

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)

Quarterly Meeting Minutes

19 March 2019

The Defense Advisory Committee on Women in the Services (DACOWITS) held a quarterly business meeting on March 19, 2019. The meeting took place at the Marriot Residence Inn-Arlington/Pentagon City, 550 Army Navy Drive, Arlington, VA 22202.

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Welcome and Opening Remarks

COL Toya Davis, DACOWITS Military Director and Designated Federal Officer, opened the March quarterly business meeting by reviewing the Committee's establishment and charter. COL Davis reminded those in attendance that comments made by individual Committee members during the meeting are their own and do not necessarily reflect the thoughts of the full Committee. COL Davis then turned the meeting over to Gen (Ret.) Janet Wolfenbarger, DACOWITS Chair.

Gen (Ret.) Wolfenbarger welcomed everyone to the meeting and asked all Committee members and meeting attendees to introduce themselves. Gen (Ret.) Wolfenbarger announced the release of the DACOWITS 2018 annual report and discussed the importance of holding a meeting in March, which is Women's History Month. She then provided a brief retrospective on the service of women to the Nation. Although women began serving during the Revolutionary War, it was not until 1948 that the Women's Armed Services Integration Act allowed women to serve as permanent members of the military. DACOWITS was established shortly thereafter, in 1951, with an original focus on recruiting more women into the Armed Forces. DACOWITS' impact has been significant, and the Committee has seen great successes in opening doors to allow women to serve.

Gen (Ret.) Wolfenbarger announced the death of one of the Committee's visionary champions, Dr. Jackie Young, who served two terms on the Committee and in December 2018 was presented with the Exceptional Public Service Award.

Status of Requests for Information

COL Davis reviewed the status of the Committee's requests for information (RFIs). The Committee received responses to 10 of its 11 requests. The response to RFI 9 was postponed to accommodate the Marine Corps' in-depth study of the recruit training cycle. All written responses to the RFIs were published on the DACOWITS website.

Panel: Military Services' Physical Fitness Training Programs (RFI 6)

Following up on a previous briefing on the impact that physiological gender differences can have on a Service member's ability to reach the set standard, the Committee was interested in how the Military Services incorporate these physiological gender differences into their physical fitness programs. The Committee requested a briefing from each of the Services on (1) its physical fitness training program to prepare its members for physical fitness tests; (2) whether the physical fitness training program incorporates the science on physiological gender differences; (3) how the physical fitness training program is administered and communicated to Service members; (4) whether the physical fitness training program is mandatory and, if so, how commands were implementing and tracking effectiveness; and (5) whether it has a special rate/designation for fitness trainers and, if so, what were their responsibilities.

Army

The Army briefer said that before answering the RFI on behalf of the Army, he wanted to note that the Committee would hear a couple of themes that would consistently stand out in the presentation: warfighting tasks and readiness. With regard to physical training requirements and how the Army prepares its members, it starts with a DoD Instruction that mandates the Services to have physical fitness, body fat, and health promotion programs. Army Regulation (AR) 350-1 mandates that the Service utilize its physical training manual to address these DoD tasks, which nest within the DoD Instruction. The Army briefer then requested the Committee to read through the requirements listed on the presentation slide. AR 220-1, Army Unit Readiness Reporting, addresses warfighting tasks that are enabled through physical readiness. The Army briefer mentioned all the training the Army provides, which incorporates exercises, drills, and activities that prepare Soldiers to accomplish the physical requirements associated with successful completion of warrior tasks and battle drills. The briefer noted that the incorporation of physiological and gender differences in training and how these differences are communicated to members begins during initial entry training.

The Army briefer explained that commanders are ultimately responsible for physical training programs. The briefer then noted that the Army accommodates all levels of physical readiness by employing scientific principles of exercise. Commanders vary the exercise load across time to increase muscular fitness. The briefer also mentioned the Army's Public Health Center conducted several studies prior to 2002 that found the Army decreased injury rates over time. The briefer added that the Public Health Center does regular surveillance, continually collecting data on injury rates throughout the Army. The Service uses empirical research and institutional best practices to increase physical readiness and maximize performance while decreasing injury rates.

The Army is in the midst of implementing a new fitness test that is a significant departure from the test it used for the last 30 years. The National Defense Authorization Act of 2015 spurred the Army to develop its new Army Combat Fitness Test, which required setting gender-neutral standards. The Army conducted a host of studies and collected data during war tasks and battle drills, and it posted an order in 2018 directing the implementation of the new test. There are three phases of rollout for the test. Currently, 60 battalions across both active duty and reserve units are piloting the test; each of the battalion members must undergo a physical fitness test between March and April of 2019. Beginning October 1, 2019, as part of a recursive process to collect data, the Army will conduct the new Army Combat Fitness Test two times without documenting

the results in Soldiers' records and then will assign standards and determine how Army Combat Fitness Test performance will affect the Service's promotion process. The Army will determine the standards to be applied from that point through October 1, 2020. Army leaders were made aware of the decision to implement the new test last fall. The briefer reiterated the plans for the pilot, the recursive data collection process, and the host of information regarding how to improve performance.

The Army then addressed how the new Army Combat Fitness Test differs from the old test. The new test is not normed to age or gender but rather is focused on physical tasks associated with war fighting. There are three levels of scores—high, medium, and low—and the cutoff scores will adjust based on the data collected. He directed the Committee to the Army Field Manual 7-22, which outlines the physical training drills already in the Army's doctrine used by Soldiers to coach themselves to achieve acceptable scores. He also reiterated that the Army is collecting data and that the headquarter's company took the new test 2 weeks ago. These individuals learned about the new test in the fall and began an Army physical fitness test training program to prepare for the war and battle drills. The Army Combat Fitness Test was then administered after a 90-day training period. The briefer said that anecdotally, the participants were fairly pleased with the Army Combat Fitness Test. Participants were able to focus, train, and pass the test. He admitted that this was a small assessment of the test's success relative to the 60 pilot battalions but that it demonstrates how the Army communicates about the changes and how it expects to achieve the results it wants from the program. The Army plans to conduct 20 subsequent months of data analysis before the new combat fitness test is fully implemented in October 2020.

Regarding Master Fitness Trainers and whether the Army uses specific occupational specialty and additional skill identifiers, the briefer first described the number of these trainers in the Army. The Army has no mandate for the number of these trainers per unit. However, it is customary for every company to have one. So far, the Army has produced about 11,000 Master Fitness Trainers. Despite the lack of a mandate, the Army's hope is that Soldiers can rely on these trainers for support. The briefer emphasized that the training program for Master Fitness Trainers is quite rigorous.

With respect to how the Army acknowledges physiological and gender differences in its training course, Master Fitness Trainer students are required to take a hypothetical unit and create a physical readiness course for the commander. The Army is confident that it has commanders who understand that there are physiological differences between men and women and that the Service will see Soldiers with different builds and limitations meet the desired standards. The Army is confident that it will meet the DoD Instruction requirement for readiness reporting. Commanders have access to—and know they need to rely on—Master Fitness Trainers, and they have a sufficient number of them available.

The Army briefer then described the functions of the Master Fitness Trainer position. He described how infantry officers who take command today must work with the Master Fitness Trainer to receive 130 hours of formal Physical Fitness Test training, and this training will be reinforced by 3–5 years of experience in the Army. New commanders also must attend the Army's Maneuver Captain's Career Course on risk-appropriate collective training. Commanders are responsible for physically leading and executing training for their commands. There are three levels of noncommissioned officers—team leaders, squad leaders, and platoon sergeants—to help commanders implement the fitness program. Each noncommissioned officer has received between 19 and 40 hours of training and participated in unit fitness training; they also undergo

the Basic Officer Leadership Course, which includes 4 hours of Physical Readiness Training, classroom, and conceptual training as part of the Basic Officer Leadership Course-A. The Basic Officer Leadership Course-B includes 125 hours that focus on physical fitness out of a total of 1,300 course hours, which means about 10 percent of the branch qualifying course for lieutenants is devoted to physical fitness and readiness. The Army briefer noted that the current Basic Officer Leadership Course includes 19 hours of physical fitness test training out of a total of 169 course hours.

The Army is confident that leaders at the company level have a decent understanding of what helps people achieve an optimal physical level. Prior to attending the Advanced Leadership Course to become a drill sergeant, potential drill sergeants receive 19 hours of physical readiness training. They receive an additional 20 hours of mobility and strength training out of a total of 98.5 course hours. Approximately one-fourth of what drill sergeants learn is focused on physical readiness training.

Navy

Regarding the components of the Navy's physical training program, the Navy briefer stated that commanders, commanding officers, and officers in charge must comply with and execute all requirements of the Physical Readiness Program instruction (Chief of Naval Operations Instruction [OPNAVINST] 6110.1J). He added that when ships are ready to deploy, it is harder to integrate physical fitness training into the work week. All physical training is led by Command Fitness Leaders or Morale Welfare and Recreation Fitness specialists, so these leaders can work with commanders for additional ideas on how to accomplish physical training during each week. Sailors must participate in a year-round physical fitness program to meet Navy physical fitness assessment requirements. If they are in a command in which they cannot participate in physical training three times per week, they are still required to do some form of training each week. Sailors must perform a moderate level of physical activity for at least 2 hours and 30 minutes each week, and they must do strength training at least twice per week to work on major muscle groups.

