

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)

Quarterly Meeting Minutes 13–14 September 2022

The Defense Advisory Committee on Women in the Services (DACOWITS) held a quarterly business meeting 13–14 September 2022. The meeting took place at the Association of the United States Army (AUSA) Conference Center, 2425 Wilson Blvd., Arlington, VA, 22201.

13 September 2022

Welcome and Opening Remarks

The DACOWITS Military Director and Designated Federal Officer, Colonel Seana M. Jardin, U.S. Army, opened the September quarterly business (QBM) meeting by reviewing the Committee’s establishment and charter. COL Jardin 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. In addition, panelist and speaker remarks are not checked or verified for accuracy. COL Jardin then turned the meeting over to Ms. Shelly O’Neill Stoneman, DACOWITS Chair.

Ms. Stoneman welcomed everyone to the meeting and asked all Committee members and meeting attendees to introduce themselves.

Status of Requests for Information

COL Jardin reviewed the status of the Committee’s requests for information (RFIs). The Committee received responses to all 19 of its RFIs. The written responses to the RFIs were published on the DACOWITS website.

Panel Briefing: Military Services’ Recruitment Initiatives (RFI 2)

The Committee requested a briefing from the Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard on current marketing strategies and methods being used to attract women, including racially and ethnically diverse women, into the military. The Committee also wanted information about the effectiveness of these approaches in increasing the propensity of women to serve and existing policies or procedures to assess the inclusivity of existing marketing strategies. Of note, the Department of the Air Force (DAF) provided a briefing for the Air Force and Space Force.

Army

Major Sheena Rubin, a product manager in the Strategy, Innovation, and Data Directorate of the Army Enterprise Marketing Office (AEMO), briefed the Committee for the Army. She noted her office is separate from the Army Recruiting Command; AEMO supports advertising and marketing for the Army Recruiting Command in conjunction with other partners. MAJ Rubin

stated her role is to know the consumer market, ensuring AEMO's work is based on data and reflects the goals of the Army. The Army marketing implementation plan is central to the Army's way forward; it is built on 2050 census projections. The briefer noted advertising images from Instagram for Women's History Month in March on the briefing slide.

AEMO adopted a data-driven approach to strategy since its inception in 2019. It uses existing research on female youth and Generation Z to inform AEMO's marketing efforts. The Army wants to be the employer of choice for female youth across all military occupational specialties (MOSs). This fiscal year, AEMO has focused on a multicultural marketing strategy to highlight diversity within the ranks to show prospects someone who looks like them. The Army has used findings from race and gender studies to determine the best ways and methods to reach diverse populations. Casting processes for advertisements ensure diverse representation in marketing materials. As a product manager, MAJ Rubin stated she provides requirements to the creative team and agency partners, ensuring diverse representation in marketing materials is never an issue. In preparation for briefing the Committee, AEMO reviewed its materials and noted the casting and portrayal of female Soldiers exceed the actual percentage of women in the Army.

AEMO has three current advertisements in the market: "Decide to Lead," targets officers; and "Know Your Army" and "Passions," market to enlisted Soldiers. Some of these advertisements include marketing to women, including featuring paid leave and paid parental leave opportunities available in the Army. The creative and production process can be intense and fast-paced. It involves a review of all aspects, including racial and gender representation of the advertisements. MAJ Rubin noted the advertisements, targeting both officers and enlisted, have recently been featured on Monday and Sunday night football.

Since AEMO began in 2019, the office gathers input from Army leaders and the Army People Strategy. MAJ Rubin stated she is in constant conversations with Army leadership, including the Secretary of the Army, Army Manpower and Reserve Affairs, and the Army Chief of Staff. The Army uses a tool called the Army Segmentation Model to identify gaps in population segments; the model currently has 11 subcategories. For women, the Army is conducting a female audience study, with qualitative and quantitative components, to identify barriers, motivators, and behaviors of female community prospects and their influencers. MAJ Rubin stated the center of influence for women to join the Army is important. She noted the Army has also been using Pinterest to reach female youth.

