

Defense Advisory Committee on Women in the Services (DACOWITS) September 2022 – Requests for Information

RECRUITMENT INITIATIVES TO INCREASE WOMEN’S PROPENSITY TO SERVE

In accordance with DACOWITS’ Terms of Reference, the Recruitment and Retention (R&R) Subcommittee will assess the scale and effectiveness of the Military Services’ recruitment programs with the goal of providing actionable recommendations on how to best increase adolescent women’s propensity to serve. In addition, the R&R Subcommittee will examine existing policies and procedures to determine whether current practices inhibit the recruitment of women, specifically assessing the inclusivity of existing marketing strategies; current recruitment goals for women; improvements in the representation of female recruiters; virtual recruiting capabilities; and potential innovative best practices gleaned from the establishment of the Space Force.

1 Over the last few years, the Military Services have begun developing and implementing creative, tailored marketing content to attract women to join the military. Nevertheless, the Committee continues to observe modest increases in the percentage of women joining the military and consistently lower rates of young women’s propensity to serve compared with young men.

The Committee requests a **written response** from the **Army, Navy, Marines, Air Force, Space Force, Coast Guard, and National Guard** on the following:

- a. Statistics (raw numbers and percentages): Accession rates for the Active and Reserve components, broken down by rank (enlisted and officer), gender, race and ethnicity, spanning the last five years (FY17-21).
- b. Statistics (raw numbers and percentages): Promotion rates for the Active and Reserve components, broken down by rank (enlisted and officer), gender, race and ethnicity, spanning the last five years (FY17-21).
- c. Recruitment target/goals for both women and men, officer and enlisted, Active and Reserve components.
- d. Data on the number of male and female, officer and enlisted recruiters, for both the Active and Reserve components.

2 The Committee requests a **briefing** from the **Army, Navy, Marines, Air Force, Space Force, Coast Guard, and National Guard** on the following:

- a. Current marketing strategies being utilized to attract women (to include racially and ethnically diverse women) into the military. Include specific methods (e.g., events, social media, commercials, games, advertisements, materials, etc.), as well as an analysis of the effectiveness of each in increasing the propensity of women to serve (i.e., the percentage of female recruits increasing), examining the last five years (FY17-21).
- b. Existing policies and procedures used to assess the inclusivity of existing marketing strategies to encourage the recruitment of women and to determine their effectiveness in increasing the propensity of young women to serve.

3 In [December 2019](#), the Committee received a briefing from the DoD Office of People Analytics on trends in young women’s propensity to serve. The Committee continues to be interested in and concerned about young women’s propensity to serve and the attitudes of their key influencers on military service and requests an update on the latest data and trends.

The Committee requests a **briefing** from the **Office of People Analytics (OPA), via the Joint Advertising Market Research & Studies (JAMRS) Division**, on marketing data and findings regarding young women’s propensity to serve and attitudes of their key influencers for the past five years (FY17-21).

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RETENTION INITIATIVES FOR SERVICEWOMEN

In accordance with DACOWITS' Terms of Reference, the R&R Subcommittee will identify barriers to female retention and present findings and actionable recommendations to improve the overall retention of women. In addition, the R&R Subcommittee will utilize the Military Services' retention and exit survey data to identify barriers and/or lessons learned to identify ways to improve servicewomen's retention.

- 4** The Committee is examining the current retention rates for female servicewomen and understands that the Services conduct exit and retention surveys for separating Service members. The Committee requests an update on the status of these efforts, to include data on reasons for separation, as well as any relevant policy changes.
- The Committee requests a **written response** from the **Army, Navy, Marines, Air Force, Space Force, Coast Guard, and National Guard** on the following:
- a. When was your Service's exit survey implemented?
 - b. What is the response rate for exiting Service members broken down by Active and Reserve components, rank (enlisted and officer), gender, race and ethnicity, and MOS/Rating (community/career field)?
 - c. What findings/trends were gleaned from your Service's review of the exit survey review?
 - d. What were the top five reasons (in order of frequency) that Service members are choosing to separate from your Service? Differentiate by gender.
 - e. What is your Service doing or planning to do with the information ascertained from the exit survey findings?
 - f. What were the retention rates for Service members over the past five years (e.g., FY17-21), broken down by Active and Reserve components, rank (enlisted and officer), gender, race and ethnicity, and MOS/Rating (community/career field)?
 - g. What were the top reasons cited within the retention surveys that influenced Service members to leave the military? Differentiate by gender.

