matches their skills and interests. This assessment tool gives individuals information on career fields, positions, and jobs. Col McKenna said it is one way to identify career fields that individuals would be good at, and it takes only 30 minutes to complete. LtCol Falco said the Marine Corps does have a system to track the ages of recruits; she did not have the information available at that time but said she could provide it before the Committee's next quarterly business meeting. She said the length of time before recruits start their service depends on various factors; for example, whether they want a guaranteed occupational specialty.

Ms. Pat Locke asked if the Navy's JOIN tool is similar to the Air Force assessment tool. CDR Chadwick said that the Navy's tool uses pictures and ties directly into the classification system but that he is not sure if it is the same as the Air Force tool.

Ms. Locke asked Col McKenna to comment on why the number of recruits per recruiter for the Air Force is twice that for the other Services. She said the Air Force averages 2.1 recruits per month per recruiter, which is double the number for the other Services. Col McKenna said the rate has been the same for a while but added recruiters try to stay at or below that rate; the preferred rate is 1.6 to 1.7 recruits per month. Per year, most recruiters average about 25 recruits, but for some, it is 60 to 70, and for others, fewer. The Air Force is very proud it has been able to meet its recruitment target every year. It needs 32,300 enlisted accessions for 2019 and expect to achieve that target—the greatest number of recruits in years. The Air Force is attuned to how many recruiters are required; for example, it is working to bring on 150 more recruiters to meet higher demand.

Ms. Therese Hughes commented that the Services can learn some valuable lessons from how colleges and graduate schools have been recruiting women. Ms. Hughes said women can help generate interest in other women about serving. She commended the Services' efforts but encouraged them to think about the role women can play in recruiting. She believes women choose support roles because they do not think they can do other jobs and do not see themselves in those other roles.

Ms. Locke asked about engaging with the affinity groups that had been mentioned in the presentations. She asked for the panelists to identify these organizations and discuss the return on investment when partnering with them. LtCol Falco said the Marine Corps' marketing team will cover that topic during the next panel briefing, but one of the Service's guiding principles is that it does not target particular groups but rather focuses on an individuals' relationships and networks. Col McKenna said the Air Force's marketing chief will discuss the issue more in depth during the next briefing. He mentioned that the Air Force has deep, meaningful ties to schools because recruiters are assigned to networks at schools and that the Service's marketing arena also includes clubs and organizations.

Panel Discussion: Military Marketing Strategies (RFI 3)

The Committee requested briefings from each Service's marketing office on its current overall marketing efforts and specific marketing efforts and messaging toward women. The Committee asked for the following information: (1) the latest marketing approach for new members of the military; (2) a description of how the marketing approach has changed over time (during the last 5 years); (3) a plan for how the marketing approach is expected to change in the future; (4) links for existing marketing across all mediums in which the Service is conducting recruiting efforts; (5) descriptions of the specific messaging meant to reach the percentage of women who find service in the military meaningful; (6) an explanation of how the marketing attracts women who are seeking higher education; and (7) descriptions of images, verbiage, and messaging that are being used to appeal specifically to women.

Army: Ms. Andrea Zucker, Chief, Market Research and Plans

Ms. Zucker began her brief by stating the Army is continuing with a total market approach to reach every eligible youth in America. Even those who are ineligible for service are still important because they can be powerful influencers. Ms. Zucker said the Army's marketing has shifted slightly from its initial focus on the Army brand to increasing engagement with youth who are interested in serving now. The Army is focusing more on recruiting challenges for the Guard and Reserve as well as for active duty. There have been changes in the way youth access media and information; they are moving away from broadcast media and toward digital platforms. Ms. Zucker said the Army is tailoring messages to reach youth through search engine optimization, paid social media campaigns, and other digital approaches. It still does some broad-reach television ads but wants to reach youth through the platforms they use.

Ms. Zucker provided the Committee with a list of links to the platforms in use by the Army. It has accounts on Instagram and all the other standard social media platforms, a YouTube channel, and a website, and it runs ads on the on-demand video channels Hulu and Crackle. It also continues to advertise through local billboards, posters, and signage.

Ms. Zucker said the Army is conducting a study with women to identify their barriers to and drivers for serving. It recently conducted focus groups, and the data were undergoing analysis as of the date of the briefing. The study also includes a quantitative survey component to allow the Army to assess the different drivers and barriers to determine what factors most influence women's desires to serve.

Ms. Zucker described how the Army aims to reach women who are seeking higher education. It provides information on ROTC programs, tuition assistance, and other ways to access money for college both during and after service. It presents this information through its media marketing and advertisements on its website, focusing on young men and women who want higher education. The Army is also developing a female virtual assistant, "1LT Stripe," for those who use the chat feature on the website. 1LT Stripe is an example of someone in the Army who can help them find out more information.

Ms. Zucker said the Army has briefed the Committee before on its different efforts to target women. For example, it developed a 30-second advertisement with a female Soldier in the lead about serving in the Army Reserve. The Army features women in almost all of its

advertisements, and even if they are not the focal point, they are still represented. A new advertisement with a female lead is in development and scheduled to be aired shortly after the meeting. The Army Reserve advertisement should be ready within the next 2 months. If it is very successful, the Service will run it on television.

Marine Corps: Mr. Dan Weidensaul, Deputy, Marketing, Recruiting Command

Mr. Weidensaul said the Marine Corps target market is U.S. youth in general—all racial and ethnic backgrounds, all genders and social diversity statuses. The Service does not parse out its target market by individual audiences. Its latest marketing approach centers on a central message and campaign, “Battles Won.” The campaign is about the “fights” every Marine goes through during life: self-struggles, fighting in combat roles, and fighting civic problems after leaving the Service. This messaging frames everything as a fight and captures the indomitable fighting spirit of Marines. Mr. Weidensaul said the Marine Corps looks at the overall target market and uses a total market approach to appeal to women. It always strives to feature men and women serving alongside one another in every image.

Mr. Weidensaul said the Marine Corps constantly conducts research to understand what messages resonate with different audiences and determine what is working. About 5 years ago, the research showed women in particular were seeking jobs that would give them work-life balance, career stability, and the ability to have a family. Those benefits are not traditionally considered part of military or Marine Corps service. At that time, the Marine Corps created films highlighting personal experiences that showed Marines could enjoy those benefits while serving. Its recent research showed women were joining for the same reason as men: a desire to serve one’s country—an intangible value of service. The research also showed women preferred to see images of women serving alongside men or images that showed only men rather than ones that showed only women.

Mr. Weidensaul said currently, the Marine Corps has an insufficient marketing budget to determine whether its “Battles Won” messaging has been successful. He said the Service has not been airing any paid media from May to January because of insufficient funding.

Mr. Weidensaul directed the Committee to a slide in his presentation with a list of links to Marine Corps marketing media—all examples of paid, owned, or earned “media spaces” in which the Marine Corps operates. The earned media spaces are on social media, and the owned media spaces are the Marine Corps’ own social media properties and its website, Marines.com. The slide presented examples that were based on the “Battles Won” message and a total market approach that featured women.

The Marine Corps utilizes a total market approach. It recognizes that advertisements featuring women are more likely to resonate with women but that men and women are joining the Service for the same reasons.

In response to the Committee’s question about how the Marine Corps’ marketing attracts women who are seeking higher education, Mr. Weidensaul said focusing on the tangible benefits of service, such as education, is counter to what Marine Corps recruiters are taught to do. Recruiters are taught to emphasize the intangible values of service because people who join for those reasons are generally happier and more apt to have a positive experience during military service.

However, the Marine Corps does speak to higher education through direct mailers to high school students in ROTC or college students who are considering joining the military. It also engages with community groups that are focused on women, higher education, or some combination of the two. It has national sports partnerships with Crossfit, USA Rugby, and USA Wrestling because these combat sports are more aligned with combat specialties.

Mr. Weidensaul said the Marine Corps uses the same phrases and ideas to speak to every applicant regardless of gender. The “Battles Won” advertisement has a female protagonist who fights bullying in school, fights to win on the rugby field, goes on to fight in officer candidate school, and has the opportunity to become a Marine officer and fights on the battlefield. When she returns to society, she feeds the homeless and fights civic problems. An ad for another initiative, “The Nation’s Call,” does not have a female lead but shows women in traditional combat roles during a large-scale assault. Mr. Weidensaul said these advertisements have not yet had enough airplay to assess whether they have increased propensity.

Navy: CDR Chris Chadwick, Liaison Officer, Recruiting Command

CDR Chadwick began his remarks by stating that the Navy has shifted its marketing approach to target the centennial generation (Generation Z), those who were born in 1997 or later. This generation rejects exaggeration and tokenism and shuns traditional advertising. They do not like being interrupted; they want marketing to be a form of entertainment. They spend 3.5 hours a day on their mobile devices, and 70 percent of the content they consume is on digital platforms. In these conditions, traditional marketing is not successful. CDR Chadwick said the Navy had conducted market analyses to optimize content and media placement. New social media tools such as Instagram and Snapchat rather than their older counterpart, Facebook, now provide the greatest return on investment. He said the Navy must keep moving its focus to where the target audience is and has hired a new marketing firm that is skilled at building digital content.

CDR Chadwick said the Navy’s specific messaging to women is centered on empowerment and emphasizes that Sailors have the skills, knowledge, discipline, and focus to handle tough situations and great responsibilities. The Navy also emphasizes that service is about being part of a team and that Sailors work alongside their peers to challenge themselves both personally and professionally and complete the mission. The messaging emphasizes a sense of belonging, working with others to be part of something greater than oneself. A focus on adventure—captured in a former slogan for World War II recruitment, “Join the Navy, See the World”—is still relevant today. CDR Chadwick said although the Navy does not use that slogan, the sentiment is still an appealing draw. He also mentioned that recruiters must discuss their experiences in the Navy, both the wonderful and the unpleasant. Recruiters must talk to youth intelligently about what they will experience because they want to make an informed decision.

CDR Chadwick next described the Navy’s marketing efforts toward women who are seeking higher education. The Navy participates in community events where recruits can see other women discussing their experiences and education opportunities. It also employs opportunity awareness through digital media buys to share information in a familiar format youth can absorb. He also mentioned the Navy’s initiatives related to science, technology, engineering and mathematics (STEM), which include a website, Navy-branded STEM quizzes for high school students, conducting STEM tours with Navy personnel, and forming relationships with STEM organizations that serve young women.

The Navy uses marketing that shows successful female Sailors doing their jobs in the fleet, not only on their own, but also in a cross-gender operating environment. They are lifting lines, flying helicopters, using targeting guns, and serving as Seabees. The Navy employs strong images to help young women see that women serve in these positions.

CDR Chadwick said the Navy's plan for the future is to do more of the same—monitor and evaluate the sources from which youth obtain their information and shift its advertising focus accordingly. The Navy receives regular feedback about its efforts so it can better understand what is working, and it plans to continue to update its content to stay relevant and interesting.

At the conclusion of his presentation, CDR Chadwick played two videos for the Committee to highlight the Navy's "Faces of the Fleet" marketing series: "Ep. 02: Miss Congeniality: Kellie Hall," and "Ep. 03: Momma Bear: Cindy Huratiak." CDR Chadwick said each of the videos tells a story of empowerment and that these and the other videos in this series show a diverse crosscut of the Navy and what is possible.

Air Force: Mr. Timothy Harrison, Chief, Strategic Marketing Division

Mr. Harrison said the Air Force has separate recruiting operations for the Active and Reserve Components and addressed both throughout his presentation. The Air Force's marketing approach is rooted in cumulative research done over several years and aligns with the prospect's decision process. During the first phase of the strategy, the "Inspire" phase, opportunities are discussed, and perceptions of service are first seeded. The "Engage" phase allows prospects to explore areas of interest and sample what the Air Force has to offer. During the "Recruit" phase, they affirm they have made the right decision and complete the recruiting process. During the "Retain" phase, the final phase of the process, recruits reinforce their decisions and serve as ambassadors for the Air Force. Recent prospects are the most informed in consumer history; they are curious, discerning, and skeptical. They want to obtain multiple perspectives, and they want the truth. Mr. Harrison said two-thirds of Generation Z members want marketing and advertising from real people, not celebrities, because they want information based on real experiences. Throughout the process, messages are customized based on the phase of the marketing process. For the Reserves, the marketing focus is on leveraging the emotional connection of being part of something bigger than oneself, being a citizen-Airman, and doing something for one's community. The messaging themes are "Start Your Adventure" and "Explore Your Opportunities."

Mr. Harrison said that during the last 5 years, the marketing approach has changed to align with how new technology has shifted the way people receive and consume information. There has been an explosion in the number of digital devices, which has changed the marketing landscape. Moreover, there is a civilian-military divide within the American public that raises cultural barriers to service and produces negative perceptions the Air Force tries to address through its marketing. New tools and sophisticated analyses heighten the Service's understanding of its audience and improve targeted messaging and effectiveness. Mr. Harrison said the Air Force has seen the same marketing shift to digital platforms.

Mr. Harrison said the future of its marketing efforts will leverage and enhance new datasets and analysis to shape messaging at the one-to-one level rather than the large segment level. The focus is on individual-level marketing now and optimizing its efforts in specific media channels. The

messaging strategy will support the themes that a career in the Air Force is one to be proud of and that the Air Force is innovative, forward-thinking, and offers an attractive lifestyle. In Reserve recruiting, the messaging places more emphasis on continuing education, rewarding careers, and great work-life balance.

Mr. Harrison directed the Committee to a slide in his presentation that listed links to marketing information and noted the list did not include links to information on the partnerships and experiential events in which the Air Force participates. These include several partnerships that target women, including a TEDxWomen¹ conference, and an Air Force leaders lunch.

Mr. Harrison said the results from the 2016 Joint Advertising Market Research & Studies (JAMRS) study showed women were unlikely to believe the military will offer them a career they wanted and that the risks of military service were a top concern. The study also showed that although female youth were confident about their abilities, they did not feel they had much in common with those who serve. Self-efficacy was also found to be a major barrier. The Air Force focuses on how women can serve in all careers. An Air Force career can give women the lifestyle and profession they desire. An important message when speaking with a female audience is to emphasize that Air Force careers do not prevent its members from having a family. Women are highlighted in recruiting materials, are included on the website, and used in other outreach efforts.

Mr. Harrison said there are multiple ways to market to women who are interested in higher education. The JAMRS study showed two-thirds of youth did not know or believe members of the military need a college education. Mr. Harrison said the Air Force is working to develop messaging to counteract that belief; the slide previously referenced included links to information about how individuals can earn a college degree in the military or use their degrees in an officer career.

Mr. Harrison said the foundation of the Air Force's marketing platform is the "Aim High" campaign, which shows Airmen who have succeeded despite great challenges. The Air Force has developed messages to show women a career in the Service is something in which to take pride. Findings from focus group research showed women wanted to see themselves and those who look like them in marketing imagery and also wanted to connect with those who shared their perspectives. Mr. Harrison showed a slide with links to examples of communication initiatives that allow women with questions about joining the Air Force to receive answers from female Air Force members. For example, for the "Ask An Airman" campaign, female Airmen answer questions such as, "What is it like to be a woman in the Air Force?" Women are also highlighted in the recruiting imagery for Air Force Reserve recruiting efforts to allow women to see others like them doing various jobs across the Reserve. Mr. Harrison said he thinks this strategy is working well for the Air Force because the number of female accessions have increased.

Mr. Harrison concluded his presentation by playing one of the Air Force's marketing videos.

¹ This three-day conference focused on the power of women and girls to be creators and change-makers.

Coast Guard: Chief Nick Ameen, Public Affairs Chief, Coast Guard Recruiting Command Marketing

The Coast Guard's marketing approach is to identify the best applicants available. Its main priority is reaching women and underrepresented minorities. Recently, the Coast Guard has been using many new media partners, such as BuzzFeed and Complex, for online marketing efforts.

Mr. Ameen said the Coast Guard's marketing is focused on storytelling. Prospects have asked if they will be able to have a life in the military, have a life after military service, and be successful after leaving the military, among other questions. In response, the Coast Guard produced a series of work-life videos showing Service members providing for their families and enjoying their lives while off duty. It also produced a series of post-service videos because it knows not all members will serve their entire careers with the Coast Guard. The post-service videos feature Coast Guard veterans who are attending college with the help of the GI Bill or successfully operating their own businesses. Mr. Ameen said these video series have been fantastically successful. The marketing approach has evolved with the involvement of partners such as BuzzFeed to disseminate content, which has been effective. Mr. Ameen then played the marketing video "These Women in the Coast Guard Are a Force To Be Reckoned With" for the Committee.