AEMO is building a standard operating procedure for its campaigns and has completed one campaign focused on officers and three on enlisted. AEMO is utilizing lessons learned from after-action reports to identify ways to reach female audiences, and to adjust and optimize approaches. This process will continue into the first quarter of the next fiscal year. MAJ Rubin said she wishes she could have shown an advertisement called "Ducks." In it, a mother in civilian clothes and her young son are at a State fair. The mother uses a water gun to knock down the ducks at a fair game and wins her son the prize. This ad was shown in both English and Spanish. The home-buying ad was filmed in two versions—one with an English-speaking cast and one with a Spanish-speaking cast—and the content was adjusted based on the audience. The English-speaking ad focused on home buying and the American dream, while the Spanish-speaking ad centered on home buying with a mother-in-law suite for extended family to live together. For African-American populations, the Army has been reaching out through podcasts,

emphasizing first-generation college students or those who attend a historically all-Black college or university (HBCU). MAJ Rubin noted AEMO has had requests for the officer diversity team to incorporate specific marketing for Asian-American and Pacific Islander populations as well.

AEMO has found that the careers women find more fulfilling are those with social connectivity, including entertainment, social sciences, and healthcare—and science, engineering, technology, and math (STEM). MAJ Rubin stated most young women are not aware of roles the Army offers, such as veterinarian technicians and behavioral specialists, because most people think of the Army as guns and “Hooah!” Most men and women today want purpose and passion in their careers. They want to know how they can be safe, how they can belong and be a member of the team, and what they are being offered. MAJ Rubin described the media team’s creative outreach activities through IGN, a platform for video game news, expert reviews, and walk-throughs, and CrossFit, where women warriors are featured. In partnership with IGN, the Army is producing a mini-documentary series highlighting interesting and unique Service members; of which, women will be featured in each episode of the series. The Army is using many platforms to feature women, such as Snapchat, Instagram, and LinkedIn. The Army is developing a plan to test the effectiveness of using Pinterest as an avenue for outreach. Pinterest is a women-focused platform, with 76 percent of Pinterest users being women and a high population of Generation Z users. Each platform is a valuable resource to reach out, connect, and hopefully recruit women to join the Army.

Navy

Dr. Jessica Tabacca, the N5 Deputy of the Commander’s Action Group at the Navy Recruiting Command, briefed the Committee for the Navy. Dr. Tabacca stated the Navy is no exception to the fact that 80 percent of hiring professionals value diversity. The Navy works with an advertising partner to form the Navy partnership. The Navy understands the market by conducting research to assess different segments’ values, challenges, and what they are looking for in military service. In May 2021, the Navy partnership conducted 42 1-hour qualitative interviews with Naval officers, including women and underrepresented communities such as African-American and Hispanic Sailors. These interviews served as the driving force behind current marketing and advertising campaigns. One campaign example Dr. Tabacca described was “Faces of the Fleet,” which has 26 short videos, each about 5 minutes in length, following each Sailor’s journey. The idea behind these videos is that anyone can find something they could relate to and can see themselves serving. The latest “Faces of the Fleet” video features a female Hispanic Sailor who was a daughter to a single mother and is a single mother now. She wants to make a better life for her daughter, and joining the Navy was the way she found success as a Sailor, mother, and daughter. From the research conducted, family is a significant aspect of Hispanic communities, and it is important to have acceptance and approval from family members when making a decision. This “Faces of the Fleet” video is offered in English and Spanish, and shows the types of opportunities available in the Navy for that community. This type of content can also be used to reach out to community influencers to provide more information about the opportunities and benefits of Naval service. Dr. Tabacca emphasized this is one way the Navy uses its research in messaging, marketing, and advertising campaigns. The Navy uses several means and platforms to do marketing and advertising, such as paid searches, advertisements on social media, and partnerships with websites like Military.com and BirdDog. The Navy also has experiential opportunities and uses many forms of public relations across different forums.

Dr. Tabacca then discussed the Navy's means for assessing effectiveness, shifts in perception, and the effect of the messaging and campaigns. The Navy collects performance metrics such as impressions, engagements, and number of clicks to better understand the reach, which is the number of people viewing the messages and campaigns. Assessing effect is more qualitative; it can be seen in the return on investment (ROI) in the numbers and contracting. Perception is harder to change and requires a long-term vision; the benefits are not seen immediately but after several years. Recent successes included the Navy video buys, surpassing their female-specific benchmark in June. In March 2022, the Navy ran a YouTube masthead video ad that reached nearly 50 percent of all women aged 18 to 25 in the United States and was pleased with the expected and actual reach of that effort. In May 2022, the Chief of Naval operations signed a decision memorandum to increase the female enlisted accessions mission from 25 to 30 percent.