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RETENTION INITIATIVES FOR SERVICEWOMEN

- 5** Military personnel trends continue to reflect that the Military Services face ongoing challenges with the retention of servicewomen, particularly at the mid-grade levels. DACOWITS is assessing the extent to which the Services are identifying and taking action to eliminate the barriers to the retention of servicewomen. In [June 2022](#), the Committee received a briefing from the Department of the Air Force (DAF) Women’s Initiatives Team (WIT). DAF WIT is an all-volunteer team with 54 lines of effort and 600 volunteers. DAF WIT’s mission is to “*identify barriers to women’s service in the Department of the Air Force and Department of Defense that influence and impact women’s propensity to serve and advocate to eliminate those arrears through policy change.*” This all-volunteer team has accomplished significant progress toward effecting positive change for the female Airmen and Guardians in the areas of convalescent leave for pregnancy loss, Commander accountability for climate, flying while pregnant, postpartum travel allowances for nursing mothers, and temporary duty travel for fertility treatments. DAF WITs current initiatives include child care, Tricare doula shortfalls, reproductive health, and infertility.
- The Committee requests a **written response** from the **Army, Navy, Marines, Coast Guard, and National Guard** on whether your Service has a working group like the DAF WIT, focused on identifying and resolving barriers that impact the retention of servicewomen?
- If so, please describe the composition of your organization’s working group and outline what issues they have addressed since inception, as well as what policy or regulation changes have been implemented as a result of their efforts? In addition, what impact have these changes had on women’s retention?
 - If your Service does not currently have a working group equivalent to the DAF WIT, with an express task and purpose to identify barriers to retaining women, how is your Service identifying those issues? Additionally, what is the process Service members can utilize to elevate such issues to senior leadership for resolution?

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GENDER INTEGRATION

In accordance with DACOWITS’ Terms of Reference, the Employment and Integration (E&I) Subcommittee will examine current efforts to fully integrate women into previously closed combat positions, determine whether barriers are inhibiting full integration, and identify actionable solutions. In addition, the E&I Subcommittee examined recent modifications to women’s uniforms, as well as combat gear and equipment, to identify solutions, as required.

- 6** In [December 2015](#), the Secretary of Defense (SecDef) opened all remaining occupations and positions to women with no exceptions. As a result, the Defense Department opened approximately 213,600 closed positions and 52 closed military occupational specialties to women for the first time. Afterwards, the SecDef directed the Secretaries of the Military Departments and Chiefs of the Military Services to provide their final, detailed Gender Integration Implementation Plans no later than January 1, 2016. Once approved, the Military Services were tasked with executing their plans by April 1, 2016.
- The Committee requests an updated **briefing** from the **Army, Navy, Marine Corps, and Air Force** to address the following (include women in Special Operations Forces (SOF)):
- a. Adjustments made to the original 2016 Gender Integration Implementation Plans. Provide specific details on these adjustments, if applicable.
 - b. Milestones not met in accordance with the originally published plan. Provide the reason for each milestone not being met, if applicable.
 - c. Existing limitations that have stalled the progression (e.g., berthing and privacy, combat gear and/or equipment, etc.), if applicable.
 - d. Projected timeline for the next 18 months to fully integrate remaining occupations and positions to women.
 - e. Current or future initiatives being undertaken to increase female accession and retention in combat occupations and positions (e.g., mentorship and/or sponsorship programs, duty assignments, promotions, Army’s “Leader’s First” policy, etc.)?
- 7** The Committee requests a **written response** from the **Army, Navy, Marine Corps, and Air Force** on the following:
- a. Data on the number of women (officer and enlisted) currently serving in previously closed combat occupations and positions, for the past six years (i.e., FY16-21), separated by fiscal year. Provide data broken out by MOS/rating and rank, to include women in SOF.
 - b. Data on the number of women accessed into the previously closed combat training pipelines since January 1, 2016 (include women in SOF)? Of the women accessed to date, how many completed the training? Additionally, please provide the same statistical information for men.
 - c. Data on attrition rates, by gender and category (e.g., failure to meet standards, self-initiated, medical (injury), etc.), from roles previously closed to women from January 1, 2016 to June 30, 2022, separated by fiscal year, to include women in SOF.

