

INFORMATION PAPER

Subj: DACOWITS Retention Initiatives for Servicewomen Requests for Information (RFI)

1. Purpose. To provide answers to DACOWITS Retention Initiatives for Servicewomen RFI

2. RFI

RFI #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 Services on the following:

4.a. When was your Service's exit survey implemented?

The Exit and Milestone Longitudinal Survey (EMLS) program, which began in September 2017, is a set of surveys that are administered during specific milestones in a Marine's career: initial accession, first and subsequent reenlistments, career designation, field grade selection (O4-O6), and upon exiting the Marine Corps.

4.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)?

See table below for EMLS response rates. Note, EMLS is a census-style survey allowing every Marine who exits an opportunity to respond. The values represent the combine totals for FY18-FY21, which average about 1,200 responses a year. Reservists do not take an exit survey, rather, they are solicited to participate when they continue to drill beyond their MDPSPD.

	ACTIVE DUTY		
	RESPONSES	EXITED	RESPONSE RATE
RACE/ETHNICITY			
<i>AM IND/AK NTV</i>	44	1,268	3.47
<i>ASIAN</i>	155	3,649	4.25
<i>BLACK</i>	398	12,556	3.17
<i>DECLINED</i>	163	1,604	10.16

<i>HISPANIC</i>	<i>826</i>	<i>26,308</i>	<i>3.14</i>
<i>NTV HI / PAC ISL</i>	<i>39</i>	<i>1,118</i>	<i>3.28</i>
<i>WHITE</i>	<i>3,111</i>	<i>76,800</i>	<i>4.05</i>
SEX			
<i>MALE</i>	<i>4,291</i>	<i>113,183</i>	<i>3.79</i>
<i>FEMALE</i>	<i>445</i>	<i>10,190</i>	<i>4.37</i>
RANK			
<i>ENLISTED</i>	<i>3,818</i>	<i>116,593</i>	<i>3.27</i>
<i>OFFICER</i>	<i>918</i>	<i>6,780</i>	<i>13.54</i>
COMMUNITY			
<i>COMBAT ARMS</i>	<i>591</i>	<i>29,124</i>	<i>2.03</i>
<i>COMBAT SVC SPT</i>	<i>2,741</i>	<i>63,508</i>	<i>4.32</i>
<i>AVIATION</i>	<i>1,266</i>	<i>24,057</i>	<i>5.26</i>
<i>OTHER</i>	<i>138</i>	<i>6,684</i>	<i>2.06</i>
TOTAL	<i>4,736</i>	<i>123,373</i>	<i>3.84</i>

4.c. What findings/trends were gleaned from your Service's review of the exit survey review?

Between all portions, EMLS has collected over 36,000 responses from 34,000 Marines, and participation has been increasing at an average annual rate of 18%. Unweighted data suggests service to country is the number one reason Marines join, and an overwhelming majority believe job security is better in the USMC than the civilian sector. Nearly equal amounts of Marines believe the amount of family or personal time is better in the civilian sector. Asked differently, the majority are still either very dissatisfied or dissatisfied with their work-life balance. Special duty assignments and the promotion system are the two most negative influential factors when Marines are determining whether to stay or separate, while retirement benefits and leave & liberty benefits are the most positive influential factors in their decision. Marines that anticipate separating at the end of their current obligation cite pay & compensation as their number one reason. Marines who are separating cite dissatisfaction with command climate, family, and dissatisfaction with social changes by Marine Corps leadership as their top three reasons.

Between various demographic subgroups, females tend to perceive freedom from discrimination, freedom from harassment, and gender relations as better in the civilian sector than the Marines Corps compared to their male counterparts. Marines in a combat arms Military Occupational Specialty believe their skills will not be valued in the civilian sector but tend to also agree or strongly agree that their MOS training prepares them to be

successful in the Marines Corps. Enlisted Marines are not as satisfied as officers with their compensation and also believe performance evaluations are better in the civilian sector.

4.d. What were the top five reasons (in order of frequency) that Service members are choosing to separate from your Service? Differentiate by gender.

Top five reasons Marines choose to separate:

RANK	MALE	FEMALE
1	DISSATISFACTION WITH COMMAND CLIMATE	FAMILY
2	FAMILY	DISSATISFACTION WITH COMMAND CLIMATE
3	ACCEPT/FIND JOB OTHER THAN ACTIVE DUTY	OTHER [POSITIVE EXPERIENCE]
4	DISSATISFACTION WITH SOCIAL CHANGES [MARINE CORPS LEADERSHIP]	ATTEND SCHOOL/JOB TRAINING
5	DISSATISFACTION WITH SOCIAL CHANGES [HIGHER AUTHORITY]	DISSATISFACTION WITH SOCIAL CHANGES [MARINE CORPS LEADERSHIP]

4.e. What is your Service doing or planning to do with the information ascertained from the exit survey findings?