The Navy's affinity partners include the Society of Women Engineers (SWE) and Women in Aviation (WIA). In the past 5 years, the Navy has had a presence at 22 SWE events, two Black engineer awards ceremonies, women of color virtual STEM conferences, and one WIA event. At each event, the Navy activates a 20x20 booth space, provides relevant materials and information, and engages with local recruiters to garner their participation. These types of events foster engagement in the community and develop long-term relationships. The Navy also takes opportunities to speak or be on panels at conferences to discuss the types of opportunities available and benefits the Navy offers. The Naval representative attending the first WIA event reported the Navy needed a continual presence at this event because of the opportunity to meet so many high-quality women who are potential Sailors.

Dr. Tabacca introduced a four-part video series called "Make Your Name," similar to the "Faces of the Fleet" campaign. The series shows successful female Sailors told from the perspective of their childhood selves. Each video focuses on a positive and powerful trait such as determination, confidence, or adventure. The "Determination" video, featuring Commander Kelley Jones, was shown to the Committee during the briefing. Dr. Tabacca noted this video is one example of the "Make Your Name" videos circulating on different platforms. This medium is female centric and demonstrates how women who have a vision and dream can bring it to life through Naval service.

The Navy assesses diversity reporting each month. For instance, a 30-second advertisement can be assessed for female and multicultural reach. Determinations dictate spending for target groups even though these advertisements are reaching broader audiences. An Excel tracker provides information on the number of clicks, number of engagements, impressions, and number of complete video views to assess whether people are watching and if they watch a video to the end. These metrics are used monthly to assess how well each ad campaign and its messages are doing. Dr. Tabacca noted the ideal way to assess impact is through multi-touch attribution. This provides a way to determine how each user is touching part of the messaging campaign, such as social media or videos. A challenge has been Google's recent depreciation of cookies, which limits the ability to track a user across different touch points. This change has forced the use of last-touch attribution, which allows tracking from only the last touch point, such as a Google search for Navy, but not the video watched before the search. An increase in consumer privacy has made it more challenging to track individual value and attribution to the messaging and campaigns to determine whether those campaigns are leading to individuals looking for more information from a recruiter or signing service contracts. The Navy partnership works closely

with its advertising agency and the DoD Joint Advertising Market Research & Studies (JAMRS) on how to attract women and individuals in underrepresented communities to Naval service.

Marine Corps

Major Heather Brewer, the Diversity Officer for Marine Corps Recruit Command (MCRC), briefed the Committee for the Marine Corps. She stated the Marine Corps is committed to recruiting and retaining the most talented men and women, who bring diversity of thought, background, and experience in service to the Nation. MCRC is strategically committed to portraying the Marine Corps as a civic institution in service of selfless purpose. This approach differs from classic marketing, which tends to appeal to self-interest. Instead of focusing on differences or creating segmented marketing strategies, MCRC prioritizes messaging that explains what it is to be a Marine and appeals to the commonality and shared identity inherent in all who join. This total market approach requires detailed planning to ensure a broad cross-section of gender and demographics is portrayed throughout all products. This approach reflects institutional values of diversity of the country Marines serve and that the Marine Corps consists of the best and brightest.

Results tracking the total market approach show positive successes. The total female qualified leads garnered by MCRC's total marketing approach had a 7 percent increase over the last 5 years. In fiscal year (FY) 2021, MCRC generated the most qualified female leads of more than 61,000. Maj Brewer stated these results were achieved despite female propensity declining 3 percent over the same time. Female propensity for the Marine Corps was 5 percent for FY 2021. The total market approach is also reflected in the diversity and female accessions success. Diverse enlisted accessions have increased from 33 to 48 percent, and officer diverse accessions have doubled from 16 to 35 percent in the same period. Maj Brewer stated studies indicate the annual Marine Corps female accessions should range from 4 to 8 percent. Historically, enlisted female accessions have remained steady at 9 percent, while officer female accessions have nearly doubled from 8 to 15 percent.

MCRC uses the military advertising study from JAMRS to assess policies and procedures for its total market approach and measure campaign effectiveness across various audiences. MCRC also conducts an annual diversity, equity, and inclusion audit of all media content and existing advertising assets. Maj Brewer stated recent results from this audit found 40 percent of Marine Corps products feature women as the primary subjects or female Marines alongside male Marines. The Marine Corps features women throughout its advertising programs, from television commercials and national partnerships to and influencer campaigns.