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WOMEN IN AVIATION

In accordance with DACOWITS’ Terms of Reference, the E&I Subcommittee will assess the number and percentage of female aviators, as well as factors and policies that may influence female aviator retention and promotion potential, such as recruiting, aircraft/duty assignments, mentoring, pregnancy, healthcare, operations tempo, aircraft design, and flight equipment. In addition, the E&I Subcommittee will examine trends in, and policies related to female aviation accession and identify actionable solutions, as required.

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| 8 | <p>To better understand why women in aviation (specifically pilots, flight officers, and aircrew) are leaving military service and aviation-related duties, the Committee requests a written response from the Army, Navy, Marine Corps, Air Force, Coast Guard, and National Guard on the following:</p> <ol style="list-style-type: none"> a. What is the total number of women (officer and enlisted) serving in aviation, for both the Active and Reserve components? Please provide for data for the following fiscal years: 2001, 2006, 2011, 2016, and 2021. Provide whole numbers, percent of total community, and a breakdown by component, specialty/MOS, and rank (e.g., E1-E9 and O1-O10). b. Have the Services (to include the Reserves) conducted retention studies and/or administered surveys to women in aviation? If so, please provide relevant reports, executive summaries, and/or associated survey findings. c. Have the Services (to include the Reserves) conducted exit studies and/or administered exit surveys to women in aviation? If so, please provide relevant reports, executive summaries, and/or associated survey findings. |
| 9 | <p>To better understand why women in aviation (specifically pilots, flight officers, and aircrew) are leaving military service and aviation-related duties, the Committee requests a briefing from the Army, Navy, Marine Corps, Air Force, Coast Guard, and National Guard on the following:</p> <ol style="list-style-type: none"> a. What initiatives have or are the Services (to include the Reserves) implementing to attract and recruit women into aviation? b. Are there initiatives being implemented to attract and recruit women from underrepresented communities? What associated policies and/or programs exist or are being developed to support the recruitment of women into aviation, to include underrepresented communities? c. What initiatives have or are the Services (to include the Reserves) implementing to retain women in aviation? What associated policies and/or programs exist or are being developed to support the retention of women in aviation throughout the Services (to include the Reserves)? d. What have or are the Services (to include the Reserves) doing to accommodate specific female fitment for flight gear and uniforms, to include accommodating gender specific physiological requirements? Provide the current state of these efforts as well as future plans to further develop and/or improve options for women in aviation. e. What have or are the Services (to include the Reserves) doing to ensure flight gear and flight uniforms are accessible to women, to include accommodating gender specific physiological requirements? Provide the current state of these efforts as well as future plans to further develop and/or improve options for women in aviation. |

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PHYSICAL FITNESS STANDARDS

In accordance with DACOWITS’ Terms of Reference, the E&I Subcommittee will examine the components of the Military Services’ physical fitness tests, to include body fat specifications, height/weight measurements and scales, and physical ability requirements deemed necessary for adequate occupational performance. In addition, the E&I Subcommittee will assess whether the Military Services’ physical fitness standards disproportionately affect women’s career progression and identify solutions, as required.

10 In [2016](#), the Committee recommended that the “*Secretary of Defense should require a complete review and update of the 2002 DoD Physical Fitness and Body Fat Programs Procedures (DoDI 1308.3) with the recent opening of more than 200,000 positions to servicewomen.*” Following up in [2019](#), the Committee recommended that the “*Secretary of Defense should conduct a comprehensive, scientific review of height and weight standards as well as body fat measurement techniques and use the findings as a baseline for setting a Department-wide standard for measurement and acceptable levels.*” In 2020, the Defense Department published a revised DoDI 1308.3.

The Committee requests a **written response** from the **Health Affairs** on the physiological science and studies utilized to revise the instruction’s requirements and scoring of each of the Service’s physical readiness test(s) and body composition requirements.

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PREGNANCY IN THE MILITARY

In accordance with DACOWITS’ Terms of Reference, the Well-Being and Treatment (WB&T) Subcommittee will determine if there are gaps in institutional policies and procedures that obstruct pregnant servicewomen from progressing in their military career and recommend policy changes.

