

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)

Quarterly Meeting Minutes

4–5 December 2019

The Defense Advisory Committee on Women in the Services (DACOWITS) held a quarterly business meeting December 4–5, 2019. The meeting took place at the Key Bridge Marriott, 1401 Lee Highway, Arlington, Virginia 22209.

4 December 2019

Welcome and Opening Remarks

Colonel R. Elaine Freeman, DACOWITS Military Director and Designated Federal Officer, opened the December quarterly business meeting by reviewing the Committee's establishment and charter. COL Freeman reminded those in attendance that any comments made during the meeting by Committee members are their personal opinions and do not reflect a DACOWITS or Department of Defense (DoD) position. COL Freeman then turned the meeting over to General (Retired) Janet Wolfenbarger, DACOWITS Chair.

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

Status of Requests for Information

COL Freeman reviewed the status of the Committee's requests for information (RFIs). The Committee received responses to 9 of its 10 RFIs (one RFI was rescinded). All the written responses to the RFIs were published on the DACOWITS website.

Panel: Women in Aviation (RFI 5A)

The Committee requested a briefing from each of the Military Services on the representation of women in the aviation community. The Committee requested information on the following: (1) the total number of women serving by aviation platform; (2) the percentage of women in aviation by rank/occupational specialty; (3) barriers identified by the Military Service that may hinder women's ascension into aviation specialties; (4) barriers identified by the Military Service that may limit women's promotion potential in aviation specialties; and (5) current or planned initiatives that are being pursued to increase women's representation in the aviation community.

Army

The Army briefer presented information on commissioned officers and all warrant officers in the aviation community by gender and by airframe—including the AH-64 Apache Helicopter, the UH-60 Blackhawk Helicopter, Fixed Wing Aircraft, Army Special Operations Aviation, and the OH-58 Kiowa Warrior. The briefer noted the Kiowa Warrior helicopter is being transitioned out of the Army's fleet of aircraft. He presented information on the percentage of female officers in aviation by rank, including warrant and commissioned officers. The briefer then presented similar information on enlisted personnel in aviation. Enlisted personnel are non-rated and do not fly aircraft; they include maintainers, logistics personnel, crew chiefs, and medical personnel.

Regarding the Committee's request for information about barriers hindering women's ascension to or potential in aviation specialties, the briefer stated the Army treats every Soldier the same regardless of gender, race, or ethnic identity. The application process is the same for all, including the flight physical. Candidates must meet the anthropomorphic size requirements to fly; the requirements are to ensure an aviator can reach all the buttons and pedals in the aircraft. The Army briefer reiterated that there are no barriers in Army aviation and that everyone is treated the same and equally represented throughout the Military Service.

The Army conducts recruitment for aviation roles at air shows; for example it provides displays at the Experimental Aircraft Association Airventure and Helicopter Association International Helo-Expo air shows. Individuals can interact with recruiters and ask questions to understand how they can join the Army through the flight training program. "Girls in Aviation" camps are one type of site where the Army actively recruits women into the aviation community, and the briefer felt this method of recruitment has been successful. The Army has increased the overall number of female applicants for aviation. Warrant officers are able to join aviation fields right out of high school, and the briefer noted there are successful 19-year old pilots in the Army. The Army treats female aviators no different than anyone else—they are aviators, Soldiers, and people.

Navy

At the beginning of his briefing, the Navy briefer clarified that because he is a representative from the Office of Diversity and Inclusion, Commander Naval Air Forces, the information to be presented at the briefing is on officers in aviation, including officers, pilots, and Naval flight officers (NFOs). He indicated he can follow up to provide enlisted information if requested by the Committee. He also mentioned that because of the agency that was the source of the information for the briefing, the numbers may not be exact; for instance, some information includes reservists or flight students. However, he assured the Committee that the themes are consistent throughout the information to be presented.

The briefer said there had been a moderate increase in the representation of women in aviation between fiscal year (FY) 2009 and FY 2018. An increase in accession numbers was responsible for most of that change, along with some progress made in retention. As of FY 2008 there were 12,432 female pilots; this number steadily increased every year to 12,800 female pilots in FY 2018. Almost 50 percent of women in aviation were in the rotary wing, which is a disparity the Navy is trying to understand.

The Navy briefer presented information on the six largest aviation communities by platform. He indicated that between 4 and 13 percent of each aviation community was female. The briefer also showed the percentage of women in aviation by rank, noting the Navy's awareness of the decreasing level of female representation as rank increases. He said the higher level of representation of women in aviation at the rear admiral rank, at 8 percent, was because of the smaller pool of admirals. He noted that as of the date of the briefing, there were two female admirals in naval aviation. Reviewing data on women in aviation by rank from FY 2008 to FY 2018, the briefer noted an increase over time in the representation of women in aviation for the O-1 to O-3 ranks but a sharp decline at the O-4 to O-6 ranks.

The Navy did not find any statistical correlation of barriers for female accession based on equipment or anthropomorphic concerns. The Navy's three most common reasons for individuals not commissioning include failure to meet medical, military, and academic qualifications, and

there has been no statistical connection made between these qualifications and gendered barriers. The Navy understands that not all aspects of its aircraft were built with women in mind. For example, the issue of women's urinary diversion devices is being addressed and closely monitored by the Navy. The Navy has committed 5 million dollars this year to ensure all female aviators have their own urinary devices. Currently at the flight school in Pensacola, Florida, 25 percent of the current NFO students and 13 percent of the pilots in training are female. The briefer noted this is an increase from 10 years ago when he was in flight school; at that time only 1 out of 10 students was female.

The Navy did not identify any barriers for women in aviation related to berthing limitations, facilities, or deployment time. The Navy is unique because ships are akin to floating hotels in the middle of the ocean with male and female berthing spaces. The allocation of gendered berthing spaces is a "dance" between the personnel command and decisions made at the unit level. The Navy briefer stated commanding officers work hard to ensure all pilots have the opportunity to go out to sea. The primary limit to female promotion is retention. The briefer explained it takes 11 to 12 years to build reliable retention data on a group of aviators because of the length of the training pipeline and the initial commitment period. For cohorts commissioned from 2004 to 2007, retention was much lower for female than male aviators; male aviator retention remained static. The briefer said the Navy is moving toward using data analytics models to better understand why Sailors are staying in or leaving..

Discussing the retention of female aviators, the Navy briefer commented that one indicator the Navy uses is the promotion boards for O-5 and O-6. Using data from the past 2 years, the briefer showed how female aviators have performed above average on both boards, which he described as encouraging news. At the O-6 screening level, there were only three women as of the date of the briefing. The briefer stated the Navy should build a bigger selection pool for women because once they are evaluated by the promotion board, they will do extremely well.

The Navy's current initiatives to increase the number of women in aviation include a female career training symposium that includes a keynote speaker, discussions about leadership, and attendance by flag-level officers. This symposium has been held for 7 years and is seen as a successful event for bringing together women in the Navy aviation community. Within the Navy, representatives from the briefer's office are discussing issues related to diversity and inclusion at every point along the naval education process. The Navy conducts outreach to 10,000 to 15,000 young men and women every year to find the next group of talented aviators. The Career Intermission Program (CIP) allows male and female Sailors, whether officers or enlisted, to pause their service to have a family, travel, or pursue other interests. The Navy has found that Sailors who are competitive for promotion before they participate in the CIP remain competitive when they return. The briefer also described initiatives at the United States Naval Academy, where 26 percent of midshipmen currently are women, including mentoring and networking opportunities for potential female aviators.

Marine Corps

The Marine Corps briefer noted that the Committee will see many of the same trends, because Marine aviators go through the Navy training pipeline. The briefer presented the current representation of female enlisted and officers by platform for ranks E-1 to O-5, which showed slightly more than 2,000 women involved in aviation support roles. During this time period, there were around 40,000 Marines in aviation, 9 percent of which were women. The briefer

showed a graph that depicted the number of women in aviation by rank as well as a graph that showed the percentage of women in aviation by occupational specialty. Women represented 6 percent of the aviation occupational specialties whose members fix or fly aircraft, 11 percent of support roles, and 11 percent of the training pipeline. Around 4 percent of Marine Corps pilots were women. The briefer said the Marine Corps has not identified any specific barriers to women in aviation but did mention an issue with pilot inventory mismatched by grade and occupational specialty as a result of production, aviation readiness, and manpower challenges. The Marines are working to address this problem and will continue to identify these types of issues to predict and mitigate them.

Air Force

The Air Force briefer opened her remarks by stating that the Military Services have different ways of recalling and tagging data. The Air Force's data scientists, who are engineers, compiled the information requested for the briefing. For the total number of aviators, the Air Force counted Service members, enlisted or officer, who perform duties on manned or unmanned platforms, not including support personnel. Women currently represent 12 percent of career enlisted aviators; 8 percent of rated aviation officers; and for the Guard and Reserve, 10 percent of aviation. Out of 34,257 total aviators, 3,455 are women. A variety of barriers for women have been identified and are being tackled through force design, development, and employment planning. The briefer presented information on enlisted manning in aviation and noted the data were not presented by platform because enlisted personnel can work on a variety of platforms. She reported the following representation of enlisted women in aviation: Boom Operations, 11 percent; Flight Engineers, 4 percent; Load Master, 11 percent; Airborne Mission Systems, 13 percent; Flight Attendant, 53 percent; Airborne Cryptologic Language Analyst, 21 percent; Airborne Intelligence, Surveillance, and Reconnaissance Operator, 13 percent; Sensor Operators, 13 percent; and 4 percent for Special Missions Aviation, a diverse career field in which work is performed on a variety of platforms.

Presenting information on officers, the Air Force briefer stated that aviator manning is rated by platform. In the three bomber communities, the representation of women is less than 10 percent. The fighter and bomber communities are combat centric, and women's service in these communities was restricted previously; there were women in the trainer, tanker, and navigator communities well before the combat aviation portfolio. In the primary fighter portfolios, the inclusion of combat systems officers helps to increase the representation of women. In single-seat platforms, there are very few women represented. In HC-130s (Personnel Recovery and Rescue), women are represented at higher rates. The Air Force briefer noted the tanker community is very small but has more women than it did previously. Some niche categories of pilots are very small communities. The Air Force briefer stated that it has been 27 years since laws surrounding women in combat aviation changed and 26 years since it was implemented, but the numbers and representation have not changed beyond 2 percent representation. Some communities have slightly higher levels of female representation, such as bomber pilots, with 3 percent women; platforms in which women have been allowed to fly for longer have the highest representation at 9 percent. In the unmanned flight craft portfolio, there is a greater proportion of women serving as combat systems officers than in other career fields. The unmanned pilot career fields have increased their representation of women drastically over the last couple decades and are seeking to further increase the number of women in that community.

Regarding barriers, the Air Force briefer stated she will not address all barriers during her comments but will highlight a few most pertinent to the Committee's request for information. For anthropomorphic barriers, the Air Force's flight standards were based on a specific human size range using the dimensions of the average European male body. The height requirement of 64 inches excludes almost half of the female population automatically. The Air Force is working to tackle these issues through design. For example, if a woman qualifies to fly the F-35 but is unable to make it through the pipeline because she is too short for the trainer equipment, that is a design issue. The new T-7 trainer will help alleviate this problem. Another related issue may be flight gear design and fit. If the flight gear is designed to fit just one kind of body, that is a design issue, not a capability problem. The Air Force briefer stated if a person can access the flight and ejection controls, the height requirement of 64 inches may not be functionally relevant. When female pilot applicants seek a waiver for height requirements, nearly 90 percent are granted, and many waivers are submitted to ensure women can attend training.

The briefer next described policy-related barriers identified by the Air Force's barrier analysis working group related to pregnancy and flying. The Air Force is conducting a review to ensure the aeromedical policies on performing work during pregnancy reflect the current state of science, data, and medicine. The goals of this review are to no longer consider pregnancy as a disqualifying condition for flight duty, improve retention rates among the female aviation workforce, identify and document known occupational health hazards that would relate to pregnancy, and eliminate potential barriers to female aviator recruitment. The Air Force briefer commented that if young women in the pre-accession or accession programs perceive being a parent and an aviator as incompatible, they may not pursue flying at all. The briefer noted that last year the Air Force had 400 pregnant Service members who were prohibited by policy from maintaining their flight qualifications. At any time 10 percent of female Air Force pilots are pregnant. There can be a cost saving for the Air Force in reducing female aviators' need for requalification because of lapses during pregnancy. The Military Services are competing with the Federal Aviation Administration and commercial aviation opportunities because those employers are not allowed to prevent an aviator from flying based on pregnancy regardless of platform type. The briefer stated the Air Force is trying to update its policies to compete with the civilian aviation workforce.

The briefer noted the Aircrew Crisis Task Force and the Women's Initiative Team have been working to update the Air Force's height requirement policy to address anthropometric barriers. The Air Force is working to remove references to the 64-inch height requirement from its recruiting website and dispel myths being perpetuated on non-authoritative channels such as social media that there is no one fixed height requirement for all aircraft. The Air Force briefer stated that women may be receiving inaccurate information about the aviation opportunities available to them in the Air Force.

The Air Force recently removed all pregnancy restrictions for female Service members piloting or working with unmanned aircraft and removed restrictions for missile operations duty. The briefer stated the Air Force is working to implementing an expansion of the fly window from 12 to 22 weeks for women with non-complicated pregnancies. Air Force leadership has been very engaged in updating and implementing strategies to improve diversity from pre-accession, accession, training, and throughout an aviator's career. A 2018 study by the RAND Corporation (RAND) on Air Force pilots showed that the Service retains male pilots after their initial

commitments at 63 percent and female pilots at 39 percent. The Air Force is working to increase female pilot retention.

Coast Guard

The Coast Guard briefer began by discussing the limitations of her Service's data in relation to the Committee's request for information. She stated that the Coast Guard does not have the ability to break out information by rate or platform at the level of detail the Committee requested. The aviation data provided by the Coast Guard is divided by fixed versus rotary wing. It indicated there are three times as many female rotary pilots, which is consistent and balanced with the overall fleet size of fixed and rotary wings. In the Coast Guard, warrant officers are promoted from the enlisted ranks. Warrant officers are technical experts, meaning they do not fly but serve as maintainers. The Coast Guard currently has two female warrant officers in aviation: an avionics electrical technician and an aviation maintenance technician. The Coast Guard has three aviation-specific enlisted rates: avionics, mechanics, and aviation rescue swimmers. Coast Guard enlisted personnel are not tied to a specific platform—they fix and fly aircraft. The Service has three aviation survival technicians, all of whom are very senior women in the Coast Guard. The briefer noted it has been a long time since a woman has made it through the rescue swimming training pipeline to become a survival technician. Women represent 10 percent of Coast Guard officers, 2 percent of warrant officers, and 5 percent of enlisted personnel in aviation. Rescue swimmers are an outlier aviation field in which only 1 percent are women.

The aviation survival technician candidate screening test has been identified as a barrier to aviation for women in the Coast Guard. Although the test is gender neutral, the swimming requirements and physical standards to qualify for rescue swimming school are difficult given the operational demands of the job. The briefer said most male applicants do not make it through the prescreening or the school. The Coast Guard has not identified any specific barriers for women related to anthropometric measures. The briefer noted the Coast Guard's measurements to screen personnel applying for flight training mirror the Navy's requirements.

Promotions for the Coast Guard are dictated by laws and policy. The briefer stated there is no gender-specific barrier in the promotion process for women; rather, the issue relates to retaining women long enough for them to go before promotion boards and panels. Within the last year the Coast Guard has worked to minimize bias in boards by eliminating the use of gender-specific pronouns and any names in the semiannual and annual promotion reports. The briefer noted that although any board or panel may be able to determine gender by looking at old reports or awards, the new elimination measures decrease the number of times an individual can see the information in an effort to minimize potential bias.