Maj Brewer highlighted current Marine Corps media campaigns. For broadcast and online campaigns, the "Full Circle" public service announcement television commercial was released in fall 2021. This advertisement has the first female voice-over and ends prominently focused on a young African-American female prospect, who is inspired by the Marines she sees during a parade in her hometown. "Operation Semper Fidelis" is an online content series focused on Marine veterans profiling the impact service had on their lives. Lieutenant Colonel Sarah Deal Burrow, a Marine Corps helicopter pilot, was featured in this series, and the video was played for the Committee. The "Battle Up" television commercial features the story of a female protagonist whose fighting spirit has been evident since childhood and was honed as a Marine.

The Marine Corps also engages with social media influencer campaigns. “Inside the Battle” is a series in which the MCRC uses online influencers who have a large reach among the gaming community. Two out of the four influencers were female. Through this series, the MCRC was able to achieve close to 6 million views. “Inside the Battle” follows the MCRC’s previous effort, “Battles Won Bootcamp,” in which one of the four online influencers was a woman. This series produced more than 8 million views, 6 million of which came from the female influencer’s audience alone. MCRC’s social media content has consistently featured women in posts across Instagram, Facebook, Twitter, and YouTube, resulting in more than 7.5 million views. Maj Brewer reported the current production is not completed yet but features women of different ethnicities performing duties alongside their male counterparts on an infantry fire team.

In addition to the total marketing approach, MCRC still maintains specific marketing initiatives, such as direct mail, national partnerships, and working with sports organizations, including WeCoach, American Volleyball Coaches Association, Super Girl Surf Pro, and Super Gamer Pro Series.

Air Force/Space Force

Colonel Jenise Carroll, Deputy Director for the Office of Diversity and Inclusion in the Office of the Secretary of the Air Force, briefed the Committee for the DAF (representing the Air Force and Space Force). Col Carroll acknowledged that the Air Force has struggled with its recruiting efforts. She outlined three recent reports, including one focused on disparity and gender, that are being used to understand how to engage the untapped market of women, as well as women who are racial or ethnic minorities. She stated the Air Force has a lot of work to do. The Air Force is examining the diversity of its recruiters and working to become more diverse. Col Carroll noted diversity at the Air Force Academy has improved, but the diversity is not at the level where it needs to be. The propensity to serve is decreasing, and diversity is needed now to ensure diverse leadership in 20 years. The Air Force is exploring many ways to ensure women see the Air Force as the employer of choice.

The Air Force is focusing on marketing and recruiting strategies across the spectrum but mainly in underrepresented populations. If the Air Force is to be the employer of choice, it must look in every area and diversify its outreach. Col Carroll cited strategic outreach at football games at universities with diverse populations, such as Louisiana State University. The Air Force has more than 700,000 individuals serving; however, the majority are not a reflection of the diversity present within society. The Air Force is beginning to engage with HBCUs. Col Carroll described a new program called the “Tuskegee Project,” aimed at African-American schools and service. The Air Force is also focused on building a program for Hispanic populations, a rapidly growing population in the United States. The “Battle of the Bands” is used to recruit in previously successful recruiting areas and new ones. The Air Force has participated in HBCU virtual career fairs. Career fairs provide the opportunity for the Air Force to sell itself. Competition for talent among the Military Services is part of today’s landscape. Col Carroll commented the other Services’ videos presented on the panel were amazing, and she is taking notes back to the Air Force recruiting service.

The Air Force is also taking steps for women in aviation. Challenges exist for women in aviation who are balancing family and career; many who leave say they are doing so to care for their

family. The DAF Women Initiatives Team (WIT) is working on initiatives to help attract talent, which will be described later in the brief. The Air Force attends high school aviation symposiums and sends women aviators to these events to help recruit. Another effort is helping women who have English as a second language through a gaming league diversity and anti-bullying initiative called “Any Key.” Air Force outreach includes social media outlets such as Facebook and Twitter. These media sources produce 16,000 leads monthly, reach 20 million , and result in 1.1 million engagements with Air Force recruiting efforts.

“Own the Sky” is an Air Force commercial featuring a female voice that talks about owning the sky, a change from seeing men in aviation roles. The Air Force is targeting women in its advertisements, including women from all racial and ethnic backgrounds. Other advertisement campaigns are “Origin Story” and “If You Can See It, You Can Be It.” Col Carroll said the Air Force is pushing hard to get women featured in their marketing campaigns to bring more women into the Service. The Air Force also has issues with retaining women, particularly retention after the 10-year mark. Col Carroll noted she already discussed working with HBCUs and the Organization of Black Aerospace Professionals. Super Girl Surf Pro is another way the Air Force is marketing itself and changing the Air Force image.