Mr. Ameen said every job in the Coast Guard is available to women and has been for more than 40 years as depicted in the video. Some other marketing outlets the Coast Guard has explored are niche specific; for example, an article that was pitched to an aviation magazine described all the jobs open to women in the Coast Guard. He directed the Committee to a slide in his presentation that provided links to this content.

Mr. Ameen said the Coast Guard did research with the help of market research company Fors Marsh Group to identify certain personas with the propensity to serve. This work has helped the Service to target women of particular backgrounds and in specific communities and schools.

Mr. Ameen showed an example of one of the messages on empowerment targeted at women. The pamphlet emphasizes the Coast Guard's work in helping communities recover from disasters. The Coast Guard specializes in disaster response; in 2017, the entire force was engaged in such activities because of the number of natural disasters.

Mr. Ameen said because people join the military to pay for college, the Coast Guard is focusing on STEM. It highlights STEM-related jobs it offers and discusses how those experiences can help individuals pursue STEM-related education and careers in the civilian world. He said all the Services offer the same education benefits, and education-related information is available through all the Coast Guard media outlets.

Mr. Ameen then presented some examples of social media posts and advertisements that were found to be most appealing to women and have received strong, positive responses. He commented that these were heavily shared on social media.

The Coast Guard also developed a series of post-service videos with a lot of personality to help people identify with the military lifestyle. They show individuals at work doing their jobs but also highlight their hobbies—for example, one female member's activities with her roller derby

team—and family life. Showing people at home with their children demonstrates that individuals can be married and have families while in the Coast Guard. Deployments and duty do present challenges, but demonstrating that family life is possible for Service members is important. Mr. Ameen then played one of the post-service videos, “Post Service – Sara Stafford,” for the Committee.

To conclude his presentation, Mr. Ameen showed a slide that featured several photographs showcasing the Coast Guard’s outreach at national and local events.

Discussion

Ms. Hawkes commented that these are exciting changes that have happened over the past few years. She wanted to know if she had correctly characterized the marketing approaches of the Services. She said the Coast Guard, Air Force, and Navy have specific messaging to appeal to women. This is within the context of the December 2017 JAMRS briefing the Committee received that showed 66 percent of women found military life meaningful—10 percent more women than men who were surveyed—but that this finding was not translating into a propensity to serve. Ms. Hawkes said the Coast Guard uses marketing that specifically targets women, but the Marine Corps and the Army use a total market approach. She asked how the Army and Marine Corps were addressing the 2017 JAMRS finding that women want to do something meaningful. Mr. Weidensaul said the total market approach applies in a general sense because the Marine Corps receives a larger return on its investment. The Marine Corps is also using some of the same tactics the other Services said they are using. For example, it develops videos, holds chats on the social media platform Twitter, and offers opportunities for one-on-one exchanges. He said the Marine Corps has not highlighted the meaningful nature of military service—what one’s service does for the Nation—as it connects to the purpose of the Marine Corps at large; it instead has focused on marketing at the individual level. Ms. Zucker noted the Army, similar to other Services, uses videos that feature storytelling to show how women are successfully serving and that highlight the meaning of service to them. She agreed that the total market approach focuses on men and women serving together. The Army strives to convey the meaningfulness of serving by showing what the Army is about—how Soldiers serve the country, help others, and are part of a bigger team. The opportunity to serve is meaningful to many different people and is portrayed in different ways through the media campaigns. Mr. Harrison (Air Force) said the concept of meaningful service is dominant in the Air Force’s media campaigns. For example, it produced a commercial about women’s desire to save lives, help others, and serve their country. The commercial features four women who had a childhood dream of serving and making a difference. Mr. Harrison said this has been a very successful commercial and was one of the highest rated by female audiences according to the JAMRS study.

Ms. Hawkes asked if the panel noticed a difference in the number of female accessions for their respective Services as a result of the marketing efforts. Mr. Harrison (Air Force) said he believed the marketing has driven women to act, either by going to the website or talking with a friend, but that no increases in recruitment have been observed.

Ms. Hawkes asked if this marketing and outreach is impeded by greater barriers for women; for example, the high rate of concern about injury related to military service. Mr. Harrison (Air Force) said recruitment is challenged by those issues. He described how studies have shown that

women are pleased that all jobs in the Services have opened up, but they are not necessarily interested in those jobs for themselves and do not believe they can be successful in those jobs.

RADM (Ret.) Thomas said having adequate resources is always a critical challenge for recruitment and marketing. She asked the panelists how they imagined their respective Services would conduct their marketing in the next few years given an unlimited budget. Mr. Weidensaul said the Marine Corps would never ask for an unlimited budget because there would be only so much return on that investment. However, he felt that with additional funds, the Marine Corps would be able to pivot its messaging based on its research. Currently, the Marine Corps is not in niche markets; with more funding, it could market to more specialized groups. Ms. Zucker said she would never want an unlimited budget because the Army would see a diminishing return on investment, and it would like to be a good steward of taxpayer money. However, she said more funding would help the Army educate the total market, not only prospects but also influencers and those who are not propensity. She would want to share information about the Army, what military service is, what service means, how those individuals could serve, and that people just like them have served. She also said the Army would like to spend more on focusing its marketing at the individual level as much as legally possible to target information. For example, if someone is purchasing textbooks online to prepare for medical school, it could be effective for the Army to send the person information about the scholarships the military provides its members for medical school. CDR Chadwick (Navy) also agreed with the sentiments expressed by the other panel members—there are diminishing returns with too much money. He added that the Navy would be wasting the extra funding if it did not have recruiters in the field to capitalize on the money being spent on advertising. Prospects and recruits need to talk to live people. Although there is a focus on the digital world, there still needs to be person-to-person contact to move things along. CDR Chadwick said there needs to be enough personnel to handle an increase in the number of prospects; if there is no one to respond to individual questions, prospects can lose interest. Similar to Ms. Zucker, CDR Chadwick said the Navy would like to delve deeper into individual markets and buy more time in existing media frames, on digital media, and through print ads. Mr. Harrison said the Air Force is not at the point of diminishing returns yet and added he felt the Services still need more money for marketing. Data have clearly shown that two-thirds of the civilian public believe everyone who serves becomes a disabled veteran. Mr. Harrison said the Services are outspent in the marketplace by well-meaning organizations that advertise for wounded veterans and publicize the traumatic effects of military service. He said it is a very difficult thing to overcome the narrative about the potentially damaging results of service. Mr. Ameen said he would like to see the unlimited funding spent on equipment, but if it had to be spent on marketing, the Coast Guard would use it to increase its presence on television to disseminate its message to a larger audience.

Maj Gen (Ret.) Sharon Dunbar asked Ms. Zucker (Army) what the age parameters were for the focus groups she mentioned in her presentation. The Army interviewed the study participants in groups and individually to better understand their barriers to and drivers for service. Ms. Zucker said young women aged 17 to 22 were surveyed. The Army conducted some small focus groups with just young women, triads with young women and their parents, and young women with another influencer. The survey component of the study will include influencers, mainly parents, but other influencers as well. Maj Gen (Ret.) Dunbar asked Ms. Zucker about the size of the survey group. Ms. Zucker said she was not sure but knew it was large enough for the Army to have a reasonable confidence interval breakdown by race/ethnicity.

Maj Gen (Ret.) Dunbar asked about using video games as marketing tools. She said that the Navy uses online video games and that the Air Force had also used a game at some point. She wanted to know which Services are using online games to introduce youth to aspects of military service, especially Generation Z. Mr. Harrison said the Air Force uses a couple of games in its marketing efforts, including “Air Force Special Operations Night Fall,” which can be played on PlayStation 4. At the beginning of the game, the gamer can choose to be either a male or female character. Those who choose to be female have female instructors in the game. Mr. Harrison said the Air Force also has a game available on the Air Force website, “Airman Challenge.” Mr. Ameen said the Coast Guard also uses online gaming. It has a “plants versus zombies” online game. Its advertising agency found the game engaged more women than men. CDR Chadwick said the Navy does use games but could not provide more information during the briefing and would follow up later with the Committee. Mr. Weidensaul said that the Marine Corps has an in-game experience with Microsoft but that it is not branded—a deliberate decision by the Service not to brand any games. Mr. Weidensaul said the Service does not want to trivialize the seriousness of what Marines do; it is not possible to replicate the decisions made on the battlefield by clicking a mouse. However, the Marine Corps can benefit from gaming through community engagement by establishing a presence at gaming events and conferences. Ms. Zucker said the Army created the game “America’s Army” around 2006 and has continued to develop and update it. In the game, individuals must complete boot camp to serve; they are shut out of the game if they engage in any rogue behavior. The Army also launched an advertisement 2 years ago that was focused on cyberspace and cyberwarriors. Gamers who zoomed in and clicked on an Easter egg on the screen while the advertisement was displayed could access a secret website with daily challenges and crypto puzzles. Ms. Zucker said the game generated interest and was used successfully to recruit individuals into cyber fields.

Col (Ret.) John Boggs commented that he loved the videos that had been shown during the panel. He said the Committee is focused on increasing the number of women coming into the Services. Col (Ret.) Boggs asked the panelists about the Services’ objectives, whether they are trying to recruit more women, and if their recruitment efforts had been successful. CDR Chadwick said the Navy is working with a new marketing company to develop advertising campaigns. These new advertisements launched around the Army/Navy football game in December 2017 and have received positive feedback. Overall, the Navy is doing well at recruiting women but wants to increase diversity. CDR Chadwick said the Navy is tracking media impressions but did not have data available to respond to Col (Ret.) Boggs’ question. Col (Ret.) Boggs then asked CDR Chadwick about the quantified objectives and key results, to which he replied he was not sure if the Navy has a percentage objective and that its goal is to educate the young female population in general to improve propensity. Mr. Ameen (Coast Guard) said it was too soon to try and link the Coast Guard’s marketing videos to any concrete data about effectiveness. The Coast Guard is striving for a membership that is 25 percent female, but achieving that goal will take time. Mr. Harrison (Air Force) said many variables affect recruiting beyond advertising—factors such as unemployment rates and the needs of the force. The Air Force is growing, and its recruiting force is finding it challenging to recruit enough qualified people and is not targeting certain genders to fill open slots. The challenge is to focus on niche audiences or high-cost/low-density targets to find specific individuals. The Air Force is on the right path, but many other variables in addition to marketing affect recruiting. Mr. Weidensaul said the Marine Corps starts from the operational side, identifies the different priorities for different times—this year, right now, etc.—and then builds the marketing program to support the

priorities. Each type of activity is measured differently, and it typically measures the number of times their campaigns were viewed. Mr. Weidensaul said the Marine Corps' goal is to obtain 17 percent of its recruitment contracts from marketing efforts, but it may be obtaining more than 30 percent this way. It has a 5.5-percent conversion rate of leads that become contract recruits. Mr. Weidensaul reiterated what Mr. Harrison (Air Force) said: marketing involves more than one variable. The Marine Corps is not currently airing any paid media campaigns, but it will still achieve its mission through the recruiters' efforts. He said it is hard to pinpoint which marketing efforts are working. Ms. Zucker said the Army has the greatest number of members across all the Services. The Army's National Guard mission is as large as the Active Duty Components of some other Services. The Army must focus on recruitment, especially when the unemployment rate is low, as it is now. With only half of the population qualified to serve, recruiting women is an important part of that mission. Women face cultural misperceptions and biases that have been discussed in this session, and they may have seen only men serve, or they fear dying or developing post-traumatic stress—all of which remove military service from their consideration. Ms. Zucker said it is in the best interests of all the Services to focus on those in the market who are qualified, and they happen to be female. The Army faces many barriers to recruiting women, but it always works to improve.

Gen (Ret.) Wolfenbarger asked the Marine Corps why it went dark on media. Mr. Weidensaul said some of the reasons are self-inflicted. In the past, marketing budgets would be supplemented with end-of-year funding, but now, those allocations are not available. The baseline funding is not sufficient. He said the Marine Corps is in a corrective phase to assess and reset where it needs to be. The baseline has been corrected to a degree, and the Marine Corps is now closer to where it needs to be, but the funding is still not sufficient. Mr. Weidensaul said the Marine Corps will be able to achieve its mission but will be challenged in its ability to focus on niche areas.

Briefing: DoD Recruitable Population Demographics (RFI 1)

The Committee requested a briefing from JAMRS on gender differences in propensity to join the military. The committee requested the following information: (1) available data on why women decide not to join the military, including comparisons to male counterparts; (2) age and education differences between men and women entering the military; (3) the population of each State and U.S. territory, including the percentages of qualified men and women eligible to join the military; (4) identification of the States and U.S. territories from which male and female recruits originate; (5) a discussion about States where women are less propensed than men to join the military; and (6) clarification on whether the available data is for both the Active and Reserve Components or only the Active Component.

Dr. Taylor Fairley, Principal Research Scientist, Office of People Analytics

To answer the Committee's question on why women decide not to join the military, Dr. Fairley said she wanted to begin her briefing with "the big-picture story." She said there is not one simple answer as to why women decide not to join the military; it is complicated and involves many layers. She provided a framework on how youth make career decisions in a broad sense, including the decision to go into the military.

Academic literature and evidence-based human resources research have identified broad theoretical perspectives about how people make career decisions. These perspectives can be used

to help understand why youth decided to join the military, including their willingness to consider the military as an option and their propensity to enlist. Dr. Fairley described attitudes/expectations, social norms, and efficacy beliefs as three prevalent factors that influence career decisions, including military propensity; these are shaped by background learning experiences. Attitudes, norms, and efficacy are also influenced by external, environmental factors that include economic conditions, national security issues, the veteran population, and military operations.

When looking at general propensity measures, Dr. Fairley said propensity to join the military is much lower for women than men. When thinking about increasing the number of women in the military, it is about not only identifying propensed women but also increasing the overall number of women who are willing and interested to serve. If the selection pool of interested individuals were larger, it would be easier to select the best and brightest from the pool. Half of the women surveyed said they had never considered serving in the military, 8 percent had given it serious consideration, and 41 percent had given it some consideration. Dr. Fairley described the “some consideration” metric as very passive, superficial consideration. DoD would like more women to consider whether military service is right for them so the Services’ marketing and recruiting efforts are more effective.

Dr. Fairley directed the Committee to a slide in her presentation that outlined how women evaluated the military on the top five important job factors (competitive pay/money, opportunity to do something meaningful and make a difference, balance between work and family, attractive lifestyle, and job security). She said men and women generally rated the military similarly except on a few key factors. More women rated the military as an opportunity to do something meaningful and make a difference. Few women perceived the military as offering a high quality of life, which indicated they did not think the military would offer work-family balance or an attractive lifestyle. Dr. Fairley said if women do not think the military offers a good quality of life, they will look at other options for competitive pay and where they can make a meaningful difference in the workplace. Women perceived military service to be linked with problematic outcomes at a higher rate than their male counterparts, including psychological or emotional problems, difficulty readjusting to everyday life after service, and physical injury. The outcome expectations that women hold shape their attitudes—they are key drivers why women are not joining the military.

Another part of the big picture, Dr. Fairley said, is efficacy and relatability—women’s sense of self and their confidence about being able to succeed in the military. In general, people are drawn toward careers and jobs in which they feel they can succeed. The data and research has shown confidence plays an even bigger role in the career choices women make compared with those for men. Research has shown women will apply for a job if they think they meet 95 percent of the qualifications, but men will apply if they think they meet 60 percent of the qualifications. The perception of similarity is another important factor—whether youth can relate to or identify with those who serve in the military. Survey data showed both male and female youth did not relate to those who serve in the military, and the rates for women were even lower. Dr. Fairley said this is a glaring barrier for the Services in recruiting youth, especially women. If young people cannot relate to the military or see themselves as similar to those who serve, they will not feel more efficacious about their abilities to serve.

Dr. Fairley said another key driver of propensity is a lack of awareness and knowledge. More than 50 percent of youth self-reported they knew nothing at all about military service, and only 27 percent said they could name all five branches. Thirty-five percent of youth said they did not know the difference between officers and enlisted personnel. This presents a huge barrier underlying all key attributes driving the consideration of propensity.

The broader impressions of the military and narrative about military service are not controlled by DoD. The mainstream media and public narratives about service are disproportionately focused on sacrifice. The success, satisfaction, and meaningfulness of military service are not the subjects of headlines. Dr. Fairley described recent focus group data showing common perceptions of the military from women who were not propensed. She read a couple quotes from participants: “The military is like going to prison,” and “Too many people come back with PTSD and no legs.”