The Coast Guard does not have many programs or initiatives specifically focused on increasing the number of women in the aviation community. With respect to retention, the Coast Guard supports the International Women in Aviation Conference because it gives women a chance to network and support one another. Female Coast Guard aviators are often the only women on the hanger deck, and the conference provides an opportunity for 45 female aviators to come together. The Coast Guard brings a recruiter to the conference to reach out to potential new recruits and support those who are currently in aviation. The rescue swimmer rate continues to be a critical issue for the Coast Guard because it is a difficult rate to fill in general, not just for women. The briefer noted the Coast Guard is not doing anything specific to recruit women rescue swimmers. One of the female senior rescue swimmers at the school does a lot of outreach and recruiting.

The Service has a presence at the CrossFit games and participates in activities sponsored by Red Bull energy drink to connect with individuals who are more adventurous and may be interested in the rescue swimming rate. From 2014 to 2019 there was a 47-percent increase (from 122 to 179) in the number of women in enlisted aviation ratings, a notable increase given the small sample size.

The Coast Guard briefer mentioned additional findings about retention from the 2019 RAND study, *Improving Gender Diversity in the U.S. Coast Guard*. The Committee was previously briefed on that study in June 2019. The briefer stated the Coast Guard is retaining male and female aviators an average of 20 years, with only a 1-year difference by gender. Direct commission aviators from other Military Services usually spend 10 to 15 years in the Coast Guard after having served 10 years in another Service. With school and Service obligations, many Coast Guard aviators must make a 13-year commitment, which is why they may choose to stay until they qualify for retirement.

Discussion

Dr. Kyleanne Hunter stated she is interested in waivers and potential barriers. Although the standards are the same, and the Military Services reported no barriers, she noted that women are asking for waivers at a higher rate. Dr. Hunter asked the Military Services to describe women's requests for waivers aside from the Air Force's height requirement and whether those represent barriers that could be mitigated through policy changes. The Army briefer responded that he was responsible for waivers at the Army's Office of Deputy Chief of Staff for Personnel and that most waivers are for age, time in service, time in commissioned service, and moral objection to military service. He stated the waivers are typically submitted by men, although one will occasionally come in for a woman with more than 8 years of service. Another waiver is for the anthropomorphic standard; individuals who do not meet the standard must apply for an exception to policy. The Army briefer noted the Army conducted a recent study looking at records from 2005 to 2014 that showed six women did not meet the standard; 98 percent of waiver applicants have been granted the requested exception. The Navy briefer said they are also issuing certain waivers for pregnancy, similar to the Air Force, but there is no waiver for the dunker training that is part of the survival training. The briefer also said women who have a planned or unplanned pregnancy during a flying tour and whose swim qualifications expire must wait to renew them until the next swim class starts after the pregnancy is completed and the medical exemption period ends, which is typically 3 months after pregnancy. This process delays the time it takes for female aviators to return to flying because of the lapse in their survival training qualifications. Another issue the Navy has identified is flying with students. Instructor tours are shore tours, and many people choose to have children during that time. Pregnant Naval pilots cannot fly with a student who is not rated in the aircraft—they must fly with another pilot and, therefore, do not have access to the same types of experiences. The briefer noted the Naval Aerospace Medicine Institute is reviewing this medical issue but has not made any changes to policy yet. The Marine Corps briefer commented that they issue waivers for anthropomorphic measurement and age, similar to the Navy, but he did not have enough substantive information at the time of the briefing to provide more detail. The Air Force briefer stated that the cutoff age for Air Crew Recovery was recently increased to age 30 from age 27. The Air Force is expanding options to bring people into the force through alternative approaches, including outreach to aviation schools; science, technology, engineering, and mathematics (STEM) schools; historically Black universities and colleges; and women's colleges. An individual's weight can

also warrant a waiver because standards are in place to reduce injury risk and increase survivability during ejections. The next generation of ejection seats being pursued by the Air Force supports a weight as low as 100 pounds rather than the current minimum of 140 pounds. At the headquarters level, the pregnancy policy and how it is implemented is being examined related to how a Service member is affected during developmental professional military education programs? The Air Force briefer commented that if a servicewoman is pregnant and cannot fly, it can be an opportune time for that member to attend school; however, there may also be policy barriers at school, so female aviators can be doubly affected. The CIP is being used by some Service members to manage these policy-related barriers. Women are less exposed to aviation in society, and it is an expensive hobby to pick up as a teenager; therefore, the Air Force is looking at ways to adjust the pilot candidate selection scoring so that the screening process is not filtering out those who want to learn aviation. The Air Force is looking into removing all barriers to flying during pregnancy and plans to prepare policy recommendations. The Coast Guard briefer stated she cannot speak to the waiver process but will pass along the question to the Coast Guard's representative and can follow up with information.

Fleet Master Chief (Retired) JoAnn Ortloff noted both the Coast Guard and the Navy mentioned the annual International Women in Aviation Conference and asked whether the other Military Services offered similar opportunities for women to discuss their experiences, including barriers and untapped opportunities for accessions. The Coast Guard briefer clarified that the conference is hosted by an international organization and is not restricted to military aviation. The Coast Guard sponsors Service members to attend and convenes a Coast Guard conference the day prior to the regular conference activities to maximize professional development opportunities. The Marine Corps does not attend a specific women's aviation conference but does support a women's affinity group, the Sea Service Leadership Association's Joint Women's Leadership Symposium, and the second day of that conference is Service-specific. The Army briefer said he was not aware of any such conferences for the Army. The Air Force briefer stated they send female Airmen to the women's aviation conference and also mentioned the Air Force's recruitment commercial "Origin Story" targeted to women. The briefer said there have been several female-specific events related to flight equipment and flight suits. Ensuring in-flight urinary relief for female aviators has been a persistent and ongoing issue in the Air Force. The briefer also stated that there are women flying pre-commission at the United States Air Force Academy in gliders and that the academy and the Air Force's recruiting service are partners in implementing a diversity-and-inclusion strategy to expose the large population of female officer candidates to flying. The Air Force also has informal networks, including officer forums on Facebook, with some specific to technical communities. The fighter forum is informal but there is movement toward making it more formal. The Air Force established a specific group to develop and implement rated officer recruiting efforts. The Air Force is also looking into the issue that a large proportion of officer candidates in which the Government has invested significant resources are being disqualified for aviation careers because of height and weight.

Ms. Janie Mines noted the Air Force briefer mentioned she is an aviator, has three children, and is in a dual-military marriage. Ms. Mines wanted to know what barriers the briefer had faced throughout her career, what worked to help overcome those barriers, and any other relevant personal experiences to the conversation on women in aviation. The briefer noted that early in her career, in the fighter community, there was a lot of attention on women entering this previously closed career field. She reflected that she had a different perspective on her military service because often she was the only female and the only female officer. The briefer noted she

had difficulties accessing the contraceptive care she requested, proper flight equipment, and urinary relief in-flight. She described how she used to modify her flight suits and anti-exposure suits to ensure proper functioning. Her equipment, which included flight suits, harnesses, and boots, fit slightly differently for women. She commented that the side arm and weapons on the combat vest are not in an optimal position after tightening the seatbelt. Policies the Air Force is currently exploring, including dual-military co-location and career intermission for caregiving, are important. The briefer stated that of the 14 years she has been in a dual-military marriage, she and her spouse have been co-located for only 5 years. She also noted during her second pregnancy that she had issues as a trainer pilot because she was grounded from flying certain aircraft with students. During that time she learned that she was supposed to receive her prenatal care from the flight doctors.

The Air Force briefer described being a woman in an isolated community such as aviation as “death by 1,000 papercuts” because there are always issues with equipment that does not fit, additional medical screening requirements, and leadership that is not aware of these issues. The briefer commented that the population of women aviators in the military is small and that structural barriers need to be removed because the Air Force is losing women after the initial commitment. Similarly, in the Coast Guard, women aviators are leaving at twice the rate of men during service years 10 to 13.

FLTCM (Ret.) Ortloff made a suggestion for the Army briefer to take back to leadership. Regarding the discussion on the “girls” in aviation camp, which included high school women, FLTCM (Ret.) Ortloff suggested referring to “women” rather than “girls,” noting that the Army does not refer to men of that age as boys.

Dr. Hunter noted findings from a recent Coast Guard study conducted by RAND about removing gendered identifiers from reporting and screening for commands. She stated that women in the military are highlighted because they represent a small percentage of the population, leading to widespread assumptions about gender based on Service members’ experiences with individual servicewomen. Dr. Hunter asked whether the other Military Services are looking to adopt similar practices to remove gender identifiers for command promotion to mitigate the effects of gender bias. The Air Force briefer responded that gender-blind boards have been identified as an initiative for the Air Force and noted that she can follow up to provide additional information to the Committee. The second Marine Corps briefer said the information can be obtained and provided to the Committee. The Navy briefer said that they are not removing gender identifiers for boards but that the success rate for O-5 and O-6 female aviators is very high. The Navy is removing gendered identifiers for instructors and has tested hiding pictures and names but recognizes that it is hard to control what is said among the board members in the room. It is not in the Navy’s policy to omit information on gender from the evaluation reports. The Army briefer said he did not have the requested information on hand.

Lieutenant General (Retired) Judith Fedder stated she had not heard any of the briefers mention the Civil Air Patrol as a method of recruitment for women in aviation. There are tens of thousands of cadets, women 12 to 18 years old, who are part of the organization. They are encouraged to earn a pilot’s license, are given resources on aerospace aviation, and develop a love for aviation and country. Lt Gen (Ret.) Fedder noted the Civil Air Patrol deliberately tries to provide resources in areas where there are disadvantaged and minority schools. She requested the briefers take this information back to their respective Services as a potential resource for outreach to young women who are inclined toward an aviation career. The Air Force briefer

responded that they have the most diverse population for entry and noted it has been targeting junior Reserve Officer Training Corps (ROTC) and possibly also the Civil Air Patrol.

Colonel (Retired) John Boggs asked the Military Services whether they have forums intended to improve retention by bringing together aviators, particularly officers, before they decide to leave the Military Service to capture these issues and hear their real-life insights. The Army briefer responded there is an office at Fort Rucker that performs that activity for the aviation community as well as Fort Knox and the Pentagon; the Army is always trying to be inclusive and look at ways to retain Service members. The Navy briefer responded that the Navy holds a female aviator career training symposium each year in June in San Diego and welcomed DACOWITS members to attend. The Navy briefer commented that the conversations happening at that symposium have translated into having more uncomfortable conversations and openly talking about the issues at the squadron level. The Marine Corps has conducted a survey with the entire aviation population to better determine retention issues, and it plans to field that survey next year to examine differences and trends. The Air Force briefer responded that they have established a barrier analysis working group with five teams, including a women's team that is structured into specific lines of effort for FY 2020 such as pregnancy discrimination and policies and child care issues. The Air Force briefer noted that this has been a formal mechanism of feedback for many years and that any Service member can join the working group and participate from any location. These working group members are the volunteers that identify barriers from the ground level and coordinate with those in headquarters to tackle related policy barriers. The women's team has previously addressed issues such as lactation rooms, civilian leave programs, and DoD and veterans' healthcare for women. The Coast Guard briefer responded that the RAND study included focus groups that allowed women to sit together and discuss these issues, some new but many of which have existed but not been addressed for 30 years. The study initiated the discussion and led to policy changes. The Coast Guard briefer also cited the International Women in Aviation Conference as an informal way to provide opportunities for discussion and sharing resources.

Brigadier General (Retired) Jariisse Sanborn asked the Military Services whether any specific or organized efforts exist to recruit separating aviators into the Reserve and Guard, noting that may be an additional area from which the Military Services are losing talent. The Coast Guard briefer responded that the Coast Guard no longer has an aviation side in the Reserve. The briefer stated that the Coast Guard is losing pilots at an unsustainable rate and that there are ongoing discussions about testing that model again to seek opportunities. Retention is an issue, particularly for women, and the Coast Guard has tried to implement bonuses to encourage those in aviation to stay. The Air Force briefer responded that a number of retention improvement policies resulted from the work by the task force that was just discussed in response to the previous comment; these included a continuum of service model to allow Service members to transition without a break in service directly to the Reserve Component. The Air Force is exploring and advertising those mechanisms and working to be proactive, rather than reactive after Service members indicate they intend to leave. The CIP is also being leveraged as part of the solution. An issue for aviators is the 2-to-1 payback mandate of the program (i.e., a Service member who uses 1 year of leave owes 2 years back to the military). Because there are already long service commitments for aviation, the Air Force is working to pursue a 1-to-1 payback instead. The Air Force briefer noted she would like to see opportunities advertised more aggressively because the Active force needs to retain its female aviators. The Navy briefer explained the CIP has been successful in the Navy and said Service members who are

competitive before leaving remain competitive upon return. He cautioned however that the CIP will not solve all challenges women face, and female aviators are frustrated when it is used in that way by leadership. The Navy conducts its own exit surveys and has found the top three reasons its members leave are family planning, career flexibility, and operational tempo; however, the CIP does not address all three of these issues. The Navy briefer noted the Guard and Reserve do not have a targeted agenda for female aviators but agreed with other briefers that there is a pilot shortage and that the Navy needs to retain all its talent. The Marine Corps briefer agreed with the Navy that there is a need to retain pilots and would need to follow up to address the question about the Guard and Reserve recruitment process for aviators. The Army briefer responded that his Service does target specific qualifications for its Guard and Reserve, but he did not have any additional information to present at the time.

Panel: Women in Space (RFI 5B)

DACOWITS requested a briefing from each of the Military Services on the representation of women in the space community. The Committee requested information on the following: (1) an explanation of how Service members become astronauts or part of the space program; (2) the total number of women by astronaut designation, including numbers, percentage of total community, and by rank; (3) the percentage of women in space support fields by rank/occupational specialty; (4) barriers identified by the Military Service that may hinder women's ascension into space specialties; (5) barriers identified by the Military Service that may limit promotion potential once in space specialties; and (6) current or planned initiatives that are being pursued to increase women's representation in the space community.

Army

The Army briefer stated the astronaut program is executed by the National Aeronautics and Space Administration (NASA) with limited involvement from the Military Services. The Army uses the list of NASA's requirements to publish announcements and personnel messages when selection is open. These announcements provide the base requirements, which are posted on the USA Jobs website. The Army also requires applicants to mail an application, record brief, photograph, and flight physical to the Military Service's astronaut detachment for screening to ensure they meet the minimum requirements. The Army forwards the applications for qualifying applicants to NASA.

Since 1978, there have been 18 Army astronauts; two (11 percent), have been women. Colonel Nancy Currie was selected in 1990 and retired from the Army in 2005; she still works for NASA. She was a member of four shuttle missions, logged 41 days in space, and was the robotic arm operator for the Hubble space telescope in 2002. Major Anne McClain, one of eight selectees in 2013, logged 2,000 flight hours in 20 different aircraft flying in combat operations. She returned from the international space station June 24, 2019, after 224 days in space that included 2 spacewalks totaling 13 hours and 8 minutes. In addition to the two Army astronauts, one of the three officers currently assigned to the astronaut detachment support personnel is a woman.

The Army has not identified any barriers that would limit women's promotion. The briefer noted Army astronauts are extremely competitive for promotion and are subject to the same process as all other personnel. NASA selects a very small fraction of applicants, so those who are selected have exemplary files.

The Army does not have any current or planned initiatives to increase the number of female astronauts. The U.S. Army Space and Missile Defense Command began actively participating in ROTC training to inform students of space-related functional areas and operation support. The Army's strongest recruiting tool is the pool of Active duty and retired astronauts spreading the word about the Military's astronaut program, and many take it as a personal mission to increase awareness of the Army space and astronaut program. The Army currently has astronaut Dr. (Colonel) Andrew Morgan on the space station and posts announcements to highlight the achievements of its astronauts.

Navy

The Navy briefer stated its astronauts are selected through NASA's application process, which is open to military and civilian candidates. The Navy releases a personnel announcement for candidates that is published via the USA Jobs website and the Navy Bureau personnel instruction. It is up to Navy candidates to ensure they meet the requirements listed in the application, and they must submit the application electronically. The Navy has two memorandums of understanding with NASA allowing the Navy to send Service members to support NASA missions. The decision to release an individual Service member to serve as an astronaut is made at the command level, not centrally managed by the Navy. One female astronaut selected from the Navy, a Lieutenant (O-3), currently serves with NASA.