11 The Committee continues to be concerned about the persistence of negative attitudes toward pregnancy and pregnant servicewomen in the military and the fact that their career progression may be adversely impacted by such attitudes. The DoD Military Equal Opportunity Program instruction ([DoDI 1350.02](#)) was revised in September 2020 to include pregnancy as a form of prohibited discrimination. Additionally, the Secretary of Defense’s [Career Enhancement of Pregnant U.S. Service Members](#) memorandum to the Services (dated November 3, 2020) directed a review of all Service directives, policies, and instructions not later than December 1, 2020, and a follow-on briefing of actions taken to implement the direction given by the Secretary to eliminate unnecessary obstacles and limitations on career development or progression of pregnant servicewomen. The Committee will examine pregnancy discrimination in the Services and, to that end, is interested in learning about Service actions, education, and other initiatives to eliminate pregnancy discrimination and to address the cultural bias and stigma that reportedly persists.

The Committee requests a **briefing** from the **Army, Navy, Marine Corps, Air Force, and National Guard** identifying initiatives and actions, anticipated or taken, to affect the Secretary’s direction in the November 3, 2020, memorandum. In your responses, please address the following:

- a. All Service actions taken or anticipated to comply with the SecDef’s direction, to include legislative changes made or proposed, and the estimated time for implementation.
- b. Please provide a copy of the follow-on briefing provided to the SecDef pursuant to his November 2020 memorandum.
- c. How will the Services monitor, track, and enforce policy compliance?
- d. When will/did training begin to educate Service members that pregnancy discrimination is prohibited and on how to address pregnancy in their units? What audiences will be offered this training? Does this training include how to prevent and mitigate negative attitudes and bias toward pregnant and postpartum servicewomen?
- e. Does your Service have any measures in place to track career progression and promotion of pregnant and postpartum servicewomen? If so, what are they? What are the trends?
- f. Has your Service conducted or commissioned any surveys, studies, or taken other measures to solicit feedback from servicewomen about workplace and career experiences as a result of their pregnancy and/or postpartum leave and/or breastfeeding/lactation needs? If so, what were the key findings?

12 The Committee is concerned about the medical and mental health needs of pregnant servicewomen who experience an abortion, miscarriage (i.e., spontaneous abortion), still birth, or death of newborn after birth.

The Committee requests a **written response** from the **Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, National Guard, as well as the Health Affairs and the Defense Health Agency** identifying:

- a. What medical, mental health, and other support and leave opportunities are provided to servicewomen who experience an abortion, miscarriage (i.e., spontaneous abortion), still birth, or death of newborn after birth?
- b. What directives, regulations, and policies address/provide for such care and leave?

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13	<p>The Committee is interested in information the Military Services may have regarding the impact of pregnancy on retention and career advancement of servicewomen.</p> <p>The committee requests a <u>written response</u> from the <u>Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard</u> addressing the following:</p> <ol style="list-style-type: none"> a. What complaint channels are or will be available to Service members to report violations of the pregnancy discrimination policy, and how will complaining Service members be protected from retaliation? b. Number of complaints your Service has received in the last three (or more) fiscal years - by number, time in service, and percentage of all servicewomen - that report adverse actions, treatment or career impact related to pregnancy (to include childbirth/caregiver leave utilization, lactation accommodations, postpartum health conditions, etc.), as well as survey information/findings that report adverse pregnancy-related impacts or treatment. c. Statistics/exit survey data/other reflecting the number of servicewomen over the last three years, who have separated from the military for reasons related to pregnancy discrimination - by number, time in service, and percentage of all servicewomen. d. Policies regarding female cadets/midshipmen at the Military Service Academies in the event they become pregnant. Are they required to resign or give up their children for adoption? May they continue their studies during the term of their pregnancy? What are the policies for male cadets who father children? Are any policy changes being considered? How many female cadets have been affected by these policies in the last five years? How many resigned from service?
14	<p>The Committee understands that there may be valid health or other reasons why servicewomen may be unable to continue work in their primary career field both during and after pregnancy. However, the Committee is concerned about the manner in which such work reassignments are determined and implemented, particularly when specialty-wide occupational reassignments are mandated. The Committee is also interested in the current policies outlining the physical fitness testing requirements applicable to pregnant or postpartum servicewomen.</p> <p>The Committee requests a <u>written response</u> from the <u>Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard</u> addressing the following:</p> <ol style="list-style-type: none"> a. How does your Service make reassignment determinations when servicewomen must be temporarily reassigned to other duties due to pregnancy, regardless of whether for individual or occupational-wide profile reasons? Are meaningful assignments developed to ensure best utilization of servicewomen’s skills? Do servicewoman have the opportunity to provide input on such reassignments? May servicewomen request waivers or the opportunity to continue working in their in their primary career specialty? Who within the command has decision authority for such reassignments? b. What is your Service’s pregnancy and postpartum physical fitness testing requirements? c. What is your Service’s postpartum operational deferment period? d. How does your Service document the above actions? Are safeguards put in place to prevent adverse career impacts to servicewomen?