Dr. Fairley said the main reasons people do not consider joining the military are danger, death, posttraumatic stress, and leaving friends and family. These factors are salient for all youth, but more prominent as concerns of female youth. The background framework Dr. Fairley laid out helped to clarify why youth are focusing on those reasons for not joining. It is not any individual reason but rather a comprehensive picture of internal and external factors and drivers that are working together.

Next, Dr. Fairley addressed the Committee’s request to examine differences in age and education demographics between men and women who enter the military. She said she did not have that information by Service branch but did have the overall numbers. Women made up 18 percent of new recruits and 23 percent of new officers. When considering enlisted accessions by age, there were few differences between men and women. For Armed Forces Qualification Test (AFQT) scores, more men scored in Category I and Category II, the highest categories, and more women scored in Category IIIA and Category IIIB. In examining enlisted accessions by education level, there were few differences between men and women.

Dr. Fairley provided the Committee with a detailed appendix of male and female eligibility and propensity by State in her slides. Overall, about 29 percent of men and women were qualified to serve without a waiver, not including their AFQT scores. Overall, there was not a large difference by State for men and women’s eligibility. In general, residents of southern States had the lowest eligibility rates, and residents of northeastern States had the highest eligibility rates.

To address the Committee’s question on which States male and female recruits come from, Dr. Fairley first presented the raw proportions. Without accounting for State population size, the most populous States—California, Florida, Georgia, New York, and Texas—had the highest proportion of female accessions. Next, Dr. Fairley presented a State map by female index scores. Index scores were calculated by comparing the percentage of female accessions (all non-prior service new recruits) for each State with the percentage of the national female youth population who lived in the State in 2017. As the index deviates from 100, it can be concluded that the State is over- or underrepresented for female accessions. With these adjustments, the map showed most female accessions came from Alaska, Georgia, and South Carolina and most male accessions came from southeastern States, Alaska, Hawaii, and Wyoming.

Discussion

RADM (Ret.) Thomas asked Dr. Fairley how she measured propensity by State. Dr. Fairley said the data came from a JAMRS national survey that continues to be fielded 365 days a year with non-Service youth aged 16–24. The survey asks, “How likely are you to join the military?” If respondents select probably not or definitely not, they are considered not propensed, and if they select probably or definitely, they are considered propensed. JAMRS receives data three times per year from approximately 5,000 respondents each time. At the end of each year, it combines the data for the 15,000–18,000 respondents, weights it to the State level, and then disaggregates it.

Ms. Hawkes asked about a figure on one of the slides showing data on how much consideration youth said they had given to the possibility of joining the military. Ms. Hawkes noted the charts showed similar percentages of men and women had given “some” consideration to joining. She wanted to know if the Services are concerned about that number for women, and she asked whether they should be concerned about that number for men too. Dr. Fairley said the findings are problematic for both men and women, and DoD wants more youth to give “serious” consideration to joining. “Some” consideration could be a passing thought—individuals saw something about the military and thought it was not for them. Ms. Hawkes asked if the results for that category can be viewed as an opportunity. Dr. Fairley said the Services want youth to have more meaningful and substantial consideration of the military, including the benefits of service. Dr. Fairley said a very high percentage of young women have never thought about joining the military. Ms. Hawkes replied that the Services can persuade women to want to learn about the military and think about it seriously.

FLTCM (Ret.) Ortloff asked for clarification about the data sources used on one of the slides of Dr. Fairley’s presentation. She asked Dr. Fairley why the top chart (showing responses to the question, “To what extent do you think the Military offers the following?”) presented data from a 2016 college market survey, and the bottom chart (showing responses to the question, “How likely do you think it is that someone getting out of the military will have...”) presented data from a 2018 survey. Dr. Fairley affirmed that those specific charts were not drawn from the same survey population but said they were based on similar surveys that asked both questions, and the individuals who were surveyed responded similarly. The data suggest youth believe they can do something meaningful in the military but that they can also leave with psychological harm. FLTCM (Ret.) Ortloff asked whether the perception of harm/risks of service were similar in 2016. She also asked if individuals’ perceptions about what the military offers were similar between 2016 and 2018. Dr. Fairley said the harm/risk outcomes data had changed very little—maybe two or three percentage points during the past few years. JAMRS collects that data three times per year, and it has stayed consistent.

VADM (Ret.) Pottenger noted the data showed the lowest rates of eligibility in the United States were in the southeastern States, where accession rates were the highest. She asked Dr. Fairley to comment on this finding. Secondly, she asked about the chart “Enlisted Accessions by AFQT and Gender.” VADM (Ret.) Pottenger said she has seen data that showed that despite the fact that young women are normally more serious in high school, study harder, and receive better grades, women were more likely than men to score in AFQT Category IIIB, a lower category on the test. She asked Dr. Fairley to explain this finding. Dr. Fairley cited two issues. First, it is

more difficult to recruit youth of higher academic quality who can achieve higher AFQT scores because the military faces greater competition for them from other companies and organizations such as higher education institutions. Second, given how difficult it is to recruit women, the Services are having more success recruiting women of lower academic quality. Dr. Fairley commented on VADM (Ret.) Pottenger's observation about States with low eligibility and high accession rates. Dr. Fairley said the Services know it is easier to recruit youth of lower academic quality, and that from eligibility studies, they know these youth report being more interested in military service. Those who are more eligible for military service are less propensed and less likely to consider service.

Dr. Hunter said she was interested in the chart "Perceptions of Similarity," which represented how youth gauge their similarity to people in the military. Dr. Hunter wanted to know if there were any historical data related to those questions because the percentages for women were so low that small changes at the percentage-point level could equate to meaningful differences. She commented that if today, only 8 percent of women feel they have much in common with those who serve in the military, and 3 years ago, only 4 percent felt that way, that would be a significant change. Dr. Fairley said JAMRS has also been interested in that measurement, known as relatability. She said the relatability data was collected in 2017 through the Youth Poll, a survey that is fielded every year, but it was first collected in 2016 through the College Marketing survey, which is fielded every other year. JAMRS liked the question so much it was added to the JAMRS Ad Tracking Survey and Youth Poll. Currently, JAMRS does not have much historical data on responses to that question, but it will in the future because it will be collecting the data regularly.

Ms. Hughes noted the estimates for female youth being concerned about harmful outcomes from military service were very high and wanted to know whether anything is being done to counter those perceptions. Ms. Hughes said it seems the people who are propensed are going to serve, and some understand the difficulties one could face in military service and look at similar career options such as working in the police force. Dr. Fairley said there is much being done to offset these concerns, as the marketing panel discussed, but there clearly needs to be more. The Services are working on telling their members' stories by featuring "day in the life" narratives and showing positive post-service outcomes. Soon, JAMRS will kick off a paid media campaign with advertisements that target youth and show individuals finding fulfillment in the military. There will also be advertisements featuring a conversation between an influencer and a youth to serve as a model for appropriate interactions between influencers and youth to explore the idea of military service. The Services are taking similar approaches with marketing under the #KnowYourMil hashtag. The advertisements show proud, successful Service members celebrating their successes and demonstrating military service is not all sacrifice. The individual conversations and one-on-one engagements to reduce those misperceptions are important.

Col (Ret.) Boggs asked Dr. Fairley if she had data on when youth make the decision to join the military. Dr. Fairley responded affirmatively that JAMRS collects those data through the new recruit survey by Service branch. JAMRS has seen a large proportion of recruits in each Service who have said they have always wanted to serve. According to the most recent data, around 40 percent of recruits were "recent joiners"—they decided within the last year that they wanted to join the military. The Services have made inroads with women and minorities who are recent

joiners. Dr. Fairley did not have the data available but said she would provide a summary of the data following the meeting if requested.

Col (Ret.) Boggs asked whether recruiting for the military is a family business. Dr. Fairley said many Service members have had an immediate family member who served. She said data have shown that approximately 70 percent of youth had grandparents who served, and around 20 percent had a parent who served. Parents are a more influential connection to military service than grandparents. Dr. Fairley said she would provide a summary with more information following the meeting.

Dr. Jackie Young asked Dr. Fairley to expand on the confidence gap between men and women with respect to how confident youth are that they can succeed in each Service branch. Dr. Young wanted to know more about why that is, especially given the lower representation of women in civilian careers such as politics. She asked if it is related to the “glass ceiling” or something else. Dr. Fairley said efficacy is a particular issue for women, and the concern for danger and dying is more significant for women than men. Research has shown that vicarious learning and role models are very important to interest women in male-dominated fields such as the military and STEM.

Dr. Young asked Dr. Fairley to clarify her earlier remarks about men feeling more confident and women feeling less confident. Dr. Fairley said that men do feel more confident they can succeed in the military and that men are notably more confident than women. For women, the military is linked with scary detractors (death, danger, dying) and perceptions of a low quality of life, and they lack role models and exposure to experience. Research in the civilian labor market has shown women have an entity approach to efficacy—women tend to believe they are born with or without ability—whereas men tend to believe they can solve challenges given training and opportunity. That discrepancy between men and women has been shown across the academic literature.

Ms. Janie Mines asked about the military recruiting being a family business within particular States. She suggested that maybe family service and living in a State with military exposure go together. For example, in South Carolina, all five Service branches have a presence. Dr. Fairley said geographic military exposure plays a role. She said growing up in an area where military service is the norm can shape a young person’s understanding about what is appropriate and acceptable. For youth in that area, if they are connected to someone who is in the military, it makes service more relatable. A young person’s distance to the installation is a predictor in propensity; although small, it does contribute to accessions.

Briefing: Status of USN Submarine Integration Efforts (RFI 5)

DACOWITS has been closely monitoring the Services’ efforts to develop and implement plans to fully integrate women into all occupational specialties since the December 3, 2015, decision by the then-Secretary of Defense to open all previously closed units and positions to women. The Committee requested a status briefing from the Navy on the integration of women into the submarine service, to include (1) current and future integration efforts and plans (submarine types open to female officers and enlisted women, number of women assigned per submarine and projected assignments, and the ratio of men and women to berthing compartments/commodities by rank groupings); (2) lessons learned from female officer and female

enlisted integration; (3) what surveys or assessment measures have been put in place to ascertain progress in integration efforts, including addressing who is responsible for surveys/assessments and whether Service members can be candid given small community size; (4) identifying best practices and lessons that will be applied to future integration efforts on submarines; (5) status of enlisted female rating conversions into the submarine force; and (6) status of current and future recruiting efforts to target new female accessions into submarine ratings.

Mr. Steven McShane, Director, Manpower and Personnel Readiness for Commander, Submarine Force Atlantic (COMSUBLANT); CAPT David Roberts, Director, Division of Mathematics and Science, United States Naval Academy; LT Laura Towle, Women in Submarine Coordinator, COMSUBLANT; Chief Angela Koogler, USS Michigan, Blue Crew

Mr. McShane began by introducing his co-panelists and stating that Vice Admiral Chas Richard's intent for the Navy is to "be ready for battle." Upon taking command, he was briefed on the continuing plans of the integration of women on submarines. He is very happy and proud of the progress that has been made, and these efforts directly support being ready for battle.

The Navy has integrated 179 female officers into the submarine force, including supply officers. There are 135 enlisted women who are submariners. Mr. McShane said the Navy is on track, and integration is going very well. The Navy continues to learn through this process, and Mr. McShane said he would discuss the continuing way forward during his brief.

The Navy has 19 submarine crews integrated with officers and 6 submarine crews integrated with enlisted personnel. Mr. McShane said the integration of submarines has gone according to plan with one exception—the USS JOHN WARNER. As a result of a greater need for co-location (for dual-military couples), the Navy needed to locate another integrated submarine in a fleet concentration area, and there were no integrated submarines in Norfolk, VA. The USS JOHN WARNER is now the fifth SSN-class crew to have been integrated with officers. Mr. McShane said the integration plan is continuing and is working well.

Mr. McShane then addressed the lessons learned from integration with officers. He said the main thing the Navy learned in the integration process was to avoid gender-specific policies, instructions, or treatment. As the Navy modified the instructions on ships and for going into battle, it found very few aspects needed to be changed in relation to gender. Mr. McShane said another lesson learned was that situations and climates that promoted equity between male and female officers greatly enhanced the integration experience, whereas instances of perceived inequality were seen as detrimental. The Navy integrated officers first at the senior level by bringing in female supply officers to provide oversight and help when ensigns came on board. These female officers could serve as mentors to other women in a mostly male service. The Navy found some mentoring occurred, but ultimately, the ensigns were being mentored by their department heads (regardless of gender). Mr. McShane asked LT Towle to speak about her experiences.

LT Towle said when she first was assigned to her submarine, she did not know female supply officers were meant to be role models. She said her mentor was the engineer, who was male, because the supply officer was not familiar with LT Towle's job on the submarine. LT Towle said the integration went well on her submarine but suggested it might be tougher on crews in which men are more wary of interacting with women.

Dr. Hunter had a question about these lessons learned. She said she had many outstanding male mentors, but she has heard that men have become less comfortable interacting with women in the wake of the #MeToo movement and the Marines United explicit photo-sharing scandal. Dr. Hunter asked if LT Towle and Chief Koogler had perceived any discomfort or cultural hesitance among male crews and wondered if this unease may be harming the way gender integration is playing out. LT Towle said she had not seen any of those behaviors with her previous command but could see how it might become an issue. One example she suggested was if a female supply officer was being mentored by her male chief—they might be more hesitant to have lunch together than if her mentor was a woman. Chief Koogler said she came to submarines after 14 years of integrated service in the Navy. She said she has seen some male submariners who are hesitant to counsel and mentor Sailors, but she emphasized that a Sailor is a Sailor, regardless of gender. She suggested that an individual who is unsure of how others will perceive counseling bring someone else in as a witness.

VADM (Ret.) Pottenger said avoiding gender-specific policies and treatment should be taken to heart by the Services. The Navy should not focus on sexual harassment or other related issues or it may lead men to be afraid to talk to women coming on board. CAPT Roberts said it was the daily living circumstances that the Navy did not plan well enough, especially the close berthing and head (bathroom) areas. For example, Virginia-class submarines use a flip sign for the single bathroom to designate when it is used for women or men.

Mr. McShane continued discussing lessons the Navy learned from officer integration. Command leadership should promote an atmosphere of professionalism and mutual respect, and officers should not pay excessive attention to gender-specific milestones achieved within the integration process. Women junior officers should receive equal mentorship by the commanding officer and executive officer. During the initial integration, some male crew members were hesitant and aloof, which was not necessarily surprising given the significant change.

Chief Koogler shared that when she first came onto her submarine, the USS MICHIGAN, she was working with men who had never worked with women in their Naval careers. There was an initial hesitation to interact, and the leadership triad had made it clear that dating was not allowed among those on the boat, even among crew. There was a division between men and women, and even during the qualification process, the men were afraid to talk to the women. Chief Koogler said although sexual harassment and fraternization have always been an issue in the Navy, the awareness is heightened now because women are on board. She said there are policies that already work in other Navy communities (e.g., on other ships) to address such issues, so they will work in the submarine community.

Mr. McShane said the lessons learned on the enlisted side were very similar to those for officers. There were no special policies created for women. The process of conversion from other rates onto submarines created its own challenges. The Navy brought female chiefs and senior enlisted personnel to submarines before bringing in new accession female Sailors who were very young. The Navy had 17 conversions for every 4 new accession Sailors. This was done intentionally to build up enough enlisted leadership. The most significant challenges were within the communities themselves. The Chief of Naval Operations has characterized each type of working environment as a “tribe,” and submariners are different than other Navy tribes. For example,

submariners wear sneakers rather than boots to reduce noise. Submarines are a closed environment, so they are not as formal with one another as they would be on a normal ship.

Mr. McShane said the Navy encountered challenges with first class petty officers. When they opened the submarine service to all women, there was a surge of high-performing female Sailors who wanted to join that force. The Navy chose from specific ratings for chiefs, including information technology, corpsman, culinary specialist, logistics specialist, and yeoman. The Navy was concerned that Sailors with technical ratings would not have the schooling to succeed and would have to spend time in school to be qualified, which would delay their progression. High-performing Sailors were chosen; for example, one woman's rate was converted to fire-control technician, and she was then made chief. They did not anticipate the challenges related to high-performing women being able to make rank. The Navy anticipated there would be a delay to achieve an E-7 pay grade for some women transitioning to submarine service because they needed to be qualified within the submarine force. Those women would be delayed a year compared with their male counterparts. High-performing Sailors will continue to do well in the Navy, but these are additional points supporting why the Navy should focus on enrolling more new Sailors and doing fewer conversions.