The Navy does not have any manned space support fields. The only manned designation is an additional qualification designator (AQD), including space operation personnel and space acquisition personnel that comprise the space cadre. The AQDs are a non-managed community of individuals overseen by naval information forces; these Sailors take billets provided by the Navy, receiving space cadre AQDs for positions requiring it. Across 23 designators, there are 431 Service members who hold these AQDs and 15 billets that require it. The Navy is not currently tracking gender information for those AQDs or billets.

The Navy briefer stated they have no barriers to hinder a woman's accession into space-related fields. The Navy also has not identified barriers limiting women's promotion potential in space specialties.

Regarding initiatives to increase the number of women in the space community, the Navy always seeks to recruit the most diverse workforce possible. Outreach efforts include affinity groups, working groups, Navy promotional days, Fleet Week, and other forms of public engagement. The Navy works to retain personnel through workforce policies, practices, and procedures promoting diversity and equity at all levels. Other such efforts include the Naval Officers Association and high-level leadership engagement at conferences. To provide professional development, the Navy supports the Joint Women's Leadership Symposium, Women of Color in STEM Conference, the International Women in Aviation Conference, and other women in aviation career conferences.

Marine Corps

The Marine Corps briefer noted the astronaut selection and application process follows a path similar to that described by the Army and the Navy in their briefings. Interested Marine Corps applicants can apply through the USA Jobs website. Once a list of applicants is provided, the Marine Corps prepares a panel to review eligibility. Three separate Marine administrative messages are published to solicit applicants, broadcast successfully screened officers, and

advertise candidates that were selected. There are two Active duty female astronauts or astronaut candidates, Major Jasmin Moghbeli and Lieutenant Colonel Nicole Mann. Historically there have been 23 Marine Corps astronauts. The Marine Corps has not identified any barriers for women's accession into space or promotion limitations once in the NASA astronaut program. The briefer stated promotions occur on a case-by-case basis, and both officers who are currently serving were selected because of their past performance, indicating they are promotable. There are no current or planned initiatives in the Marine Corps to increase the number of women in the space community.

Air Force

The Air Force briefer opened his briefing noting that as United States capabilities grow in space, the Military Services must leverage all assets in the development of space warfighters. The astronaut nomination program supports NASA's call for applicants on an as-needed basis approximately every 4 years. Once the call for applicants is released, it is advertised on the Air Force's personnel center website and the USA Jobs site, and the notification includes guidance about the application standards. The Air Force holds an astronaut nomination board. Selected applications are forwarded to NASA, which conducts its own review and interviews. Individuals who are selected enter a 2-year training and evaluation program as an astronaut candidate.

At present there are no Active duty Air Force women who serve as astronauts. The Air Force currently has four astronauts that serve in the 13A (Astronaut) specialty code. Historically there have been 81 Air Force astronauts, 7 of whom have been women. The briefer presented information on 13S (Space Operations Officer) and 1C6 (Space Operations Enlisted) codes, which differ from those for astronauts because these Service members work in space operations. The briefer stated the number of female 13S officers increased from 17.4 percent in FY 2015 to nearly one in five in 2019 (20 percent); the increase has been slightly less for 1C6 enlisted personnel.

Dual-military marriages can be a barrier when Service members are deciding how to advance their careers. The Air Force briefer noted the couple often prioritizes the career of the male rather than the female Service member. Examining trend data collected from the Air Force personnel data center, the briefer noted there has been higher attrition at the field grade officer level for women in space support fields. Another barrier is that women of color are not afforded as many developmental jobs as their counterparts. These developmental jobs are often associated with designators that are sought out on promotion boards and provide opportunities for additional jobs and assignments. Racial minorities and women are often unaware they should be pursuing these opportunities to increase their competitiveness for promotion.

The Air Force Space Command is interested in growing efforts to increase the visibility of women in space and enhance developmental opportunities for women interested in this field. The Air Force briefer referenced a recent feature on the CBS network's evening news and a new space generation leader's podcast featuring outstanding Airmen contributing to space missions. Direct Ascent is a new development program targeting company-grade officers and bringing together leaders to discuss the future of the Space Domain and career opportunities. The goal of the program is to create future leaders in space. There are 4 classes per year; 1 began December 3, 2019, with 28 participants in the program, 5 of which were female. Another program the Air Force briefer discussed was the Space Across the USA initiative, which is an effort that falls under the diversity and inclusion domain. This program targets regions of the country that have

limited military presence, expanding the visibility of military space programs to access new potential talent.

Coast Guard

The Coast Guard briefer stated NASA dictates the accession program for becoming an astronaut. The Coast Guard has candidates submit their packages for prescreening to ensure they meet NASA's minimum requirements, and those that do are forwarded to NASA. Historically there have been two Coast Guard astronauts, both men. The last such astronaut retired in the early 2000s. The Coast Guard briefer stated they have three aviation rates, none of which relate to space.

There are no identified barriers because the Coast Guard does not have space-related rates. Service members who are interested in becoming an astronaut and do not have an aviation background can be an engineer and meet the requirements. The Coast Guard retired its last jet aircraft in 2018, so its aircraft fleet does not include a jet at present. If a candidate were selected to be an astronaut by NASA, the candidate would be the most qualified person and would remain promotable.

The Coast Guard does not have any recruiting tools or outreach for women in space.

Discussion

Dr. Hunter asked whether the Military Services collect information about the ratio of astronaut applicants and their backgrounds, including aviation, engineering, or medical fields. The Coast Guard does track that information through its prescreening process, but did not have the information on hand. The Army briefer responded that during the last 3 selection cycles, 13 percent of the applicants were female. Ten percent of Army astronaut applicants were female in 2017. The Army had 52 applicants for NASA in 2009 and 159 applicants in 2015. Out of the current two Active astronauts and one astronaut candidate in the Army, two are physicians, and one is an aviator. The Navy does not centrally track those numbers; from the previous class of 18,000 that applied, fewer than 30 were approved by NASA. The Marine Corps briefer said of the 75 candidates for the most recent class, the majority were aviators; he noted that there were fewer than 5 women and that the only selected female candidate was Major Jasmin Moghbeli. The Air Force briefer did not have the percentage of applicants by specialty but said she could follow up to provide that information. The 2013 NASA fact sheet indicated that during the life of the program, only 330 out of the 43,000 applicants have been selected, 42 of which were women.

Ms. Mines asked about the challenges the Air Force briefer discussed regarding development opportunities for women of color. Ms. Mines wanted to know what the Air Force and other Military Services are doing to address that issue. The Air Force briefer responded that for the 13F career field, they hired a diversity and inclusion officer who is working to present that information with the developmental team. The briefer noted that Weapons School is an opportunity in the space field but that there is a small window to apply, and it requires a commitment of 6 months away from family. Speaking from personal experience, the briefer shared that she was not previously aware of that opportunity or how it could be career enhancing for her. To ensure everyone is aware of these opportunities, there is movement toward an opt-in or opt-out process through which Service members would be notified of opportunities and would have to opt out if they do not want to attend the school. The Coast Guard briefer responded that she was not aware of any issues for women of color that are linked with specific qualifications.

She noted that the Coast Guard is undertaking a new study conducted by RAND on underrepresented minorities, similar to the gender diversity study that was recently released. The Army briefer responded that he is not aware of any issues but will look into it. The Navy briefer responded that the Navy conducts workforce engagement studies to examine retention data, performing analyses by year group. The workforce engagement data is used by the Navy to influence policy, such as providing more career flexibility, engagement, and creating sustainable operational tempo for units.

FLTCM (Ret.) Ortloff noted the only Military Service that reported on initiatives to increase the number of women in the space community was the Air Force. She asked the other Military Services if that is an effort worth pursuing at a Service level or if they are relying on NASA to conduct initiatives to increase the number of women in space. The Coast Guard briefer responded that her Service's outreach is "closer to earth than space." The Army briefer responded that the Army does not have any focused programs to recruit astronauts. The Army has an outreach program called "Meet Your Army," which is held in major cities across the United States. The Army has tried to bring its astronauts to these events, particularly those held in close geographic proximity to the astronauts, but has not been able to do so because of scheduling conflicts. The Army attends hiring conferences and space conferences and conducts visits to STEM-specific schools. The Army is looking for talented individuals in general, which has fed into the astronaut program. The Army has not focused specifically on recruiting astronauts because it is such a small population. The Navy briefer responded that the space cadre is growing, pending the establishment of the Space Force, and noted the question on outreach initiatives may be more appropriate for NASA. The Marine Corps briefer responded that the two female astronauts in his Service have likely increased awareness of the success of women in space. The Air Force briefer clarified that the initiatives covered in the briefing were not specifically for astronauts but rather for broader space support that could feed into NASA and the astronaut program.

Dr. Hunter asked where the Military Services were drawing support for space operations or the new Space Force from outside of the astronaut communities. Dr. Hunter particularly wanted to know whether those fields have issues with gender representation and retention and what attention is given to that in the planning process to support new operations. The Air Force briefer responded that the Air Force Space Command was formed long ago, but that the joint component is newly established. The Air Force would supply members in five career fields—intelligence, weather, cyber, acquisitions, and engineering—to the Space Force. The Air Force briefer noted there are specific tracks in space intelligence and acquisitions that can have assignments in space. The Air Force Space Command is working with the United States Space Command; there will be a dual-hatted effort until there is more growth with the creation of the new Space Force. The Army briefer responded that the Army has representatives at the United States Space Command, though not as many as the Air Force, because Space Command is associated with the Air Force. The Army is the second largest contributor to the United States Space Command, with the most personnel from functional area 40 (space operations officers in the Army). The Army briefer did not have a breakdown of other support roles on hand. When the Space Force is established, it will start with a core group of people, and the Army briefer stated there will be modest to minimum growth. The Navy briefer responded that the Navy has already identified 150 Sailors to support the Space Command: 100 officers and 50 enlisted personnel. The Navy is examining what would be needed if the Space Force were established. The Marine Corps briefer

responded that the Marine Corps provides support for space-related operations via joint billets with the other Military Services and that the current demand is low.

Rear Admiral (Retired) Cari Thomas commented that there may be a Space Force created soon. She noted she is pleased to see that the Military Services are involved in the planning and she suspects the Coast Guard will become more involved because of its strengths with navigation systems. RADM (Ret.) Thomas asked the Military Services to note that this is an opportunity to influence policy, particularly regarding diversity and inclusion, in building a new Service from the ground up. She also noted there may be follow up from DACOWITS to ask the Military Services about sufficient diversity and inclusion for the Space Force.

Panel: Gender Integration Implementation Plans (RFI 7)

The Committee requested a briefing from the Army, Navy, Marine Corps, and Air Force on how the Military Services are progressing through the timelines outlined in their gender integration implementation plans. The Committee requested information on the following: (1) accomplishments and/or setbacks to date; (2) plan for the next 18 months to implement any remaining components of the integration plan; (3) any limitations that may stall the Military Service's proposed timeline for full integration; (4) how many women have been accessed into the training pipeline and, of those accessed, how many have completed training since combat positions were opened; and (5) historical attrition rates, by gender, from January 2013 to November 2019 of candidates/students in Service branch schools, programs, or specialty courses integrated since December 2015.

Army

The Army briefer began by providing a history of recent gender integration activities. The briefer said the Army's gender integration plan was approved in March 2016. The Army has taken a deliberate approach to prioritize reinforcing the female leader cadre and maintaining equitable treatment. The briefer noted that the Army developed a gender-neutral occupational physical assessment test and a high physical demands test. The briefer shared that the Army has integrated previously closed occupations, including combat engineers, and has integrated all Forces Commands in the United States, Germany, and Italy. The briefer noted that, moving forward, the Army will integrate units in Hawaii and Alaska beginning in spring 2020 and will begin gender-neutral officer branching. The United States Military Academy will inform all cadets of any resulting branching changes prior to the start of the junior year. The briefer said there have been no limitations or hindrances to implementing the integration timeline. As of October 31, 2019, the Army has accessed more than 1,000 female Soldiers into infantry, Armor, and Fire Support specialty positions. There are 160 female Soldiers pending a training pipeline start date. The Army National Guard has 113 women assigned or pending the start of training. More than 650 have completed training and are serving in positions throughout the Army. The briefer presented a chart of attrition rates by gender and occupation specialty code and highlighted that attrition rates are generally higher for female than male Soldiers; however, the numbers are somewhat skewed because there are fewer female than male Soldiers enrolled in the newly integrated specialty schools.

Navy

Two Navy representatives briefed the Committee on updates and progress of the Military Service's gender integration implementation plans. The first briefer presented information from

the Commander, Submarine Force Atlantic, and the second briefer presented on behalf of the Naval Special Warfare (NSW) Command. The Navy Submarine Force briefer shared that integration efforts are on track and that there are no expected delays in the timeline. The Navy's approach to integration has been a strategic one that includes updating its plan based on empirical data collected on integration initiatives. Every 6 months senior Navy leaders are briefed on personnel programs and statistics about women in the submarine community. The briefer reported information similar to that provided during the Navy briefing at the June 2019 DACOWITS quarterly business meeting. Nineteen submarines are currently integrated and staffed with female officers. Of those 19 integrated submarines, there are 8 guided missile submarines, 6 ballistic missile submarines, and 5 attack submarines. The briefer noted that two additional submarines will be integrated in the next 2 years.

The briefer noted 8 submarine crews are integrated with women, and the Navy plans to expand beyond the projected number (21) of integrated crews in calendar year 2020. The briefer said that the Navy is leaving talent on the table and that it wants to establish plans to better capture talented female Sailors and bring more qualified women into these positions. In 2010 and 2011 the Navy brought in 20 new female accessions for submarines each year; in 2019 it brought in 60 female accessions for submarines thanks to growing interest. The Navy is contemplating opening up more positions to meet the demand but is unsure how many female Sailors it will retain to the executive officer and commanding officer levels. The briefer noted community managers are trying to model what the Navy Submarine Force will look like 10 or 15 years in the future, and Navy senior leadership is committed to expanding integration moving forward.

The briefer reported that in the next 18 months, the Navy Submarine Force will commence integrating officers on Pre-Commissioning Unit (PCU) New Jersey and PCU Iowa and will begin integrating the USS WYOMING with female enlisted Sailors. Virginia-Class submarines currently are being built to be gender neutral and, once complete, no modification requirements will be needed based on gender. The Navy is planning to place female Sailors on the PCU New Jersey in FY 2021 but will begin slating female Sailors now for the USS NEW JERSEY as part of the crew phasing plan for 2020. The briefer expressed confidence that a similar tactic will be used for the phasing of the USS IOWA, followed by the USS WYOMING.

The gender integration implementation plan is being released and promoted internally using social media initiatives. Briefing cards approved by the Navy's Public Affairs Officer are also being disseminated to all submarine commanders and through the Women in Submarines program coordinator, who is actively involved with Navy career counselors and recruitment events. The briefer reported there have been no limitations or delays in the proposed timeline for the implementation of the gender integration plan. The briefer ended the presentation by reporting on the number of female officers that have accessed into combat positions. The briefer noted that 267 officers have accessed into the Submarine Force since 2010. For enlisted personnel, 12 nuclear-trained Sailors have accessed per year beginning in 2015. For non-nuclear fields, approximately 50 female enlisted, converttees, and new enlistees have accessed each year. The briefer noted that officer attrition is comparable between men and women and that there is no difference in attrition rates for male and female enlisted Sailors, but added that a 40-percent attrition rate is unsatisfactory and that the Navy is committed to reducing attrition overall.

The Navy Special Warfare (NSW) briefer said the gender integration plan was submitted in 2015. In subsequent years, NSW has made significant strides in previously closed occupational specialties, including providing professional development opportunities, and implementing

outreach efforts. . Two initiatives have yet to be implemented: the installation of camera security systems in stairwells and common areas (slated for installation in 2020) and securing eight billets for senior female leaders. The briefer said there have been no limitations or hindrances to implementing the Navy's integration timeline.

