

# BACKGROUND PAPER

ON

## RECRUITMENT INITIATIVES TO INCREASE WOMEN'S PROPENSITY TO SERVE

### PURPOSE

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.

### QUESTION #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).

  
AFRS Enlisted and  
Officer Accession Ct

  
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Reserve Recruiting A

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).

  
Promotion  
Rates.xlsx

c. Recruitment target/goals for both women and men, officer and enlisted, Active and Reserve components.

- To meet force management objectives, accession requirements are produced in the Program Guidance Letter (PGL). In support of the Equal Employment Opportunity (EEO) Act of 1974, the accession requirements have no specific delineation on the number of male or female accessions. While the Air Force does not have targets/goals

for women in the enlisted ranks currently, there is a focus on increasing its female applicant pool within officer accession to 30%.

-- The Air Force surpassed the goal at the Air Force Academy for the class of 2025, with 32.5% of the entering class were women. Last year's graduating class was 29.4% female, a 0.4% increase from 2020.

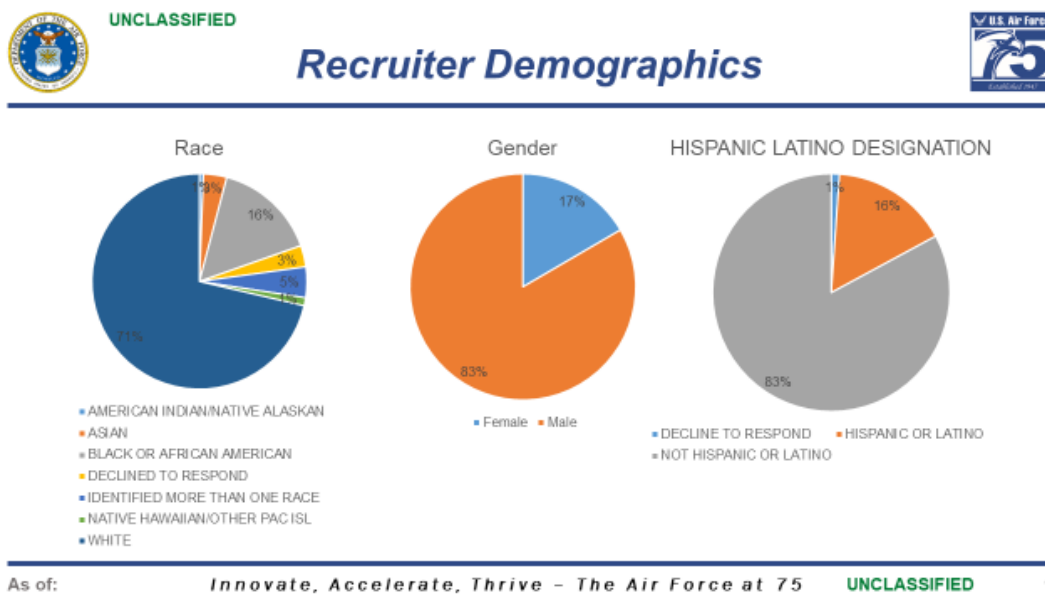
-- Within our Reserve Officer Training Corps (ROTC) program, the Air Force raised its FY24 applicant pool to 30% female, with 25.2% female representation in the most recent commissioning class (FY21), a 3% increase since FY16.

-- The FY21 Officer Training School (OTS) Regular Air Force (RegAF) Line commissions were 19.2% female, a 2.5% increase since 2016.

-- Additionally, OTS commissions Air Reserve Components (ARC) Line officers, with FY21 female representation of 19.8%, up 3% from FY16. \

--- OTS also conducts officer training for all Total Force Direct Commissions, with FY21 female representation of 48%, up 3% from FY16. The high participation of women in many of the medical career fields drives the female ratio in this non-line accessions group.

d. Data on the number of male and female, officer and enlisted recruiters, for both the Active and Reserve components.



- The baseline goal of the Air Force's recruiting force composition is to mirror the demographics of the Air Force.

-- Recruiting is a developmental special duty (DSD) which is a nominative process, and does not consider race, ethnicity, or sex as factors in the nomination or selection process. Air Force Recruiting Service (AFRS) has been monitoring the correlation of the diversity of its recruiting force to that of its recruits to evaluate if process changes would be beneficial. AFRS has requested 35% Female DSD nominations. AFRS current recruiter inventory consists of 17% Females (387 females, 2012 males).

--- In FY22, AFRS has enlisted 23.4% females into the enlisted formations of the USAF and also recruits the diverse enlisted formation of the USSF.

--- The Air Force Reserve has 107 female and 284 male recruiters (zero officer recruiters).

## QUESTION #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).

- Focused marketing improvements on underrepresented populations and untapped geographic regions, academic sources, Minority Serving Institutions, and affinity-based professional organizations are in place. Images shown in all Air Force products, from printed career brochures to television commercials, are selected to present the diverse Air Force that it is trying to become. These images are also audited once a year for diversity content, and replaced/reworked if the product is not representative of the population of the United States.



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## Our Diversity Marketing Efforts



### Partnerships/Events

9 of 32 partnerships dedicated to diversity

- 35% of marketing budget
- HBCU
- OBAP
- Supergirl Pro Series
- Hispanic Games



### Commercials & Advertising

If You Can See It, You Can Be It



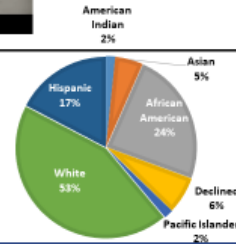
### Social Media & Analytics

Data-driven marketing



### Results

- 16K leads monthly



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- Partnerships/Events include:
  - Battle of the Bands; Southern Heritage Classic; Historical Black College and University Career Fairs (Virtual Career Academy); Women in Aviation (Girls in Aviation Day; 2021 Conference); High School Aviation Symposium
  - English as a Second Language (ESL) gaming league's Diversity/Anti-Bullying initiative "AnyKey"
  - All Include Events w/Engagement Opportunity
- Commercials & Advertising include:
  - "Origins Story" featuring all female aviators
  - "I Can Be Anything" for USAFA, featuring African-American female cadet
- Social Media & Analytics include:
  - Leverage Syndicated Research & Tools to identify diverse audience's social media interests, preferences, and behaviors
  - Targeting is driven by Constant Analysis of social chatter
  - Click Through Rates, Video Completion, Time Spent on Website pages well above National Marketing Average
  - Reached 20M people & drove 1.1M engagements

Overall, current marketing strategies have generated ~16K leads per month with lead demographics reflecting the American society in the pie chart above. AFRS is unable to provide the requested 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) until **19 Aug 2022**.

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.

- Beginning on 8 Jan 21, the Air Force conducted working groups to develop problem statements and a root cause analysis to help identify countermeasures for disparities identified in the Dec 20 Racial Disparity Report on Officer Promotions, Enlisted Promotions, Accessions/Classification.

-- Countermeasures were produced which included improved marketing efforts towards underrepresented populations and untapped geographic regions, academic sources, Minority Serving Institutions, affinity-based professional organizations/events/outreach, and networks with science, technology, engineering, arts, and mathematics (STEAM) groups.

- There is an ongoing pilot work with RegAF squadrons and Joint Advertising Market Research & Studies (JAMRS) to provide implementation strategies based on segmentation data to meet Air Force's goal to have equal and proportional representation in all accessions.

-- 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).

-- 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.