Mr. McShane said the command climate surveys provide much information and are a requirement for every submarine. However, these surveys have limitations. Leaders usually have one or two people who keep them apprised about issues, but not every submarine will have that open communication process. The Defense Equal Opportunity Management Institute (DEOMI) survey provides feedback across every submarine. These surveys have both specific questions and an area for general comments. It is important to understand the reporting of data from the DEOMI surveys is not identifiable given the small populations on submarines. The data is presented in pie charts, so it is not possible to make connections between the data and the respondent's rank, rating, and gender. The last 10 to 20 pages of the survey results are the comments that were submitted; these also do not indicate rank, rating, or gender. However, if leaders know their Sailors well enough, they may be able to figure out who wrote which comment based on the writing style. The Navy is also conducting small focus groups with women in integrated crews to understand the climate across the Service; this method uses a larger sample than focus groups with much smaller crews. There are also culture workshops for Reservists and people-centered assessments. There is an enlistment survey scheduled for 2019, but the Navy generally does not spend a lot of time surveying its force and instead focuses on the important work of training for war fighting. The enlistment survey focuses on enlistment community management, including promotions, qualifications, training, and retention. CAPT Roberts echoed the sentiments that the Navy is very judicious about surveying the force. He said it has been several years since the Navy has surveyed enlisted personnel, and it looks forward to obtaining that insight and moving forward.

Regarding future integration efforts, Mr. McShane said the Navy will reduce the number of conversion Sailors and instead integrate more new Sailors onto submarines. Three women currently serve as department heads, and seven additional women have signed department head contracts. The Navy is very proud that its retention of submarine force female officers is at or slightly above the male retention rate. The data on retention is new but important to have as the Navy opens up billets for more female officers to serve in the submarine force. The Navy wants to reach the point that supply officers are not the main component of the submarine gender

integration plan. When possible, the Navy is eliminating gender-specific policies. For example, the Columbia-class submarine is built from the ground up as a gender-neutral, integrated ship. There have been changes to how the Virginia-class submarine is built regarding both privacy and habitability. Mr. McShane said that the Navy's integration of women on submarines has been guided by a deliberate plan but that the Service has been questioned about why it did not open every submarine to women or open officer integration fully. He said the Navy is committed to ensuring the integration does not interfere with two key considerations, the first being warfighting—the ability of those on the ship to train for and fight in war—and the second being the ability of all Sailors and all officers to succeed. The Navy continues to move forward in a deliberate manner to be able to continue the fight in the future.

Mr. McShane said no accession sources have had trouble meeting their accession goals. He said he recruits Naval Academy students into the submarine force, and he has greater demand for female officers to serve on submarines than open billets available to them. At present, the Navy's data shows the retention rates are twice what have been expected, which will allow the Navy to open up more opportunities for women. He closed by saying female midshipmen at the Naval Academy want to fill billets on submarines.

Discussion

Dr. Hunter thanked Mr. McShane for the Navy's continuing interest in the integration updates and for the Navy giving Sailors first-hand experience on submarines. Dr. Hunter asked if the retention rate was higher for ensigns and new Sailors coming onto submarines. She also asked about the career progression of officers and enlisted who transitioned onto submarines from another rate or specialty area and whether they were able to transition out of serving on submarines and return to their communities without consequence to their progression. CAPT Roberts said once Sailors join as submarine officers, they remain in the community unless they decide to make a lateral transfer. Officers who fail to be promoted to executive officer can transfer out. On the enlisted side, once Sailors are converted to submarine duty, they remain as submariners. CAPT Roberts said the normal Navy policy for shifting from one community to another depends on how the Navy manages the manning billet and rating ratios. Mr. McShane said one initiative being discussed at the leadership level is harnessing senior enlisted leadership but keeping these leaders in their communities. The Navy could bring these senior enlisted leaders into the submarine force for an operational tour afloat and then give them the opportunity to return to their home communities. The Navy is considering offering this option to compete for the very limited number of talented women who could serve in these roles.

VADM (Ret.) Pottenger said she was impressed with the 25-percent retention rate. The female nuclear community struggles with retention. The Navy still needs women who have had the opportunity to serve on submarines so they can “check the box” for combat, which is needed for promotion. VADM (Ret.) Pottenger asked whether having more women in submarines would affect combat readiness. Mr. McShane said this issue relates to retention. The Navy is happy with the retention rate because it is double what was expected; the integration plan predicted a 12.5-percent retention rate. The Navy limits the number of women serving on submarines to preserve the department head tour length of 32 months. If the number of women serving on submarines is not limited, and the retention rate declines, the department head tour length becomes longer, meaning more men would serve longer department head tours. Mr. McShane

suggested that now that the Navy has obtained data on the retention rate, it could lift some of the limitations. This would allow more women to serve on currently integrated crews and more integration of crews in general. CAPT Roberts said even though the Navy has a deliberate plan for integration, it wants to ensure that plan is agile. Admiral Richardson is loath to turn away talent. The fact that there is female talent at the Naval Academy but that the Navy does not yet have the physical space to accommodate them is unacceptable to the admiral. The Navy is making adjustments to correct this issue.

Col (Ret.) Boggs asked LT Towle whether she felt the female supply officer, although not a mentor, added value. LT Towle said the supply officer on her ship had a family, which was a good example for her that it was possible to serve and have a family. LT Towle said she had met other female chiefs who also served as examples for her of women who successfully served and had families. She said for men, having a family is also difficult, but it is harder for women. The supply officer added value for her by showing her how to thrive in the Navy as a woman with a family.

Ms. Hughes asked what, if any, methods the Navy uses to assess unit climate within newly integrated submarines. Mr. McShane described how unit climate is assessed. First, the annual DEOMI survey process tracks submarines to ensure there is compliance with requirements. It also evaluates the survey data at a high level. Women on integrated boats are perceiving life on board the submarine less positively than their male counterparts, and the Navy is working to determine why. Using focus groups and the DEOMI survey process, the Navy is examining the situation down to the squadron command level to better understand the issues. The Navy also studies personnel data on how well a ship does in promoting its Sailors through the ranks; various codes are examined by boat, such as the number of qualified Sailors and the retention rates. With this data, the Navy can assess boats at an aggregate level and analyze the climate on various submarines to see whether it supports Sailors.

Ms. Mines asked LT Towle if she had discussions with friends who were not on submarines, and if so, what major differences did she notice between those who were and were not on submarines. LT Towle said she does not have many other female friends in other communities. She said there are differences between the “tribes” in the Navy, and submarine communities are so much closer than others. For example, she reported knowing the names of her fellow Sailors’ spouses and about the Sailors’ personal lives. Her colleagues ask questions about how her family is doing, and they are close as a force. She perceived that there is a greater comfort level on submarines than other ships.

Briefing: USMC Recruit Training Update (RFI 6)

Following the December 3, 2015, decision by the then-Secretary of Defense to open all previously closed units and positions to women, DACOWITS has closely monitored the Services’ efforts to develop and implement plans to fully integrate women into all occupational specialties, enhance career development, and educate the total force. The Marine Corps offered to provide the Committee a briefing on the Marine Corps’ philosophy of integrated recruit training. The Committee expressed interest in the following information: (1) How “integration” is defined at recruit training, including the current status of gender integration in each phase of recruit training and how many cycles of integrated training have been completed; (2) ratio of female drill instructors/trainers and male drill instructors/trainers to recruits, discussion of

whether female drill instructors are training both genders in all required training (if not, specification on areas/reasoning), and lessons learned from mixed-gender drill instructor teams for both male and female recruits; and (3) discussion of any plans to modify the level of recruit training integration in the future.

Gen Glenn Walters, Assistant Commandant of the Marine Corps

Gen Walters began his remarks by discussing recruit training. He said recruit training is integrated except for living conditions and berthing. He is very happy with progress at Marine Corps Recruit Depot, Parris Island. The Marine Corps anticipated it could integrate starting in week 3 of the training, but it has now found opportunities to do so starting in week 1. Week 1 takes place in the squad bay and focuses on having the new recruits coalesce as a platoon. The training culminates in the final obstacle course, which is integrated. The Marine Corps cannot integrate every single recruiting class because it lacks the capacity and enough women to match up with each company of men. Gen Walters said it is not possible to discuss training without discussing Marine Combat Training (MCT), which follows recruit training. The Marine Corps recently opened up its west coast Marine combat training site for women. As of the date of the briefing, approximately 500 Marines in 2 classes had undergone this training.

Gen Walters said he experienced unconscious bias when he observed the training activities and saw men and women working in very close quarters with one another during a live fire attack activity. He said what he saw surprised him momentarily, but he realized it was not bothering the Marines, so it should not bother him. MCT West is integrated now.

Gen Walters said he is preparing to retire and become the president of his alma mater, the Citadel, where he will be dealing with some of the same issues that he is dealing with in the Marine Corps.

Marines in recruit training are integrated from day 8, and the integration is episodic depending on the number of recruits. The Marine Corps enrolls 36,000 young Americans every year; at present, 10.8 percent are female, and 37 percent are diverse. These are the highest rates of gender diversity in the Marine Corps' history and a reflection of the advertising for and investments made in recruiting. The Marine Corps also releases 36,000 young Americans or retirees every year.

The Marine Corps has added a fourth phase to the recruit training process. The training period is still 13 weeks, but the Marine Corps has reshaped what happens in the final phase. The last phase is now more Socratic, using questions to develop recruits' ideas; recruits are coached, mentored, and prepared to go to their first units. The drill instructors have more Socratic contact with the recruits—during the last 8 days of training, they discuss unconscious bias. Gen Walters said the Marine Corps recently sent eight more female drill instructors to Parris Island because of the greater numbers of female recruits arriving. Gen Walters said he has seen an increase in the representation of women in the Marine Corps since the time he joined. The Service has initiated some programs, such as the Career Intermission Program, to try to retain high-performing women, but women are not utilizing the program. Of the 17 people who have used the program, only 4 are women. With the career intermission program, Service members do not have to return to serve in their prior occupations. Two officers did not return; they attended seminary school and became Navy chaplains.

Gen Walters then shifted his presentation focus to the actions of the Marine Corps' task force set up in response to the Marines United scandal and provided an update on the activities since his last briefing to DACOWITS. He introduced Ms. Melissa Cohen, who is serving as the Director of Personnel Studies and Oversight. She has a staff and is tasked with having an outside external body assess the task force's activities and make recommendations.

Gen Walters described the steps the Marine Corps is taking to ensure the victims of Marines United are supported. The Service has published new articles in its regulations so individuals can be held accountable for their actions. Gen Walters said charges have been brought forward against 182 people, and 102 dispositions have been completed. He said the Marine Corps receives updated case data each week. He pointed out that some male Marines also report issues. He is encouraged that men are stepping up, reporting something that is wrong, and intervening. He said it is not a significant number, somewhere around 8 percent. Gen Walters described being happy with the progress the Marine Corps has made.

The task force was set up in reaction to the Marines United scandal as well as the Commandant being asked to address problems with Marine Corps culture. The task force is still operating, and Gen Walters feels it is his job to make sure its work continues. Gen Walters' replacement, who has been confirmed by the Senate, supports the task force.

Gen Walters said women are succeeding in the infantry. Out of 36,000 recruits the Marine Corps bring in each year, 6,000 to 7,000 need to meet the standards for infantry. When Gen Walters speaks to audiences who ask why the Marine Corps is watering down standards, he tells them it is not. Some ask Gen Walters whether integrating women will hurt the physical prowess of the battalion, and he tells them, no, there are some men who cannot make the standard. Gen Walters said the Marine Corps is enforcing the standard, so many men are being turned away. The gender integration process has resulted in raising the standards for all occupational specialties, and as a result, male Marines who would have been sent to those units have learned they did not meet the standards. One has to recruit the right people. The next war is going to be fought with cyber and intelligence. The requirements of who the Services bring in will change as the wars change. There will be more focus on technical requirements. There are more college graduates in technology fields, and those graduates are not going to want to join at the pay grade of E-1, so the billets are going to need to shift. Ten percent of the incoming class at the Naval Academy has opted to major in a cyber degree. It built a new school to train around 300 of these students, but the school already has run out of capacity to accommodate the number of cyber degree students. The nature of warfare is going to change; as a result, the Marine Corps will need to change with regard to who it recruits. The Marine Corps wants to recruit educated people, which means it needs to build the capacity to do that.

A lot of mentoring is provided, but the Marine Corps must teach its trainers about unconscious bias and evaluations. Gen Walters said he learned about ways to discuss unconscious bias from Dr. Patricia G. Devine at the University of Wisconsin-Madison. Gen. Walters said Dr. Devine teaches that everyone has unconscious bias but that there are concrete strategies that can be taught for sound decision-making and how to interact with other people. The Marine Corps is now teaching these strategies to its teachers and trainers. As a talent management organization, the Marine Corps is working to remove gender bias from Marine Corps' publications. Through talent management processes, the Marine Corps is working to digitize its publications so they

can be easily downloaded. The Marine Corps reduced its planned completion timeline for digitization from 10 years to 18 to 24 months by combining those processes. By next year, Gen Walters said the Marine Corps should be more than halfway through digitizing all its publications. During this process, the Marine Corps is removing references to commanders in the masculine to remove unconscious bias.

After the Marines United scandal, the Marine Corps completed a survey that showed that the educational messages around gender bias were being heard by the highest levels of leadership and the lowest ranking Marines but that they were not resonating with those in the middle ranks. The Marine Corps was making plans with all professional military education schools to incorporate these messages into its curricula. Gen Walters heard many comments from junior Marines (E-6 and below, and O-3 and below) who said they know sexual harassment and gender discrimination is an issue and want to address it. In theory, Gen Walters said, if the Marine Corps brings in 36,000 individuals and releases another 36,000 each year, after 4 years, the pipeline will be cleared. This year, the Marine Corps relieved seven commanders, five of whom were removed for not treating their subordinates properly. The Marine Corps has approximately 400 commanders; per year, on average, fewer than 7 commanders have been relieved. However, the reasons for taking the action have changed over time. Now, commanders are being relieved because of how they treat others, particularly if they treat those of different genders differently.

Gen Walters said he has personally talked with every commander, and he leaves them with two pieces of advice: “If you want to be successful, you need to do your own inspection,” and “To be a better leader, find someone who does not look like you, and have a long talk with them—give them entry to come into your office and tell you that you are off track any time.” Gen Walters said he has heard feedback from commanders who said this advice worked; male commanders have had a female officer tell them when they were out of line. Gen Walters commented that the Marines United scandal led the Marine Corps to focus on talent management—bringing in the most talent, giving those individuals more opportunities, and placing those individuals in the right place. He believes the Marine Corps is stronger now, and continuing to improve will take time.

Discussion

Dr. Hunter asked how the Marine Corps identifies female senior enlisted individuals to serve as instructors, especially at MCT, and what their careers are like after they leave. Gen Walters explained that these individuals are hand selected—it is not a special duty role. They are incentivized (e.g., extra uniforms, extra boots, additional money), and serving as an instructor is good for career progression. MCT instructors enjoy their jobs even though they are stressful. He also said that MCT instructors may be rewarded after they complete their tours and that this improves retention. For example, the aviation field was having problems with retention, so now, if Marines stay an additional year in their aviation squadrons, they will receive a bonus. Gen Walters sees opportunities for the Marine Corps to continue to evolve their mentoring, particularly when it comes to women. Addressing unconscious bias is important starting in Basic School.

Gen Walters said he believes mentoring early on in individuals’ careers will help them see where they are capable of going, not where they traditionally think they belong. Mentors can identify opportunities for young men and women to bring them to the next level. Now that the Marine

Corps has opened all occupational specialties, recruiters must know the standards and ensure new recruits can meet them. As of the date of the briefing, there were approximately 200 to 300 women serving in ground combat roles. Women have a propensity to try roles in specialties such as Artillery and Tankers and serve as platoon commanders. Gen Walters said it is common knowledge there is nothing a woman cannot do if she meets the standards and wants to try. The challenge is how to identify those who are talented in a particular area; how to identify their skill sets; and, for women, how to open the door of possibility to encourage them to believe they can be successful. More and more women want to try these nontraditional roles, and more women have role models who tell them they can do it. Women know the opportunities are unlimited, and they should be able to pursue those opportunities.