The briefer reported that since 2016, five women have been invited to attend Navy Sea, Air, and Land (SEAL) Officer Assessment and Selection (SOAS) training. Of the five women, three participated in and one completed SOAS training this past summer. That female candidate was considered by the panel and was not selected for a SEAL contract. Seven women received NSW Combatant Craft contracts. None of those selected had completed the training pipeline at the time of the briefing. The briefer reported that one female Sailor attrited in October 2017 during the orientation phase. The briefer presented on attrition rates from 2007 to 2019, noting the 67-percent attrition rate for the NSW Combatant Craft Crewman pipeline (of the 1,500 students that entered the pipeline) and the 80-percent attrition rate for the Navy SEAL pipeline, resulting in 250 graduates.

Marine Corps

The Marine Corps briefer said the primary accomplishment for their gender integration plan is the development and implementation of occupational specialty physical fitness standards that are gender neutral and occupationally relevant. The briefer noted that these actions have had positive effects. For example, the new physical fitness standards have eliminated male Marines that may have been serving in occupational specialties in which they were not qualified to serve. The briefer reported that female Marines currently are represented in every previously restricted occupational career field. As of FY 2019, 613 female Marines and Sailors were serving in previously restricted occupational specialties, which represents 60-percent growth from the previous year. The Marine Corps has not identified any limitations that are affecting or will affect the gender integration timeline.

The briefer reported that the current average attrition rate for previously restricted occupational specialty schools was 12.4 percent. The current female attrition rates for officers (29.5 percent) and enlisted (23.9 percent) was more than double the attrition rates for their male counterparts. In the next 18 months, the Marine Corps will be focusing on retaining top performers and identifying those falling below the normal performance levels. The Marine Corps is working to better understand the implications of the data it has collected to better inform policy. The briefer concluded that the Marine Corps is dedicated to supporting full integration and making assignments equitable across career groups but recognized that this may require several years of data to understand the policy implications.

Air Force

The Air Force's presentation focused on integrating women into Special Warfare units, milestones of the integration process, and achievements. The briefer noted that the Special Warfare positions were opened to female candidates January 4, 2016. Overall, Special Warfare has failed to meet its recruiting benchmarks, which has resulted in the Air Force working closely with recruiters and civilian counterparts to recruit the best candidates for the field. The attrition rate is 70 percent for enlisted Airmen. The Air Force is continuing to ensure that the correct people are in these jobs. Due to the physically and intellectually demanding nature of these jobs and the training pipeline, developers will often spend 100 days preparing candidates by helping them hone their mental and physical abilities before they take the test. This practice is to ensure

candidates have the best chance for success. The briefer reported that the use of developers has reduced the attrition rate for both male and female Special Warfare candidates.

The briefer reported that there have been no limitations or hindrances to implementing the Air Force's integration timeline and that there are no identified barriers to entry. The briefer noted, however, that there could be medical barriers or self-elimination, which would apply to male and female Service members alike.

The Air Force implementation plan was released December 29, 2015, and includes developing transparent standards, creating gender-neutral training, standards that are occupationally relevant, and converting dormitories to gender-neutral facilities. The briefer noted that the timeline for converting dormitories into gender-neutral spaces may be delayed due to higher priority needs at the Air Force level driven by recovery from natural disasters. The briefer reported that the Air Force ensures that there is female leadership available for mentorship throughout the pipeline and that all candidates are being evaluated on their skillsets. The only exception for female mentorship availability is for the Special Forces operators, because there are currently no female Special Forces operators serving in leadership positions.

Two candidates were selected within the past month for Special Tactic and Special Resource officers and will start the pipeline in FY 2020. Two candidates are in the pipeline. The data for candidates in the pipeline in 2018 and 2019 is not yet complete because the candidates have not yet graduated. Overall attrition rates for officers have been higher for female than male candidates, and the enlisted female attrition rate has historically been higher than 70 percent.

Discussion

Dr. Hunter acknowledged the progress that had been made by the Military Services. She referenced the Marine Corps briefer's slide that noted how phase 5 of the implementation plan is ensuring that career progression is equitable. However, she also expressed concern that during the Navy Submarine Force briefer's presentation, there was reference to women being screened for executive officer and commanding officer billets less often than men. Dr. Hunter noted that the gender integration plan is meant to set structural conditions in addition to removing deep-seated cultural biases that permeate these fields. Dr. Hunter asked the Military Services what measures have been put in place to ensure young women who are accessing into these fields are staying in these fields. The Submarine Force Briefer responded that the Navy was initially targeting 18 crews for officer integration and that it felt it could sustain bringing 20 female officers into the force each year. It anticipated a 12- to 15-percent absorption rate among women, but in reality, there was a 25-percent absorption rate (compared with 32 percent among men). The briefer noted having the same concern as Dr. Hunter because when Sailors reach the executive officer and commanding officer levels, they are faced with certain life choices that could affect career progression. For example, if women want to have a family, they should have the same opportunity as men. However, the briefer noted that the career paths to the executive officer and commanding officer levels provide little flexibility for women to take the appropriate time off to have a family. The Submarine Force briefer noted that the Navy is trying to determine how women can have similar opportunities in this career field. The Army briefer noted that the Army is focused on dignity and respect. The Army completes quarterly reviews on the integrated units to monitor statistics and conducts focus groups in integrated and nonintegrated units. The NSW briefer said the Navy does not have gender-based recruiting goals. The Submarine Force briefer also indicated that the Navy does not have gender-based recruiting goals, only merit-

based diversity goals. To facilitate integration and inclusivity, the Navy implements trainings (e.g., Equal Employment Opportunity, Sexual Assault Prevention and Response); convenes quarterly meetings of the Major Command; incorporates gender-neutral language through the Public Relations team; and provides funding for outreach and recruitment activities. The Navy Submarine Force briefer noted that an inclusion and diversity officer was recently added to the staff.

The Marine Corps briefer noted they have implemented many of the efforts the Navy noted, including initiating gender-neutral language and conducting a survey used to measure the climate within units. The briefer noted that the Marine Corps focuses on opportunities and ensuring that no one is unfairly advantaged or disadvantaged, and also mentioned that in general, Marines are collectively focused on mission accomplishments. The Air Force briefer noted that they often highlight women who are or have been successful during their service (e.g., female CV-22 pilots and a female Special Forces commander). The briefer noted that placing women in leadership roles signals that the Air Force is looking for people who can lead without bias. The briefer also said the Air Force has focused some recruitment efforts on women by showcasing successful women in the Special Warfare community.

FLTCM (Ret.) Ortloff asked the Air Force and Marine Corps briefers whether the reasons for female attrition were similar to those for their male counterparts. The Air Force briefer noted that the general reasons for attrition were similar. The Marine Corps briefer noted that some of the common factors for attrition were medical reasons, failure to progress in training, and failure to meet standards. The Marine Corps briefer added that there are a variety of reasons for attrition and that the Military Service aggregates them. The briefer noted that the Marine Corps collects this information for occupational specialty schools. FLTCM (Ret.) Ortloff asked the Marine Corps if this information was requested by DACOWITS, whether reasons for attrition could be provided by school. The Marine Corps briefer responded affirmatively.

Ms. Mines noted that the Air Force briefer mentioned the development of transparent standards that are operationally specific and relevant. Ms. Mines asked if any of the other Military Services were updating their standards as part of the gender integration plan. The Submarine Force briefer noted that the Navy has not changed its standards—they have been gender neutral since inception. Ms. Mines then asked whether there was an impact on male attrition after the standards were changed. The Navy briefer replied he did not have that information available but could inquire. He added the Navy has validated its standards to ensure they are gender neutral. The NSW briefer said the Navy had not updated its standards but did validate the standards to ensure they were operationally relevant. The Air Force briefer said that they did not experience significant changes in the attrition rate as a result of implementing new standards, which included applying more rigor to the test to ensure it was specific to the skills needed for each occupation.

Dr. Hunter asked if the Military Services track those members that have attrited out of previously closed schools and follow where they go. The Air Force briefer responded that they do not track this information. The Marine Corps briefer noted that they would be interested in knowing whether Service members were reclassified into a new occupational field, but that they do not currently track that data. The NSW briefer noted that the majority of the Sailors return to the fleet after occupational specialty school. The Submarine Force briefer noted that she believed the data was available. If a Sailor leaves a program and reclassifies, that information is tracked. The Army briefer noted that, similar to the Navy, it tracks this data.

FLTCM (Ret.) Ortloff asked the NSW briefer whether the installation of cameras in stairwells and common areas was a result of women having integrated into barracks. The NSW briefer noted that she was unaware of the exact reasons and whether the installation of cameras was a Service-wide policy; however, her personal experience from matriculating through a Military Service Academy was that the installation of cameras was a security precaution.

FLTCM (Ret.) Ortloff asked whether there was a process, similar to the one for executive officers, for screening women into the Chief of Boat position. The Submarine Force briefer said she was unaware of the answer but could investigate. The briefer added that many women have converted to shore duty and that the Navy is unsure why, and said six women were promoted to Chief this year.

Col (Ret.) Boggs commended the briefers for the progress the Military Services have made in 4 years. Col (Ret.) Boggs noted that the Air Force briefer referred to scientifically based testing. He asked the other Military Services whether their tests were scientifically based. The Marine Corps briefer responded that an individual moving through the pipeline from being a citizen, to poolee, to recruit, to Marine must meet a series of physical screening standards. There are different screening parameters throughout the pipeline, and they are tied specifically to training and readiness requirements. The NSW briefer said all candidates that receive contracts must complete a physical fitness test because it is an indicator of how well they will perform in the pipeline. For example if someone receives a high score, his or her success rate going through some of the most grueling aspects of training is significantly higher. The Army briefer said that their Service's standard is scientifically based and that the briefers on the Army Combat Fitness Test panel will be able to provide more detail.

Brig Gen (Ret.) Sanborn asked about the attrition rates and any difficulties servicewomen face integrating into units in male-dominated fields. She asked the Military Services if they utilize an anonymized survey for people who have attrited so that they can capture their experiences and learn from them. The Air Force briefer responded that they have conducted exit surveys for members in the pipeline and for those that have left the pipeline. The NSW briefer said the Navy implemented an exit survey for all SEAL candidates and is developing a survey for its female members who attrite at any point in the pipeline. The Marine Corps briefer noted that exit surveys and milestone surveys are implemented throughout a Marine's career. The Army briefer noted that the Army Research Institute conducts a longitudinal study at each of the school houses.

Major (Retired) Priscilla Locke noted that in some career fields, there are only one or two servicewomen. She asked if there is a protocol or strategy to increase small numbers of women in certain career fields so that women are not isolated in those professions. The Marine Corps briefer said they would not implement that type of protocol because it makes assignments based on a Service member's qualifications and shipping timeline rather than quotas or gender. The briefer further stated that the Marine Corps has no effort in place to recruit any individual that is disinterested or unqualified. MAJ (Ret.) Locke followed up by asking what is being done for women who are currently the only women in their respective career fields and whether there would be an effort to assign those women with other servicewomen or female leaders. The Submarine Force briefer said that there is an accession timeline for submarines and that the Navy is working to put servicewomen on every submarine. The NSW briefer said that there are no quotas for servicewomen and that assignment is merit based, but when a woman receives a contract for Special Warfare or SEALs, the Recruit Training Command tries to put two women

in the same group. The NSW briefer said there is a concerted effort, if it makes sense, to assign women together. The Army briefer stated that they do not implement quotas, but that if there are two or more qualified servicewomen planning to enter a unit, they will be assigned in cohorts of two or more and to a unit with at least two or more female senior leaders in place. The Air Force briefer noted that they put female training candidates together as they progress throughout the pipeline when possible.

Ms. LeeAnne Linderman suggested to the panel that in addition to gathering information from women through exit surveys, the Military Services should consider garnering feedback from female leaders during their service to learn from women who had successful service experiences despite any challenges faced.

Ms. Therese Hughes reinforced the Navy briefer's statement that the CIP is not the only solution to every gender integration-related issue in the Navy. Ms. Hughes recommended that the Military Services, in particular the Navy, should consider that there are several reasons beyond family life that servicewomen move from submarine duty to shore duty and that the Navy should explore and better understand those reasons.

Public Comment Period

The Committee received one public comment for the December 2019 business meeting, which was posted on the DACOWITS website and provided to members for review

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

5 December 2019

Welcome and Opening Remarks

COL Freeman, DACOWITS Military Director and Designated Federal Officer, began the second day of the December quarterly business meeting. COL Freeman reminded those in attendance that any comments made during the meeting by Committee members are their personal opinions and do not reflect a DACOWITS or DoD position. COL Freeman then turned the meeting over to Gen (Ret.) Wolfenbarger, DACOWITS Chair.

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

Panel: Military Services' Marketing Strategies (RFI 2)

The Committee requested a briefing from each of the Military Services on events, social media content, and general marketing strategies to attract women to join. The Committee requested information on the following: (1) marketing strategies for attracting women in general and racially and ethnically diverse women into the Military Service, (2) examples of social media marketing outreach from the last 2 years tailored toward recruiting women and the effectiveness of each activity, (3) and examples of large- and small-scale activities and events from the last 2 years targeted toward attracting women in general and racially and ethnically diverse women to join the Military Service.

Army

The Army briefer reported that her Service's current marketing strategy revolves around a total market approach to proactively integrate diverse segments. She confirmed that the Army's marketing strategy is fully integrated to ensure marketing content and platforms are optimized to reach target audiences with messaging that resonates with them. The optimization of marketing content and platforms is done from inception and throughout the entire strategic development and implementation process to enhance value and growth effectiveness.

The Army's most recent marketing campaign follows a total marketing approach to attract people to join. This approach was informed by studies conducted in 2016 and 2018 in which women reported they did not want to be treated differently than men when joining the Army. She explained the total marketing approach includes women in all aspects of marketing content to show they can succeed in a variety of roles but does not aim to attract women to join the Army.

The Army briefer reported that there has been no outreach specifically targeted toward women via social media marketing during the last 2 years, but the Army did develop posts and videos for social media platform Instagram in which female Soldiers discussed issues and challenges that affected them, including Army culture, treatment, and how family is integrated into the Army. She noted that the first effort of this approach was successful and that the Army plans to develop similar content in the future.

The Army does not currently participate in large or small in-person events or activities. The briefer noted that this decision was based on the results of a 2016 audit conducted by the Army Marketing Research Group. She reported that the Army has since partnered with a different brand manager whose office will be established in Chicago, Illinois, by February 1, 2020. The Army briefer noted that one of the events the Army previously attended prior to the current hold on event participation was the Society of Women Engineers Conference. She noted that the

previous marketing brand manager coordinated a seminar activity at this conference, which included a discussion conducted by three Army Reserve Soldiers: a female captain (O-3), a female two-star general (O-8), and a female sergeant (E-5).

The Army's 2019 marketing campaigns are "What's Your Warrior" and "In Our Boots." The briefer said the Army uses a variety of social media and streaming platforms for marketing, including Twitter, Instagram, Facebook, LinkedIn, Hulu, Spotify, iHeart Media, Soundcloud, and Pandora. The Army receives weekly analytic reports on marketing content performance from these platforms. The briefer played the Army's 2019 "What's Your Warrior" commercial for the Committee.

The briefer also highlighted marketing campaigns targeted toward recruiting for the Army Reserve. She noted that the 2016 "Part time – All Soldier" campaign was successful and featured Reserve Sergeant Amy Acosta in her roles as both a Soldier and a civilian. This campaign and the decision to feature Sergeant Amy Acosta were informed by a recent Army women's research study. She also confirmed that the Army Reserve's most recent marketing campaign, "Where I Serve," was implemented in 2018. The Army briefer noted that the National Guard briefer will address the Army National Guard's marketing efforts.