EMLS was designed as a collaborative effort from several Marine Corps departments. These departments are each question stakeholders and responsible for taking action on their particular results. Now that four fiscal years of data has been collected (enough to begin cohort trend analysis), the Marine Corps is creating an interactive dashboard for the question stakeholders to receive information and utilize as needed. In the past, findings have been communicated via email, information papers, and presentations to leadership. While EMLS has never been the single contributing factor affecting policy, it has been used as supporting evidence.

4.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)?

AC Retention Rates, FY17-FY21, By Rank						
	2017	2018	2019	2020	2021	Avg
Colonel	86.0%	86.2%	85.9%	87.6%	85.4%	86.2%
Lt_Col	87.3%	87.3%	89.2%	88.8%	88.5%	88.2%
Major	92.2%	91.1%	91.0%	91.3%	91.9%	91.5%
Captain	89.9%	89.6%	89.6%	89.3%	90.3%	89.7%
Lt	95.5%	95.4%	95.2%	94.3%	93.8%	94.8%
Total	91.1%	90.8%	91.0%	90.9%	91.1%	91.0%
AC Retention Rates, FY17-FY21, By Gender						
	2017	2018	2019	2020	2021	Avg
Male	91.10%	90.70%	90.90%	90.90%	91.00%	90.90%
Female	91.90%	91.40%	92.60%	90.80%	92.30%	91.80%
AC Retention Rates, FY17-FY21, By Race/Ethnicity						
	2017	2018	2019	2020	2021	Avg
American Indian or Alaska Native	94.20%	92.20%	91.60%	93.10%	91.30%	92.40%
Asian	93.40%	91.30%	92.80%	90.30%	89.90%	91.50%
Black or African American	90.80%	91.10%	91.90%	91.20%	89.70%	90.90%
Native Hawaiian or Other Pacific Island	95.70%	93.70%	91.20%	89.40%	88.10%	91.60%
White	90.90%	90.60%	90.60%	90.70%	91.30%	90.80%
Declined to Respond/Other	93.00%	91.20%	92.50%	90.10%	88.80%	91.00%

AC Retention Rates, FY17-FY21, By MOS						
	2017	2018	2019	2020	2021	Avg
0102	92.40%	90.40%	94.00%	91.10%	91.50%	91.90%
0202	91.70%	90.80%	90.50%	91.10%	90.80%	91.00%
0302	91.80%	91.60%	91.40%	90.80%	90.90%	91.30%
0370	92.50%	91.90%	90.00%	87.80%	92.10%	90.90%
0402	89.80%	91.40%	91.40%	91.20%	91.10%	91.00%
0602	91.70%	90.50%	90.80%	90.50%	93.00%	91.30%
0802	91.30%	92.10%	91.40%	91.30%	90.50%	91.30%
1302	90.30%	89.90%	92.10%	92.50%	89.60%	90.90%
1702	100.00%	100.00%	95.80%	98.10%	95.00%	96.30%
1802	92.50%	94.20%	93.10%	93.00%	80.50%	91.80%
1803	92.70%	91.50%	94.00%	90.60%	89.90%	91.70%
3002	90.80%	91.00%	88.30%	90.20%	88.30%	89.70%
3404	90.40%	90.30%	93.30%	92.20%	89.80%	91.20%
4402	92.40%	90.10%	89.90%	90.00%	89.90%	90.50%
4502	92.70%	92.00%	94.90%	89.70%	92.50%	92.30%
5803	88.50%	88.90%	91.00%	94.00%	91.00%	90.70%
6002	90.70%	91.10%	94.90%	91.00%	92.30%	92.00%
6602	95.90%	91.60%	92.30%	90.80%	91.90%	92.50%
7202	90.30%	92.20%	93.50%	89.10%	91.80%	91.30%
7204	94.30%	91.30%	98.20%	95.30%	89.60%	93.50%
7208	91.70%	90.20%	91.30%	93.80%	89.10%	91.20%
7210	93.30%	90.80%	92.70%	91.80%	89.60%	91.60%
7220	93.70%	91.00%	97.70%	90.80%	91.50%	92.80%
7315	94.70%	89.80%	87.10%	90.90%	93.30%	91.20%
7318	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
7509	89.70%	89.80%	85.20%	83.30%	87.00%	87.20%
7518	90.30%	92.20%	94.40%	90.20%	96.50%	93.10%
7523	89.00%	89.00%	86.40%	85.10%	90.30%	88.00%
7525	91.70%	93.20%	88.20%	91.70%	92.50%	91.40%
7532	93.80%	91.70%	92.90%	93.70%	94.10%	93.30%
7543	89.90%	85.70%	87.80%	72.20%	76.50%	84.30%
7556	93.90%	94.00%	95.70%	94.40%	98.90%	95.60%
7557	87.20%	88.70%	83.90%	88.70%	89.60%	87.60%
7562	75.60%	75.90%	83.30%	77.20%	65.90%	76.20%
7563	92.60%	93.00%	92.40%	91.00%	95.60%	92.90%
7564	91.70%	90.90%	77.80%	85.70%	66.70%	84.40%
7565	92.60%	91.50%	91.90%	91.90%	94.00%	92.30%
7566	92.90%	90.60%	91.60%	91.30%	93.90%	92.10%
7588	90.80%	90.40%	89.90%	90.60%	74.20%	88.10%
8040	86.30%	86.30%	85.20%	87.30%	89.90%	87.00%
8041	87.30%	86.70%	87.10%	89.00%	85.10%	87.00%
8042	83.50%	84.50%	83.30%	83.30%	81.70%	83.30%
8059	87.60%	85.60%	96.60%	92.90%	88.90%	90.30%
8061	91.30%	91.40%	80.80%	96.20%	84.70%	90.80%