In addressing whether the Navy incorporates the science on physiological differences in gender, the Navy briefer said that they do not specifically do so. Instead, Command Fitness Leaders are trained to use physical training programming to account for all physical levels to allow Sailors to train safely and effectively. For example, for Sailors recovering from injuries, their Command Fitness Leaders would show them how to vary exercises so they could work the muscle group around the injury but not reinjure themselves. Regarding how the physical training program is administered and communicated to Sailors, all Physical Training and Fitness Enhancement Program sessions are planned, coordinated, and conducted by Command Fitness Leaders or Morale Welfare and Recreation Fitness specialists. Communication of the physical training schedule is the responsibility of each command and can be accomplished through multiple means; for example, the local command instruction supplementing OPNAVINST 6110.1J or the Plan of the Week. The Navy briefer stated that this process is implemented based on what each command thinks is best.

The Navy briefer reiterated that Sailors must participate in a year-round physical fitness program to meet Navy Physical Fitness Assessment requirements, including 2 1/2 hours of physical training per week. Sailors are also required to participate in the semiannual Physical Fitness Assessment regardless of gender, age, rank, title, or billet. Members who do not pass the

assessment are enrolled in the mandatory Fitness Enhancement Program, which mandates physical training for 50 minutes at least three times per week. Members must also complete a monthly “mock” Physical Fitness Assessment. Command Fitness Leaders then enter Sailors’ monthly Physical Fitness Assessment data into their Fitness Enhancement Program records in the Physical Readiness Information Management System database to track their progression.

Regarding any special designations or rates for fitness trainers, the Navy briefer mentioned that enlisted Command Fitness Leaders receive a Navy Enlisted Classification of 8CFL, and Officer Command Fitness Leaders receive an Additional Qualification Designator of 2PT. Command Fitness Leaders must maintain all established requirements to retain their qualifications or designations. The briefer explained that as of earlier this year, Command Fitness Leaders now must be recertified every 3 years, either by attending a 2-day seminar or participating in the initial 5-day qualification course again. Command Fitness Leader responsibilities include being a primary advisor to commanding officers regarding all physical readiness matters, which could include medical issues if a medical evaluation board requests this information. Other responsibilities include administering the semiannual physical fitness assessment, managing Physical Training and Fitness Enhancement Programs within their commands, and training Assistant Command Fitness Leaders. The Navy has issued instruction that every command have a Command Fitness Leader, and for every 25 Sailors in the group, an Assistant Command Fitness Leader as well.

Marine Corps

The Marine Corps briefer began by addressing the first question within the RFI, which asked about the Service’s training program to prepare Marines for their physical fitness assessments. The physical fitness test is a byproduct of a holistic approach to include martial arts, water survival, general and occupational fitness, nutrition, and Sports Medicine and Injury Prevention programs. The Marine Corps takes a comprehensive approach, and it has worked with other Services to enhance its nutrition programs and improve its members’ overall health. The Marine Corps briefer recalled that the Navy had mentioned Command Fitness Leaders and said the Marine Corps equivalent is the Force Fitness Instructor, a role which was established after Commandant Gen. Neller established physical fitness as a top priority. These instructors are available at the squadron level, with more than 900 in supporting commands. The briefer added that individual Marines helped to design this comprehensive program.

Both the general physical fitness test and the combat fitness test for the Marine Corps are gender and aged normed, whereas their occupational specialty standards are gender and age neutral. The Marine Corps briefer mentioned that the Service makes a distinction between the two tests. During entry-level training, the Marine Corps focuses on upper body strength for women to account for average gender differences in that fitness category. The Marine Corps has a new fitness course and is continuing to evaluate it to ensure it is an evidence-based program. It has focused on posterior chain (i.e., muscles on the back of the body) and upper body differences between men and women. The Marine Corps does not have overtly separate programs for training men and women but does recognize the differences between the sexes.

Regarding how the Marine Corps communicates about the fitness program to its members, the briefer responded that the Service does so in many ways—for example, through orders. The Marine Corps provides guidance for commanders but also affords them significant flexibility to administer the program. Every unit has a different mission, even if the Service as a whole has the

same overall mission. Commanders are responsible for executing the program, and they can use high-intensity tactical training instructors and methods. The briefer mentioned that in general, the Service believes it can enhance communication to its members about the program. The Marine Corps uses social media to a large degree and plans to conduct a Facebook “town hall” meeting soon about how to enhance the program. This year, the Commandant’s innovation challenge focuses on how to more effectively spread the word. The Marine Corps has borrowed some of the tactics mentioned by the Army to improve communication at every level, including holding a general officers symposia as well as mid-career level symposia.

The Marine Corps briefer then addressed whether the training program was mandatory. Commanders are required to allow Marines time for physical training as part of their daily routine, but there is no particular program that is mandatory because every unit is different. Physical training requirements can be accomplished through tactical movements or other occupation-related activities, including swimming, martial arts, unit physical training sessions, or individual training sessions. The briefer noted that physical fitness training is part of daily life for Marines. The unit commanders are responsible for the fitness and readiness of their Marines, and they can use the Force Fitness Instructor to help build the unit’s fitness level. Fitness assessments are in part used to offer commanders a baseline of their units’ readiness.

The final question of the RFI asked whether the Marine Corps has a special rate or designation for fitness trainers. The Marine Corps briefer said it does have requirements and is working toward the goal of every company or squadron having a Force Fitness Instructor, which is codified in a number of directives and initiatives. These instructors must undergo a 6-week in-residence course at Marine Corps Base Quantico to be qualified for a secondary occupational specialty, not a primary occupational specialty. Their responsibilities broadly include educating the unit on injury prevention and general nutrition, coordinating a number of assets to help the commander utilize them in the best way possible, and interacting with Navy Medicine and Semper Fit to help meet the commander’s intent in enhancing the physical readiness of the unit.

Air Force

The Air Force briefer highlighted that the overall goal of a military fitness program and resources should be not only about preparing for the test but also ensuring Service members are prepared 365 days a year. The briefer acknowledged that some Airmen prepare only in the weeks before the test, but the Air Force wants to prevent members from cramming and ensure it has a generally healthy and fit force across all units and occupational specialties. The briefer noted that the Air Force instruction and policies are under ongoing debate. The Service is strongly considering having the training programs be commander mandated. At present, it is up to Airmen to maintain their fitness levels, but the goal of this program is to motivate members to participate year round. The briefer stated that the objective is to incorporate physical fitness into the culture of the Air Force. He added that how well this incorporation takes place is variable and depends on the local commander.

The Air Force briefer explained he had recently given a talk to new E9s and presented them with a real-time survey tool with questions about the physical fitness training and standards, and he obtained quite a few responses. There is a lack of education regarding the fitness test. Only 14 percent of the 273 E9s agreed that Airmen understand the rationale behind the test, which the briefer said is why Airmen are not embracing the program. He also reiterated that there is more to the training program than just preparing for the test and that he would continue to highlight

this point. On one side of the argument, it should be an individual responsibility to maintain one's physical fitness level. The debate centers on whether training should be mandatory or simply encouraged. The Air Force wants its members to embrace the training program, but there is a balance between individual and commander responsibility.

The Air Force's only mandatory training program is only for members who fail the fitness test. Airmen who fail the fitness test must choose one of two programs in which to participate: the Fitness Improvement Program (formerly "Be Well") or Military OneSource Health Coaching. The Fitness Improvement Program is a computer-based program. The briefer noted that the participation level is high because it is mandatory but that Airmen do not like it or any computer-based training programs. The Air Force does not have much data on the usage or effect of the Military OneSource Health Coaching program. There are other resources available, but they are not mandatory. One example is Better Body Better Life, which is available at a few bases and focuses on general weight loss and health. The briefer added that all of these programs are well intentioned but limited in application. Commanders might decide to cherry pick parts of certain programs, so unit programs are disparate and highly variable. The Air Force briefer recalled observing different units during exercise; some units were running a 5k, and others were playing Frisbee or doing CrossFit. Currently, the Air Force is not consistent in its training programs.

Regarding whether the Air Force training programs incorporate science, the briefer responded that they do and that he has spoken to DACOWITS about this in the past. The Air Force briefer also noted that the training program is mandatory, but as previously described, only for those who fail the fitness test. Regarding whether the Air Force has a special rate or designation for fitness trainers, the briefer responded that it does not. His small unit is the only one dedicated to physical fitness in the Air Force. He added that the Air Force Chief of Staff is doing a great job educating the Service members and that education is necessary to roll out a program; it is a necessary element along with good procedures and methodology. The briefer stated that the Air Force's proposed solutions address all of these elements. He added that the Service does not want to turn Airmen into robots, but it does want to ensure consistency so that they hear the same thematic message about fitness across every level and area of the Service. Currently, members tend to hear different messages in different areas of the Service.

The briefer then posed the question of whether the Air Force should hold its leaders accountable for test results. He answered that the Air Force's focus should be on overall training, not just test results. The briefer then addressed whether the Air Force accounts for sex differences in its training program and said it does. He described some actions the Service is currently taking, including continuing with Tier 1 research, primarily focused on health, and Tier 2 research, which is primarily focused on performance. The briefer stated the Air Force currently has five Tier 2 programs underway. He added that these research tiers are heavily stressed in Air Force units. Force Generation-Force Sustainment is purposed to address the entire life cycle from recruitment to retirement.

The briefer presented a graphic that highlighted physiological sex differences and then suggested something he said all the Services should keep in mind for all fitness-related programs and resources: the language around fitness training and testing should be changed to move away from weight loss concepts. The briefer noted that this thinking needs to be eradicated because the goal is not simply to lose weight but specifically to lose fat. He explained a scale only tells you how hydrated you are since you last weighed in; whereas the goal should be to understand where you have excess fat and what you need to do to lose it. The Air Force wants all Airmen to believe this

concept and to stop relying on what a scale tells them. He highlighted the need to have an aerobic fitness component and to understand the impact of abdominal fat. He added that this abdominal fat is crucial to address in Tier 1 training, whereas overall fat is important in Tier 2, both in terms of health and performance. He noted that having excess total fat matters because, for example, having excess fat makes it harder to carry yourself up a rope. Having a sufficiently low body fat percentage affects one's efficiency on a mission. The briefer emphasized that the Services cannot forget the component linkage between aerobic fitness and body fat as part of moving away from the focus exclusively on weight loss.