Navy

The Navy briefer reported that their marketing strategy intends to represent men and women in all marketing efforts but that the briefing is oriented around marketing content focused on women. She highlighted the Navy's most recent branding campaign, "Forged by the Sea," which aired January 1, 2018, through October 31, 2019. She noted that the Navy airs TV commercials to spread Navy awareness and highlighted the "Forged by the Sea" tagline. She explained that each commercial is between 30 and 45 seconds in length and that a female Service member is highlighted in each commercial. She also described the Navy's use of preroll commercials in their marketing efforts, which are 6- to 15-second advertisements placed throughout digital media to attract viewers to Navy.com. She confirmed that 18 of 62 (29 percent) preroll commercials feature female Service members.

The briefer also highlighted ratings videos posted on Navy.com that provide video descriptions of specific Navy careers, including day-to-day and sea routines associated with each career. She noted that of 80 ratings videos focused on general Navy positions, 61 videos (76 percent) feature female Service members. She noted that female Service members are featured in 24 aviation-specific rating videos.

The briefer described 3- to 10-minute "Faces of the Fleet" documentary-style videos posted on Navy social media platforms that allow Service members to share their stories about joining the Navy, the roles they play, and how the Navy has affected their lives. She noted that of the 15 currently released "Faces of the Fleet" videos, 6 feature a female Service member (40 percent), and 2 additional episodes featuring female Service members will be released in spring 2020.

The Navy briefer also highlighted "Sea Story," a 4- to 10-minute podcast posted to social media that covers material similar to the "Faces of the Fleet" videos, including descriptions of Service members' experiences in the Navy. She reported that of the 41 "Sea Story" podcasts currently released, 10 feature female Service members (24 percent). She noted that the stories told during the "Sea Story" podcasts do a good job of dispelling inaccurate information about what it is like to be a woman in the Navy.

The briefer also mentioned a page on Navy.com titled “Women in the Navy.” She explained that this page provides information to women interested in joining the Navy on the roles they can play in the Service. She also directed the Committee to a page on the website titled “Para Familias” that provides resources to Spanish-speaking recruits and their families, including the story of a Hispanic woman who is both a mother and Active member of the Navy.

The briefer reported that the Navy develops and posts articles to popular websites with high readership among 18- to 24-year-old women, including Bustle and Pop Sugar. She noted that the Navy has transitioned from a focus on broadcast marketing to a focus on digital marketing to target this demographic. She also explained that the Navy posts banner ads strategically throughout such female-focused internet sites and that the ads allow women to see themselves as part of the Navy, even if only subconsciously, as they scroll past them on a webpage.

The briefer reported that the Navy also regularly posts information related to fitness, motivation, motherhood, and Navy careers to social media platforms, including Facebook, Instagram, and Twitter. She noted that one of the goals of the social media posts is to show women who might be interested in joining the Navy that they can be successful in the Service. The Navy recently sponsored an interactive experience through Facebook that allowed potential recruits to ask current Service members questions about their experiences in the Navy. She noted that this activity was successful and that the Navy plans to conduct similar activities in the future.

The Navy briefer revisited the “Face of the Fleet” videos posted to the Navy’s social media platforms. She noted that these videos receive positive feedback from viewers and that one of the most important goals of these videos is to dispel stereotypes of women in the Navy, such as that women who join the military will lose their femininity or that it is impossible to be a mother in the Navy.

The Navy briefer highlighted a variety of local events the Navy participates in to engage with potential female Service members; these included the Conrad Challenge, where Lieutenant Commander Nekhonti Adams spoke to high school students participating in the event, and the Southern Heritage Classic, where Master Chief Valerie Pugh became the first female to perform the coin toss at the 29th annual football game between two historically Black colleges. She also noted the Navy was present at the October 2018 Society of Women Engineers Annual Conference, the September 2019 Women in Business and Technology Career Expo, the October 2019 Career Fair at Clarion University in Pennsylvania (63 percent female student body), and the October 2019 Career Fair at Carlow University in Pennsylvania (82 percent female student body). The briefer also said Navy.com features a page for recruiters to access recruiting materials such as handouts, videos, and other content to share with students during classroom presentations and other events.

The Navy briefer said the Navy utilizes direct mail for recruitment and sent out approximately 125,000 pieces of mail between April and May 2019. She confirmed that the direct mail materials feature multiple images of female Sailors.

The Navy briefer also highlighted a variety of magazine and website articles and interviews featuring female Sailors. She noted that the Navy uses articles and interviews to highlight success stories of women in the Navy and to leverage multiple media domains. The briefer cited the article, “Explosive: Former Theater Major, Now Navy Bomb Squad Leader, Is Real-Life Action Hero,” which ran in U.S. Veteran’s Magazine and Professional Woman’s Magazine, to show how the Navy uses articles and interviews to portray women as successful in the Navy.

Marine Corps

The Marine Corps briefer reported that they take a multifaceted approach to marketing. Research conducted by the Marine Corps has shown that women respond more favorably to marketing in which women are portrayed next to men rather than marketing targeted directly toward women. He noted that the Marine Corps does not use different messaging to target different populations of recruits because they believe in a one recruitment voice and recruitment for a common cause. However, he noted that the Marine Corps has created social media posts that feature women sharing their experiences in and contributions to the Marines.

The briefer confirmed that the current branding strategy is “Battles Won.” He noted the strategy aligns with the Marine Corps’ unique fighting spirit and can be applied toward figurative personal battles Marines may have overcome as well as literal battles fought for country and communities. He confirmed the Marine Corps incorporates inclusiveness into all aspects of branding, including brand messaging, brand impact, brand activation, recruiter support materials and events, and brand acquisition.

The Marine Corps briefer confirmed there are currently two active ad campaigns in circulation, including “Battle Up” and “A Nations Call.” He noted that the 2016 “Battle Up” commercial was the first Marine Corps commercial to feature a female protagonist and is the most successful ad in terms of performance. He reported that based on Joint Advertising, Marketing Research & Studies (JAMRS) data, the Marine Corps marketing reaches 64 percent men and 36 percent women, but they believe the percentages will converge with an increase in segmented advertising efforts through digital marketing.

The Marine Corps is proud of the Semper Fidelis All-American Program: Battles Won Academy. He explained that through this program, the Marine Corps selects 48 male and 48 female high school juniors to participate because of their ability to fight and win battles in the classroom, athletically, and in their communities. He noted that these students are invited to Washington, DC, to participate in the Battles Won Academy to focus on building and promoting leadership and learning the value of service.

The Marines use of direct mail creates high-value lead generation. He noted that 30 percent of direct mail is sent to women who might be interested in joining the Marine Corps. The Marines plan to become more effective at placing ads targeted toward women by leveraging strategies that incorporate big data.

The briefer also reported that the Marine Corps uses social media to share the experiences of Service members and highlight the diversity of the force. He explained that in 2019, the Marine Corps featured four social media influencers in the YouTube series, “Battles Won Bootcamp.” The series showed media influencers’ experience with Marine Corps recruit training at Marine Corps Recruit Depot (MCRD) Parris Island. He noted that fitness influencer Michelle Khare’s published stories received more than 6.4 million views, and the other three social media influencers received more than 1.6 million views collectively. He confirmed the Marine Corps hopes to conduct a similar activity in the future because of the success of the initial activity. He also highlighted a video produced by the Marine Corps featuring Staff Sergeant McPeters at MCRD Parris Island and her contributions to the development of a new Marine Corps birthday cadence. He said this video was viewed more than 1 million times in the first week after publication.

The Marine Corps briefer also highlighted the “Ask a Marine” social media posts, which have received 2.6 million impressions. He explained the posts feature Marines answering questions and serving as subject matter experts about life in the Marine Corps. He noted the Marine Corps leverages live videos in which female Marines interact and serve as mentors to women who may be considering joining.

The briefer also highlighted participation in national partnerships and events focused on improving diversity and inclusion in the Marine Corps. For example, the Marine Corps partners with and attends associated events of the Central Intercollegiate Athletic Association, Mid-Eastern Atlantic Conference, National Society of Black Engineers, Women’s Basketball Coaches Association, Society of Asian Scientists and Engineers, Society of Hispanic Professional Engineers, and others.

The Marine Corps is confident its branding strategy is connecting with potential recruits of this generation. The briefer noted 12 percent of the Marine Corps officer accessions were women in 2018, which is the highest rate in history.

Air Force

The briefer reported that diversity is important to the Air Force in all aspects of marketing. He explained that multiple dimensions of diversity are considered in marketing, including gender composition, racial composition, ethnic composition, and geography. He confirmed that the Air Force’s goal for marketing is to reach diverse audiences while providing broad coverage across the nation as well as in local communities.

The briefer explained that the Air Force leverages multiple marketing initiatives across a range of marketing mediums. He highlighted the Air Force’s use of marketing content in a variety of mediums, including sight, sound, motion, digital engagement, in-theater content, Air Force Reserve Officer Training Corps outreach, and United States Air Force Academy outreach. He also highlighted Special Operations and Special Warfare campaigns as a means to highlight elite jobs in the Air Force.

The briefer explained that the Air Force tries to attract certain demographics such as women and racially diverse women by building partnerships with organizations such as the National Society of Black Engineers and being present at events such as Super Girl Pro and Hispanic STEM Week among other events with a focus on STEM and skills such as fitness, gaming, and motorsports. He explained that the Air Force is deliberate in its efforts to seek and showcase the diversity found among its Active duty and Reserve Airmen. The Air Force designs its marketing content to highlight the diversity of the current force to speak to underrepresented groups and showcase the opportunities the Air Force presents for them.

The Air Force produced the recruitment commercial “Origin Story” that aired before the movie “Captain Marvel” in more than 3,600 movie theatres throughout the United States. He showed the Committee a clip of the commercial.

The briefer referenced the Air Force’s understanding that social media plays a large role in how young people experience the world. He discussed AirForce.com as well as the featured content videos on the website, which highlight real Airmen, including women, doing their jobs and sharing their stories.

The Air Force implemented a splash page on AirForce.com that features the “Origin Story” commercial. He reported that according to the JAMRS’ Advertising Tracking Study, the

commercial scored the highest of all Military Service ads on visual appeal and driving female interest in joining the military. He also noted the respondents to the JAMRS study reported a variety of themes associated with the “Origin Story” commercial, including the character of Airmen, female empowerment, diversity of people, gender equality and inclusivity, and personal fulfillment. He confirmed that between February 2019 and March 2019, “Origin Story” received 200 million impressions, 11 million views, 173,000 visits to AirForce.com/OriginStory, 52,000 reactions, about 1,300 social comments, and about 1,900 social shares. The Air Force is currently determining what marketing campaign will follow “Origin Story,” but will continue to promote the current campaign.

The Air Force briefer highlighted the first Air Education and Training Command Women’s Fly In Conference, held September 18–21, 2019, in Fort Worth, Texas. He confirmed more than 100 Airmen (90 percent female) participated and volunteered at the Girls in Aviation Day event held by the North Texas Chapter of Women in Aviation International. He reported that following the initial conference, a second was held November 14–17, 2019, at Maxwell Air Force Base, Alabama. Airmen engaged more than 100 potential recruits who expressed an interest in aviation during this event.

The Air Force also has established sponsorships and participates in a variety of events focused on women, including Super Girl Surf Pro, which has received more than 400 million impressions, 2.77 million television viewers, and resulted in 94 recruitment leads. He explained Super Girl hosts events focused on surfing as well as skiing, motocross, and wrestling, and the Air Force plans to begin taking part in these events in the future. The briefer cited First Robotic and STEM-focused events as events the Air Force has sponsored for about 10 years. He noted that the Air Force is present at multiple First Robotics events per year, including the Women in STEM event, which female Airmen attend to share their experiences in the service with potential female recruits. The TED Women conference and associated posted videos is a new sponsorship for the Air Force that has been successful; for example, Brigade General Brenda Cartier’s TED Talk received more than 10,000 views.

The Air Force is doing what it can to highlight diversity in the force but is also catering their messaging to a female audience. The briefer noted that many women do not believe they can do what Airmen do, but the Air Force is traveling down the right path to ensure that myth is dispelled.

Coast Guard

The briefer explained the Coast Guard Recruiting Command supports local recruiters by being present at and assisting with events, including those aimed at women. For example, the Coast Guard was present at the Circle of Sisters Expo, which is the largest expo for women of color in New York City. The Coast Guard also engages with Skills USA, an organization through which women can compete on tasks that test hands-on skills tied directly to the enlisted ratings in the Coast Guard. He noted that Coast Guard representatives talk to women at Skills USA events about the opportunities the service can offer them.

The Coast Guard sponsors and participates in local organizations’ events, including high school sporting events, women’s golf tournaments, and Girl Scout events. For example, the Coast Guard was featured in the Eastern Massachusetts Girls Scouts publication. He explained that the Coast Guard has a smaller marketing budget than the other Military Services, so it must leverage

relationships with local organizations and recruiting stations to ensure they have a presence at local events.

The Coast Guard features racially and ethnically diverse women in content posted to its social media platforms, including Facebook, Snapchat, and Instagram, and features women as the primary subject of videos on YouTube. In 2018, the Coast Guard revamped six ratings videos, three of which featured female narrators. He also reported that based on a recommendation from JAMRS, it began developing work-life videos that featured Coast Guard members and showed what daily life in the Coast Guard was like. For example, the most recent work-life video featured a female machine technician and showed how she handled work-life balance such as work responsibilities, interactions with friends, travel, and opportunities within the Coast Guard.

During the past few years, the Coast Guard has placed commercials and advertisements in mobile gaming apps to target women, including the game *Plants vs. Zombies 2*; half the Coast Guard's marketing costs are focused on female recruitment.

The Coast Guard also leverages printed materials to market toward women. The printed materials are inclusive in terms of gender and racial and ethnic diversity. The briefer explained that the Coast Guard initiated a successful direct mail campaign recently that sent materials to about 1 million women. He noted that recruiters have said they received an influx of recruits since the direct mail campaign was initiated.

The Coast Guard uses both paid and organic marketing strategies on its social media platforms, including Facebook and Instagram. The social media content is developed to attract women by highlighting benefits available to them and women in career fields historically dominated by men. The Coast Guard posts motivational content on social media, which can feature quotes and photos of prominent female Coastguardsmen. The Coast Guard has more than 164,000 female followers across Facebook and Instagram, and its paid marketing content on these platforms has served 20.7 million impressions, received more than 363,000 clicks, and has had more than 225,000 social engagements during the past 2 years. The Coast Guard briefer reported that 21.4 percent of its Active enlisted accessions and 22 percent of its officer accessions were female.

The Coast Guard is present at a variety of large national activities and events, including Skills USA, Circle of Sisters, the National Urban League Convention, the Society of Professional Hispanic Engineers 2019 National Convention, the Society of Asian Scientists and Engineers National Conference and STEM Career Fairs. The briefer noted that the Coast Guard has engaged with a variety of small regional organizations and events, including sponsoring Park Crossing High School's girls' volleyball team, Atrisco Heritage Academy's ladies softball team, and Prairie View High School Sports Complex, as well as attending a Women Mentorship Meetup and the 2019 Annual Diversity Employment Day Career Fair.

National Guard

The National Guard briefer cautioned that the National Guard's responses to the Committee's requests for information are from a national perspective but that each of the 54 States and territories in which the National Guard operates maintain their own marketing campaigns and recruiting activities as well. She reported that all recruiting is conducted from the local level, so marketing strategies are based on resources available locally. She also noted that the National Guard prefers to recruit closer to detachments and avoids leveraging recruiting strategies at large national events.

The National Guard headquarters sets the strategic marketing tone to ensure State marketing strategies complement each other. She noted that funding for marketing is distributed from headquarters to State offices, but headquarters also produces global marketing resources for States to utilize in recruiting efforts. She confirmed that the National Guard includes frequent depictions of female Service members in leadership and STEM-related occupations. She noted women are featured as protagonists and lead narrators in National Guard marketing content produced for television, radio, theater, digital media and social media platforms.

The National Guard utilizes a variety of social media platforms for marketing, including Twitter and Facebook. She said every State office and some brigade-level offices have Facebook pages and advertisements specific to them.