*Red denotes small sample size (< 30 observations)

	FY-17	FY-18	FY-19	FY-20	FY-21
Retention Rate	34.59%	33.97%	33.58%	32.52%	33.44%
Reenlistment by Gender	FY-17	FY-18	FY-19	FY-20	FY-21
Female Reenlistment	7.54%	8.03%	8.89%	8.47%	9.57%
Male Reenlistment	92.46%	91.97%	91.11%	91.53%	90.43%
Race	FY-17	FY-18	FY-19	FY-20	FY-21
American Indian Or Alaska Native	1.16%	1.04%	1.16%	1.36%	1.25%
Asian	2.63%	2.43%	2.90%	2.87%	3.02%
Black Or African American	14.98%	14.58%	14.69%	14.01%	13.73%
Declined To Respond	1.64%	5.32%	4.69%	5.29%	4.61%
Native Hawaiian Or Other Pacific Island	5.58%	1.37%	1.51%	1.59%	1.87%
White	74.01%	75.26%	75.05%	74.88%	75.52%
Ethnic Group	FY-17	FY-18	FY-19	FY-20	FY-21
African	11.19%	10.97%	10.84%	10.88%	10.62%
Alaska Native	0.16%	0.11%	0.15%	0.14%	0.17%
Arab	0.15%	0.10%	0.07%	0.15%	0.14%
Australasian/Aborigine	0.01%	0.01%	0.02%	0.05%	0.02%
Caribbean	1.45%	1.67%	1.54%	1.36%	1.43%
Chinese	0.23%	0.14%	0.26%	0.30%	0.29%
Cuban	0.29%	0.30%	0.33%	0.34%	0.36%
Declined To Respond	11.92%	11.98%	9.93%	9.22%	7.76%
European/Anglo	49.60%	49.36%	49.32%	48.73%	49.57%
Filipino	1.36%	1.16%	1.29%	1.43%	1.74%
Guamanian	0.23%	0.17%	0.20%	0.19%	0.24%
Indian	0.26%	0.29%	0.27%	0.27%	0.29%
Japanese	0.13%	0.18%	0.16%	0.12%	0.17%
Korean	0.26%	0.29%	0.26%	0.25%	0.30%
Latin American	2.96%	3.13%	3.42%	4.06%	3.76%
Melanes	0.03%	0.01%	0.05%	0.05%	0.05%
Mexican	10.92%	11.52%	12.53%	12.76%	14.20%
Micrones	0.11%	0.02%	0.11%	0.11%	0.08%
Othasian	0.72%	0.68%	0.84%	0.94%	0.76%
Othhsp	4.57%	4.57%	4.76%	5.10%	4.51%
Othpaci	0.39%	0.32%	0.43%	0.40%	0.39%
Polynes	0.22%	0.27%	0.19%	0.29%	0.32%
Pr	1.68%	1.52%	1.80%	1.71%	1.74%
Uscanindian	0.88%	0.96%	0.88%	0.89%	0.80%
Vietnamese	0.25%	0.27%	0.36%	0.26%	0.31%