The Air Force is moving toward implementing a new gender-neutral test. This test will involve an equation that uses a member's run time as the numerator and the member's waist circumference divided by height as the denominator. The briefer described this test as a fitness-fatness index that will account for a person's stature in the denominator. As such, it will be gender neutral, so both Tier 1 and Tier 2 testing can be gender neutral. Although this research is exciting, the Air Force is still working to generate appropriate thresholds for the test.

With regard to training, the Exercise Principles and Methods course is a proactive program in which the Air Force teaches the principle of exercise. The Air Force briefer explained that this course is half academic and half practical. For example, students in the course will run with unit members and teach them how to run properly. The briefer added that the Air Force hopes to move toward "ability group" running and away from formation running, in which some members are either over- or understimulated. The briefer's office teaches units how to develop a training program and then observes each unit's program implementation. There are three levels of training. Tier 1 is Exercise Principles and Methods-Basic and is the focus across all the fitness programs in the Air Force. Tier 2 is for specific career fields across the Service. The briefer noted that the Air Force has Tier 2-specific Exercise Principles and Methods. Tier 3, or Exercise Principles and Methods-Advanced, is for instructors and training specialists and is focused on reducing training differences across personnel and units. The briefer mentioned that when the Air Force hires fitness personnel from the civilian sector, their methods can vary widely, so Tier 3 training helps keep all instructors and coaches in line with Air Force fitness training expectations.

Discussion

Dr. Kyleanne Hunter thanked the panel members for their briefings and added that it was good to see so many of them again. She then presented a question on education and marketing. Noting that a lot of positive attention has been focused on occupational standards being gender neutral, she asked whether the Services were ensuring that physically demanding career fields were recruiting members able to complete these tasks. Dr. Hunter added that she is concerned about the preparation of not only women but also men. She asked, with this emphasis on career field training, whether the Services were seeing more or less pushback on the purpose of general administrative fitness tests. She then asked whether the Services have found things easier or harder given the new focus on occupational standards. Dr. Hunter then asked for lessons learned on communicating to members the importance of the administrative tests—specifically, how the requirements are different for administrative versus occupational tests.

The Air Force briefer noted there were differences in members' understanding of the general requirements versus the occupational standards; Dr. Hunter agreed. The briefer continued by saying he was pleasantly surprised by his survey of E9s. When he asked if they understood what

Tier 2 was, 85 percent said yes. He added that they also understood Tier 1 and did much better than expected on the delineation between Tiers 1 and 2. Furthermore, 87 percent strongly agreed or agreed that it is important to know not only the rationale behind the test but also the methodology on how to train. Seventy-seven percent agreed or strongly agreed that the Air Force needs a fitness training course.

The Marine Corps briefer answered that implementation of its occupational specialty-specific standards occurred on October 1, 2015, which was relatively recently. Marines who go through occupational specialty training are aware that everyone is training to the same standard and that everyone has to undergo the same training. The Marine Corps briefer added that the Service does not have data similar to what the Air Force briefer provided but does believe that over time, awareness of occupational physical standards will become more well known as more people undergo these tests.

The Navy briefer noted that he addressed this issue in the last DACOWITS quarterly business meeting. The Navy does not have an occupational fitness test for the regular Sailor but does have physical tests with specific requirements for Explosive Ordnance Disposal positions, special warfare, and for Sea, Air, and Land Teams (known as SEALs). It is communicated that to obtain these specialized qualifications, one must meet the specific requirements.

The Army briefer acknowledged how beneficial it was to hear how each Service is approaching this issue. He believes the Army's challenge is its unique mission. The Army has Service-unique missions and operational environments, but the Army Combat Fitness Test is required for them all. The briefer noted that the Army recognizes there is a cultural education challenge. Some current Service members who underwent the Army physical fitness test for 30 years believe that if it was good enough for promotions back then, then it should be now. The Army is addressing communication strategically at all levels, to both leaders and Soldiers, through the use of an informational pamphlet. The Army briefer shared the pamphlet with the Committee. The document includes information on how the test requirements are connected to mission tasks. For example, the requirement of lifting and loading equipment is directly linked to warfighting tasks in that it builds well-conditioned back muscles. The Army briefer explained that these communications are intended to explain the purpose of the requirements and that the Army believes it is doing a good job of explaining these requirements to young Americans just now joining the Army. For these new recruits, this is simply how the Army does business. However, the Service has had to work to educate older Soldiers on the shift to the new requirements.

FLTCM (Ret.) JoAnn Ortloff addressed the Air Force briefer. She noted that he mentioned that sex-specific training requirements are included in the Exercise Principles and Methods course. She asked whether other branches see merit in sex-specific trainings. FLTCM (Ret.) Ortloff explained that her understanding is that women and men train differently to reach the same goal. She asked the Air Force briefer about the purpose of sex-specific training if both men and women must perform the same tasks when tested. She added that once he had responded, she would like to hear from the other Services as to whether they see merit in recognizing and utilizing that approach in their programs. She ended by highlighting that the focus of the Committee's RFI is why a Service should train the sexes differently.

The Air Force briefer noted that in Tier 1, women are not required to score as high as men to achieve the same fitness level. For aerobic fitness, most of the sex-specific variances in training differently are designed to address occupational standards and the Tier 2 components. For

example, with respect to landing techniques for women, if both sexes make parachute attempts, women will land in a different way than men and must be trained differently to improve their performance and prevent injuries. This may include stability exercises to build strength in the upper legs, plyometric movements, and box jumps. He presented another example related to basketball. Women are notorious for having anterior cruciate ligament and medial collateral ligament injuries because of their landing technique when playing this game; he noted that this issue is also a consideration in the military. He also added that, generally, there are few differences between women and men regarding running and calisthenic exercises. The differences primarily occur at the Tier 2 level, but even at the Tier 1 level, the Air Force is trying to move away from traditional exercises such as pushups and situps because these are inadequate measures of fitness. If the Air Force can educate its younger Airmen to do a wider range of fitness tasks that involve running, squatting, bending, pulling, pushing, and twisting, more of the physiological differences between the sexes will become evident.

FLTCM (Ret.) Ortloff then asked the other Services whether they see merit in training men and women differently to reach the same expected goal of a general or occupational test. The Marine Corps briefer answered that the training experienced by Marine Corps personnel is more similar than different for the sexes. If remediation is necessary, Marines will focus on that specific area, like lifting or running. He stated that the Service focuses on addressing deficiencies. FLTCM (Ret.) Ortloff stated that Marine Corps training would then focus on specific needs rather than one's sex; the briefer agreed.

The Navy briefer said the Navy sees the benefit of gender-specific training. The Service trains Command Fitness Leaders to provide remediation to each individual regardless of gender. He offered an example of a female Sailor with a shoulder injury. Because the Navy knows women do pushups differently because of physiological differences, Command Fitness Leaders may adjust how that Sailor does a pushup. Women in the Navy must train based on the Navy-established norms.

The Army briefer said the Army subscribes to a philosophy similar to that of the Air Force for some tasks, especially when the task focuses on upper or lower body strength. In specific functional tasks, a gender difference may cause a different structural ability to achieve the task, such as lifting a projectile and moving it from point A to point B. The Army briefer added that in acknowledging the physiological differences between the sexes, the Service can focus on the different ways to complete tasks such as pushups while still achieving the necessary upper body strength. In functional training, the Army focuses on how to put all the information together to create the functional components of that task and ensure Soldiers can perform the task successfully.

FLTCM (Ret.) Ortloff noted that the Army's presentation was the only one to mention pregnant or postpartum training, so Soldiers who are in that group will be trained by individuals who have experienced pregnancy even if they are not certified as Master Fitness Trainers. She asked the other Services whether they had a pregnancy or postpartum training program so personnel can stay physically fit through those stages.

The Army briefer said he knows he has addressed Pregnancy Postpartum Physical Training (P3T) in previous DACOWITS meetings, but his understanding is that most of the counselors in the P3T program have experienced pregnancy as well as underwent training. The Navy briefer noted that he could provide some information about the Army's P3T course because he was

taking it. He said the reference material is extensive, and the course includes a 5-day in-resident course to obtain the qualifications. These counselors are effectively trained on how to train pregnant members. Because the Navy does not have a similar program at present, some Navy personnel, including the briefer, were undergoing the Army program to determine how to model a program for the Navy.

The Marine Corps briefer affirmed that the topic FLTCM (Ret.) Ortloff raised is an important and complex topic but that he did not have the requested information. He asked that the Committee make this issue a follow-up to the original RFI because he would like to offer more information on this topic. The Air Force answered that it does not have a program focused on this issue but that creating such a program is currently on their action list to be discussed. There is significant interest in such a program because the Air Force addresses differences in training for women later in life, especially regarding pregnancy and lactation periods and how fat cells respond differently during these times. He added that at a minimum, educating young female Airmen on this topic is important.