The briefer confirmed that along with State-led marketing efforts, the National Guard also produces national-level marketing materials that guide viewers to visit GoGuard.org. She noted that once potential recruits visit the website, they are provided information on the State National Guard office that is closest to them.

The Air National Guard also uses social media content to attract women to join the Military Service, and local recruiters are encouraged to conduct outreach to attract female pilots specifically. For example, local recruiters visit State conferences, high schools, middle schools, and other local events and activities.

The research conducted by the National Guard has shown that portraying women in marketing materials makes it easier for potential female recruits to envision themselves succeeding in the National Guard. She reiterated that the National Guard's marketing materials show women in leadership roles to inspire and motivate young women to join. Further, she noted that the National Guard leverages social media platforms and streaming services such as YouTube, Twitter, Facebook, Instagram, Pinterest, and LinkedIn to share personal stories of female Service members.

The Army National Guard's marketing approach includes the use of social media platforms to share photos and quotes from women about their experience in the military and how that experience has affected their community.

The Air National Guard produced an all-female commercial and highlights women in other commercials. The briefer reported an all-female leadership team was featured on a Maryland morning television show, and that segment received positive feedback from viewers. She also noted the Air National Guard runs three to four female-focused social media posts monthly, along with other posts that highlight the diversity of the Air National Guard.

The National Guard briefer explained that the Army National Guard does not participate in national activities and events because of resource constraints, and recruiting requirements that mandate that recruited individuals live within 50 miles of specific unit vacancies. Recruiting battalions develop local marketing plans that include attendance at local events to recruit potential Army National Guard candidates from local communities. Local recruiters are encouraged to implement female-focused recruitment strategies and attend female-focused local events for recruitment purposes.

The briefer also reported that between FY 2015 and FY 2019, female non-prior service accessions increased from 23.2 percent to 27.1 percent, and female representation within the Army National Guard's recruiting force grew from 13.3 percent in FY 2016 to 16.6 percent in

FY 2019. She cited the National Guard's belief that the increase in the number of female recruits is because of the increased efforts of local recruiting battalion leadership talking to female Service members about potential roles in recruiting.

Discussion

RADM (Ret.) Thomas thanked the briefers for responding to the Committee's request for information. She referenced a recommendation made by DACOWITS in 2017 that read, "The Secretary of Defense should require the Military Services to tailor their marketing to reflect the most salient reasons women join, to inspire more women toward military service." She noted her belief that the Military Services have made progress in addressing this recommendation, but also mentioned that she saw the Army-branded commercial, "What's Your Warrior?" while watching a horror movie called "The Purge." She commented that the selection of venues to portray recruiting commercials is an important aspect of marketing.

RADM (Ret.) Thomas also noted her interest in the role of gaming in the Military Services, including in relation to recruitment, and asked about the games with which the Military Services are involved. The Air Force briefer said they produced a game called "Night Fall" that is available through PlayStation. He explained the game is free and features Air Force characters. He mentioned the Air Force has been discussing how to break into the first-person shooter game landscape to feature Special Warfare-type career fields or even support staff and Air Force-branded planes. He also mentioned the Air Force-produced game "Airman Challenge." The Navy briefer confirmed gaming and eSports is a hot topic right now. She confirmed that the Navy has a planning team focused on creating an eSports team and that the Army is currently leading the Military Services in the field of eSports, with a team already participating in competitions. Regarding recruitment, she noted the Navy is trying to create a traveling gaming truck that can be used at recruiting events to attract recruits and provide a venue for them to interact with recruiters. The Army briefer confirmed they have a large eSports operation and are involved with the Twitch platform, an online community that allows gamers to sign into a website to watch people play videogames. However, she could not provide any additional information to the Committee on the Army's eSports efforts. The National Guard briefer reported she was unaware of any National Guard efforts related to eSports or using gaming as a recruitment tool. The Air Force briefer confirmed they established a presence in the eSports community by sponsoring tournaments but do not have an affiliated eSports team. The Marine Corps briefer confirmed they have considered breaking into the gaming community, including using gaming as a recruitment tool. He also noted that there is a high volume of women involved in the gaming community. However, he shared concerns about gamifying the Marine experience. He confirmed the Marine Corps will continue to market around the gaming community, including by being present at eSport events, but there are no plans to sponsor a team. RADM (Ret.) Thomas noted her concern that games are often misogynistic in nature and cautioned that the Military Services ensure they represent the full spectrum of the force in their gaming efforts, including women and racially and ethnically diverse women.

Lieutenant General (Retired) Kevin Mangum thanked the briefers for the quality of content presented to the Committee. He asked what the differences are between impressions, reach, responses, and engagement in terms of marketing performance. The Air Force briefer explained impressions describe how many people see content, and engagement describes how many people click on content. The Marine Corps briefer said the reach of content grows through the network of people who see it. The Air Force briefer said that when the Air Force considers partnerships, it

considers the reach of the potential partner's social media presence. For instance, he noted that part of the reason the Air Force established a partnership with NASCAR (the National Association for Stock Car Auto Racing) driver Bubba Wallace was because he had millions of social media followers, which allowed the Air Force to expand its reach. LTG (Ret.) Mangum referenced numbers from the Navy brief, which lists the Navy Fit social media post performance as 5,163,470 impressions, 416,518 engagements, and 470,432 video views. He asked how the social media post can have more video views than engagements if the engagement must happen first. RADM (Ret.) Thomas mentioned that the video could be posted across different platforms, so there could be other paths to view the video that do not require engagement.

Brigadier General (Retired) Allyson Solomon noted all the Military Service briefers except the one for the Army discussed attendance at events. She referenced the Army briefer's comment that attendance at events is currently under review and asked if the briefer could provide an update on the status of that review. She also asked if the briefer was familiar with the Army comic book "America's Army." The briefer said she was unfamiliar with the comic, but could follow up to provide information to the Committee, if requested. In response to the question about Army events, she reported the Army Marketing Research Group conducted an audit in 2016 that found only 4 of 24 national events offered the return on investment the Army hoped to receive, so as a result, it canceled attendance at national events. She confirmed that the Army has recently partnered with a new marketing agency, DDB Chicago, and plans to hold discussions with that agency about the Army's future attendance at national events. She also noted that the Army still attends local events.

Command Sergeant Major (Retired) Michele Jones noted a marked improvement in the Military Service marketing strategies toward women since 2017. She referenced the Army briefer's comment about findings from a study that women do not want to be catered to or treated differently but said it is important to recognize differences between men and women to treat them equitably. She asked the Army briefer which questions were asked to elicit that response and the characteristics of the data collection participants. The briefer responded that the Army has this information and that she would have to provide it to the Committee after the meeting. She said the finding came from a research study conducted by the Army's previous branding agency in 2018.

MAJ (Ret.) Locke thanked the briefers for providing the requested information. She referenced three key themes she identified from the briefings: targeting influencers, leveraging ideas from other Military Services, and influencing younger potential recruits. She noted the Marine Corps' briefer cited the Marine Corps Foundation as one means it uses to engage with influencers in the community and attract younger people to the Marines. She noted the Military Services could engage with community influencers and turn them into ambassadors for the military to continue spreading messages about opportunities associated with military service. She asked the briefers to describe their formal and informal strategies for attracting younger people to consider the military as well as whether the Military Services have a standard process for educating community influencers and nonprofit organizations. The Marine Corps briefer confirmed his Service activates its network both formally and informally once it engages with an influencer. For example, he cited the Marine Corps League as a great ambassador in local communities. He also mentioned how recruiters at the local level establish a community Marine Council with former Marines and Marine Corps ambassadors but confirmed this strategy has not been formalized. The Marine Corps regularly has nearly 400 community influencers visit recruiting

depots each year, but there is a challenge with maintaining engagement with these influencers, which can result in the information they learned during recruiting depot visits being lost and not communicated to potential recruits in their community. The Marine Corps puts a lot of effort into building relationships at the community level and would like to implement a formal process, such as a contact information system, to better formally activate networks of community influencers. The Air Force briefer reported recruiters are required to attend a certain number of Centers of Influence events targeted at high school educators, parents, and other community influencers per quarter, which can be difficult to coordinate because of recruiters' workload. The Air Force also conducts two educational tours per year at which community influencers without a military background are invited to participate in a weeklong tour of Air Force bases and learn about different aspects of the Air Force while engaging with base leadership and public affairs personnel. The Air Force also hosts a For Inspiration and Recognition of Science and Technology Leadership Experience event; educators are invited to attend this weeklong event at the United States Air Force Academy and other venues to learn about the opportunities the Air Force can offer to students and the quality of the programs. The briefer confirmed this event in particular has been successful.

MAJ (Ret.) Locke asked how the Air Force engages with students in middle school. The Air Force briefer reported that Detachment 1 is specifically commissioned to educate pre-accessional individuals. He noted that the Air Force cannot legally recruit middle-school students because of their age, but Detachment 1 travels around the country to partner with recruiters and attend events to educate middle school-aged children about the Air Force. The Navy briefer noted her perception that the word "influencer" is associated with social media and said potential recruits who are younger than 18 and older than 24 visit those sites. The National Guard briefer suggested the National Guard may have an advantage over other Military Services in this area because of its presence in communities. She reported the National Guard often invites youth groups to tour facilities and uses community leaders such as police officers and teachers to spread messaging about the opportunities offered by the National Guard. She said one of the challenges the National Guard faces is a lack of diversity in its recruiter pool, which could limit the ability to engage with some potential recruits. The briefer noted that having access to middle schools is an important piece of recruiting but that it is also important to have the right recruiters in schools to represent the Military Services and engage with the right influencers in communities.

Panel: Army Combat Fitness Test (RFI 8)

The Committee requested a briefing from the Army on the Army Combat Fitness test (ACFT) and how the test will affect servicewomen's careers. The Committee requested information on the following: (1) the physiological science on which the ACFT is based; (2) the basis for the scoring criteria; (3) the data being collected during this pilot and how will it be used; (4) other than testing physical fitness, other uses of the ACFT (i.e., promotion, selection, schools, etc.); and (5) efforts the Army taken to address potential disadvantages to women given the physiological gender differences between men and women.

The panel featured four briefers from the U.S. Army Training and Doctrine Command (TRADOC), including staff from the Center for Initial Military Training. The briefers introduced themselves, and the first briefer provided an overview of the history and challenges of the Army Physical Fitness Test (APFT), an update on the ACFT, the science behind the test, and the motivation for the Army to implement a new fitness and readiness program.

The Army briefer began by stating there are 1.1 million Active and Reserve Soldiers in the Army; however, 56,000 (the equivalent of 13 brigade combat teams) are non-deployable. The briefer said 55 percent of Soldiers are affected by musculoskeletal injuries annually, which amounts to 10 million limited duty days. He explained the APFT has withstood several changes over time. In the 1980s, the Army administered changes to the APFT that resulted in a test that focused on pushups, situps, and cardiovascular exercises. The briefer noted that the APFT is a 40-percent predictor of a Soldier's ability to execute high-demand critical warrior tasks. For many years Army leadership knew that the APFT did not meet the mark and that a revamped test was needed. The Army examined alternative tests after the revocation of the ban on women in direct combat roles. The result was the creation of the ACFT, which is an 80-percent predictor of a Soldier's ability to complete the average physical demands.

The briefer noted that the ACFT does not stand alone; it is an integral part of the Army Holistic Health and Fitness system that incorporates mental readiness, spiritual readiness, sleep readiness, physical readiness, and nutritional readiness. The ACFT includes six components that are based on simulating common Soldier tasks. The Army randomly selected a group of units to pilot ACFT activities and determine how well they would be able to complete the associated tasks. The Army used observations of these common activities to create simulations of the activities. The Army started developing and testing the ACFT in 2012 and is still in the process of improving the test today. Several adjustments have been made to the simulation activities over time, including a change in the height of the wall that is needed for the "move over-under-around-through obstacle" simulation.

The briefer noted that once the six simulated activities were established, the Army began to examine testing events that most closely replicated the everyday Soldier tasks. The Army originally proposed eight events to simulate the components. After receiving feedback from Army leadership, TRADOC settled on an ACFT that incorporates six events: 3-repetition maximum dead lift; standing power throw; hand release push-up arm extension; sprint-drag-carry; leg tuck; and two-mile run.

The briefer noted that as of the date of the briefing, TRADOC is conducting an ACFT pilot and will present the results to Army leadership. The ACFT pilot will help Army leadership establish future policy decisions about implementation, and the briefer shared a few updates about the ACFT and its potential intended use and purpose. He said the ACFT will be an age- and gender-neutral test with events that simulate combat tasks and physical demand categories, and that correlate to occupational physical fitness tests. The Army plans to implement the test and train Soldiers to administer the test. The briefer said videos detailing the ACFT and intended as educational tools are available on social media. At present the APFT is still the official test of the Army through October 2020 as TRADOC continues to pilot the ACFT.

The Army briefer next addressed the questions listed in the DACOWITS' RFI. Regarding the physiological science behind the ACFT, the most important consideration is that the test is 80 percent correlated to completing warrior tasks and battle drills, which are tasks the Army expects all Soldiers to accomplish in any occupational specialty. The basis for the scoring criteria was a significantly scaled and scoped field test. The Army had to reduce the scale of the testing and is still in the process of collecting data. The first portion of the study surrounding the ACFT helped to establish the baseline for the test, and TRADOC discovered it could take some time for units to become familiar with a new test and adapt to the culture change needed. The briefer noted that

the Army Baseline Soldier Physical Readiness Requirements Study was a snapshot of a moment in time and acknowledged the simulations conducted were not 100 percent accurate.

The Army briefer acknowledged TRADOC is still measuring the efficiency of the ACFT, but has not evaluated the test to date. The pilot has generally fallen into two categories: procedural testing and administrative testing. The Army bought equipment needed to administer the ACFT and has been testing how to store the equipment in addition to how to best administer the test (e.g., determining what training is necessary to successfully complete the test, who should train Soldiers, etc.). The briefer noted the element of culture change necessary to administer the ACFT because it will require Soldiers to undergo more preparation as well as adapt to a new training routine. The briefer noted that although the ACFT is more complex, it causes fewer injuries, including lower back injuries. The Army briefer said TRADOC does not yet know how the more complex ACFT will be received and what the impacts of the test will be. Army Headquarters is responsible for establishing the policies surrounding the administration of the ACFT.

When addressing the RFI question about potential barriers to women, the Army briefer said that TRADOC is committed to treating everyone fairly but that it is also considering the physiological differences between men and women. There are certain activities, exercises, and physical demands that Soldiers are expected to do (e.g., transporting missiles) with or without assistance. The ACFT will take into account one's ability to accomplish physical tasks associated with one's occupational specialty. The briefer ended the presentation by reviewing some of the highest reported scores for each of the six events. The briefer highlighted that for each event, at least one woman exceeded the maximum standard. The maximum score for the ACFT is 600, which only a handful of Soldiers have achieved.

Discussion

Dr. Hunter said anything that can be done to make Soldiers healthier and prevent injury is a good thing. Dr. Hunter asked how the ACFT is being marketed to Soldiers—in particular, how the Army is reconciling the National Defense Authorization Action's (NDAA) requirement for gender-neutral occupational performance standards for every occupational specialty and the Department of Defense Instruction (DoDI) 1308.3 guidance on physical fitness tests, which states the intent of physical assessments is to gauge the general health of Service members. Dr. Hunter noted DACOWITS' focus groups revealed there was confusion among Service members about the differences between physical fitness tests and occupational fitness tests. She also believed the structure of the ACFT, which is tiered by occupational standards, may cause confusion regarding whether it is a general physical health assessment or occupational assessment. The Army briefer 2 said he was unaware there was a conflict between the promotion of general health and well-being and what the ACFT measures and promotes. The briefer continued that the purpose of ACFT is to determine whether an individual Soldier has the baseline physical fitness to be able to do the basic tasks the Army requires. The briefer said that the ACFT establishes tiers of performance for higher performing occupations and that there has been a tremendous amount of discussion about the policies surrounding the test. Dr. Hunter replied that the ACFT incorporates six events, which are measures of health and fitness, in addition to a tiered scoring system for different occupations, which may be confused with occupational fitness assessment tests.