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PREGNANCY IN THE MILITARY

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The Committee understands the Defense Department will continue to ensure that servicewomen have access to reproductive health care in the wake of the Supreme Court decision to overturn *Roe v. Wade* (known as *Dobbs v. Jackson*), which ended constitutional protections for abortion. As the Defense Department continues to examine this Supreme Court decision and evaluate policies to ensure Service members, dependents, beneficiaries, and Defense Department civilian employees are provided seamless access to essential women’s health care services, as permitted by federal law, the Committee is concerned about potential impacts to servicewomen.

The Committee requests a **written response** from the **Department of Defense (via the organizations annotated below)** on the following:

- a. **Military Services:** With the repeal, many of the restrictive states with trigger laws also have large military populations. Subsequently, servicewomen stationed in these restrictive states who seek a medical or surgical abortion will need to take leave and travel to states where it remains legal. How are the Military Services’ assuring servicewomen’s privacy and confidentiality are maintained, while leave requests are routed through various levels within the servicewomen’s chain of command? Additionally, are the Military Services’ preserving records (e.g., leave requests, electronic messages, etc.) that could potentially be used against servicewomen in states that criminalize abortion?
- b. **Health Affairs:** According to Air Force ([AFI41-210](#)), Army ([AR 40-400](#)), Navy and Marine Corps ([BUMEDINST 6320.72](#)), and Coast Guard ([COMDTINST M6000.1E](#)), Service members are required to complete a number of steps before obtaining an elective surgery. When servicewomen seek a surgical abortion, are they required to follow these same processes? Additionally, if a servicewomen returns from leave after obtaining a medical or surgical abortion and becomes ill, will she subsequently be admitted into military treatment facility (MTF) and/or placed on convalescent leave?
- c. **Health Affairs:** In 2010, the military lifted the ban on emergency contraception (e.g., Plan B), making it available to servicewomen without a prescription. However, as state trigger laws go into effect, some restrictive states have begun making it harder and sometimes illegal for women to obtain emergency contraceptives. Will these restrictions apply to servicewomen stationed within those states, seeking emergency contraceptives from their MTF? Additionally, will servicewomen be afforded access to the abortion pill (i.e., medication abortion) at MTFs?
- d. **Health Affairs:** In addition to restrictions on servicewomen obtaining safe and legal abortions, the Committee is also concerned about the unintended consequences related to servicewomen accessing assisted reproductive services (i.e., infertility care), which in some cases is contracted to civilian providers. How does the Supreme Court’s opinion now impact servicewomen’s access to assisted reproductive services, as some state-level abortion bans utilize broad or imprecise language that prohibits reproductive medicine?
- e. **Military Community and Family Policy (MC&FP) via the Family Advocacy Program (FAP):** In [2019](#), the Committee reviewed DoDI [6400.06](#), “*DoD Coordinated Community Response to Domestic Abuse Involving DOD Military and Certain Affiliated Personnel.*” As a result, the Committee made multiple recommendations related to domestic abuse that involves servicewomen. In [2021](#), a study published in *Obstetrics & Gynecology*, indicated that homicide was the leading cause of death during pregnancy and the postpartum period in the United States. Additionally, according to the American College of Obstetricians and Gynecologists, one in six abused women is first abused during pregnancy. With some servicewomen now lacking safe and legal access to medical or surgical abortions in restrictive states, are additional processes being put into place to assist pregnant servicewomen who find themselves in a domestic abuse situation?

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The Committee requests a literature review from the DACOWITS Research Contractor on the following:

- a. Provide an overview of pregnancy discrimination in the civilian workplace, its prevalence and career impact, and to identify successful strategies businesses employ to combat the problem.
- b. Identify the career impacts of pregnancy generally and, more specifically, identify how medical and/or mental health complications experienced by pregnant and postpartum women impact career progression and retention in the civilian workforce with a focus on studies and data which identify career impact and attrition trends.
- c. Identify initiatives, resources and other support programs that have shown promise in mitigating impact and enhancing retention related to family planning (e.g., those planning to become pregnant, pregnant, and postpartum).
- d. The relevance of abortion access/availability to recruiting and retention of women in the workforce, specifically foreign militaries servicewomen if such studies are available.