Panel Discussion: Women on Ships Update (RFI 7)

The Committee requested briefings from the Navy and Coast Guard regarding any updates to the status of women on ships and submarines as part of its ongoing efforts to monitor gender integration in the military. The Committee asked for the following information: (1) the original plans for integrating all classes of ships previously closed to women; (2) the current plan to expand opportunities for women at sea (i.e., assignment availability, increase in the number of racks at sea allocated to women); (3) the current number of ships and submarines capable of having servicewomen assigned (officer and enlisted) out of your total inventory; (4) racks at sea utilization percentage for women (both officer and enlisted) as compared with their male counterparts for each class of ship; (5) the percentage of berthing allocations for women onboard all newly commissioned ships during the past 5 years by platform/class; and (6) the level of allocation of berthing/racks assigned to women on all precommissioning ships reviewed/approved.

Navy Submarine Force Atlantic (SUBLANT)

Navy SUBLANT briefer 1 stated that the Navy started its integration effort for women on submarines in 2009 when it launched a task force. This effort helped the Service glean insight from communities that had integrated earlier, and the Navy benefited from lessons learned by those in other Services. The Navy spent 1 year planning the integration effort. The initial plan was to integrate 18 crews for Ohio-Class submarines for officers, knowing that enlisted women would be brought on later. He said the integration effort was a deliberate plan. The Navy holds a conference of senior leaders every 6 months; this meeting includes a briefing on the integration effort. If a change is required, it will be discussed during this meeting, when plans can be approved by senior leaders.

With 18 crews in the Ohio-Class, the Navy started accessing women in 2010. After these women completed the training pipeline, they joined the submarine force starting in 2012. During this 2-year period, according to the Navy SUBLANT briefer 1, the Navy realized it may have been disadvantaging these women for guided missile and ballistic submarines because women were not given the opportunity to serve on the attack force submarines. The Navy moved forward with its original plan to integrate 18 crews but removed 2 ballistic submarines and added 2 Virginia-

Class submarines. This created 14 crews in the Ohio-Class with 2 crews per submarine and 4 in the Virginia-Class.

Navy SUBLANT briefer 1 stated that in 2016 the Navy expanded the integration effort to 19 crews and added the USS JOHN WARNER in Norfolk, VA. The Service also realized it did not have a submarine homeported in a major fleet concentration area. When women were looking to matriculate to shore duty after their first tour, the Navy was not able to accommodate married dual-military couples who wanted to co-locate and maintain both of their careers. This prompted the integration of the USS JOHN WARNER.

The briefer stated that the Navy currently has 19 integrated crews. From 2012 to 2013 the Navy was ready to expand to enlisted crews and started with a task force led by a flag officer. The plan was to integrate enlisted women in the 14 crews that were already integrated with officers in the Ohio-Class. The Navy selected the Ohio-Class because some of the habitability accommodations that were easy to address with the Ohio-Class would have been less cost effective for the Virginia-Class. The Navy was preparing to build its first gender-neutral Virginia-Class submarine from the ground up (meaning, the Navy would lower the heights of the Emergency Air Breather manifolds to be easier for shorter Sailors to reach). There is every intention to fully integrate the submarine.

Navy SUBLANT briefer 2 described the Navy's plan of record from 2010 to 2025. She pointed out that there are different submarine types: guided missile, ballistic missile, Michigan, Florida, and Ohio, and that each submarine has two crews. Between 2010 and 2014, the Ohio-Class SSGNs and SSBNs were integrated with officers. The Navy switched the Ohio-Class with the Virginia-Class and integrated the USS JOHN WARNER in 2018. In 2019 the Navy expects to have 19 submarines integrated with female officers and 8 submarines that will be integrated with female enlisted personnel.

Prior to assigning enlisted women to submarines, modifications are completed to allow for a major maintenance period and extended refit period for the berthing areas. The Navy assigns Sailors with a rank of E7 or higher from other Navy communities to become the senior enlisted women in the submarine community. They assign two chief petty officers (E7s) with each crew and a group of E6s; it typically takes approximately 6 months for these senior enlisted leaders to become established.

The briefer described how 2020 and 2023 were planned expansion points for the number of crews. In 2020 the Navy will examine retention rates for female officers to determine if they are retaining women at high enough rates to keep the tour length as it is. The submarine community based its projected retention rates for women on the surface warfare officer retention rates. The Navy is seeing approximately a 25-percent female retention rate, which is lower than the rate for men—around 30 to 33 percent.

The briefer stated that the USS NEW JERSEY was built to be gender neutral from the ground up. The gender-neutral submarines have adjustable screens that can tilt to be easily seen by individuals 4'10" to 6'5"; it also has modified torqueing requirements as well as gender-neutral head and berthing spaces.

The Navy increased its submarine accession goal from 36 female junior officers to 56 last year because of the level of interest from women.

The briefer stated that all 73 submarines are capable of accommodating female officers. However, there are no plans to integrate the Los Angeles-Class or the Seawolf-Class with officers. The USS GEORGIA is finishing its modifications now, so enlisted women are currently being integrated.

Navy SUBLANT briefer 1 stated that the Navy does not assign women to subs based on the number of racks allowed; it assigns based on the submarine research conducted by CNA. The briefer believes the Navy does not want to place just one woman, who may be alone and afraid as a result, on a submarine. At least 20 percent of the crew in the ward room—a critical mass—should be women. The Navy has a few other stipulations for integrating women; for example, there needs to be at least one female department head and two female junior officers and two female chief petty officers. The rack assignments are up to the commanding officer as long as it is in accordance with separate berthing and separate heads for men and women. The USS JOHN WARNER is the only new submarine class the Navy has integrated with women. The plan of record for integration is recommended by the Commander, Submarine Forces, and approved by the Chief of Naval Operations.

Navy Submarine Forces (SUBFOR)

Navy SUBFOR briefer 3 stated that in 2015 the Secretary of the Navy recommended keeping specific positions closed to the assignment of enlisted women because of a lack of appropriate berthing spaces and the ship decommissioning schedule. There have however been changes in the decommissioning schedules and new ships being built.

In response to the original plan for integrating ships, Navy SUBFOR briefer stated that in 1978 action was taken by Congress at DoD's request to integrate women onto ships. During fiscal year (FY) 1979, 297 enlisted women were assigned to four ships. Navy management decreed that 5,000 women would be serving on more than 30 ships by 1985. Since then, restrictions have been removed, and the percentage of women on ships has increased to 24.6 percent for female officers and 16.5 percent for enlisted women. As of the date of the meeting, there were a total of 9,333 female Sailors at sea.

Regarding plans to expand opportunities for women at sea, women are able to serve on any ship in the fleet, but because of how older ships were constructed, not at all pay grades. There are two classes of ships on which women's service is restricted: the Patrol Craft (PC) and the Mine Countermeasure (MCM). Based on the Presidential Budget for 2019, these ships will be decommissioned by FY 2026. MCMs are limited by the berthing modifications produced; 2 out of 11 MCMs have enlisted women on them. The PCs are built without a separate hallway or passageway, similar to an old-fashioned railroad car; as a result, one must walk through all the compartments to pass through the submarine. It would be too difficult to reconfigure those ships because they would lose operational capability as well as increase in weight.

Navy SUBFOR briefer 3 said for the current number of ships, out of the 182 Surface Combatants, 160 are currently able to accommodate female officers and enlisted women. The exceptions are 9 of the 11 MCMs and 13 PCs, which can accommodate female officers only.

In terms of the racks-at-sea utilization percentage for women compared with that for men for each class of ship, the Navy considers every officer rack aboard Surface Combatants open to women. Billets are assigned regardless of gender.

Regarding the percentage of berthing allocations for women onboard all newly commissioned ships during the past 5 years, Navy SUBFOR briefer 3 explained that the ships commissioned within the past 5 years are configurable, so up to 100 percent of berthing can be allocated for women. When the triad (commanding officer, executive officer, and command master chief) receives information about the number of women on their ship, they can assign those women to a berthing space and can move men to accommodate. If 6 months later, the ship is assigned five to six more women, the triad will shift berthing again. The Navy does not restrict certain berthing spaces for women; compartments range in size depending on the ship. For example, some compartments can fit 100 people, whereas others will accommodate 50 people, and others only 2 people. The triad will determine how many Sailors the ship is set to receive and then will assign women's berthing and rack assignments as appropriate.

Coast Guard, Personnel Services Command

The Coast Guard is working on enlisted assignments, on putting women afloat, and on finding women to serve on cutters. Any cutter that has been designed in the last 26 years was designed as gender neutral. There are four to six berthing rooms, and men and women compete for assignments based on what is available. The Coast Guard is limited by the smaller legacy cutters. The Coast Guard briefer said the Service is able to place women on board but must be creative with berthing.

The briefer stated that all cutters built today are gender neutral, but some river and lake cutters are very small and can accommodate only 10- to 15-person crews. These cutters are the Coast Guard's biggest challenge and are in the process of being replaced. Once the new cutters become available, they will have gender-neutral four-person rooms that will make assigning women easier. To ensure the careers of Coast Guard women—especially enlisted women—are not affected, the Service ensures there are cutters available to women if that is where they want to be assigned so that lack of access does not impede their promotion or officer qualifications.

The briefer stated that all 249 Coast Guard cutters can accommodate both officer and enlisted servicewomen; these include 137 mixed-gender cutters, 63 gender-neutral cutters, and 49 single-gender cutters. The Service does have eight patrol boats serving in the Middle East, two of which are all female. The Coast Guard has a few all-female patrol boats. Serving on a patrol boat comes with benefits, career advancement, and other incentives.

Similar to the Navy, every rack on a Coast Guard cutter can be filled by women, but that depends on how many women are available to assign every year. There are currently 7,339 enlisted personnel onboard all cutters: 758 enlisted women and 6,581 enlisted men. The briefer stated that at present, there are enlisted staterooms occupied by women in which 98 racks are currently unused—these racks could be assigned to women today without any maneuvering.

