

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 #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



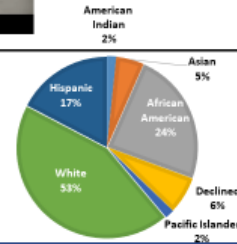
Social Media & Analytics

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.

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-- 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.