The Air Force has been working on initiatives and changing policies for women at the highest levels, such as the hair policy, allowing women to fly while pregnant, and allowing women to attend professional military education schools while pregnant. Women must be able to serve regardless of whether they are carrying a child, and the Air Force is working to eliminate those barriers. Another initiative the Air Force is examining is supporting women during the postpartum period, helping them get back to work, and supporting them when they are not ready. Col Carroll said the Air Force is also looking at ways to better support single parents, male or female.

Coast Guard

Mr. Colin MacInnes, Marketing Division Chief from Coast Guard Recruit Command, briefed the Committee for the Coast Guard. The Coast Guard performs many of the same functions as the Military Services that have previously presented on the panel. The Coast Guard has a full-time advertising agency in the Washington, DC, area and uses almost all the same media channels as the other Services except for broadcast television and radio. Previously the Coast Guard has not marketed to a general audience but began doing so this spring due to missing their recruiting mission for the past 2 years with that trend likely to continue this year. For the past 15 years, the Coast Guard has focused on marketing targeted to specific populations, primarily women and minority markets. Forty percent of Coast Guard advertising spent over the past 5 years was dedicated to the female market, 40 percent to the minority market, and the remaining percentage of funds geared towards critical ratings and officer specialties. Mr. MacInnes stated that females are targeted through all Coast Guard marketing efforts.

The Coast Guard employs three major marketing strategies to improve results for the female market. The first strategy is audience selection, choosing media partners to put advertisements where female audiences are. The Coast Guard uses paid media through direct partners like BuzzFeed or Bustle, with highly skewed female audiences. Targeted filters, to explicitly or indirectly target audiences known to be female, are used when available through media partners.

The Coast Guard is using artificial intelligence with partners to focus on female markets. Another strategy used by the Coast Guard is direct mailing, including purchased female and minority lists and the JAMRS-provided high school master file for women and men. The Coast Guard also attends events and provides sponsorships where female audiences are best represented, including female sporting leagues or sponsorships of high school cheerleading or softball teams.

The second major marketing strategy employed by the Coast Guard is visual representation, ensuring women are represented in imagery. Mr. MacInnes pointed to his briefing slide, which contained images from the Coast Guard's current campaigns in the market, "This Is Coast Guard" and "Find Your." The Coast Guard's biggest challenge with marketing is awareness. Most Americans have an awareness that our country has a Navy and an Army, but most youth have no idea what the Coast Guard is; the Coast Guard is commonly confused with the National Guard. The "This Is Coast Guard" campaign shows Coast Guard assets, such as strike components. In the "Find Your" campaign, the last word changes throughout the advertisement feature to include "calling," "mission," and "passion"; these messages are geared toward female audiences. The Coast Guard also has a repository of videos, similar to the Navy's "Faces of the Fleet," featuring the stories of Coast Guard men and women. One video launched last year features the Coast Guard life of Seaman Ariel Medlin, who describes what the Coast Guard means to her and her son, and how it helps her support her family. The Coast Guard also has a series of 1-minute rating videos featuring every single specialty (known as MOSs in other Services); female talent is featured as much as possible in these videos. One of the Coast Guard's major selling points is that most individuals who join graduate from boot camp and select their rating after experiencing the Coast Guard for a year; they do not have to commit at enlistment to a specific job. Mr. MacInnes characterized the Coast Guard as providing individuals greater control over their careers because they do not have to lock in their rating at the recruiting office. Some ratings have longer wait times than others to enter.

The Coast Guard's third strategy is alignment of messages to ensure marketing is attractive to a female audience. The Coast Guard relies on research from JAMRS and its own focus groups and panels to identify what messages resonate with female and minority audiences. Mr. MacInnes stated the Coast Guard has a wealth of themes it can select from. The Coast Guard is a lifesaving organization and conducts environmental protection missions, values that have aligned well with female audiences. For lifestyle, the Coast Guard features work/life balance and family support. Unlike other Services, Coast Guard missions are performed in individuals' backgrounds; Service members are stationed in their operating area; they do not deploy for months or years overseas. The Coast Guard offers the ability to have an impact and adventure close to home. Another strong message the Coast Guard delivers is belonging to a community. As one of the smallest Services, the Coast Guard is a very intimate, close-knit community. The people who go through boot camp together will see each other their whole career. The Coast Guard highlights this sense of community in its recruiting and marketing efforts. Research from JAMRS shows that women are more calculated and less impulsive with their decisions; they weigh their options and do their research. For this reason, Mr. MacInnes stated it is important to have all the Coast Guard's benefits on display, especially those that provide family support. The Coast Guard recently created a female frequently-asked-questions document specifically for boot camp. This idea was generated from focus groups, which identified a knowledge gap for women about boot camp.