In regard to the Committee's trip to Parris Island, Col (Ret.) Boggs remarked that it seems the Marine Corps is prepared to continue to integrate women and asked if the Marine Corps will put women in squad bays. Gen Walters said legal precedent does not allow men and women to berth together. He believes there are ways the Marine Corps could reconfigure squad bays, rooms, and showers, but it would not be until the Marine Corps reaches a nexus that would require it to build to expand its capacity (i.e., when the Service receives 400 female recruits per year). In that case, the Marine Corps may need to add a second location on the west coast or do something more dramatic, such as segment the women at Parris Island, but it cannot circumvent the law and place men and women together in an open squad bay. Gen Walters said he has been to Norway, which has very different societal norms, and male and female Service members sleep in the same room. He questioned whether American society would ever be comfortable with the Norwegian coed berthing setup.

VADM (Ret.) Pottenger asked Gen Walters to recommend areas on which the Committee should focus its future work. Gen Walters listed retention, recruiting, and how to do outreach. The Marine Corps supports many diverse outreach programs, including the Joint Women's Leadership Symposium, the Officer Women Leadership Symposium, and the Women Marine's Association. Information on how to shape the force—following the trend toward more technology and less manned equipment—is important, as is understanding how to incentivize young women to serve. Gen Walters commented that this is the first year he has seen JAMRS results that indicated fewer than 30 percent of American young people were qualified for military service. He said the pool of eligible youth is shrinking each year. Although the Services are spending money on advertising, the biggest influencers for youth are their parents, and the Services need to send the message that joining the military is acceptable. Mental health issues disqualify a significant and increasing proportion of young people. The propensity needs to go up.

Ms. Hughes commented that she appreciated Gen Walters' comment about reaching out to parents. Her experience is that parents say "no" to their children at an early age when they express aspirations to military service, which stops them from pursuing service. Ms. Hughes believed it would be possible to directly intervene to increase the number of youth who want to serve in the military. Young people are conditioned to think service in the military is not a positive experience, and that needs to change.

Dr. Young reflected on changes she has seen in the Marine Corps. For example, on a previous trip to Twentynine Palms, she saw Marines who were resistant to change. Now, Marines are

saying “a Marine is a Marine,” a change in culture she has not seen in other Services. Gen Walters responded that if the Marine Corps sees a problem, it will fix it and obey orders.

FLTCM (Ret.) Ortloff asked about the exit survey the Marine Corps conducts. She inquired whether the survey includes questions that target female Marines and touch on topics that emerge from the JAMRS data, such as the increased concern for psychological and emotional harm. Gen Walters said the exit survey is nascent, and less than 1 year of data are available, so it is not yet possible to make generalizations. The talent management council has been briefed on exit survey data twice and made some recommendations. One reason female Marines often leave is that once they prove they can succeed, they want to move on to something else. Gen Walters said he has not heard any women say serving and having a family are incompatible. A lot of people exiting said that the Marine Corps met their expectations but that they felt that they could make more money in the civilian sector. The preliminary survey data has shaped the Marine Corps’ thinking, but it has not yet changed any policies. The Service made a commitment to the data analysts that it would not make changes until it studied 1 full year of exit survey data. He said he hopes that 4 years from now, the Marine Corps will have data that allows it to draw explicit conclusions and effect change.

FLTCM (Ret.) Ortloff asked if the Marine Corps surveys people who are reenlisting or just those leaving the Service. Gen Walters said he did not know. Ms. Cohen said the survey is both an exit and a milestone survey.

Ms. Locke asked about unconscious bias. She wanted to know what progress has been made to educate and encourage men who are fearful of having conversations with women. Gen Walters said the Marine Corps’ approach relies on Dr. Devine’s work and teaching strategies for interactions and reducing unconscious bias. He said as individuals continue to develop these strategies, people will be more thoughtful of what they say and how they say it. Gen Walters has seen the benefits of this training. The Marine Corps also needs to incorporate unconscious bias training into its leadership training because it affects decision-making—if leaders understand how unconscious bias affects their leadership, they will make better decisions. Gen Walters believes in the diversity of thought to fully explore avenues that were not originally available. He said although he is not an expert on unconscious bias, exercises to reduce bias will be imported into all their training. This training needs to be repeated and emphasized. The unconscious bias training for recruits will be more rudimentary because they are young. However, when the Marine Corps has introduced these concepts to senior leaders, they grasped the concepts right away.

Ms. Hawkes described how there was a lot of controversy surrounding a study the Marine Corps conducted in 2015 on the fitness of women because other Services had different results. Ms. Hawkes wondered whether it was time to conduct another, similar assessment and whether there could have been unconscious bias in that study. Gen Walters said the particular study Ms. Hawkes referenced might highlight a misrepresentation. In that study, the Marine Corps asked for female Marines to volunteer to attempt to complete the Infantry Officer Course (IOC), and none of them successfully completed it. Once the Marine Corps officially opened the IOC to women, two women completed it. Gen Walters thought the women who volunteered to do the experiment might not have been fully invested because it was a testing scenario. Women taking the IOC now have the desire to succeed and are volunteering to enter these positions. Gen

Walters said the first female lieutenant who completed the IOC said being in the infantry was what she had wanted to do since she was a child; she had a burning desire. He also suggested the Marine Corps might have asked the wrong questions during the study. Gen Walters said the Marine Corps obeys orders, and the order to open all units and positions to women was the best military advice. Male and female Marines now all meet the same standard.

Ms. Hawkes asked how the Marine Corps will continue to progress when Gen Walters retires. Gen Walters said he made sure these efforts will continue. His replacement shares the same values. The Marine Corps has a strong organization, and there is a great desire and passion for these issues as exemplified by the first talent management meeting.

CSM (Ret.) Michele Jones asked Gen Walters how he will become an unofficial ambassador for women and how he will use his platform. Gen Walters said he will be the president of the Citadel, and there are many parallels in the work he will do there with the work he does now. The university has a steadily increasing female population, but Citadel graduates do not have to go into the military—only 35 to 40 percent of its students commission in the military. The Citadel has very similar issues with regard to gender. Gen Walters said he is proud of the institution—the core of cadets is organized like a regiment, the senior cadet is a regimental commander, and for the first time ever, there is a woman in the senior cadet role. The Citadel has faced the same issues recruiting women, and he plans to work on initiatives to recruit women into the school. The first issue he will work on is how the Citadel trains women during their first year. Gen Walters said the university could not house the number of interested women who joined the freshmen class; 72 seniors were housed in town, which was not typical. Gen Walters said he will be dealing with the same issues as he has been dealing with in the Marine Corps, just in a smaller setting, and he does not plan to stop the work he has been doing.

Gen (Ret.) Wolfenbarger said one of the topics the Committee has focused on is strategic communications. In every opportunity the Committee has to talk with Service members, the Committee hears misinformation about lowered standards. Gen (Ret.) Wolfenbarger asked what the Marine Corps is doing to ensure the record is straight and rumors are addressed. Gen Walters said there is always an undercurrent of misinformation among Service members. He speaks with veterans service organizations that believe the standards have changed, and he tells them not only that the standards have not changed but also that the Marine Corps is eliminating more unqualified men. He said he uses these engagements to clarify that there are no weak links. The Marine Corps is trying to highlight those messages in its communications, but there is a lot of misinformation on social media. The Marine Corps employs a robust outreach program to motivate more peers and young people to discuss this. Gen Walters said it will just take time.

COL Davis concluded the public portion of the meeting for the day.

19 September 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.

Military Services' Parental Leave Policies (RFI 11)

The Committee requested a briefing from each of the Military Services (which included the Reserve Components) on current policies relative to parental leave for primary and secondary caregivers and whether consideration was given to the 2017 recommendations made by DACOWITS on this topic.

Army: Mr. Larry Lock, Chief, Compensation and Entitlements

Mr. Lock said he would provide an update on the Army's implementation of the 2017 National Defense Authorization Act (NDAA). The Army is expecting clearance from the regulation writers within the next week, after which new regulations will be passed on to Army lawyers. Next, the new eight-page document outlining the parental leave policies will be distributed Army-wide, hopefully by the end of 2018. Mr. Lock explained that when he looks at the military parental leave program and the Army's parameters in terms of policy, he sees no differences between these policies and the ones put forth by the Office of the Secretary of Defense (OSD). He explained that he could go through the Army's policy point by point, but he would rather simply answer any specific questions. Gen (Ret.) Wolfenbarger asked that Mr. Lock summarize the highlights because there are differences across the Services.

Mr. Lock explained that from a policy perspective, what has changed is that the Army moved away from a combination of maternity leave and convalescent leave based on OSD guidance. He noted the Navy previously allowed 18 weeks of leave, but after the Secretary of Defense made the decision that there needed to be uniformity across the Services, each Service now allows 12 weeks of leave. Adoption leave is 21 days. Mr. Lock explained that what has changed is that convalescent leave (for a Service member who has given birth) is now mandated for all the Services; each must allow a minimum of 6 weeks convalescent leave. However, if deemed acceptable by a physician, members can take fewer than 6 weeks if they wish.

Moreover, Service members must decide which parent will be the primary caregiver and which will be the secondary caregiver and must document this decision before the baby is born. Primary caretakers are allowed 6 weeks of leave (in addition to 6 weeks of convalescent leave), and secondary caretakers are allowed 3 weeks of leave. Mr. Lock said a Service member cannot take both primary and secondary caregiver leave. Service members must take convalescent leave first, followed by either the primary or secondary leave. Members do have the option to delay

their leave, but it must be taken within 12 months. When they take the leave, it must be taken in a single block; members are not allowed to break up their leave time unless there are extenuating circumstances. These special requests must be approved by individual commanders. Mr. Lock noted that if individuals are deployed or in military schools, commanders can approve leave outside of the 12-month window. The Army wants to give commanders maximum control and flexibility. However, commanders cannot deny primary or secondary caregiver leave. Mr. Lock said the only exception to this is when a member is separated from the military prematurely, in which case the member's leave is forfeited.

CORRECTION: Later, during the discussion portion of the panel, Mr. Lock offered a correction to a previous statement. Adoption warrants 6 weeks of leave rather than 3. He also clarified that the secondary caregiver is allowed 21 days of leave, and the primary caregiver is allowed 42 days.

Marine Corps: Col Douglas Mayer, Branch Head, Manpower Military Policy Branch

Col Mayer said the Marine Corps' leave policy applies to all Marines, including unmarried parents. In mid-June, the Marine Corps offered guidance on the updated primary and secondary leave policy via an administrative message to all Marines. The Service is now in the process of incorporating these updates into the pregnancy and parenthood Marine Corps Order over the next year. Col Mayer said the Marine Corps offers 6 weeks of leave to provide recovery from the birth event. The commander cannot deny this leave, and the 6 weeks starts the day the member leaves the hospital. Col Mayer explained that once the medical practitioner clears the individual to leave the medical facility, the 6 weeks of continuous convalescent leave begins. This period may be extended if the medical practitioner deems it necessary, but this extension comes at the expense of the primary or secondary caregiver leave. Col Mayer referenced some cases in which members gave birth and then wanted to come back to work before their 6 weeks of leave was complete. The current policy provides the opportunity to do so as long as the individual is medically cleared.

Col Mayer explained there was a rush to roll out this administrative message in mid-June because the policy could be applied retroactively as far back as December 2017. Marines who experienced a birth or adoption in December or later can access these entitlements. Marines must take advantage of these benefits within 18 months. There is some confusion about how this new policy affects a parent's return to physical fitness and body composition standards. It used to be that as soon as the 12 weeks of leave was complete, the member had 6 months to return to fitness standards. Col Mayer explained that after further consideration, the Marine Corps has decided to allow members 9 months to return to fitness standards after the birth event and is working to implement this change. Although the policy has been updated, the timeline aligns with the old policy: 12 weeks plus 6 months is 9 months.

Col Mayer explained that in the military, the primary caretaker is typically the non-military parent. The parent in the military can be considered the primary caretaker, although the Marine Corps assumes the nonmilitary parent will assume this role. He also noted that even if a Service member gives birth, she does not need to be the designated primary caregiver. This policy provides for emergency situations. For example, if a Marine is married to a civilian, and the civilian is incapacitated after the birth event, the Marine is given extra leave to help with that. In the case of adoption, the primary caregiver is defined as the parent who is going to provide

primary care for the child. The old policy provided 21 days of leave for adoption. Under the new policy, the primary caregiver receives 6 weeks of leave. These leave periods are not chargeable; they are in addition to the 30 days of allowable chargeable leave. Col Mayer also noted that the 6 weeks of primary caregiver leave can be taken any time within 1 year of the birth event; it does not need to begin immediately after the convalescent leave. Even if the Marine is not the birth parent or primary caregiver, the leave can be taken later. There is a 1-year period of deferrable leave in cases of deployment. If the Marine is within 3 months of deployment, the leave can be deferred for up to a year.

What was previously known as parental leave is now called secondary leave. Col Mayer said about 10,000 Marines become parents each year, the vast majority of which are men. In coordination with the Navy, the Marine Corps determined secondary caregivers will continue to receive 14 days of leave even though the statute allows for up to 21 days. This is a 40-percent increase from the previous policy of 10 days. Col Mayer explained that increasing this leave period to 21 days would equal 71,000 work hours per year, so the Service believes 14 days is adequate. These secondary caregiver policies also apply to unmarried Marines. These members must show documented proof of parentage of the newborn. The birth parent may decide to be the secondary parent if it is best for the individual's situation. Marines must officially establish in their records whether they will be the primary or secondary caregiver of their children to establish their expectations of the leave to which they will be entitled when the birth takes place. This decision must be made 60 days prior to taking leave. Col Mayer also noted that these designations can be changed if necessary. For example, if a Marine is expected to be the secondary caregiver, but there are complications with the birth, the caregiver designations can be modified and updated in the Marine's record. In closing, Col Mayer said if a family has a child and plans to give up the child for adoption or terminate parental rights, these leave policies do not apply.

Navy: LT David Rapoff, Assistant, Pay and Allowances Policy, OPNAV N1

LT Rapoff said the Navy coordinated with the Marine Corps on developing these policies as Col Mayer had mentioned. He noted that because of this collaboration, much of what Col Mayer said about the Marine Corps' policies is also true for the Navy, with a few minor exceptions. LT Rapoff explained the Navy received questions similar to those submitted to the Marine Corps when the Navy released its administrative message about how these policies would affect the physical readiness test. He said that unlike the Marine Corps, the Navy decided not to set a timeframe of 9 months after childbirth for when its members should be subject to the physical readiness test; instead, it chose to leave this decision up to its Physical Readiness Information Management System personnel.

LT Rapoff said many aspects of the Navy's policy are common across all the Services: 6 weeks for convalescent leave, 6 weeks for primary caregiver leave, and 21 days for secondary caregiver leave. He also said the Navy coordinated with its Marine counterparts to set a maximum of 14 days for secondary caregiver leave. The Navy perceives that under current authorizations, leave must be taken in a single block. There are currently proposals in Congress to change this requirement, but at present, the Navy will continue to authorize leave to be taken only in a single block.

LT Rapoff said Sailors can defer their primary or secondary leave. They may also elect to use their leave within 3 months of deployment, but only after a conversation with the commanding officer. LT Rapoff noted the Navy's administrative message was released in mid-June, timed similarly to the Marine Corps' message. Follow-up guidance has been cleared by all interested parties regarding how leave affects all other processes in the Navy. It has been submitted for final review. Once the policy has undergone final review, it will be submitted for final signatures. LT Rapoff said this process could take 2 to 3 months.

LT Rapoff noted that with respect to the advancement exams, under the previous policy, maternity leave was a reason for ordering a substitute advancement exam. He also explained that conversations about the advancement exam brought to the Navy's attention that maternity leave is in fact a justifiable excuse to order a substitute exam. LT Rapoff said the Navy wants its members to enjoy their time on leave. He also mentioned that after the release of its administrative message, the Navy received questions about the ability to switch from secondary to primary caregiver status. For example, if a Sailor's spouse has a child, the Sailor completes secondary leave, and then something happens that incapacitates the spouse, the Navy allows the Sailor to be upgraded to primary caregiver. In these situations, the Sailor gains whatever leave the original primary caretaker had remaining. LT Rapoff said the Navy felt it would be the right approach to take care of its members in those cases.