Dr. Hunter asked how the Army is communicating the difference between the general health requirements to be a Soldier and the physical requirements for certain occupational specialties.

Army briefer 1 referenced the 60-point Gold Army Minimum Standard as the baseline for all Soldiers.

FLTCM (Ret.) Ortloff asked whether an infantryman can pass using the Gold 60-point standard. The Army briefer 1 said that it is possible and that the Army needs to focus on its messaging surrounding the ACFT, because the general fitness of an infantryman would be measured differently than the general fitness of a Soldier that works in a less physically demanding field. An infantryman may need to be better prepared physically to perform his or her job. Dr. Hunter replied that the DoDI states there is a baseline for a physical fitness assessment, and anything above and beyond is outside the purview of the physical fitness assessment. The Army briefer 2 acknowledged Dr. Hunter's view and agreed the Army needs to do a better job of communicating the difference between a general fitness test and occupation-specific tests. The briefer noted that the Army should ensure it does not step outside the bounds of the DoDI, but that it is working under the assumption the DoDI could change in the future. The Army briefer 1 noted the Army may have been influenced by its recent experience with the occupational physical assessment test. The Army briefer 3 noted it is important to remember how the Army defines fitness: muscular strength, power, aerobic, and balance. The APFT tasks do not incorporate all of these elements, but the ACFT tasks do. The briefer again acknowledged the Army can improve and sharpen its messaging surrounding the ACFT.

Gen (Ret.) Wolfenbarger asked the briefers why they noted the ACFT is a gender-neutral test, as prescribed by the NDAA, when in fact the NDAA applies to occupational fitness tests and not the general physical fitness test. Gen (Ret.) Wolfenbarger said DACOWITS is concerned with women being disadvantaged in a gender-neutral fitness test because of the physiological differences between men and women. She noted that for every other Military Service, there are gender- and age-specific standards for fitness. She expressed concern about the potential disadvantage facing women in the Army when completing the ACFT. Army briefer 1 thanked Gen (Ret.) Wolfenbarger for clarifying the difference between the DoDI and the NDAA and said the Army is going to need to engage in some difficult discussion surrounding the topic. The briefer went on to state that the Army has experienced some challenges surrounding recruitment. In addition, on average 56,000 Soldiers are nondeployable, in part because of injuries, and the Army believes this is unacceptable.

FLTCM (Ret.) Ortloff said the 2019 DACOWITS' Focus Group Report revealed some Service members do not understand the difference between physical fitness assessments and the occupational fitness assessment. She emphasized the importance of clear messaging surrounding how the ACFT will be used, measured, and evaluated to prevent further confusion among Service members. She inquired what role body fat will play in the ACFT. Army briefer 1 said that the APFT is still in use, but that there could be changes to the use of body fat in physical assessment scoring. The U.S. Army Research Institute of Environmental Medicine will continue to track this issue. FLTCM (Ret.) Ortloff recommended the briefers read the upcoming 2019 DACOWITS' Annual Report for more research and recommendations surrounding physical fitness tests and body fat measurements.

Dr. Hunter commented that because the ACFT focuses on muscular strength and endurance, the height and weight standards should be reexamined. She referenced the information about the highest reported scores by gender for each test event. Dr. Hunter noted that although the maximum scores show it is physiologically possible for men and women to pass the test, there was no mention of the average ACFT score for women versus men. Army briefer 1 replied that

all of the Military Services, including the Army, have experienced recruitment challenges and retention challenges. In light of that issue, for every basic training the ACFT is administered at, women are able to do an average of 0.3 leg tucks prior to training for the ACFT and 1.3 leg tucks after training. The briefer said that with training and focus, Soldiers can improve significantly from their baseline after training. Dr. Hunter asked how the maximum and minimum scores for each test event were calculated. Army briefer 1 said that the maximum and minimum scores were calculated from a combination of three or four factors and that the Army is in the process of using artificial intelligence modeling and simulation to ensure a more accurate criterion reference score.

Dr. Hunter asked if the Army has data on the range of scores. The briefer replied in the affirmative. Gen (Ret.) Wolfenbarger asked if the Army can share the scores on the ACFT before training and after training to provide a better picture of the testing experience. Army briefer 1 said that he did not have the specific percentages from the field test, but that the Army has trained more than 36,000 Soldiers and validated them as trained graders. The briefers showcased a chart display of some of the test scores. The briefer pointed out that when comparing Soldiers' first and second test scores, most improved from the first test.

Ms. Hughes asked for additional clarification about the training surrounding the ACFT. Army briefer 1 answered that those who take the ACFT without any training often do not have a positive experience. The briefer noted that although he could provide median test scores, they would be irrelevant because some unit leaders provided less training and preparation for the ACFT, and others prepared their units for the test and were invested in proper training. Army Briefer 1 said this discrepancy among unit leaders' approach to the ACFT was a sign of the culture change needed for the ACFT to be successful. The Army briefer also said TRADOC will continue to collect data on test scores because it does not want to be myopic and make assumptions based on preliminary ACFT test scores.

Col (Ret.) Boggs also asked how long it takes for someone to train for the test. The Army briefer 1 noted that his fellow Army briefer 4 is a mother of two children and was able to successfully complete the leg tuck component of the ACFT with a passing score. Army briefer 4 noted that when she first attempted the ACFT, she could not complete one full leg tuck. After 6 weeks of training, she could successfully complete 12 leg tucks. The Army briefer said that with the information available on the website and mobile app, Soldiers can download sample training guides.

Gen (Ret.) Wolfenbarger said Army briefer 1 had previously served on a DACOWITS panel with other briefers from the Air Force Exercise Science Unit, who described how they incorporated a gender-neutral methodology that took into account the physiological differences between men and women. Gen (Ret.) Wolfenbarger asked the TRADOC speakers to consider the Air Force's methodology as it continues to test and develop the ACFT. Army briefer 1 stated his willingness to share more information with DACOWITS, including hosting the Committee at an installation where the ACFT is currently being piloted, in an attempt for members to learn more about the test. The briefer ended by reiterating the briefers commitment to looking at messaging of the ACFT to Soldiers and examining the findings in the 2019 DACOWITS' Focus Group Report and Annual Report.

Brief: Exit and Retention Surveys (RFI 4)

The Committee requested a briefing from the DoD Office of People Analytics (OPA) on the overall purpose and intended participants of the “Single Survey of the National Guard and Reserve” (hereafter referred to as the OPA 2019 Guard and Reserve Survey) as well as the science behind the development of the survey, including the use of ambivalent sexism inventory (ASI) questions.

The OPA briefer explained that the survey is administered to current National Guard and Reserve Service members and that it is not an exit survey.

She then explained the briefing would first address the administration of the OPA survey, including background information, timeline, and statistical methodology. She would then address the workplace and gender relations survey content, followed by information about ASI, including a discussion of prior research and current application of the inventory. She would then discuss the Illinois Rape Myth Acceptance Scale (IRMAS), including prior research and how the scale is currently being applied.

The OPA briefer reported that initially, OPA was scheduled to field three separate large-scale, federally mandated surveys to current National Guard and Reserve members in 2019, including the Status of Forces survey (SOF), Workplace Equal Opportunity survey (WEO), and the Workplace Gender Relations survey (WGR). She explained that each of these three surveys are administered on a different timeline, with the SOF scheduled to be administered annually, the WGR scheduled to be administered every 2 years, and the WEO scheduled to be administered every 4 years, so 2019 was an unusual year in which they were all scheduled to be administered. She noted that one challenge OPA anticipated in attempting to field three large-scale surveys during the same year was the potential for low response rates because of survey fatigue. She explained that to address this challenge, OPA combined all three surveys into the 2019 OPA Guard and Reserve Survey, which was composed of three separate survey modules: the Workplace and Gender Relations Survey of the Reserve Component (WGRR), the Workplace and Equal Opportunity Survey of the Reserve Component (WEOR), and the Status of the Forces Survey of the Reserve Component (SOFR). She said the 2019 OPA Guard and Reserve Survey was a census survey, so all current National Guard and Reserve members below flag rank were invited to participate in the survey, but each member was selected to complete one of the three survey modules based on a sampling methodology to ensure each module was responded to by a sample that was representative of the entire force. She also said OPA included an experiment as part of the survey administration in which some potential respondents were made aware of the survey module they were being asked to complete, while other potential respondents were not made aware. The purpose of this experiment was to determine whether knowing which module a respondent was selected to respond to affected survey response rates.

The OPA briefer then walked the Committee through the timeline associated with the administration, analysis, and reporting on the 2019 OPA Guard and Reserve Survey. She explained that all three modules of the survey were administered between August and November 2019, and that between November 2019 and April 2020, OPA will clean, weight, analyze, and report on the respondent data from the WGRR. She said the findings from the analysis of WGRR data will be included in the DoD Sexual Assault Prevention and Response Office’s (SAPRO) annual report to Congress. She confirmed OPA would clean, weight, analyze, and report on the

data from the SOFR between winter 2019 and summer 2020, and do the same for the data from the WEOR between spring and fall 2020.

The OPA briefer confirmed the methodology informing the 2019 OPA Guard and Reserve Survey meets industry standards used by government statistical agencies and follows best practices promoted by the American Association for Public Opinion Research. She explained that these best practices involve the use of scientific sampling and data weighting and that the scientific sampling processes allow OPA to be selective in who is invited to take each module of the survey and their characteristics to ensure the sample is representative of the entire National Guard and Reserve force. She also explained data weighting is completed to address disparities in respondent characteristics, such as if one racial group responds to the survey less frequently than another. She confirmed the weighting procedures are conducted for about 20 variables. She said OPA is confident that because of the usage of these best practices, the estimates will be representative and generalizable to the entire study population.

The OPA briefer said the SOFR and WEOR surveys were offered only as web surveys, but the WGRR was administered as both a web- and paper-based survey. She reported the response rate for the WGRR was slightly higher than 14 percent, which is about a 4-percent decrease from the last time this survey was fielded. She noted that because of the low response rate, OPA will have to verify which components of the survey it can report on confidently, and that response rate information for the SOFR and WEOR is not available at this time.

The briefer reported the WGR survey is DoD's official approach for estimating the past-year prevalence of sexual assault, sexual harassment, and gender discrimination. She confirmed the WGR is also administered with Active duty Service members and was last administered in 2018. She noted the WGR addresses not only the prevalence of sexual assault, harassment, and discrimination but also characteristics associated with unwanted behaviors experienced in the past 12 months. For example, the survey asked about alleged offender characteristics, including the relationship to the offender and the gender and rank of the offender, as well as where and when the event occurred and whether situational features such as alcohol, bullying, or stalking were associated with the event. The survey also addresses topics around reporting incidents of sexual assault, harassment, and gender discrimination. For example, the survey asked respondents about the factors that affected the decision to report an incident, whether negative outcomes were associated with reporting, how they utilized resources related to reporting, and if they were satisfied with those resources. The survey also asked respondents questions about climate and cultural factors associated with the risk of unwanted behaviors, as well as factors that affect reporting, to inform prevention and response efforts.

The OPA briefer said the 2019 edition of the WGRR included two validated scientific scales—the ASI and the IRMAS—to better understand factors that affect prevalence and reporting of sexual assault in the military. The ASI was developed by Dr. Peter Glick and Dr. Susan T. Fiske in 1996. The briefer explained that although there are a variety of ways to measure sexism, one factor that led OPA to utilize this approach for the WGRR survey was that it addresses two forms of sexism: benevolent and hostile. She explained benevolent sexism is “a set of stereotypical attitudes toward women that are positive in tone (for the perceiver) and also tend to elicit behaviors typically categorized as prosocial or intimacy seeking.” For example, survey participants were asked to indicate whether they agreed or disagreed with this statement: “Women should be cherished and protected by men.” She noted that hostile sexism is defined as “those aspects of sexism that fit the classic definition of prejudice.” For example, participants

were asked to indicate whether they agreed or disagreed with this statement: “Women exaggerate problems they have at work.” After survey respondents complete the survey, all the responses to the statements associated with benevolent sexism are summarized into an average score for benevolent sexism, and all the responses to statements associated with hostile sexism are summarized into an average score for hostile sexism.

The briefer confirmed that the ASI was used in much previous research but that most prior studies were conducted with civilians. She noted that previous research using the ASI has found that hostile sexism is related to proclivity for sexual harassment and potentially rape. She noted that in previous research, civilian women often disagree with the hostile sexism statements but are as likely as men to agree with the benevolent sexism statements.

The briefer explained OPA applied a validated shortened version of the ASI (12 questions rather than the full list of 22 questions) to reduce burden on Service members. She referenced a variety of potential research questions that might be addressed by the data collected using the ASI, which included the following: (1) To what extent are hostile or benevolent sexism prevalent in the military? (2) How do these sexist beliefs differ based on Service member characteristics? (3) To what extent do sexist beliefs influence victims’ willingness to report the assault to military authorities? and (4) To what extent is Service member willingness to engage in bystander intervention moderated by sexist beliefs?

The IRMAS was developed by Dr. Kimberly Lonsway and Dr. Louise Fitzgerald in 1994 and is among the most utilized scales implemented to measure the extent of rape myth acceptance. The briefer explained rape myth acceptance is defined as “attitudes and beliefs that are generally false but are widely and persistently held, and that serve to deny and justify male sexual aggression against women.” For example, participants were asked to indicate whether they agreed or disagreed with this statement: “If a woman is raped while she is drunk, she is at least somewhat responsible for letting things get out of control.” She noted that the questions associated with the IRMAS may feel difficult to read. She reported that OPA was surprised with the support they received from policy sponsors in implementing these questions but noted that OPA did explain to them how responses to these questions could be used to design strategies to prevent future rapes. She noted that the questions used in the scale were also widely discussed on Twitter.

The OPA briefer reported that the IRMAS scale has been used widely in previous research and that findings from these studies have shown that acceptance of rape myths may be related to a person’s willingness to intervene in a rape incident. She noted that OPA employed a validated shortened version (20 questions) of the IRMAS in the 2019 WGRR to reduce burden on Service members. She referenced a variety of potential research questions that might be addressed by the data collected with the IRMAS, including the following: (1) To what extent is rape myth acceptance prevalent in the military? (2) How do these beliefs differ based on Service member characteristics? (3) To what extent does rape myth acceptance influence victim labeling of their experiences as sexual assault? (4) To what extent does rape myth acceptance influence victim willingness to report their assault to military authorities? and 5) To what extent is Service member willingness to engage in bystander intervention moderated by rape myth acceptance?

The OPA briefer noted that no survey has ever collected data to answer these research questions in a way that is representative of the entire National Guard and Reserve population. She also noted that not all Service members understand sexual assault in the same way, so the survey was designed in such a way to walk respondents through examples of sexual assault and then ask

them at the end of the section whether they believed those examples were instances of sexual assault.

The OPA briefer explained more information on OPA Gender Relations Research can be found at the following links:

https://www.dmdc.osd.mil/appj/dwp/dwp_surveys.jsp

<https://www.sapr.mil/research>

Discussion

RADM (Ret.) Thomas asked if any of the surveys discussed during the briefing or conducted by OPA could address retention in the Military Services. She also asked if a respondent could have submitted an incomplete survey and still be included in the data. The OPA briefer responded that OPA collects a lot of data related to retention, but oversight on that data collection is conducted outside of the Health and Resilience Research Division. In response to RADM (Ret.) Thomas' question about incomplete responses, she noted that the survey does employ completion criteria that require participants to respond to key items in the survey and complete at least 50 percent of the questions. She said if respondents decide part way through the survey that they prefer their data not be used, they can call or email the research team and ask that their data be removed.