Rank	FY-17	FY-18	FY-19	FY-20	FY-21
E3	1.15%	0.62%	1.01%	0.89%	1.37%
E4	22.51%	19.07%	21.06%	23.19%	31.09%
E5	31.47%	30.63%	31.11%	29.19%	22.26%
E6	23.55%	26.66%	25.02%	22.95%	23.44%
E7	13.19%	14.20%	13.39%	14.52%	12.66%
E8	5.82%	6.08%	5.58%	6.65%	6.48%
E9	2.30%	2.73%	2.81%	2.60%	2.69%
Occupational Field	FY-17	FY-18	FY-19	FY-20	FY-21
01 Manpower And Administration	37.17%	35.19%	37.27%	36.79%	37.59%
02 Intelligence	43.77%	46.33%	47.71%	43.12%	51.83%
03 Infantry	27.17%	27.30%	25.41%	26.87%	25.30%
04 Logistics	42.58%	37.13%	38.66%	35.08%	34.89%
05 Marine Air Ground Task Force (Magtf) Plans	29.32%	42.53%	37.50%	59.76%	46.48%
06 Communications	37.31%	39.65%	32.91%	30.46%	32.76%
08 Field Artillery	36.27%	35.82%	37.00%	33.24%	30.23%
11 Utilities	30.76%	25.64%	31.83%	26.66%	31.51%
13 Engineer, Construction, Facilities, And Equipment	31.22%	30.20%	25.41%	26.36%	28.32%
17 Information Maneuver	0.00%	0.00%	0.00%	54.10%	50.48%
18 Tank, Assault Amphibious Vehicle And Amphibious Combat Vehicle	33.55%	36.38%	32.93%	34.31%	32.92%
21 Ground Ordnance Maintenance	33.46%	34.21%	33.82%	31.03%	29.26%
23 Ammunition And Explosive Ordnance Disposal	39.44%	44.64%	48.93%	41.67%	42.69%
26 Signals Intelligence/Electronic Warfare/ Cyberspace Operations	35.69%	32.66%	33.90%	35.91%	36.20%
28 Ground Electronics Maintenance	38.57%	31.56%	32.95%	33.66%	37.54%
30 Supply Chain Material Management	37.81%	36.78%	38.73%	35.66%	34.43%
31 Distribution Management	43.15%	39.68%	47.80%	41.78%	35.71%
33 Food Service	38.83%	34.84%	39.50%	30.72%	37.25%
34 Financial Management	37.41%	33.70%	39.92%	39.00%	43.45%
35 Motor Transport	34.65%	33.05%	31.44%	30.31%	30.39%
41 Marine Corps Community Services	40.74%	71.88%	45.00%	53.57%	72.00%
44 Legal Support	43.80%	42.45%	31.78%	44.96%	46.62%
45 Communication Strategy And Operations (Commstrat)	0.00%	0.00%	37.65%	36.23%	33.70%
48 Recruiting And Retention	57.46%	61.46%	60.00%	53.85%	46.67%
55 Music	61.07%	54.30%	55.73%	59.84%	59.20%
57 Chemical, Biological, Radiological And Nuclear (Cbrn) Defense	40.60%	34.27%	35.38%	31.44%	38.50%
58 Military Police, Investigations, And Corrections	30.34%	28.00%	25.34%	22.76%	28.31%
59 Aviation Command And Control (C2) Electronics Maintenance	31.08%	30.03%	32.68%	32.26%	37.46%
60 Aircraft Maintenance	36.79%	35.01%	37.12%	36.36%	37.33%
61 Aircraft Maintenance (Rotary-Wing)	33.62%	32.53%	34.43%	34.69%	35.63%

62 Aircraft Maintenance (Fixed-Wing)	31.50%	30.18%	34.21%	32.01%	32.25%
63 Organizational Avionics Maintenance	31.96%	30.22%	29.37%	31.37%	37.89%
64 Intermediate Avionics Maintenance	29.38%	28.04%	33.28%	31.70%	38.61%
65 Aviation Ordnance	35.67%	34.96%	37.17%	28.55%	33.00%
66 Aviation Logistics	37.37%	39.69%	40.40%	38.72%	35.36%
68 Meteorology And Oceanography (Metoc)	32.48%	37.17%	44.83%	35.80%	39.74%
70 Airfield Services	30.13%	35.08%	33.90%	32.19%	35.93%
72 Aviation Command And Control Operations	34.12%	37.21%	37.15%	35.71%	39.78%
73 Navigators And Unmanned Aircraft System Officers/Operators	31.58%	26.98%	46.34%	40.43%	48.89%
84 Miscellaneous Requirement Mos	68.15%	64.05%	57.24%	68.18%	51.52%
89 Miscellaneous Requirement Mos	62.74%	60.82%	63.85%	60.04%	70.84%

4.g. What were the top reasons cited within the retention surveys that influenced Service members to leave the military? Differentiate by gender.

Given a list of twelve items that separating Marines rate as either "Strong Reason to Leave," "Reason to Leave," or "NA", the top three items that had the greatest influence are:

RANK	MALE	FEMALE
1	PROMOTION SYSTEM	PROMOTION SYSTEM
2	INPUT IN DUTY LOCATION	INPUT IN DUTY LOCATION
3	MOS-SPECIFIC BONUSES	AVAILABILITY OF ADDITIONAL MOS TRAINING