Air Force: LtCol Candice Pipes, Deputy, Military Compensation Policy Division

LtCol Pipes said the Air Force's intent was to implement that which Congress had outlined. The new Air Force policy on leave was published June 6, 2018, and LtCol Pipes noted that it closely aligns with that of the Army. Convalescent leave for the primary caregiver is limited to 6 weeks of nonchargeable leave designated by the Service member, and commanders cannot disapprove this leave time. If there is a medical reason to extend this leave, the Air Force will allow for that. She also noted that allowing Airmen to choose who will be the primary or secondary caretaker gives them more flexibility to determine how parental leave will best serve their families. LtCol Pipes explained that even a Service member with a spouse who is also in the military but not on active duty can be designated the primary caregiver and receive the full 6 weeks of nonchargeable leave. The secondary caregiver receives 21 days of leave and has the same terms for deployments and deferments as the primary caregiver. These leave periods must be taken in one increment, but the member has some flexibility on when to take the leave. It must be taken within 1 year after the birth event, and members decide with their command teams when it would be best to take the leave. LtCol Pipes explained how the Air Force sees this policy working with the previous DACOWITS recommendations. She said it is not possible to split up the leave, but there is flexibility for when to take it. Finally, she mentioned that these policies also apply to unmarried parents.

Coast Guard: LCDR Kelley Turner, Team Lead, Policy and Standards Division

LCDR Turner began by explaining that the Coast Guard includes 40,000 active duty members and 7,500 reservists and that they are part of the Department of Homeland Security. The 2017 NDAA expanded entitlements in connection with qualifying birth or adoption policies. The NDAA included parents who adopt, not just those who give birth. It also replaced nonchargeable leave with convalescent, primary, and secondary caregiver leave. The Coast Guard updated its policies to align with the NDAA to provide its members greater flexibility in achieving their

family and career goals. This new policy applies to active duty members, and the Office of Military Personnel holds authority over the policy.

LCDR Turner explained that under this new policy, one member serves as the primary caregiver and the other as the secondary. He further noted that the couple decides which parent will serve in each role. Primary caregiver leave is 42 days. Secondary caregiver leave, formerly known as paternity leave, is 21 days. Leave for adoptive parents has increased from 21 to 42 days. The leave must be taken within 12 months from the date of birth or adoption, which can be waived on a case-by-case basis. LCDR Turner noted that this new policy is intended to balance the needs of the Service with those of its members who are caregivers.

Discussion

FLTCM (Ret.) Ortloff noted the Marine Corps and Navy representatives had each mentioned the amount of secondary leave now allowed is 14 days, not 21. She asked them if the policies of their Services allow their members to take 21 days in extenuating circumstances or if the 14 days is a hardline policy. Col Mayer said the 14 days is a hardline policy. He explained that the Marine Corps does allow its members to take emergency leave but that the nonchargeable leave is capped at 14 days. LT Rapoff said the Navy's policy, which was set in May, limits secondary caretaker leave to 14 days, the same number of days as allowed by the Marine Corps.

Dr. Hunter questioned the panel about convalescent leave. She referenced the term "live birth" being used consistently in policies, and she asked if a member is allowed to take convalescent leave after a stillbirth. LtCol Pipes explained that the Air Force does not offer convalescent leave for stillbirths but that the member may be offered convalescent leave by the Air Force's Primary Care Manager based on any complications experienced during the birth event. Dr. Hunter asked LtCol Pipes if a medical professional determines when a member who has had a stillbirth is ready for physical readiness training and physical fitness tests (PFTs) or if the determination is made under the same guidance as for pregnancy. LtCol Pipes answered that the medical team would determine when the member would be eligible for PFTs. Col Mayer said the policy is the same for the Marine Corps. Mr. Lock said the Army would provide convalescent leave for a stillbirth based on medical reasons. He explained this policy is based on advice from the Surgeon General. From a medical perspective, the member goes through the same physical process to recover and return to Army standards as with a live birth. LCDR Turner mentioned that the Coast Guard uses the term "qualifying birth event" rather than "live birth" but that he will need to research what qualifies as a "birth event." CSM (Ret.) Jones asked the Marine Corps representative Col Mayer for clarification on his earlier statement about extending leave. She asked if additional maternity leave time needed for medical reasons is taken from a Marine's chargeable leave. Col Mayer confirmed the additional leave time is taken from the member's primary or secondary caregiver leave per statutes in the related DoD instruction. If time beyond the allowed 12 weeks is needed, then emergency leave or other types of leave are applied.

Gen (Ret.) Wolfenbarger noted that all the Services discussed primary caregiver leave as being separate from convalescent leave, which creates some flexibility that did not exist before. She then referenced how the DACOWITS recommendation from 2017 took this a step further by encouraging the Services to consider noncontiguous use of leave. She recognized that the previous statute did not allow for this, and she asked the panel if there were any discussions underway about requesting a change to the law to allow this additional flexibility. Col Mayer

noted that as far as he was aware, the Marine Corps had not discussed this option. He added that he had not heard the issue raised until the panel discussion. He was confident no one senior to him had discussed it, but it is certainly something the Marine Corps would assess. Mr. Lock said the Army had discussed this change in a work group that was assembled to investigate the issue. The consensus at the time of discussion was that it would be very difficult to entertain a flexible policy, especially for a commander. He noted that there may be an opportunity in the future to explore this flexibility as the Army integrates a new pay system. He said if the Army could integrate the system, then it could consider making the change, although it would still be very difficult. LT Rapoff said he had been aware of such a proposal within the Navy but that the conversations had happened among leadership. He had not yet been briefed on those conversations but promised to follow up with the Committee. LtCol Pipes said the Air Force had discussed the issue, but there was no plan to pursue the topic further at this time. She would take the question back to her leadership for further consideration. Gen (Ret.) Wolfenbarger noted that it could be good for unit readiness to allow flexibility within the 6-week block of leave, so there could be a positive benefit to unit commanders in allowing members to spread out their leave time.

Ms. Mines said she recognizes that these policy changes were released only recently but asked whether any of the Services had received any anecdotal feedback about them from Service members. Col Mayer answered that when the Marine Corps released its administrative message, it happened to be the weekend of the Joint Women's Leadership Symposium in San Diego. He noted that Marines in the audience were not pleased with the new policy for various reasons, one being that some members were more informed than others. He mentioned one comment made by a female Marine that he found hard to reconcile: "It's obvious that the Marine Corps and all Services value males more than females because they give 42 days to females but only 14 to males, so they are willing to go without their females for longer." Col Mayer said he was at a loss for how to respond to that Marine's comment. He also mentioned that the Marine Corps had published an infographic on social media to illustrate the differences between the old policy and the new one. During the first week after the policy release, the Service received many telephone calls asking for clarification. Several members called to confirm how the policy would affect their personal situations. Because the Assistant Commandant of the Marine Corps, Gen. Glenn Walters, was part of the Joint Women's Leadership Symposium, he promised to provide clarification of the policy. Col Mayer announced the Marine Corps will issue a message within a couple of weeks following the DACOWITS September quarterly business meeting that will include some examples of how the new policy applies to individual Marines.

Mr. Lock noted that in the Army, the general response has been positive because members now have more leave than they did initially. He also mentioned that the Army concluded that this policy update would keep the Army in line with trends in general society. Commanders are concerned about the policy's potential impact on readiness. However, Mr. Lock said if the Army wants to compete with the civilian sector, it needs more flexible policies. He lastly mentioned that the Service will continue to brief senior leaders and supporters on this policy. LT Rapoff noted that the Navy received many phone calls and emails after the release of its policy. He explained that most Sailors wanted confirmation the policy change was real. LT Rapoff said most of his responses to these calls were, "Please read paragraph 'X'." He explained that with any policy change, members just want to know if it is real. Since he has entered this position, he has received three requests for extended maternity leave. He said, luckily for those members, the

Navy let them split up their leave time so they could care for their premature babies who could not be released from the newborn intensive care unit. LT Rapoff shared that from his perspective, he thinks this policy change has been a tremendous success because it gives members the ability to take care of their children. He mentioned that other questions Sailors asked focused on how the new policy may affect PFTs and exams. He also noted that unmarried Sailors whose partners had given birth were not allowed to take leave under the previous policy, but if they had birth events occur and took chargeable leave during the retroactive period for the new policy, they are eligible to be reimbursed for that leave. LT Rapoff noted that the Navy has not received any negative feedback about the policy but has received input about increasing the 6-month deferment for physical readiness training. The Navy currently plans to fully assess this policy, but the feedback so far has been positive.

LtCol Pipes said the response has been similar in the Air Force. Its members see this policy as a positive change because it offers members more flexibility. She noted that the Service has not seen much pushback except from commanders. Airmen have asked for confirmation that they are allowed to decide which parent is the primary caregiver and which is the secondary. LtCol Pipes said she has been confirming to these members that they can make that decision so that they can do what is best for their families. She lastly noted that the Air Force believes these decisions should be made after a conversation between the unit and the family. LCDR Turner said the response to the new policy has been very positive in the Coast Guard. LCDR Turner noted that it has been important to confirm to members that the policy is real. He has been reiterating to these members that they need to simply reread the message about the policy. LCDR Turner also mentioned several members have been pushing to add foster parents to the policy, so the Coast Guard is considering how it can update the policy to support its members who are parents so they can come back fully ready to operate.

Dr. Hunter noted that Marines must designate primary and secondary caregivers 60 days before the birth of the child. Dr. Hunter asked the panel if other Services have similar timelines for when members must request these designations. LT Rapoff responded yes; because the Navy works very closely with the Marine Corps, the Navy policy is the same. He added that about a year ago, Congress asked how the 84-day maternity leave was affecting retention. LT Rapoff explained that because the Navy now has a policy about designating primary and secondary caregivers, it now has a metric to assess retention. Mr. Lock noted that the Army has very similar provisions in its policy. LtCol Pipes said the Air Force has a similar plan in place. LCDR Turner said the Coast Guard's policy also requires 60 days' notice of caregiver designations.

Col Mayer noted that he wanted to make a clear distinction between the Marine Corps policy and those that the Air Force and Army representatives had described. The Marine Corps does not allow the Marine to decide which parent will be the primary caregiver and which will be the secondary. He said the requirement to designate the caregiver roles 60 days before the birth event is intended to give the member time to prepare for being either the primary or secondary caregiver. Unlike maternity or convalescent leave, which the commander cannot disapprove, primary and secondary caregiver leaves are granted by the commander. From the Marine Corps' perspective, it is vital that the commander has this say. A commander can deny leave under reasonable circumstances. Col Mayer explained that the Marine Corps does not want this new flexibility in policy to be abused by those who do not necessarily need 6 weeks of leave, so the Service is firm on this approach.

National Guard Bureau Pregnancy and Parenthood Policies (RFI 12)

Following up from the National Guard panel briefing in June 2018, the Committee requested a briefing from the National Guard Bureau (NGB) on its convalescent/maternity leave/parental leave (now known as primary and secondary caregiver leave), issuance and access to maternity uniforms, and policy regarding a servicewoman's ability to obtain participation credit toward retirement while pregnant or postpartum.

National Guard Bureau: Col Aimee Storm, Director, NGB Equal Opportunity Office

Col Storm said this briefing was requested in response to questions from the previous DACOWITS meeting. The first question was about convalescent leave and primary and secondary caregiver leave within the National Guard. She explained the Army and the Air Force have different policies. The Army National Guard follows Army policy, and the Air Force National Guard follows Air Force policy. Those who are in the National Guard on Title X orders follow the same policy as active duty members. When a Guardsman gives birth, she receives 12 weeks of maternity leave. Col Storm noted that this individual cannot be granted leave unless she is on active duty orders. She added that the National Guard cannot put Guardsmen or Soldiers on active duty order status simply to allow them to receive convalescent leave. The Adjutant General does not allow Guardsmen the option to be put on drill weekend status simply for the purpose of receiving convalescent leave. The Air Force and Army secretaries set parental leave policies.

Col Storm then addressed the second question of the RFI, which relates to the maternity uniform. She said the Army and the Air Force have two different processes for the National Guard. In the Army, once a member informs her commander she is pregnant, the commander provides her with a maternity uniform. If a maternity uniform is not available, then it must be ordered, which could delay the member's receipt of the uniform. The Air Force provides an allowance for enlisted personnel uniforms, so enlisted members are given their uniforms, but officers must pay for their uniforms themselves.

Col Storm addressed the final question of the RFI, which relates to the National Guard's policy on retirement credit for those on convalescent leave after a birth event. The National Guard has a policy that allows teleworking, so a Guardsman could try to utilize this option during her leave. A Guardsman who takes a class during convalescent leave can receive credit for her leave, but it is up to the member to plan when to take the educational course. For example, the Guardsman could plan to take the course while at home during her pregnancy or afterwards. Col Storm explained this is not something the National Guard can address. The National Guard tends to excuse a member for a period of time after she has given birth and then allows her to make up any drills after that time. These members do not lose the time, but they do have to make up any missed drills. This could mean that a member would need to complete several drills per month for the first few months after completing leave.

Discussion

CSM (Ret.) Jones noted that Col Storm mentioned members can make up drills after leave and then asked whether there had been any discussion about Soldiers expecting a child preemptively making up these drills prior to the birth event. She mentioned that each drill weekend is worth six or eight points, and if a member does not make up all missed drills within a year, it results in

a mark against the member. Col Storm said members have a year from when they take leave to make up their drills. CSM (Ret.) Jones has heard about members coming onto active duty for a period of time to ensure they have the opportunity to complete their drills prior to the birth event. This active duty period could take place any time before the member retires. Col Storm agreed that this would be possible but would be at the discretion of the commander. She gave an example of a member needing to leave for 3 months for a job; if the member is allowed to complete the drills prior to leaving, the member can obtain the points for the drills ahead of time. A unit may allow members some flexibility to complete all their drills within the year. Col Storm noted the National Guard's pregnancy policy does not say members can complete their drills before the birth event.

Gen (Ret.) Wolfenbarger mentioned that during the prior DACOWITS quarterly business meeting, National Guard representatives mentioned legislation was being considered to alleviate these concerns. She asked if Col Storm was aware of the Modernizing Obstetric Medicine Standards (MOMS) Act. Col Storm said she had not heard of this legislation and asked her colleague in the audience, Ms. Shirley Copeland, if she had heard of it. Ms. Copeland confirmed she had heard of the MOMS Act and said it had been brought before the Senate but did not pass. However, she added, there have been efforts by some to try and organize a group to galvanize support for the Act.

Ms. Hawkes noted that a National Guard member needs to be in active duty status to receive or gain leave. She asked Col Storm, who is a parent, if she had experienced any challenges in strategic movement to Active Guard Reserve (AGR) prior to becoming pregnant. Col Storm provided an example in which a member is about to go on temporary AGR status or long-term active duty. She said she is aware that members have taken pregnancy tests prior to going on active duty status but said they have not been doing that lately. Ms. Hawkes reiterated Col Storm's comment that Guardsmen are not taking pregnancy tests and then said a member could go into AGR and then become pregnant. Col Storm agreed that could happen but did not think it would be a bad thing. She felt it is okay to have life events happen while on active duty.

2018 Propose and Vote on Recommendations

Gen (Ret.) Wolfenbarger began the voting session by stating the importance of the Committee's recommendations. Since 1951, the Committee has submitted over 1,000 recommendations to the Secretary of Defense for consideration. As of 2018, approximately 99 percent have been either fully or partially adopted by the Department. Additionally, Gen (Ret.) Wolfenbarger indicated that abstentions would not be counted as votes for or against a recommendation. Committee members discussed and voted on the following recommendations and continuing concerns.

A. Healthy Unit Climate

1. 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.

Ms. Locke moved to adopt the recommendation. Dr. Young seconded the motion.

Discussion:

No discussion.

Vote on Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

B. Transition Assistance

2. The Secretary of Defense should direct the Military Services to improve their support to women transitioning to the civilian workforce or Reserve/Guard 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.

FLTCM (Ret.) Ortloff moved to adopt the recommendation. Ms. Locke seconded the motion.

Discussion:

VADM (Ret.) Pottenger asked if, when this issue was studied in the past, the Committee discussed how it affects each Service, and whether the current recommendation focuses on women. FLTCM (Ret.) Ortloff answered yes, women were the focus of the subcommittee's discussion. The Air Force program adds a few days to the Transition Assistance Program (TAP) to focus on women's issues. This program was officially launched in July, and all the participant feedback has been positive. FLTCM (Ret.) Ortloff said this recommendation asks DoD to encourage the other Services to offer additional time for VA and TAP seminars on specific women's issues as the Air Force does. Gen (Ret.) Wolfenbarger noted that it is

within the DACOWITS charter to address transition issues for women planning to leave the military.