The Coast Guard briefer stated that berthing onboard newly commissioned cutters is not allocated by gender. All the Coast Guard's cutters dating back to the 1990s—which include the Keeper-Class and the Icebreaker-Class—were built to be gender neutral. The Fast Response Cutter is fully open to women. All newly commissioned cutters are overseen by the Assistant Commandant for Human Resources, who is the Engineering Technical Authority for Human Systems Integration. The requirements are met to ensure that people of all sizes, from the smallest to the largest, can serve onboard these cutters.

Discussion

Dr. Hunter asked a question for the Navy regarding minesweeper ship-class (MCMs) as well as one point of clarification on the three ships that were retrofitted (now reduced to two ships after one ran aground). Dr. Hunter wanted to know whether there was a plan to have more than three MCMs available to women. Moreover, for enlisted women, she asked whether women from other rates were on board and how the Navy was encouraging women from other rates to increase their opportunities onboard MCMs. Navy SUBFOR briefer 3 responded that the Navy has no plans to retrofit an MCM because it plans to decommission them in a couple years. The Navy does have rates (cooks, etc.) other than minemen on MCMs, but minemen make up the largest group on those ships. The Navy is trying to train more women as minemen, but that group is in transition, moving from an MCM to a Littoral Combat Ship-class (LCS). Speaking anecdotally, the briefer mentioned that when the Navy finally transitions MCMs to LCS ships, accommodating women will not be an issue because LCS ships have two-man and four- to eight-man staterooms with joined heads.

FLTCM (Ret.) Ortloff asked the Navy and Coast Guard, on the surface side, whether women have been assigned or withheld assignment to ships based on the commanding officer's or triad's assessment of available racks for women. Navy SUBFOR briefer 3 responded that the personnel bureau assigns women to ships. The ships will say they are missing a certain number of Sailors, and those billets are filled regardless of gender. If there is ever a concern or pushback about too many women or an odd number of women, there is never pushback from leadership about an inability to accommodate because of berthing. They shift around the berthing, may not use as many racks, and may put women in a larger room; eventually, unused racks are used because more and more women come onboard. The Coast Guard briefer responded that the Service maintains a list of racks that are available to all women. There are 49 legacy cutters with small crews, but they are not very popular. When the Service discusses river and lake cutter crews, it first reviews all the ratings and who is transferring. It assesses whether it can make the ship an all-female cutter; usually, the answer is no. The next step is to look at the type of cutter, what missions it will be doing, and what the female Sailor's interests and career goals are, and then look for the cutter that provides those opportunities. The Navy SUBFOR briefer 3 stated that the Service receives requests for women to join ships. The Coast Guard tries to entertain that request as much as possible. FLTCM (Ret.) Ortloff asked why commands are asking for more women onboard. The Navy SUBFOR briefer 3 responded that the commands are asking for more female leadership to ensure representation; the commanding officer may become concerned when there is a lack of junior leadership representation. The Coast Guard also commented that it receives daily requests for more women leadership onboard. The Navy SUBFOR briefer 3 commented that these requests are from commanding officers and are not being pushed down. There have been anecdotal reports of a desire for better representation. FLTCM (Ret.) Ortloff asked whether the time will come when this representation will not make a difference. The Navy SUBFOR briefer 3 responded that women make up roughly 20 percent of the Navy and that as the Navy increases the representation of women, the need will lessen over time.

Dr. Hunter stated that on the submarine side, there has been an increase in the number of possible slots, and she provided information on delivery schedules or changes in decommissioning plans or retrofitting plans for the Navy's ships. She asked whether anyone is tracking the impact of these potential changes on the possible opportunities for women serving at sea. Navy SUBLANT briefer 1 responded that the Navy has not seen an impact based on sliding

schedules as far as women in the submarine program goes; however, it is something the Navy is looking at closely. For example, the Wyoming-Class is next to receive enlisted women, and crew on those ships wanted to know if they could start integrating now. They need to start with senior enlisted women, taking the best talent from the surface community and making sure these women are not assigned alone—they need at least two chief petty officers on the Wyoming-Class. Navy SUBLANT briefer 1 said the Navy has received additional requests for women. The ship's schedules could affect the submarine integrations. The next classes to integrate will be the New Jersey-Class and then the Iowa-Class. They will have 21 crews integrated with officers. The Navy is confident it can grow that number because of better retention rates than expected. The Navy wants to integrate the ships as soon as possible but also wants community management data points with objective quality evidence to support the change. If the New Jersey schedules for integration are pushed back, it will have an impact; there has not been much of an impact to date because such delays have mainly affected decommissioning ships than new ships.

RADM (Ret.) Cari Thomas had a question referencing the Navy briefing that indicated that the largest number of women are in Marine support amphibious ships that are conducting missions. Regarding career paths that work up to Expeditionary Strike Group level versus Carrier Strike Group level, she has observed that the majority of women were being placed into the Expeditionary Strike Group line and then would not progress further in their careers, stopping at the 1-star level. RADM (Ret.) Thomas asked whether there was variety in assignments—for example, if someone who was not assigned to a cruiser as an ensign would be assigned to landing platform docks or be stuck. The Navy SUBFOR briefer 3 responded that once a Sailor is assigned as an ensign, the Sailor will receive a score of promotable or early promotable. There is no competition among ensigns, so the Sailor will be placed on a cruiser, amphibious ship, or any other class of ship based on the ship's class, job, and location. Ensigns can speak to their detailers about placement in regard to ranking class, job, or location to negotiate their orders. There are no restrictions or stove piping of people based on gender, and there is a good diversity of jobs at the junior level.

FLTCM (Ret.) Ortloff stated her attention was caught during the briefing by the comment of women being “alone and afraid.” She asked the briefers if they see a time in the near future when women will not have a sense of being afraid and alone, when that will not be a consideration. The Navy SUBLANT briefer 1 clarified that when he made that comment, he was referring to a situation in which the Navy places a single individual who is a token representative rather than part of the crew. He stated that it is part of his own concern as part of the old submarine force. He said that the Navy treats the submarine force as if it was integrated despite the fact that only 20 percent are women. The Navy has an expectation that the entire submarine force has been trained to treat everyone with dignity and respect. The briefer said that both crews that do and crews that do not include women hold discussions on various destructive behaviors and address gender integration. He said he did not have any reservations about whether women could embark on a submarine and be treated professionally and respected as fellow submariners, but it would be preferred for the women to feel they are represented. The briefer said he felt his earlier comments were not thoughtful and that the Navy was not interested in putting a single woman on a submarine but would rather bring women on in groups so they have people they can talk to while integrating with the rest of the crew.

Ms. Jacquelyn Hayes-Byrd asked why commanders ask for female leadership and whether they requested women to be there to support, mentor, and guide as needed. Navy SUBLANT briefer 1

responded yes to Ms. Hayes-Byrd's question but also stated that the Navy was not receiving many requests for additional leadership. He said that as the Navy integrates submarines with enlisted women, the cohort groups being integrated start with two chief petty officers. It takes 10 to 15 years to develop these officers, so the Navy must convince talented women to convert from other communities into the submarine community. Having the female officers onboard changes the culture, if any such change is needed. Following the introduction of the officers, two enlisted of E6 rank and below are brought on. Placing more senior women on the ships is done not to increase the leadership presence but rather to provide a role model opportunity. Navy SUBLANT briefer 2 explained how the 20-percent goal for women in the submarine community was calculated. A 2014 Center for Naval Analyses study assessed what made enlisted women successful. The study found that if female chief petty officers comprised 10 percent of the community, there was less attrition. This led to the Navy setting the goal of at least 20 percent women on submarines; factoring in attrition rates, 10 percent of the female officers will be retained. The Navy is trying to set goals based on the studies conducted.

Panel Discussion: Violence Affecting Servicewomen (RFI 11)

The Committee requested a briefing from the Military Services (to include the Reserves and National Guard) on their policies regarding domestic violence and intimate partner violence as it affects servicewomen, including the Services' definitions of domestic violence and intimate partner violence, tracking systems for domestic violence and intimate partner violence incidents, communication and coordination processes between civilian authorities and the Services, policies for assisting a servicewoman who is being abused by a non-military member, factors considered when a victim lives on base versus off base, and processes for handling restraining orders.

Army

The Army briefer began by emphasizing that the Army is committed to fully investigating domestic violence and intimate partner violence by using multiple resources, including legal, local community, medical, and behavioral health resources to respond to reports of suspected abuse.

For the Army, domestic violence is defined as "an offense that involves the use, attempted use, or threatened use of force or violence against a person or a violation of a lawful order issued for the protection of a person who is a current or former spouse, a person with whom the abuser shares a child in common, or a current or former intimate partner with whom the abuser shares or has shared a common domicile." The definition of spousal/partner maltreatment includes emotional and sexual abuse; more specifically, spouse/partner maltreatment is defined as an incident or incidents that indicate an emerging pattern or risk of further victimization of the spouse/partner.

There are two reporting mechanisms used for investigating domestic violence and intimate partner violence incidents. The first is the Army reporting and tracking system. The second is the Army Central Registry (ACR), which is used to input all reported incidents of suspected domestic abuse and determinations of whether or not the incident meets the criteria for further action. The ACR is a component of the Family Advocacy System of Records (FASOR). Data collected in the ACR are closely protected. Data collected in the Army Law Enforcement Reporting and Tracking System (ALERTS) are submitted by the installation law enforcement

officers that are investigating an incident. ALERTS is maintained by the Army Criminal Investigation Command. This data are transferred between commands only if the subject of the investigation has transferred to a new command and the case will be adjudicated by the subject's new commander. This data are annotated in a Service member's permanent record by the commander.