Women ask different questions about boot camp than men and want to know what being a woman at boot camp will be like.

The Coast Guard tracks several key performance indicators on marketing and recruitment efforts. For the awareness campaign, the Coast Guard is tracking cost per impression and cost per click. For the consideration and education campaigns, tracking is cost per click and cost per conversation, demonstrating how much engagement is coming from the material. The lead generation campaigns are tracked with cost per conversation—for instance, what it takes to get a phone number into a recruiter’s hands. Other briefers on this panel have addressed challenges with privacy restrictions moving forward. Mr. MacInnes stated the tracking metrics he just described cannot be segmented based on male and female. The Coast Guard does not know how many clicks were male or female; very few advertising partners allow that level of detail. The recruiting software has a disconnect between analysis, including personal identifiable information (PII) and the advertising software with no PII. Many vendors do not know how many impressions were male or female.

Mr. MacInnes described the graph on slide 7 of the briefing materials, stating the blue line represents the percentage of recruits who are female and the orange line represents the percentage of female leads generated from advertising. Variation in the percentage of female recruits is attributable primarily to recruiters more than advertising. In 2017 and 2018, the Coast Guard experienced 2 strong years of meeting the mission and decided to focus intensely on minority and female goals in 2019. The Coast Guard significantly improved female accessions in 2019 but failed to meet the mission in other ways. Currently, the Coast Guard is in its third year of not meeting the mission, which has been a challenge to the Service. The Coast Guard has always focused on generating female leads, and Mr. MacInnes described it as an encouraging sign that female lead generation remained steady even as the Coast Guard shifted to marketing toward a general audience. General audience messaging, which also includes a wealth of female characters, may still resonate with a female audience.

The Coast Guard’s contracted advertising agency is a woman-owned small business, and the contract recompetes remains a woman-owned small business set-aside opportunity. The Coast Guard’s recruiting command and the advertising agency contracted to do the creative work have diverse teams.

Media tracking abilities are limited, which presents challenges. Having fewer cookies continues to be a challenge for tracking. The resurgence of quick response (QR) codes has been helpful for print literature or promotional items because QR codes provide easier access to online resources and better analytics on the back end. The Coast Guard will have its first direct postal mailing campaign using QR codes by the end of the fiscal year. Specific mailing pieces go to men and women, providing targeted segmentation for the mailing campaign. The female mailing campaign tagline is “You Belong With Us” and is designed with a belonging and community message, highlighting Coast Guard benefits and featuring single portraits of women. The general audience mailing campaign is about personal potential and growth through a “Launch Your Career” theme. The general audience campaign images feature a mixture of women, men, and minorities, showing the diverse nature of the Coast Guard community.

National Guard

Mr. Anson Smith, the Deputy Chief of the Strength Maintenance Division from the Army National Guard, briefed the Committee for the National Guard. Mr. Smith stated the National Guard has the same marketing and advertising challenges as the other Military Services related to diversity in the ranks. The propensity to enlist is 9 percent, the lowest propensity since 2007. Within that group, 23 percent are within the 17- to 24-year-old target population. The initiatives today will determine the success of the future force. The National Guard is uniquely different because it is distributed across 54 States and U.S. territories. The Army National Guard has national marketing and advertising, and each State and territory has targeted marketing and advertising through noncommercial media or their own programs through recruiting events. The National Guard has one budget for all marketing and advertising efforts, which presents a challenge. Mr. Smith stated the National Guard's annual marketing budget is about \$80 million, which is first distributed to 54 States and territories; the national budget is determined by what remains. Two years ago, the National Guard implemented a marketing campaign called "The Next Greatest Generation," which went well. The National Guard is looking to refresh that campaign in FY 2023, now after Coronavirus Disease (COVID-19), and conduct more engagement in schools and local communities.