Maj Gen (Ret.) Dunbar raised a question about the wording of the recommendation. She noted the recommendation wording presumes members will transition into the civilian workforce but does not address those who transition out of the military and do not return to work. She asked if the wording could be changed to “civilian life.” Dr. Hunter raised a similar point about women leaving “active duty” She felt the recommendation should include women who leave active duty and then choose to assume a different role within the military, such as joining the Reserves or the National Guard. Dr. Hunter added that she thought the Air Force program was focused on women transitioning from active duty into another role. Without making a formal motion to amend the wording, FLTCM (Ret.) Ortloff suggested that the wording could be changed to address active duty women transitioning into the civilian sector. She noted that this change would address most of the concerns that had been raised. Gen (Ret.) Wolfenbarger said they needed to keep “Reserves and National Guard” in the wording. Dr. Hunter said she likes the addition of “active duty women.” She said that change would keep the recommendation squarely in DACOWITS’s lane. Saying “active duty women transitioning into the civilian sector or National Guard” would address VADM (Ret.) Pottenger’s concerns as well.

Maj Gen (Ret.) Dunbar suggested moving “Reserves and National Guard” to before “civilian sector” in the recommendation because the Committee is encouraging women to transition into these roles before moving to the civilian sector. FLTCM (Ret.) Ortloff said the updated recommendation would include “active duty women transitioning to the Reserve/Guard or civilian sector.” VADM (Ret.) Pottenger noted women could transition into civilian life and then go into the National Guard later, so she suggested changing the “or” to “and.” Ms. Hughes asked if this recommendation is focused only on women leaving active duty status. FLTCM (Ret.) Ortloff said for the wording of the recommendation, she believed the term “transitions” would work best because it is aligned directly with the transition program referenced in the recommendation. She also said adding “active duty” would be a good idea as long as it did not take away from women in the National Guard. She then asked VADM (Ret.) Pottenger if she agreed with the new wording of the recommendation. VADM (Ret.) Pottenger answered that the wording was fine, but she just wanted to make the point that women transitioning out of active duty are also civilians.

FLTCM (Ret.) Ortloff moved to amend the recommendation to include “active duty” before “women,” to change “workforce” to “sector,” and to move “Reserve/Guard” to before “civilian sector.” Ms. Locke seconded the motion.

Discussion on Amendment:

RADM (Ret.) Thomas questioned whether there was enough data to call the Air Force program a best practice. FLTCM (Ret.) Ortloff described how the Air Force’s program had been in place for over one year, and both the VA and Air Force were pleased with feedback on the feedback program.

Vote on Amendment: The Committee voted to adopt the amendment unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Discussion on Amended Recommendation:

RADM (Ret.) Thomas noted that FLTCM (Ret.) Ortloff mentioned the Air Force’s program had been in place since July. She asked if there is enough data to truly call it a best practice given that it is fairly new. FLTCM (Ret.) Ortloff answered that even though it was implemented in July, the program was in development for more than a year. She added that both VA and the Air Force are very happy with the feedback and consistency around the program. The Air Force plans to continue operating the program as long as it has members attending and continues to receive positive feedback. She added that VA and the Air Force did not feel they need to see other metrics to confirm if the program should continue and if it should be implemented across the Services.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

C. Marine Corps Performance Evaluation System

3. 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.

FLTCM (Ret.) Ortloff moved to adopt the recommendation. Dr. Young seconded the motion.

Discussion:

Dr. Hunter raised a question about the last sentence of the recommendation reasoning, which says the Marine Corps is continuing to follow up on this issue. She wanted to be sure that the Committee was not preemptively making this recommendation. She asked whether this issue is something DACOWITS will follow up on or if they even want to make this recommendation. She asked what would happen to this recommendation if the Marine Corps decided to eliminate the “PREG” designation within the next month before the report was published. FLTCM (Ret.) Ortloff said her subcommittee was aware that the Marine Corps was considering changing the “PREG” code but supported continuing with the

recommendation in the event that it was not removed before the DACOWITS annual report was published.

Dr. Hunter asked about the protocol for removing this recommendation from the DACOWITS report if the Marine Corps removed the “PREG” designation before the annual report was published. Gen (Ret.) Wolfenbarger answered that the Committee could not adjust the recommendation but could add a note to the report to indicate the recommendation had been implemented. FLTCM (Ret.) Ortloff said the subcommittee simply does not want to wait; Dr. Hunter replied that she understands.

Vote on Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

D. Transition Assistance

4. The Secretary of Defense should encourage the Secretary of Veterans Affairs to update the Department’s motto/mission statement to be gender neutral. The current motto, “To care for him who shall have borne the battle and for his widow, and his orphan” written by President Abraham Lincoln in 1865 was later adopted by the Department of Veterans Affairs in 1959.

FLTCM (Ret.) Ortloff moved to adopt the recommendation. Dr. Young seconded the motion.

Discussion:

VADM (Ret.) Pottenger said she feels this recommendation is not in the Committee’s lane. She said she does not wish this recommendation to appear in a DACOWITS document because she believes it is focused on political correctness. She asked whether the Committee could make this recommendation even though it is not for DoD. FLTCM (Ret.) Ortloff said her subcommittee took on this recommendation because it affects active duty women. She mentioned TAP’s Goals, Plans, Success program. During this training, women are exposed to the VA motto, which is not gender neutral and could prevent an open welcome to VA. FLTCM (Ret.) Ortloff explained that the Committee examined this issue from the active duty women’s perspective and, thus, believes it is not crossing over into the VA lane or focusing too much on political correctness but rather asking for gender-neutral representation. VADM (Ret.) Pottenger asked whether the Committee is going to ask the Navy to change “Anchors away, boys.” She said she agrees with the intent but not the delivery.

Col (Ret.) Boggs said he agrees with VADM (Ret.) Pottenger. He said he does not think that it is the Committee’s place to be making recommendations to another agency. He said he thought this Committee was about helping DoD and supporting women within DoD and that it should stay in that realm. Maj Gen (Ret.) Dunbar said she understands the dilemma but that the Committee has to agree with this recommendation because it has heard time and time

again from active duty women who think VA is not female-friendly. She acknowledged that the recommendation is on the edge of what is in the Committee's realm but added that if the Committee does not move to eliminate the motto, then it may never change. She added that as she looked at the motto again, it could explain some of the culture issues within the VA. Active duty women do not feel welcome or receive the care they need.

Dr. Hunter raised a concern about the way the recommendation was worded rather than the intent behind the recommendation. She said it feels uncomfortable to be directing a cabinet secretary to tell another cabinet secretary to do something that is not designated under DACOWITS's scope of focus. She suggested rewording the recommendation to focus more on the active duty transition. As Gen (Ret.) Wolfenbarger had said at the beginning of the voting session, 99 percent of DACOWITS recommendations through 2017 had been enacted in some way. Dr. Hunter noted that the Committee could suggest VA should be gender neutral, but in the reasoning, note the motto is not gender neutral and can cause problems for active duty women. Active duty women are the Committee's charge. She said it seemed wrong for the Committee to direct its action toward VA.

Maj Gen (Ret.) Dunbar noted that this recommendation is very "in-your-face," but she added that it is striking that in the current era, we still have this sort of gendered language. She said she understands that President Abraham Lincoln wrote this but that it was a different time. She added that whether we like it or not, this language does have an effect on active duty women. They feel VA is a man's world where they take care of the predominate members, who happen to be male. She noted that the recommendation is indeed on the cusp of DACOWITS' purview but that she likes it because it highlights the issues that exist in society. She believes that is what DACOWITS is about. She concluded that the Committee should put out the recommendation because the words of the VA motto made her want to encourage the Secretary of Veterans Affairs to review the issue.

Ms. Hughes wondered whether, instead of putting Lincoln's quote into the recommendation, the Committee could simply put "written in 1865 and adopted in 1959." She mentioned that she thinks part of the challenge of the recommendation is that Lincoln wrote the quote. She added that if the Committee is looking at VA's mission to provide medical care, maybe medical care should be addressed first in the wording. She noted that medical care has been a problem. She has heard about the lack of timely and appropriate VA-provided care from active duty women who were transitioning out of the military. Although it has improved, it does not meet the appropriate standard for the number of women transitioning out of active duty. Ms. Hughes asked that the Committee consider addressing VA's medical care first. Dr. Hunter said VA does more than provide medical care; it provides many kinds of care. Maj Gen (Ret.) Dunbar agreed Dr. Hunter's point was a good one and said VA should facilitate a more open welcome for women. She said the Committee is trying to figure out how to address this issue without crossing a line, and rewording may help. Ms. Hughes reiterated the challenge associated with the quote being written by Lincoln, as it has garnered public attention. She suggested making this recommendation more neutral by focusing on medical care access and appropriate, timely access to care as VA makes updates to how it includes women in its medical services.

VADM (Ret.) Pottenger read VA's full mission statement from the VA website (on the web page with the heading "Mission, Vision, Core Values & Goals"), which includes the statement, "...by serving and honoring the men and women who are America's veterans."

She explained that the true mission statement needs to be better captured within the recommendation. Ms. Jess Myers, DACOWITS staff member, noted that the VA mission statement appears differently depending on where you look on the VA website but that Lincoln's quote is the only wording on the side of the VA building next to the White House. Ms. Myers added that some parts of the VA website also show only the quote.

FLTCM (Ret.) Ortloff said that she absolutely understands VADM (Ret.) Pottenger's concerns and that she does not object to removing "mission statement" from the recommendation. She added that although one may find that statement on the internet, that is not necessarily what active duty women are exposed to when they walk into a VA building. VA has said Lincoln's use of "him" includes all people, that it assumes gender neutrality. However, the Services themselves are working to remove gendered language, so the Committee is asking VA to also adopt this gender-neutral approach. FLTCM (Ret.) Ortloff emphasized that words do matter. She referenced the recommendation's reasoning, which references research that has shown gender-neutral versus gendered language does have an impact, especially in regard to the feelings of active duty women. The VA has identified this issue on its website. It states that VA understands the discouragement that female veterans face and that these women feel unrecognized and underappreciated. However, when these women enter a VA facility, they see this quote, which is gender specific, not gender neutral. She explained that this is why the Committee is providing this recommendation under the DACOWITS umbrella—it does affect active duty women. Gen (Ret.) Wolfenbarger added that it affects not only active duty women but also women in the Reserves and the National Guard.

Ms. Mines said she likes the recommendation and uses VA services. She noted that women need to speak up but that when they see this language in the facility, they are afraid to do so. She added that she had just complained about the issue at a VA facility because women have been afraid to speak up. She suggested amending the recommendation to say, "The Secretary of Defense, under his responsibility to successfully transition active duty women, should encourage the Secretary of Veterans Affairs..." and then stop after the quote. She said the Committee is asking VA to make this change only to address active duty women. FLTCM (Ret.) Ortloff said the reason the subcommittee members added "... written by President Abraham Lincoln in 1865 was later adopted by the Veterans Affairs in 1959" to the recommendation was to highlight that although it was Lincoln who wrote the quote, it was during a time when women did not serve. However, when VA adopted this quote, women were serving. She noted that although they understand the intent, the use of "him" as gender neutral is no longer viable in this decade. Having the Secretary of Defense acknowledge along with VA that for active duty women as well as those in the Reserves and National Guard, having welcoming and gender neutral language in the VA motto as part of the mission statement will help alleviate women's concerns related to using VA services. It would help women want to use VA services when they leave active duty and then continue to use them. She explained that this is why they included these dates in the recommendation.

Ms. Mines said she likes the reasoning but thinks the recommendation is too long. Ms. Hawkes said she likes the addition of "transitioning" at the beginning of the recommendation to make clear that it is within DACOWITS' focus. She suggested adding, "In order to consider improving the welcoming of women to the VA," at the beginning of the recommendation to highlight that the recommendation is about women transitioning from

active duty. Ms Hughes said she thinks that they should try to reword the recommendation but that they should add something about medical needs into Ms. Hawkes' proposed amendment. FLTCM (Ret.) Ortloff said she is amiable to changing the wording, but she would not say "medical" because VA provides more than just medical services. Dr. Hunter questioned whether the VA's mission statement covered the provision of medical care. Maj Gen (Ret.) Dunbar mentioned that she thought the mission for the Committee was to focus on the transitioning servicewoman, which encompasses more issues than just medical needs. FLTCM (Ret.) Ortloff added that VA offers not only medical care but also American Service-Members' Protection Act (ASPA) assistance, assistance with job searches, and more. She also suggested that to avoid crossing into VA's lane, they could look at what the VA brief looks like when women are transitioning out of active duty. Adding "transitioning women" could fix that issue. Ms. Hawkes added that this change could address the need to be more welcoming, too. CSM (Ret.) Jones added that when they say "active duty," they need to say "transitioning from active duty." She explained that active duty is a status and not a component. FLTCM (Ret.) Ortloff suggested saying "servicewomen."

Dr. Hunter mentioned that a way to alleviate some of this tension could be by making the recommendation more general and honing in on the motto in the reasoning portion. The main idea is that VA should create a more welcoming culture for women. The motto is an important part of this, but so are medical needs and ensuring how Small Business Administration (SBA) benefits are distributed. She added that to bring this more into DACOWITS' lane, they could state how the Committee has worked hard to create a gender-neutral culture. They could say VA needs to continue this culture so that when servicewomen transition into using VA services, they feel welcome. It could be a message directed at the Secretary of Veterans Affairs to acknowledge that VA's culture can negatively impact women, even after all the work DoD has done to improve its culture for women. She explained that it felt more appropriate to say, "*We encourage* the Secretary of Defense to *encourage* the Secretary of VA to create a more welcoming environment." VADM (Ret.) Pottenger noted that was exactly where she was headed. She emphasized that this language is a quote, and it is not appropriate to update a quote. It is the culture the Committee wants VA to change, and she noted that they are doing just that. She referenced literature the committee has read about VA changing its culture and added that the idea is to encourage the agency rather than punish it by discrediting its mission statement, which she feels is not the Committees' place.

Ms. Mines referenced the recommendation's reasoning and how this issue affects the recruitment and retention of women. She noted a major concern among women is being injured, so for VA to address its culture would show it cares for servicewomen not only when they are serving but after they serve. She suggested highlighting that there are many VA services available to members after they leave military service, so even from a public relations perspective, this may be important to address in the reasoning. FLTCM (Ret.) Ortloff said this was mentioned in the reasoning, and VA has made some changes in its programs to accelerate improving its care for women. She also emphasized that the Committee is not trying to change Lincoln's quote but does recognize that it is a mission statement that Service members and VA employees will look to.

VADM (Ret.) Pottenger reiterated that this motto is not VA's full mission statement. FLTCM (Ret.) Ortloff said that she is happy to add the entire mission statement to the

recommendation but that they are discussing the motto one sees when one walks into a VA facility. She added that VA states that this mission statement is a direct quote from Lincoln, so that is the basis for their recommendation. She noted that, to agree with VADM (Ret.) Pottenger, there may be more to the mission statement than even the VA recognizes. She said she still thinks it is important to leave the quote in the recommendation. She agreed that adding the transition piece or “servicewomen” up front could help. She added that she does not disagree with removing the dates from the main recommendation.

FLTCM (Ret.) Ortloff then asked if she could take a moment to act as a wordsmith using these inputs and began to review the text. She suggested, “We encourage the Secretary of Defense to encourage the Secretary of the VA to consider the impact on transitioning servicewomen of their current motto/mission statement...” Gen (Ret.) Wolfenbarger asked if they are calling it a motto or mission statement. FLTCM (Ret.) Ortloff noted that VA calls it a mission statement, so she wants to keep that wording. She said it would be acceptable to delete the language about the quote being Lincoln’s, which would leave, “The Secretary of Defense should encourage the Secretary of Veterans Affairs to consider the impact of the Department of Veterans Affairs motto ‘To care for him who shall have borne the battle and for his widow, and his orphan’ on transitioning servicewomen.” Ms. Mines asked that the RFI response DACOWITS had received from VA be referenced to address the confusion about whether the language was a motto or a mission statement. FLTCM (Ret.) Ortloff noted that it is cited in the reasoning. Maj Gen (Ret.) Dunbar noted the mention of the Secretary of Defense, the Secretary of Veterans Affairs, and then a department. She asked which department they are referencing. FLTCM (Ret.) Ortloff clarified that it is VA. Ms. Myers mentioned that it seemed that the language should be “impact of motto/mission statement on transitioning servicewomen,” to which all the members agreed. Dr. Hunter agreed that to put “transitioning servicewomen” at the end would be grammatically correct. FLTCM (Ret.) Ortloff noted that the question is whether to be grammatically correct or to have this phrase be at the beginning of the recommendation for greater impact. She then added that leaving it at the end of the recommendation should not make less of an impact.