Of note, the goal of this review is to gather objective data which speaks to impact on career and retention and which identify measures of potential value to the Services in developing and implementing strategies/programs to minimize adverse impact on service women and to enhance retention. If available, it would be helpful to have information about foreign military practices. More relevant findings may come from more male-dominated career fields such as firefighters, police, construction etc.

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GENDER DISCRIMINATION

In accordance with DACOWITS' Terms of Reference, the WB&T Subcommittee will examine existing Defense Department and Military Services' institutional policies and procedures to identify gaps that enable gender discrimination to occur unconstrained and recommended necessary policy changes.

17	<p>The Committee has addressed the topic of gender bias and discrimination in past reports and commented on the importance of leadership in establishing a culture of respect in all work settings. Although there has been progress, the Committee remains concerned about the continuing matter of gender bias and the corrosive impact it can have on unit cohesion and on servicewomen's mental health, full integration and retention.</p> <p>The Committee requests a briefing from the <u>Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard</u> on the following:</p> <ol style="list-style-type: none"> a. Identify all current policies, regulations, training, and other directives or policy sources that address the issue of gender bias/discrimination and summarize the key provisions. b. When training began to educate Service members that gender discrimination is prohibited, to include the nature and fora of trainings/education given to commanders, non-commissioned officers, basic training recruits, and their drill instructors, and the Service member population generally about the issue of gender discrimination. Does this training include how to prevent and mitigate negative attitudes and bias toward servicewomen? c. How will the Services monitor, track and enforce policy compliance? d. Does your Service have any measures in place to track career progression and promotion of servicewomen? If so, what are they and what are the trends? e. Has your Service conducted or commissioned any surveys, studies, or taken other measures to solicit feedback from servicewomen about gender discrimination and its impact on their workplace and career experiences? If so, what were the findings?
18	<p>The Committee is interested in learning about what information and metrics the Military Services have employed to detect, identify, and monitor the occurrence of gender discrimination.</p> <p>The Committee requests a written response from the <u>Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard</u> on the following:</p> <ol style="list-style-type: none"> a. Detail efforts/initiatives/actions, including measures, metrics, surveys, focus groups, studies or other mechanisms undertaken, to detect/identify and monitor the issue of gender bias in Service organizations. Provide findings and recommendations flowing from such reviews. b. Statistics/data reflecting the number of servicewomen, by number and percentage and grade, who have filed complaints alleging gender bias/discrimination or who have otherwise reported such discrimination via exit surveys or other tools. Identify the number of servicewomen who have cited gender bias/discrimination as their reason for separation or resignation. c. What tools does your Service use to measure climate and culture, in addition to surveys, metrics, or other tracking methods (e.g., Army Cohesion Assessment Teams pilot)? In addition, identify how any findings of gender discrimination have been or will be addressed and monitored. d. For the Army: In 2021, the RAND Arroyo Center conducted a survey on behalf of the Army titled, "Sexual Harassment and Gender Discrimination in the Active-Component Army." Based on key findings from this survey, how does the Army intend to utilize the information? e. For the Air Force: The Committee was briefed at the June 2022 QBM about a policy that commanders whose units score less than 49 percent on diversity and equal opportunity assessments must prepare command action actions to address the unsatisfactory findings. How many unsatisfactory (<49 percent) assessments have identified gender discrimination as among the problems discovered, and what trends do these findings disclose (e.g., grade, type of behaviors identified, types of unit, grades of women subject to gender discrimination, etc.).

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GENDER DISCRIMINATION

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The Committee requests a literature review from the DACOWITS Research Contractor on the following:

- a. Provide an overview of gender discrimination in the civilian workplace, including its prevalence and career impact, and identify successful strategies businesses employ to combat the problem - with a focus on studies and data which identify career impact and attrition trends. Although this issue is not restricted to any career area, more relevant findings may come from more male-dominated career fields, such as firefighters, police, construction, etc. in which women had not historically been employed.
- b. Identify successful strategies businesses employ to combat gender discrimination, as well as initiatives, resources and other support programs which have shown promise in mitigating its impact and enhancing retention.

Of note, the goal of this review is to gather objective data and research which speaks to impact and which identify measures of potential value to the Services in developing and implementing strategies/programs to minimize adverse impact on servicewomen and to enhance retention. If available, it would be helpful to have information about foreign military practices.