If researchers request access to these data, the Army may grant access on a case-by-case basis and only after the researchers undergo training.

The briefer noted that commanders are the most important players in helping victims of domestic violence. He noted that the most important thing is to treat the victim with dignity and respect and ensure his or her safety. The Army works with law enforcement and the Family Advocacy Program (FAP) to ensure a safety plan is in place and followed. All commanders receive training from FAP on their responsibility as commanders to respond to incidents of family violence. Civilian protective orders and military protective orders are shared across sectors, and the Army enforces both military and civilian protective orders on installation. Resources such as victim advocacy are available regardless of whether a family lives on or off base. Commanders have a responsibility to ensure the safety of a victim, including moving victims out of their homes for protection or enforcing protective orders. If necessary, commanders can work with their installations to gain on-base housing to ensure the victim's safety. One of the challenges of ensuring a victim's safety is when an incident occurs off post and there is a gap in communication between civilian law enforcement and Army law enforcement. Law enforcement and FAPs are working with community programs to close this communication gap and establish memoranda of agreement (MOAs) to share reporting and information surrounding domestic violence.

The Army briefer emphasized the important role of commanders in domestic violence reporting. If a victim and subject are in the same command, the commander needs to ensure that the Army enforces the civilian protective order and can work with the installation and human resource personnel to adjudicate. Commanders are encouraged to work with the Judge Advocate General to ensure protective orders are maintained and in effect.

Navy

The Navy defines domestic violence as "the use, attempted use, or threatened use of physical force against a person committed by a current or former spouse; by a person with whom the victim shares a child in common; by a person who is cohabitating with or has cohabitated with the victim as a spouse, parent, or guardian; or by a person who similarly situated to a spouse, parent, or guardian of the victim." Similarly, the Navy defines a romantic partner as spouse, parent, or guardian, or a person who is similarly situated in a relationship.

The Commander, Navy Installations Command, maintains a central database to track domestic violence and intimate partner violence incidents reported to FAP. The central registry holds information on cases that do not meet criteria for abuse. Information on these cases is not linked to an individual. However, for cases that meet the abuse criteria, personal identification is attached. Under the Privacy Act of 1974, only personnel involved in the investigation have access to this data for official use. The Navy works closely with Naval Criminal Investigative Service agents to share appropriate information. Domestic violence cases must be reported to parent commands. Commanders are notified about the domestic violence cases so they can be flagged and documented in the Service member's record.

The briefer noted that each installation commander establishes a FAP committee, which serves as a policymaking and coordination body for domestic and child abuse. Meetings are held quarterly. FAP committees keep commands and community agencies informed on the status and services provided for domestic violence cases. Policy directs coordinated community responses, including medical, legal, investigative, security, and civilian agencies' efforts. Commanders must ensure law enforcement agencies place protective orders in the national crime database for the duration of the protective order. All civilian protective orders are enforced on installation and victims are aware of all of their options. The Navy has a formal and comprehensive community approach for victims. If self-harm or other risks are identified, there is a rapid assistance team approach—including ongoing safety planning and risk assessments.

The Navy briefer said if an abuser is nonmilitary, the command can consider barring the individual from the base or refer the individual to the appropriate law enforcement (e.g., civilian law enforcement). Commanders must ensure that all victims living on or off base have access to victim advocacy services, either in person or via phone 24/7. These services include access to immediate and ongoing information and safety planning, including temporary shelter. Installations are required to have MOAs with community shelters and safe houses as appropriate. The commander has a responsibility to ensure safety and due process. The Navy recognizes the importance of safety for victims and families. As a result, relocation, expedited transfers, or temporary or permanent moves to different departments or commands may be authorized.

Marine Corps

The Marine Corps briefer noted that FAP defines domestic violence and intimate partner violence as “an offense involving the use, attempted use, or threatened use of force or violence against a person, or a violation of a lawful order issued for the protection of a person who is a current or former spouse, a person with whom the abuser shares a child in common, or a current or former intimate partner with whom the abuser shares or has shared a common domicile.”

The Marine Corps briefer said that reports of abuse are usually received by clinicians or victim advocates. Domestic violence and intimate partner violence incidents are reported to FAP and are tracked in the Marine Corps Central Registry per DoD policy. The transfer of information about incidents is in accordance with Marine Corps Order 1754.11. Information found in the Marine Corps Central Registry is not in the Service member's record. The two records are maintained separately. DoD policy notes that anything reported cannot affect a Service member's career; however commanders can and are encouraged to do their own investigations. Violations of the Uniform Code of Military Justice (UCMJ) or civilian laws are listed in a Marine's record but may not be available in the family advocacy file.

Marine Corps policy requires reciprocal reporting between the civilian and military law enforcement. The notification begins as soon as abuse is identified and it is clear the alleged person is in the military. FAP Domestic Abuse Victim Advocates (DAVAs) provide support to victims (e.g., accompanying them to court). In partnership with DAVAs, commanders can provide safety planning and risk assessment. Commanders can ensure victims are connected with victim advocates, referred to chaplains, and encouraged to access resources that are available. The Marine Corps has MOAs in place with local shelters if the commander is unable to move the victims on base. Moreover, when the victim and the perpetrator are two members on the same base, the Marine Corps can utilize expedited transfer per section 536 of the FY 2018 National Defense Authorization Act.

Air Force

The Air Force briefer noted that the Air Force shares many similar elements of addressing domestic violence and intimate partner violence as the Army and Navy. The definition of domestic violence is derived from the Office of the Secretary of Defense. Domestic violence is defined as “an offense involving the use, attempted use, or threatened use of force or violence against a person, or a violation of a lawful order issued for the protection of a person who is a current or former spouse, a person with whom the abuser shares a child in common, or a current or former intimate partner with whom the abuser shares or has shared a common domicile.”

The briefer noted that the Air Force FAP uses an established information technology system (FAPNet) to manage its operations from prevention through treatment. FAPNet is tied to the legal system but not a part of it. The Air Force can intervene even if an incident is not legally deemed abuse. The Air Force’s access and ability to intervene is better than in the civilian world because the Service can reach people in different ways and sooner. Over time, the Air Force has improved its method for tracking domestic violence incidents. The Service can now break out instances of different types of domestic violence (e.g., violence among people that are dating). The data is collected at each installation and tracked at the central level, where it is ultimately managed by the Air Force FAP. FAPNet and FASOR are independent of the data systems and processes used by law enforcement or investigative services. The Air Force briefer noted that the Service tracks who can gain access to the above-mentioned systems. Access to FAPNet and FASOR data is on a need-to-know basis.

The Air Force briefer noted that communication surrounding domestic violence and intimate partner violence is a challenge, both on and off the installation, including mandatory notifications of agency partners on and off installation. From the first day a referral is made, mandatory reporting to partners occurs. The briefer stated that a formal MOA and constant communication with partners is critical to maintain clear and timely communication. Domestic abuse advocates are a critical link in this communication chain. In terms of command support, first sergeants have been the conduits into the units. When staff are well trained, they serve as the liaison between the clinical realm and the unit. DAVAs are also important links in communicating between entities on and off installation. DAVAs support engagement with the local legal system (e.g., civilian order of protection).

The Air Force has faced some challenges, including dealing with self-determination. Another challenge is balancing command views of needed safety interventions with the individual’s own desires. Finding the appropriate funding for certain tangible needs (e.g., temporary lodging) is also a challenge on some installations. For example, access to and quality of housing and/or shelter facilities varies from one installation to another.

The Air Force acknowledged that there are different factors to consider when addressing a domestic violence victim based on their beneficiary status. If a victim has a dependent spouse that he or she is responsible for, the case is more likely to be dealt with on a case-by-case basis as a result of the complexities involved. Furthermore, the presence of children and pets in domestic violence cases exacerbate the challenge to find appropriate shelter for victims and their families.

Coast Guard

The Coast Guard describes domestic violence and intimate partner violence in a similar way as the other Services as “an offense involving the use, attempted use, or threatened use of force or violence against a person, or the violation of a lawful order issued for the protection of a person who is a current or former spouse; a person with whom the abuser shares a child in common, or a current or former intimate partner with whom the abuser shares or has shared a common domicile, or, a domestic partner of a military member.” For the purposes of interpreting the FAP requirements, “domestic violence” includes both child and intimate partner maltreatment.

The Coast Guard tracks domestic violence through the FAP or Coast Guard Investigative Services, and restricted and unrestricted cases are entered into different databases and kept separately. Unrestricted reports go into the Work-Life Management System, the Service member is flagged, and once the case is flagged, it remains so until it goes to determination. If the case meets the necessary criteria, the Service member’s file remains flagged until the case is closed. If the case does not meet the criteria, the flag is removed. If the case stays open, it is entered into the Central Registry, an electronic protected spreadsheet on a shared drive, accessible only by Health, Safety, and Work-Life personnel. Once a case is closed, it is maintained at headquarters.

The briefer noted that notifications are made by FAP within 24 hours of unrestricted report. If a case occurs off base, civilian law enforcement will determine who takes the lead on the case. For high-risk cases, there is a civilian order of protection that also applies on military installations. For a military protective order, the Coast Guard must keep other entities up to date on the conditions of the order and notify officials when it is terminated. The command is mandated to refer the Service member to FAP.

The briefer noted that whether a victim lives on or off base does not make a difference in terms of the processing of the incident. However, a commander can prohibit someone entry to the base or can move a family (and/or children) onto the base to keep them safe.