Gen (Ret.) Wolfenbarger noted that the only words not mentioned were “gender neutral,” which was the whole point of the recommendation. Dr. Hunter felt uncomfortable to say, “do this” instead of just “consider what this might be.” She felt more comfortable with the new proposed wording. FLTCM (Ret.) Ortloff said it is not their intent to tell VA what to do but rather to inform VA of the feedback the Committee is receiving from servicewomen. All the Services have created more gender-neutral environments. She said the updated wording of the recommendation does seem stronger and that the Committee has included many examples in the reasoning focused on gender neutrality and feeling welcomed. She referenced the Veterans of Foreign Wars of the US, which recently changed its motto to be gender neutral.

Ms. Hughes agreed that the new wording is much better. She also added that gender neutrality and gender issues have been mentioned in the news lately. She thought “transitioning servicewomen” should be moved to the beginning of the recommendation. She noted that doing so might mean that this recommendation would not immediately be pushed off the table given that this topic has been a focus for VA lately. FLTCM (Ret.) Ortloff said she appreciates and understands Ms. Hughes’ point. However, because the recommendation is only one sentence, she does not think “transitioning servicewomen” would be lost if it were at the end. She added that if the recommendation were longer, then she would prefer the

phrase to be at the beginning. She also noted that the first sentence of the reasoning includes “transitioning servicewomen.” Ms. Hughes said she likes the recommendation the way it currently is written but wants others to consider the ordering of the phrase. Gen (Ret.) Wolfenbarger said placing the phrase at the beginning could bury the important concept.

Maj Gen (Ret.) Dunbar asked if they could continue to wordsmith the recommendation. She suggested saying “servicewomen transitioning into the VA’s care” to highlight that the recommendation is about improving care. Gen (Ret.) Wolfenbarger noted that this change will reinforce the VA’s responsibility to care for transitioning servicewomen. FLTCM (Ret.) Ortloff said she thinks this addition is effective and does not make the sentence too long. RADM (Ret.) Thomas added that Services were encouraging foreign counterparts to take actions such as that suggested in the recommendation all the time, domestically and internationally. She noted that the United States has great sway in providing leadership and ways for these counterparts to work cohesively. She said she does not think it is too much of a stretch for the Committee to ask the Secretary of Defense to follow up with another cabinet member on this topic.

FLTCM (Ret.) Ortloff moved to amend the recommendation to say, “The Secretary of Defense should encourage the Secretary of Veterans Affairs to consider the impact of the Department of Veterans Affairs motto ‘To care for him who shall have borne the battle and for his widow, and his orphan’ on servicewomen transitioning into their care.” Ms. Locke seconded the motion.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 13 (Wolfenbarger, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 1 (Jones)
- Abstained: 0

Discussion on Amendment:

CSM (Ret.) Jones commented on the current wording, “should encourage the Secretary of the VA to consider the impact.” She said she thought that the issue had already been considered but that nothing had been done about it. It had been considered for several months. She thought the original recommendation was much stronger. The key is “transitioning.” In the last 5 years, there has been a collaborative effort between VA and each of the Services about women who are still on active duty. CSM (Ret.) Jones emphasized that this is a recurring issue, and the current wording of the recommendation seems too soft or a regurgitation of what has already been brought to VA’s attention. The Committee is asking for this to be considered, but it has already been considered. She added that based on VA’s RFI response, it did not indicate anything about reworking the motto. She emphasized that the recommendation can include the origin of the quote, but she does not support having something so blatantly gendered displayed around the United States, which does so much for women. Other countries look to the United States on these issues. CSM (Ret.) Jones noted that her point of contention is that the revised recommendation is soft compared with the original version.

Ms. Mines suggested changing the word “consider” to “recognize.” Gen (Ret.) Wolfenbarger suggested changing it to “address.” All agreed. Dr. Hunter added that this change will prevent having DACOWITS tell the Secretary how the motto should be changed and instead simply ask for it to be addressed somehow. FLTCM (Ret.) Ortloff mentioned that she respects VADM (Ret.) Pottenger’s comments about not crossing any lines. Adding “address” would keep the language concise but also include everything that was discussed.

FLTCM (Ret.) Ortloff moved to amend the recommendation to say, “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.” Ms. Locke seconded the motion.

Discussion on Amended Recommendation:

VADM (Ret.) Pottenger asked if the Committee has data on how women have been affected by the VA motto. FLTCM (Ret.) Ortloff answered yes. She explained that even VA employees have reported on how employees have treated women differently based on the motto. VADM (Ret.) Pottenger said she felt comfortable moving forward given that there is data available. She added that the availability of the data is necessary for her to support this recommendation.

Vote on Amended Recommendation: The Committee voted to adopt the amended recommendation.

- Favored: 13 (Wolfenbarger, Jones, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 1 (Boggs)
- Abstained: 0

Final 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.*

E. Marketing

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

Maj Gen (Ret.) Dunbar moved to adopt the recommendation. Ms. Hawkes seconded the motion.

Discussion:

RADM (Ret.) Thomas asked if she could request a point of order to change “misperceptions” to “misconceptions.” Gen (Ret.) Wolfenbarger asked that they follow the proper process by moving to amend the recommendation. RADM (Ret.) Thomas then moved to amend the recommendation by replacing “misperceptions” with “misconception”. Ms. Hawkes seconded the amendment.

Discussion on Amendment:

Dr. Hunter suggested editing “all the Military Services.” VADM (Ret.) Pottenger noted that the correct phrasing should be “all Military Services.” Dr. Hunter agreed and said the current wording feels redundant. Gen (Ret.) Wolfenbarger explained that the “all” was placed intentionally to highlight that some Services are already taking the recommended action, but some are not. Dr. Hunter said this makes sense.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Discussion on Amended Recommendation:

VADM (Ret.) Pottenger noted that Gen (Ret.) Wolfenbarger mentioned that some Services are already trying to improve their marketing to women. To understand the reasoning behind this recommendation, VADM (Ret.) Pottenger asked whether the Committee wants to encourage the Services to do more. Ms. Hawkes answered yes. She recalled that Committee members had discussed this issue with the Marine Corps and the Army, which both use a total market approach for their marketing. The Services said the market pool of women has different motivations that need to be addressed. She also mentioned that in April 2018, Congress brought together all the Service Chiefs and told them about women who outperform men academically and that they were not marketing to women directly but should be. FLTCM (Ret.) Ortloff asked if the Committee has feedback from the focus groups. She remembered hearing several complaints and suggestions in the focus groups she led. Ms. Hawkes answered that yes, quotes and ideas from the focus groups were included in the recommendation reasoning.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

F. Personal Protective Equipment

6. The Secretary of Defense should require all the 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.

Dr. Hunter moved to adopt the recommendation. VADM (Ret.) Pottenger seconded the motion.

Discussion:

No discussion.

Vote on Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

G. Gender Integration

7. 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 strategically that progress with the members of their Services as well as the general public.

Dr. Hunter moved to adopt the recommendation. Col (Ret.) Boggs seconded the motion.

Discussion:

VADM (Ret.) Pottenger asked to verify that the language “should endorse” means that the Secretary of Defense did not endorse this recommendation the year before. She asked whether this recommendation is being repeated from 2017. Gen (Ret.) Wolfenbarger answered that yes, it is being repeated. On the site visits, it was clear there was a lack of strategic communication on how the progress on gender integration was actually going, so the Committee wanted to reiterate this recommendation. Dr. Hunter noted there is clearly a disconnect between their Service plans and how it is being received by members, so that is why it is being repeated. Maj Gen (Ret.) Dunbar said she does not like the word “strategically.” She suggested replacing the term with “effectively.” Dr. Hunter agreed with conveying this message, and she explained that the Committee members took the wording straight from DACOWITS’ June RFI about the department’s strategic plan on how they were implementing gender integration. She added that she has no problem changing this word. VADM (Ret.) Pottenger suggested changing the language to say, “communicating the progress more effectively.”

Dr. Hunter moved to amend the recommendation to replace “communicate strategically that progress” with “communicate that progress more effectively.” Ms. Mines seconded the motion.

Vote on Amended Recommendation: The Committee voted to adopt the amendment unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Discussion on Amended Recommendation:

No discussion.

Vote: The Committee voted to adopt the amended recommendation.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

H. Parental Leave Policies

8. 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.

Ms. Locke moved to adopt the recommendation. FLTCM (Ret.) Ortloff seconded the motion.

Discussion:

RADM (Ret.) Thomas asked if DACOWITS has issued recommendations in the past for proposing legislative change. Gen (Ret.) Wolfenbarger confirmed it had issued some recently. Dr. Hunter suggested that given the role of the Secretary of Defense, maybe the wording should be changed to “work with Congress” because technically, the Secretary cannot propose legislation. Gen (Ret.) Wolfenbarger countered that it is in the Secretary’s lane to propose legislation.

Vote on Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

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

FLTCM (Ret.) Ortloff moved to adopt the recommendation. Ms. Locke seconded the motion.

Discussion:

Ms. Hughes said she is happy to see this recommendation. Dr. Hunter voiced her support of the 21 days of nonchargeable leave for secondary caregivers but added that this recommendation should go together with the recommendation for noncontinuous leave. FLTCM (Ret.) Ortloff explained that the recommendations were created separately so that even if one recommendation were not approved, the other might be. Dr. Hunter said she sees the importance of making the two separate. She also spoke to the Marines who were at the meeting that morning, and they mentioned that the Marine Corps would not allow 21 days of leave to be given in a single block because of scheduling challenges. Dr. Hunter suggested addressing the two recommendations together in the reasonings. FLTCM (Ret.) Ortloff agreed that they need to state why the two are presented separately. She also noted that they had included several examples of why leave should be noncontinuous. For example, a Service member might need 1 week off for the birth of a premature baby but the other 2 weeks off for when the baby comes home from the hospital. Gen (Ret.) Wolfenbarger added that unlike maternity leave, this type of leave is at the commander's discretion to either approve or disapprove.

Vote on Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

I. Continuing Concern: Marine Corps Recruit Training

Dr. Hunter moved to adopt the continuing concern. VADM (Ret.) Pottenger seconded the motion.

Discussion:

No discussion

Vote on Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 14 (Wolfenbarger, Jones, Boggs, Dunbar, Hawkes, Helsham, Hughes, Hunter, Locke, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final Remarks

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

Meeting was adjourned.

Written Responses DACOWITS Received for September 2018

RFI 4

LEVERAGING KEY INFLUENCERS

In 2017, the Committee recommended that the Secretary of Defense require the Military Services to increase and measure outreach efforts that most effectively educate and leverage key influencers to positively impact women’s propensity to serve. In June 2018, the Committee received a briefing on a new Department of Defense initiative, “This Is Your Military,” which seeks to highlight the work of Service members, dispel myths about military service, and increase awareness among the American people. During this briefing the Joint Civilian Orientation Course (JCOC) was introduced.

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

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

Organization	Description
Office of the Secretary of Defense Community and Public Outreach	The Office of the Secretary of Defense Community and Public Outreach provided the Committee with responses to both of the questions in this RFI. The JCOC is an annual public liaison program sponsored by the Secretary of Defense, and its purpose is to increase public knowledge of U.S. military goals and operations. This year, 36 participants attended the 6-day JCOC, 17 of whom were female. At the 2-day Mini JCOC, 7 of the 24 participants were female.

DUAL-MILITARY CO-LOCATION POLICIES

In 2017, the Committee made three recommendations on dual-military co-location policies. DACOWITS continues to be interested in the retention of servicewomen and believes the co-location of dual military couples is a contributing factor to success in this area. Proportionally more women are married to a military spouse than are men, indicating that co-location policies can disproportionately affect servicewomen compared with servicemen.

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

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

Organization	Description
Air Force	The Air Force provided its definition of joint spouse, its requirements for military spouses to receive joint spouse benefits when serving in the continental United States and when serving overseas, and the dates each joint spouse policy was last updated.
Army	The Army provided its definition of eligibility for couples to be considered for a joint domicile, the distance parameters for co-location, and the date this regulation was last updated.
Coast Guard	The Coast Guard provided its definition of dual-military co-located couple, the explanation of "reasonable commuting distance" as it is used to establish a standard for co-location, and the date the policies on tour length were last updated.
Marine Corps	The Marine Corps provided its definition of dual-military co-located couple, the considerations used to establish "close proximity" as it applies to the commute limits for co-located couples, and the date the co-location policy was last updated.
Navy	The Navy provided its definition of a dual-military co-located couple, the parameters used to determine maximum distance between duty stations for co-location, and a summary of recent changes to the co-location assignment process.

MARINE CORPS PERFORMANCE EVALUATION SYSTEM (PES)

In 2015 the Committee recommended that the Marine Corps revise their Performance Evaluation System (PES) policy 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 May 2018, the Marine Corps issued a revision to Marine Corps Order 1610.7A that addresses the majority of the Committee's concerns.

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.

Organization	Description
Marine Corps	The Marine Corps provided a written response to the committee's request that consisted of information on when the code "PREG" is used Performance Evaluation System (PES); the explanation for why the code is used despite earlier regulations prohibiting comments pertaining to medical conditions; and the results of a September 30, 2018, operational planning team meeting that reviewed PES policies, procedures, and standards.

RFIs 9 and 10

SERVICEWOMEN’S TRANSITIONAL ASSISTANCE

As the percentage of women military veterans increases, the Committee continues to be interested in the transitional assistance provided to servicewomen to proactively address issues for successful adaptation to the civilian population/workforce. In September 2017, the Committee was provided a public comment regarding the collaborative effort between the Air Force Women's Initiative Team and Veteran Affairs’ Women's Health Services to design a pilot program to address the unique challenges servicewomen face upon leaving military service. In March 2018, the Committee received a briefing update on the pilot program’s progress.

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:

- a. Status of implementation/expansion to additional locations
- b. Curriculum
- c. Feedback from participants
- d. Assessment on value of program
- e. Cost analysis/funding requirements and sources

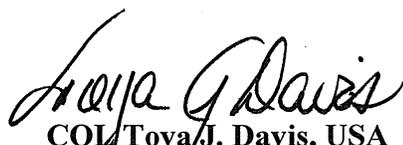
Organization	Description
Air Force Women's Initiative Team and Department of Veterans Affairs’ Women's Health Services	The Air Force Women's Initiative Team and the Department of Veterans Affairs’ Women's Health Services provided the Committee a memo that detailed the status and history of implementation/expansion to additional pilot locations, the pilot curriculum (including details on each of the five phases), and quotes from the participants about their experiences in the pilot. The memo also included details on how to evaluate the program and the source of funding for the pilot.

RFI 10

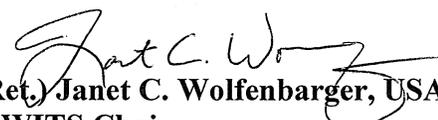
The Committee requests a written response from the Department of Veteran Affairs on the Department's position regarding any ongoing review or anticipated update to the 1950s era Veterans Affairs' motto/mission statement, "To care for him who shall have borne the battle and for his widow, and his orphan,"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

Organization	Description
Department of Veterans Affairs	The Department of Veterans Affairs provided a response on its position regarding a review of the motto. The Department's response included the historical use and context of "him" in President's Abraham Lincoln's quote.

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 Wolfenbarger, USAF
 Col (Ret.) John Boggs, USMC
 Maj Gen (Ret.) Sharon Dunbar, USAF
 Ms. Sharlene Hawkes
 SGM (Ret.) Norma Helsham, USA
 Ms. Therese Hughes
 Dr. Kyleanne Hunter, USMC Veteran

CSM (Ret.) Michele Jones, USA
 MAJ (Ret.) Priscilla Locke, USA
 Ms. Janie Mines, USN Veteran
 FLTCM (Ret.) JoAnn Ortloff, USN
 VADM (Ret.) Carol Pottenger, USNR
 RADM (Ret.) Cari Thomas, USCG
 Dr. Jackie Young

Absent Members:

Lt Gen (Ret.) Judith Fedder, USAF