Ms. Hughes noted that "words and language matter" and that the language used in many of the ASI and IRMAS questions has been passed down for generations. She felt the language used in the questions may reinforce the concepts and myths in question. She felt the ASI language makes it seem like OPA, as sponsors of the survey, approves of sexism in the military, and the impact of these questions on respondents should be reviewed. She asked if there are other surveys to address sexism and rape that do not affirm the behavior. The OPA briefer confirmed that the questions are difficult but said that to capture information about sexism and rape, the survey has to ask about them directly. She suggested that the further away questions move from asking about these subjects clearly, the more difficult it is to capture accurate information. She also stated it is not OPA's intention to be perceived as condoning these concepts. She noted that conveying the message that OPA does not condone these concepts at the beginning of the survey may help persuade respondents to answer the questions honestly while not perpetuating the acceptance of the concepts. She agreed that change is something OPA should continue to think about.

Col (Ret.) Boggs said that as a commanding officer, he would have liked to have seen the results of this survey taken by members in his unit. He asked if the findings from the study would be distributed to unit commanders and how they would be used to initiate preventative measures. The OPA briefer said she cannot report on next steps until after the data are analyzed to determine what useful information was collected. She confirmed OPA is thinking about the best way to ensure unit commanders receive this information. She said that OPA has taken over administration of the DoD organizational climate survey and will thoroughly redesign that survey but that the questions from the ASI and IRMAS may not belong in that type of data collection activity. She also mentioned the findings from the survey will be reported only at the Total Force level because the sample was not constructed in a way that allows OPA to provide data at the unit level. Col (Ret.) Boggs responded that not providing this information to unit commanders who can implement preventive measures could be dangerous. The OPA briefer replied that the reason SAPRO approved of including the ASI and IRMAS questions in the

survey was to inform prevention programming, but that unit-level information will not be available.

Brig Gen (Ret.) Sanborn referenced the OPA briefer's comment about the 14-percent response rate to the WGRR survey and asked how many people responded, and how OPA assesses whether respondents are answering questions honestly. The briefer said that she did not know the number of people who took the survey offhand, but that it would be 14 percent of 33.3 percent of the National Guard and Reserve population. In response to the question about honest responses, the OPA briefer noted that issue is a challenge in survey research, but suggested that the confidentiality of the survey and the fact that responses are voluntary helps to address this issue. She noted that Service members are responding to the survey because they want to share their honest opinion. She suggested that the survey could be made mandatory, but that would likely result in inaccurate data. She did acknowledge that the questions being asked in the WGRR survey are difficult to answer and may be shocking to some respondents, so it is likely that some people will respond in a socially desirable way.

FLTCM (Ret.) Ortloff noted that the ASI and IRMAS were created more than 20 years ago and asked if there are more recent survey approaches to leverage. She also asked if some of the gender terms in the questions could be flipped to use men as the comparison group rather than indicating that women are always the victims in the statements. She mentioned that this could result in different data than OPA is looking for, but still relevant to the topic. The briefer indicated two guiding principles helped OPA in its selection of questions for the survey: OPA wanted to use a scale that had been tested, because it did not have the time to create a new survey; and OPA wanted to gather data that was comparable to data that had been collected with civilians. She noted one advantage to using a previously tested scale is that it provides benchmarks of how other populations have answered the questions, but she agreed that OPA should investigate new ways to measure these controversial topics. She suggested the data from this round of data collection will help to inform OPA's development of a new scale for future surveys.

Dr. Hunter agreed that it is important to be able to compare the survey data between Service members and civilians, but cautioned that workforce population studies are normally conducted with an older population than is present in the military. She noted that homogeneity is important between samples when comparing survey results and how the results are used. She asked if any statistical controls or strategies have been discussed to help with the comparison between civilian and military survey data, and whether OPA is thinking about different strategies for disseminating the information to ensure it is provided to commanders. The briefer said OPA is planning to incorporate statistical controls and agreed that comparisons between Service member survey results and civilian survey results can be misleading because of the differences in the populations. She clarified that much of the civilian research in this area is conducted with college-aged students, which is similar to the age demographic of the military, but responses are still being provided by individuals in different environments. She noted that similar comparison limitations exist between survey results from Active duty Service members and Service members in the National Guard and Reserve.

LTG (Ret.) Mangum asked if there is sufficient fidelity on unit identification of respondents to ensure the response data is useful for unit commanders to implement interventions. The OPA briefer responded no, as the survey was not designed to provide unit-level information. However, she added, the organizational climate survey provides information at the unit level, and OPA is

currently redesigning that survey. LTG (Ret.) Mangum noted that the challenge is determining how to capture this information at the unit level so that the unit commander can take action. The OPA briefer agreed and noted that one option is to include some of the questions as part of the organizational climate survey, but that OPA is still reviewing whether the questions in the WGRR survey were answered honestly and provided useful information.

Captain (Retired) Kenneth Barrett asked about the process OPA took to have the questions in the WGRR survey approved by an institutional review board (IRB). The OPA briefer confirmed that the survey was approved by an IRB, but she could not provide information on how the IRB made that determination. She agreed to follow up and provide that information if requested. She noted that OPA was surprised that the IRB did not express concerns about the questions, but suggested that it could have been because the scales have been validated and used in previous research.

Final Remarks

COL Freeman, DACOWITS Military Director, stated the next meeting would be held March 3-4, 2020. Details will be published in the Federal Register. She thanked the attendees and concluded the public portion of the meeting.

Meeting was adjourned.

RFI 1

DUAL-MILITARY CO-LOCATION POLICIES (R&R)

DACOWITS continues to be interested in the retention of servicewomen and believes the co-location of dual-military couples is a contributing factor to success in this area. Given the large proportion of female Service members in dual-military couples, the Committee wonders if additional steps could be taken to further support the co-location of such couples, thus removing one of the obstacles that might prevent women from continuing their service. In 2017, DACOWITS provided the Secretary of Defense (SecDef) three recommendations for consideration:

- Direct the Military Services to review and consider revising their active duty dual-military co-location policies to incorporate the best practice from the Navy of establishing additional oversight from a higher-level authority should an assignment manager/detailer be unable to accommodate co-location.
- Consider establishing a DoD policy that would make it mandatory for assignment managers/detailers to work across the Military Services to maximize the co-location of inter-Service active duty dual-military couples.
- Consider expanding the co-location policy to include any active duty dual-military parents, regardless of marital status, who share parental custody of the same minor child(ren) and desire to be assigned within the same geographic location for the benefit of his and/or her minor child(ren).

The Committee requests a **written response** from the **Military Services (to include the National Guard)** on the following:

- a. Provide an update to your co-location policy, to include the status of action taken to address the DACOWITS' 2017 recommendations noted above.
- b. Provide policies or procedures pertaining to co-location for members of the Reserve and/or Guard when they have an Active Duty spouse.

Organization	Description
Department of the Army (G-1)	The Army provided the Committee with responses to all the questions in this RFI.
Navy, Navy Personnel Command (PERS-4)	The Navy provided the Committee with responses to all the questions in this RFI.
Marine Corps, Manpower and Reserve Affairs, Manpower Plans and Policy Division	The Marine Corps provided the Committee with responses to all the questions in this RFI.
Air Force, Air Force Deputy Chief of Staff, Manpower, Personnel & Services, Directorate of Force Management Policy (AF/A1P)	The Air Force provided the Committee with responses to all the questions in this RFI.
Coast Guard, Office of Diversity and Inclusion (CG-127)	The Coast Guard provided the Committee with responses to all the questions in this RFI.
Air National Guard, Manpower and Personnel Directorate Force Management Division and Army National Guard, Manpower and Personnel Operations Center	The National Guard provided the Committee with responses to all the questions in this RFI.

RFI 3

EXIT AND RETENTION SURVEYS (R&R)

As part of its ongoing examination of the recruitment and retention of women into the Armed Forces, DACOWITS continues to be interested in the reasons why servicewomen decide to leave the military at various points in their careers and in the ways DoD might promote retention. The Committee believes the Military Services can improve the data they collect on why Service members leave the military. In 2017, DACOWITS recommended that *“The SecDef direct the development and adoption of an exit survey or surveys to assess why the attrition level for women is higher than for men at various career points.”* DACOWITS remains interested in data pertaining to exit and retention surveys administered by the Military Services, to include governing policies, data captured, and noteworthy trends.

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

- a. Do you conduct workforce retention surveys or studies?
- b. If so, how long have you been conducting? Provide a copy of the survey and most recent study.
- c. At what point in their careers are participants receiving the survey (i.e., upon reenlistment)?
- d. What are the survey participation rates for retained Service members?
- e. Based on the results of the survey:
 - i. What are the main reasons women are staying?
 - ii. How do these results differ from their male counterparts?
 - iii. Are there differences in responses among women of color (race and ethnically diverse women)?
 - iv. What trends are noteworthy?
- f. In addition, provide an update on the status of exit surveys and analysis.

Organization	Description
Department of the Army (G-1)	The Army provided the Committee with responses to all the questions in this RFI.
Navy, Enterprise Support Comprehensive Analytics	The Navy provided the Committee with responses to all the questions in this RFI.
Marine Corps, Manpower and Reserve Affairs (M&RA)	The Marine Corps provided the Committee with responses to all the questions in this RFI, as well as copies of the Enlisted and Officer Exit and Milestone Longitudinal Surveys.
Air Force, Human Resources Data, Analytics and Decision Support	The Air Force provided the Committee with data in response to several of the questions in this RFI.
Coast Guard, Office of Diversity & Inclusion (CG-127)	The Coast Guard provided the Committee with responses to all the questions in this RFI, as well as a report of findings from the analysis of the 2017 Organizational Assessment Survey, the executive summary on the Analysis of the Career Intentions Survey, and the list of questions from the Career Intentions Survey.
Air National Guard, Manpower and Personnel Directorate Force Management Division and Army National Guard, Manpower and Personnel Operations Center	The National Guard provided the Committee with responses to all the questions in this RFI.

GENDER INTEGRATION IMPLEMENTATION PLANS (E&I)

Since 1951, one of DACOWITS' principle concerns has been the integration of women into the Armed Forces. In December of 2015, the SecDef approved the opening of all previously closed units, occupational specialties, positions, and training to women. The Military Services' integration implementation plans were subsequently approved in 2016.

In December 2018, the Committee received a **briefing** from the **Military Services** on gender representation among instructors and trainers. The Committee commends the attention paid to ensuring gender representation among the instructor pipeline. As a follow up, the Committee requests a written response from the Military Services addressing the following (broken down by rank/gender/specialty or school):

- a. What is the promotion rate for Service members eligible for promotion that are serving as instructors at an MOS producing school outside their primary MOS?
- b. What is the promotion rate for Service members eligible for promotion that are serving as instructors at an MOS producing school in their primary MOS?
- c. What is the promotion rate for Service members eligible for promotion that are serving as instructors with a specialty designation (i.e., drill instructor)?
- d. What is the promotion rate for Service members eligible for promotion that are serving as instructors at a non-MOS producing school?

This RFI was rescinded prior to the December Quarterly Business Meeting.

RFI 9

EFFECT OF GROOMING STANDARDS ON WOMEN’S HEALTH (WB&T)

Military grooming standards ensure Service members are able to meet their occupational demands and maintain a professional appearance. However, sometimes these standards can unmask or exacerbate various skin conditions. According to the American Academy of Dermatology, traction alopecia is hair loss that is caused by repeat pulling on the hair due to tight hairstyles. Servicewomen can develop this condition if they wear their hair in a tight ponytail, bun, or braids, especially in combination with the use of chemicals or heat. Servicewomen have expressed to DACOWITS that specific grooming standards are causing them non-reversible hair loss. The Committee is concerned about the potential unintended consequences and impact of grooming standards on women’s long term health.

The Committee requests a **written response** from each of the **Military Services** to provide the following:

- a. Provide policies, regulations, and other directive sources that describe grooming standards for servicewomen. Include specifics that may be required for certain military specialties or working conditions, as well as any variances or allowances for racial or ethnic groups.
- b. Detail any reported or anecdotal information/data related to adverse health impacts of grooming standards, to include general standard or occupationally specific standards. Additionally, annotate which office collects such data and where is it reported.
- c. Describe any health impacts noted or reported which may be specific to different ethnic or racial groups (e.g., chemical hair treatments and/or hazardous products servicewomen may utilize to comply with grooming standards).
- d. Detail any studies that have been conducted related to health impacts on servicewomen associated with grooming standards.
- e. Detail any grooming standard waivers that are provided to Service members for diagnosed medical conditions.

Organization	Description
Department of the Army (G-1)	The Army provided the Committee with responses to all the questions in this RFI.
Navy, Uniform Matters Office and Office of Women’s Health	The Navy provided the Committee with responses to all the questions in this RFI.
Marine Corps, Marine Corps Uniform Board	The Marine Corps provided the Committee with responses to all the questions in this RFI.
Air Force, Air Force Deputy Chief of Staff, Manpower, Personnel & Services, Directorate of Force Management Policy (AF/A1P)	The Air Force provided the Committee with responses to all the questions in this RFI.
Coast Guard, Office of Diversity & Inclusion (CG-127)	The Coast Guard provided the Committee with responses to all the questions in this RFI.

RFI 10

PRIMARY CAREGIVER LEAVE & CAREGIVER SABBATICAL (WB&T)

The Committee continues to be interested in the enhancement of parental leave policies to help encourage workforce recruitment and retention of Service members by making military benefits more competitive with private sector benefits.

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

- a. What is the current length of maternity/primary caregiver leave authorized for Service members following a birth or adoption?
- b. Provide details on any analysis conducted on how the length of this leave impacts retention. Detail any current or ongoing studies to assess whether this leave is having a positive impact on retaining servicewomen.
- c. Provide details on any analysis that considers whether extending the leave beyond the current length could lead to the increased retention of servicewomen.
- d. Address the benefits and/or potential risks to your Service if extended time off was offered to primary caregivers beyond the current authorized parental leave (i.e., sabbatical with corresponding service obligation).

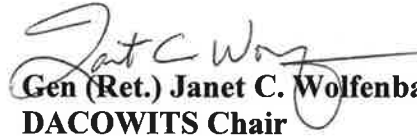
Organization	Description
Department of the Army, G-1	The Army provided the Committee with responses to all the questions in this RFI.
Navy, Military Compensation Policy (OPNAV N130)	The Navy provided the Committee with responses to all the questions in this RFI.
Marine Corps, Manpower Military Policy	The Marine Corps provided the Committee with responses to all the questions in this RFI.
Air Force, Air Force Deputy Chief of Staff, Manpower, Personnel & Services, Directorate of Force Management Policy (AF/AIP)	The Air Force provided the Committee with responses to four of the nine questions in this RFI.
Coast Guard, Office of Diversity & Inclusion (CG-127)	The Coast Guard provided the Committee with responses to all the questions in this RFI.
Air National Guard, Manpower and Personnel Directorate Force Management Division and Army National Guard, Manpower and Personnel Operations Center	The National Guard provided the Committee with responses to all the questions in this RFI.

Report Submitted by:



**COL R. Elaine Freeman, USA
DACOWITS Military Director &
Designated Federal Officer**

Report Certified by:



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

Members in Attendance:

CAPT (Ret.) Kenneth J. Barrett, USN
Col (Ret.) John T. Boggs, USMC
Lt Gen (Ret.) Judith A. Fedder, USAF
Ms. Therese A. Hughes
Dr. Kyleanne M. Hunter, USMC Veteran
CSM (Ret.) Michele S. Jones, USA
Ms. LeeAnne B. Linderman
MAJ (Ret.) Priscilla W. Locke, USA

LTG (Ret.) Kevin W. Mangum, USA
Ms. Janie L. Mines, USN Veteran
FLTCM (Ret.) JoAnn M. Ortloff, USN
Brig Gen (Ret.) Jariisse J. Sanborn, USAF
Brig Gen (Ret.) Allyson R. Solomon, ANG
RADM (Ret.) Cari B. Thomas, USCG
Gen (Ret.) Janet C. Wolfenbarger, USAF

Absent Members:

Ms. Jacquelyn D. Hayes-Byrd, Executive Director, Department of Veterans Affairs' Center for Women Veterans (ex-officio) (absent December 4-5, 2019)
LTG (Ret.) Kevin W. Mangum, USA (absent December 4, 2019)