National Guard Bureau

The National Guard briefer noted that—as with most policies—entitlements and benefits, and access to resources, rely heavily on a Service member’s status. For personnel in active duty status, they are able to receive help from their parent Services; the National Guard does not have a FAP. Guard members who are not in active service (e.g., Title 32 Technicians, M-Day and Traditional Guardsmen) are referred to local community resources.

The National Guard has a family philosophy. Although the Service does not have a family advocate in all of the units, the Director of Psychological Health is available full time. Service members experiencing domestic violence or intimate partner violence can utilize the Director of Psychological Health, a chaplain, or other resources on base for support.

The National Guard briefer noted that definitions for domestic violence and intimate partner violence originate from the Army and Air Force definitions. The National Guard does not have housing options on their bases.

Discussion

Lt Gen (Ret.) Judith Fedder thanked the presenters for the session and said it was helpful in determining what additional questions need to be asked in the future given the recent reporting of domestic violence and intimate partner violence in the media. Lt Gen (Ret.) Fedder asked about

the trends of events that lead up to domestic violence and intimate partner violence and whether the Services account for events that are somewhere on the spectrum of abuse such as stalking and intimidation. She asked if the Services were analyzing their data for trends of what happens prior to domestic violence and intimate partner violence being reported. The Air Force tracks the cases beginning from the referral stage. Not all cases are going to meet the criteria of being classified as domestic violence. One out of every two cases meets the criteria. For cases involving children, 4 out of 10 cases meet the criteria; however the Army briefer noted the data for cases involving children are not as robust.

The Navy has a process similar to that of the Air Force. Once cases are taken to committee and do not meet the criteria for abuse, they are submitted to a clinical case review committee and will still receive recommendations and/or counseling services. The Marine Corps focus is on the “big picture.” The Marine Corps briefer recognized that reported incidents are not often the first incident of violence that has occurred. If the incident does not meet the DoD definition, the Marine Corps still offers resources to all parties involved in the incident. The Marine Corps briefer noted that for incidents that were not deemed to have met the criteria for abuse, other services (e.g., parenting classes, anger management counseling) have been offered and can be tracked. The Coast Guard briefer reported that there is a similar process for the Coast Guard, except that when a case does not meet the criteria for abuse, prevention services can be provided.

Col (Ret.) John Boggs noted that there is a lot of data being collected surrounding domestic violence and intimate partner violence. He asked whether the data were being analyzed from a preventive viewpoint. The Air Force briefer said that the data are being analyzed from a preventive perspective. He noted that there are certain metrics that are requested by all the services surrounding domestic violence and intimate partner violence incidents (e.g., a recidivism metric that assesses how many people receive services within 12 months of treatment). The Army briefer noted that the Army works between the Military Services and with the Office of the Secretary of Defense FAP to report data. FAP managers work with senior commanders to review trends for family violence to ensure resources are available. The Marine Corps briefer noted that at the installation level, there are targeted prevention efforts with the FAP committee that meets quarterly to review trends both on and off installation. This committee develops annual plans for outreach events, curricula, and targeted classes surrounding domestic violence. The Navy briefer noted that the Navy has a Family Advocacy Committee that assesses trends in data. They report quarterly data on the number of domestic violence cases. At the installation level, the Navy provides annual reports. The Coast Guard briefer said the Coast Guard does not have a FAP but does track trends through the Health, Safety, and Work-Life center, which maintains a central registry and produces an annual report.

Ms. Therese Hughes commented that in the civilian world, the most difficult component of domestic violence and intimate partner violence is encouraging victims to report the abuse. Ms. Hughes shared an anecdote about someone she knew that had difficulty reporting a case. She asked the briefers what the Services were doing to educate members and their families about reporting in an attempt to prevent domestic violence and violence-related deaths. She added that she is concerned about the National Guard and the minimal services that are available to National Guard members.

The National Guard briefer said she would like to slightly amend her comments made earlier during the panel. She clarified that when deployed, there is a change in medical benefits (through TRICARE) before and after deployment. For a period of time, Service members are eligible for

programs under the DoD Instruction; this time period is not the only time Service member and their families may encounter domestic violence or intimate partner violence. The Navy briefer said that the Navy has partnered with a university to educate young people on low-level warning signs of abuse.

The Army briefer agreed with Ms. Hughes that one of the most difficult components of domestic violence and intimate partner violence is encouraging victims to report incidents. The Army is working to ensure family members and commanders all know how and where to report incidents.

CSM (Ret.) Michele Jones asked what services are available for a Service member who is in the same unit as the alleged abuser. She asked what policy was in place for Reserve and Guard members during their weekend drill and deployment to ensure an alleged abuser and victim will not deploy together. The Army briefer said that he would need to provide this information at a later date. The Coast Guard briefer noted that her Service does not have any policy in place. However, she noted that the Coast Guard is a relatively small Service, so it is not uncommon for commands to communicate with one another and have a Service member transferred to another location to ensure safety. The briefer said that this practice has worked out very well for the Coast Guard. She noted that the victim is usually kept in the current unit, and the assailant is transferred to another unit.

Dr. Hunter commented that a woman experiencing domestic violence is most vulnerable 90 days after an act of violence, noting the risk of death increased by 500 percent in that time period. She asked how the Services were working with civilian law enforcement to protect women during their most vulnerable time after a domestic violence incident.

The Army briefer was unaware of the answer and deferred the question to a representative from Army Law Enforcement. The Army Law Enforcement representative noted that a Service member's spouse can be relocated onto base if they are currently living off base. During that relocation, the Service member's spouse can be forced to leave their firearms off base. She continued that if the assailant already lives on base, Army Law Enforcement can confiscate the individual's weapons after an incident.

Ms. Jacquelyn Hayes-Byrd asked if during the transfer process of an offender to another base or unit, whether the transfer changes the behavior of the abuser at all. She asked whether there was any education or counseling associated with the transfer. The Air Force briefer noted that the command is consulted in any move. In most cases, they start with both the alleged offender and victim and ensure they receive support at the same time that other safety measures are being implemented. The Navy briefer noted that the Navy can transfer records from one base to another. This practice allows relocated Service members to continue receiving services on their new installations. The Marine Corps briefer said that the treatment and recommendation, including clinical services being received, move with the Service member and can be continued after the transfer. The Coast Guard briefer said that FAP specialists work in regions, which can span from Boston to the Canadian border. It is possible that if someone is relocated to 50 miles away, that person may still have the same counselor and/or family advocacy specialist.

Ms. Hughes asked, if there was an abuser and abused, under what circumstances does the family go to a safe shelter off base. The Marine Corps briefer noted that housing decisions for families are made on a case-by-case basis and based on available resources. Ms. Hughes followed up on her initial question by asking whether there is a funding problem that inhibits availability of housing for families. The Air Force briefer responded that leadership, including first sergeants

and commanders, do a great job of finding temporary housing for families. Placing families or spouses in off campus housing is a rare occurrence. The Marine Corps briefer noted that the Service's priority is moving the abuser and that they attempt not to disrupt the family.

Col (Ret.) Boggs asked whether the abuser's record was tagged after domestic violence or intimate partner violence incidents. The Army briefer reiterated that commanders play a vital role in the tracking process. The Army makes recommendations that are noted in the Service member's record for an incident of abuse. She noted that FAP is not an investigatory arm but rather is an assessment and service division.

FLTCM (Ret.) Ortloff commented that similar to sexual assault, domestic violence has a stigma attached to reporting. With the great advances made in decreasing stigma surrounding sexual assault and increasing reporting of sexual assaults, the Services can learn successful approaches to preventive awareness and managing the reporting of domestic violence. The Army briefer noted that although commanders play an important role, medical providers have an important role too. Servicewomen can visit healthcare providers and can share incidents of abuse. Healthcare providers can advise on options to access services. FLTCM (Ret.) Ortloff agreed that medical providers play an important role because Service members can report abuse during a medical appointment. The question, "Do you feel safe at home?" is now a part of the medical visit checklist. Overall, the Services should do a better job of raising awareness surrounding restricted and unrestricted reporting options.

Ms. Hughes noted that last year, Congresswomen Rosen of Nevada wrote HR4639 to close a UCMJ loophole of assault reporting and established domestic violence as a crime, which is in alignment with how it is reported in the community. Ms. Hughes requested an update on how military domestic violence incidents are being reported in the civilian sector She noted that this will be critical in closing the gap between military and civilian reporting of abuse. The Army briefer noted domestic violence's new classification, and explained how the Army works closely with the Army police on education, including providing training on the new criteria for domestic violence and reporting criteria. The Navy briefer acknowledged that the law did pass and that the Navy included that definition in today's briefing.

Final Remarks

COL Davis, DACOWITS Military Director, stated the next business meeting would be held June 11 and 12, 2019. Details will be published in the Federal Register. She recognized and thanked the Army and Navy representatives for whom this was their last DACOWITS meeting for their support of the Committee. She also acknowledged Maj Gen (Ret.) Sharon Dunbar for her time on the Committee and recognized Dr. Hunter and CSM (Ret.) Jones for their receipt of the VA Center for Women Veterans 2019 Women Veteran Trailblazer award. She thanked the attendees and concluded the public portion of the business meeting.

Meeting was adjourned.

RFIs 1, 2, and 3

VARIANCE IN WOMEN’S RECRUITMENT AND RETENTION BY RACE/ETHNICITY

The Committee knows that the percentage of women in the Military Services continues to lag behind men in all Services. The Committee has not yet explored whether there is any variance in accessions and/or retention amongst women based on race or ethnicity.