Since the National Guard is community based, it attracts women by depicting them as leaders in the community. Mr. Smith described the National Guard as offering limited positions most women are interested in, highlighting the National Guard's combat arms roles. He characterized National Guard recruiters as not doing well with talking to female applicants or prospects, because men are more inclined than women to join. The goal for marketing and advertising campaigns is to create a strong association between the campaign and the National Guard, to implore people to action, such as going to a recruiting office. The National Guard is looking at recruiting from STEM occupations and HBCUs. Mr. Smith noted the National Defense Authorization Act authorized the Services to recruit at HBCUs, but described concerns with balancing funding availability. Opportunities exist to be on councils and sit on panels, for example, at Hampton University, to talk about the National Guard. Mr. Smith stated most African-American officers in the National Guard and Army come from HBCUs, and he emphasized the importance of exposure to the National Guard and the opportunities available. Diverse representation of women is important and is assessed by the DoD to ensure the targets are reached.

The National Guard uses media vehicles selected, in part, for their ability to assist in getting the message out. Mr. Smith provided an example of Little Rock, Arkansas, which has a Strength Readiness Support Center (SRSC), enabling States to create specific marketing campaigns. SRSCs can bring in actors and Soldiers to create a specific marketing campaign for their unit, community, or State at no cost to them. *FUTURES* magazine and JAMRS are great resources. JAMRS provides the data but does not tell the Services how to fix the data. The National Guard moved to AEMO in FY 2021 and works with AEMO to develop marketing strategies and campaign plans. The *FUTURES* 2022 magazine featured a Hispanic female Soldier who serves in a STEM career field.

The Army National Guard does not research or publish propensity metrics; that information is gathered by JAMRS. Propensity information can be unique to each State or area, so the National

Guard relies on the marketing conducted by noncommissioned officers (NCOs) in each State. Each State has a marketing NCO who works with the National Guard Bureau and the marketing partner to obtain the necessary data. The Army National Guard's specific figure for recruiting women is significantly higher than the combined 19 percent reported by JAMRS for the joint Services over the same period.

The National Guard has no policies or procedures to assess the inclusivity of existing marketing strategies. Marketing research conducted by the National Guard routinely engages specific market segments, using tools such as focus groups consisting of only female youth or Hispanic parents, to ensure feedback flows freely and reflects diverse viewpoints. Mr. Smith noted the National Guard needs to improve its number of female recruiters, stating out of 3,300 recruiters, only 610 are women. The National Guard has a quarterly diversity panel to share ideas and brainstorm.

Although operating in an environment of documented historic lows in both youth military propensity and eligibility to serve, the Army National Guard's marketing efforts to reach potential female Soldiers are proving successful. The National Guard does more targeted marketing at the State and local levels than at the national level. The national level is broad and focuses on the mission of the National Guard and features a variety of individuals who are Soldiers, not actors, in the video content. The briefer played "The Next Greatest Generation" video for the Committee. Mr. Smith stated all the Soldiers featured in that video are actual Soldiers, not actors. This was filmed 2 years ago in California, and the National Guard is working on refreshing that video. The Army National Guard increased female non-prior service accessions by 5 percent from FY 2015 to FY 2020. Mr. Smith stated the National Guard will continue to work on this to reflect the communities it serves.

Discussion

Lieutenant General (Ret.) Kevin W. Mangum noted the Military Services have made progress and wanted to know how the Services are determining the return on investment (ROI) for accessions. He asked how they are tracking output activities to outcomes. MAJ Rubin responded the Army has a quarterly business review when all engagement is evaluated by cost per lead and cost per contract to assess the financial resource output. The Army also has projections set one year out and more intensive focus on the upcoming quarter. These processes are new. Mr. Smith from the National Guard responded that the most important part of impressions and clicks is knowing where the lead goes. He described it can be difficult to capture lead data through accessions, and the National Guard is working with recruiters and States to mandate that lead data be captured in the system. Mr. Smith provided the example of a prospect coming to a recruiter after viewing the website; recruiters will usually note the lead as face-to-face rather than the website because it reflects better on their work and activity outcomes. It becomes difficult to say how many leads originate from a marketing campaign and lead to enlistment. Dr. Tabacca from the Navy emphasized the difference between a short-term ROI and long-term ROI, and noted previous briefing responses have focused on the short-term ROI to show value for the money. Marketing can be used to change perceptions and shift culture over several years, regarding what it means to serve, to increase the propensity numbers and build positive branding. Short-term metrics can assess the performance of campaigns and conversions, but the long-term

view, three years out, looks at whether the Services are positively changing the public perception of military service.