RFI 1

The Committee requests a **written response** from **Defense Manpower Data Center (DMDC)** to provide the number/percentage of officer and enlisted personnel for each Service-branch broke down by rank, gender, race, and ethnicity for the years: 2008, 2013, and 2018.

Organization	Description
Defense Manpower Data Center (DMDC)	DMDC provided detailed data tables outlining the number and percentage of officer and enlisted personnel in each Service branch by rank, gender, race, and ethnicity annually for the years 2008 through 2018.

RFI 2

The Committee requests a **written response** from Military Services (to include the Reserves and National Guard) to provide:

- a. Statistics for enlisted and officer accession rates broken down by gender, race and ethnicity from 2008 to 2018.
- b. Statistics for enlisted and officer promotion rates broken down by gender, race and ethnicity from 2008 to 2018.

Organization	Description
Air Force	The Air Force provided the annual number and percentage of officers and enlisted personnel by gender and ethnicity for 2008 through 2018. It also provided the annual promotion rates for each rank by gender and ethnicity for 2008 through 2018.
Army	The Army provided the number of officer and enlisted accessions in each component by gender, race, and ethnicity for FY 2008 through FY 2018.
Coast Guard	The Coast Guard provided the number and percentages of enlisted and officer accessions each year by gender, race, and ethnicity for 2008 through 2018. It also provided the number and rates of advancements per each enlisted and officer rank by gender, race, and ethnicity for 2008 through 2018.
Marine Corps	The Marine Corps provided the total force enlisted by gender, race, and ethnicity each year from 2008 through 2018. It explained that

	officer accessions data are reported differently, which limits the Marine Corps' ability to report these same data for officers.
Navy	The Navy provided the total number of officer and enlisted accessions by gender, race, and ethnicity each year from 2008 through 2018. It also provided the number of enlisted and officer promotions by gender, race, and ethnicity each year from 2008 through 2018. The Navy provided these data for both the Active and Reserve Components.

RFI 3	
The Committee requests a written response from Military Service Academies to provide statistics of cadet/midshipmen accessions broken down by gender, race, and ethnicity from 2008 to 2018.	
Organization	Description
United States Military Academy (USMA)	USMA provided the number and percentage of cadets entering the Academy each year from 2008 through 2018 by gender, race, and ethnicity.
United States Air Force Academy (USAFA)	USAFA provided the number of cadets by race and ethnicity each year from 2008 through 2018. It also provided the number of cadets by gender each year from 2008 through 2018.
U.S. Coast Guard Academy (USCGA)	USCGA provided the number and percentage of cadets by gender, race, and ethnicity each year from 2008 through 2018.

CONSCIOUS AND UNCONSCIOUS GENDER BIAS

The Committee believes the Military Services are at various phases in eliminating conscious and unconscious bias from the various elements of Service member professional development. There have been independent studies conducted which indicate potential evidence of conscious and unconscious gender bias and language in military performance evaluations. For example, the 2018 Harvard Business Review study: “The Different Words We Use to Describe Male and Female Leaders.”

The Committee requests a **written response** from each of the **Military Services** on what actions have been taken to assess and mitigate (if necessary) the impact of conscious and unconscious gender bias and language on military performance evaluations and promotions? Additionally, include any processes built into your promotion and evaluation systems that facilitate equitable selection.

Organization	Description
Air Force	The Air Force provided a response describing the purpose of its policies and instructions about evaluations and promotions systems with regard to gender bias and language.
Army	The Army provided a response describing the guidance it provides to all selection boards regarding the importance of equal opportunity for advancement and the value of a diverse leadership force and outlined its independent research plans to evaluate the promotion selection process.
Coast Guard	The Coast Guard provided a description of its accessions, evaluations, and promotions policies ensuring that no consideration is given to the gender of the personnel being evaluated.
Marine Corps	The Marine Corps provided a response outlining two recent actions it took to reduce gender specific language on performance evaluations.
Navy	The Navy provided a response describing how it strives to ensure that no member is disadvantaged by using a fair and equitable selection board process.

RFI 5

FEMALE CHAPLAINS

Over the past decade, the Committee has reviewed the status of female Chaplains, making recommendations regarding the recruitment and retention of women. Most recently in 2016, the Committee recommended that the Secretary of Defense “examine the unchanged percentage of women since 2006 in the Chaplain Corps,” and “establish clear oversight of Services’ Chaplain Corps and set guidelines for increasing the diversity of the Chaplain Corps.” In September 2018, the Committee received a public comment from the National Conference on Ministry to the Armed Forces (NCMAF), expressing concerns over the lack of training for women in ministry and low promotion rates of female Chaplains as compared to other military career fields.

The Committee requests a **written response** from **Air Force, Army and Navy** on the recommendations regarding female Chaplains from the 2006 and 2016 DACOWITS reports. To include:

- a. Provide current statistics on the number and percentage of female Chaplains by grade.
- b. What is being done to increase the recruitment and retention of female Chaplains in the military (e.g., ongoing initiatives, professional development opportunities, etc.)?

Organization	Description
Air Force	The Air Force provided the number and percentage of its male and female chaplains by pay grade for Active Duty, Air Reserve, Air Guard, and total force. The Air Force also provided information on its efforts to increase recruitment and retention of female chaplains.
Army	The Army provided the number of its Active Duty female chaplains and listed efforts by its Recruiting and Endorser Relations Directorate to recruit and retain female chaplains.
Navy	The Navy provided the number and percentage of its male and female chaplains by pay grade and provided information on its efforts to increase recruitment and retention of female chaplains.

GENDER INTEGRATION: WOMEN ON SHIPS UPDATE (E&I)

In 2015, the Secretary of the Navy recommended keeping specific positions closed to the assignment of enlisted women on three classes of ships scheduled to be decommissioned: frigates (FFGs), mine countermeasure ships (MCMs), and patrol coastal craft (PCs). The rationale for keeping these classes of ships closed to women was in part due to lack of appropriate berthing spaces and decommissioning schedules. Ship modifications were determined to be an injudicious use of resources. However, in recent years there have been changes to these decommissioning schedules, as well as to the delivery of new gender neutral surface ships and submarine platforms. Therefore, the Committee is concerned about potential impacts to women's career progression due to a lack of availability for women to serve in sea duty assignments.

Since the 1990s, female Marines have been assigned to Marine Expeditionary Units (MEU) detachments, with the general policy that, if the MEU ships are configured for women, women may serve on the MEU detachment. The Committee requests a **written response** from the **Marine Corps** to provide details on the current status in the assignment of women to MEUs to Navy amphibious warships.

Organization	Description
Marine Corps	The Marine Corps provided information on the mission of the MEU, a description on how decisions are made regarding embarkation aboard Navy amphibious ships, and data on the percentage of active duty MEU personnel who are female.

RFI 10

PREGNANCY/PARENTHOOD POLICIES

According to recent studies conducted by the U.S. Department of Health and Human Services (HHS), “Almost nothing is known about the family and individual adjustment of military mothers who have deployed...” There are a host of scholarly articles addressing psychological conditions, such as anxiety, depression, family violence, etc. resulting from returning deployed family members. In many, if not most military families, women are the primary care giver; studies suggest more than 70 percent. Given the importance of the military mother to the family unit, the Committee is interested in the policies that support servicewomen’s reintegration into the family after deployment (to include the Reserves and Guard).


The Committee requests a written response from each of the Military Services (to include the Reserves and National Guard) to provide details on the following:

- a. Describe your Services’ reintegration program for deployed Service members.
- b. What programs are in place to support deployed servicewomen, who are mothers, as they reintegrate back into their family?
- c. How does your Service assess the effectiveness and impact of these family adjustment programs?
- d. What additional support is provided to mothers as they return to their families from deployment?

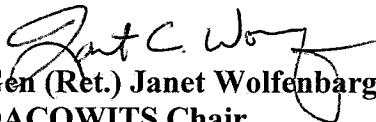
Organization	Description
Air Force	The Air Force’s response outlined its policies and directives governing the Airman and Family Readiness Centers and Military Family Life Counselors and support services available for deployment reintegration for servicewomen and mothers.
Air Force Reserves	The Air Force provided information on the Air Force Reserve Yellow Ribbon Program.
Army	The Army’s response described how the requirement to conduct Deployment Cycle Support was removed from Army regulations and listed examples of resources available for all Soldiers.
Coast Guard	The Coast Guard’s response described the services offered through the Coast Guard Reserve Yellow Ribbon Reintegration Program and other general supports for deployment reintegration for servicewomen and mothers.
Marine Corps	The Marine Corps’ response outlined the prevention interventions available across the Institute of Medicine Mental Health Intervention Spectrum for Mental Health Disorders, which is the framework for integrating behavioral health support during the deployment cycle. It also described supports available in accordance with the Military Family Readiness DoD Instruction.
National Guard	The National Guard’s response described how the Guard follows the policies and processes of the parent Services for reintegration of Service members after deployment.

Navy	The Navy's response outlined the support available through the Fleet and Family Support Centers and other Services available for deployment reintegration.
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Report Submitted by:


COL Toya Davis, USA
DACOWITS Military Director

Report Certified by:


Gen (Ret.) Janet Wolfenbarger, USAF
DACOWITS Chair

Members in Attendance:

Gen (Ret.) Janet Wolfenbarger, USAF
 Col (Ret.) John Boggs, USMC
 Maj Gen (Ret.) Sharon Dunbar, USAF
 Lt Gen (Ret.) Judith Fedder, USAF
 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
 RADM (Ret.) Cari Thomas, USCG

Ex-Officio Member in Attendance:

Ms. Jacquelyn Hayes-Byrd, Executive Director, Department of Veterans Affairs' Center for Women Veterans