Brigadier General (Ret.) Allyson R. Solomon also commended the panel for progress made in the past several years. She noted the Air National Guard is missing from this briefing panel and asked about feedback on Air National Guard recruiting. Mr. Smith from the Army National Guard responded Air and Army National Guard are both part of the Joint staff but are separate, and he is only representing the Army National Guard.

Rear Admiral (Ret.) Mary P. O'Donnell asked if work is being done with high school counselors or parents who may be influencers, positively or negatively impacting perceptions toward military service. Maj Brewer responded the Marine Corps sponsors biannual coaches and educator workshops for high school communities and HBCUs. Workshops are held at the Marine Corps Recruit Depots, at both Parris Island and San Diego, and at leadership courses. There are also opportunities through military professional education diversity office Marine Corps leadership seminars. MCRC sends officers to talk with students to make them aware of the Marine Corps and the opportunities available to them. Mr. Smith stated the National Guard has a booth at the National Educators conference, a 3-day conference attended by educators, counselors, and administrators. Mr. MacInnes commented Coast Guard recruiters receive a high school guidance counselor contact list, which is a favorite item for recruiters. Col Carroll responded the Air Force also has a presence in schools through the recruiter assistance program. Every Airman, officer or enlisted, can take up to 10 days to go back to their hometown to participate in various activities at their high school, such as career fairs. Dr. Tabacca stated the Navy has a new program called Navy 313, which includes a center of influence component. Sailors complete a survey at Navy A School, capturing who influenced them to serve in the Navy. This information is being used to build a repository to track top influencers over time, and they will be provided with a Navy embark experience, which they can take back to their communities. MAJ Rubin commented the Army also participates in the National Educator Tour and is looking into a national influencer campaign for the future, FY 2024 and beyond. This year, the Army's major effort is working on a brand launch to change attitudinal behaviors and beliefs toward the Army to create long-term effects on recruiting people to join.

LTG (Ret.) Mangum asked MAJ Rubin for the name of the Army survey with qualitative and quantitative components and when it is expected to be completed. MAJ Rubin responded there are three parts. The female audience research was completed in April, and she does not know when that will be shared. She can share high-level takeaways. Qualitative and quantitative data were captured, including focus groups, written, and observations. Women reviewed and responded to imagery. Women responded positively to images of women in Army roles. Many youth were surprised to find the extensive list of careers in the Army. MAJ Rubin stated the research team is still working on it.

Brig Gen (Ret.) Solomon commented there has been previous discussion about the inability to reach a younger audience to create interest in military service. She asked if any of these efforts have helped reach a younger audience. Mr. Smith described a National Guard initiative Junior Reserve Officers' Training Corps (JROTC) cyber pilot. He stated younger generations often do not have a parent serving or do not have enough information about the military. He believes the JROTC cyber pilot will be a good initiative for younger populations. The JROTC cyber pilot will

be open to eight States and add six more States the following year. Mr. MacInnes from the Coast Guard responded that it is not difficult to reach the younger generation because they are digital consumers, and advertisements can be targeted to specific groups. Recruiters have shared anecdotally that freshmen and sophomores are most interested in joining the Coast Guard, but it can be more difficult to generate interest among older students. Mr. MacInnes stated he is most interested in capturing the post-high school market, those aged 21 to 23, who have had some experience in the job market but are not satisfied; he feels being able to reach that population is more challenging. Col Carroll responded the Air Force started a flight academy for Air Force JROTC to build interest in aviation in junior high school. This program was started 4-years ago and has seemed to provide a good ROI. The flight academy generates interest in aviation and can help JROTC cadets acquire a pilot's license when they become eligible. Col Carroll asked Lieutenant Colonel Kenyatta Ruffin, an Air Force representative from the audience, to add to her response. Lt Col Ruffin is the Chief of Strategic Outreach and Engagements for the Office of Diversity and Inclusion in the Office of Secretary of the Air Force. Lt Col Ruffin stated the Services cannot by law recruit younger, but they can inform, influence, and inspire. The Air Force recruiting office has a segment dedicated to this. The flight program partners with JROTC and Civil Air Patrol, and non-affiliate partners such as the Organization of Black Aerospace Professionals and Women in Aerospace, to generate robust interest in aviation as a whole, not just for the Military Services.

Command Master Chief (Ret.) Octavia D. Harris asked if the Services are tracking retention of women and why they are leaving. She also asked if the Services are offering bonuses across the Services as part of their marketing efforts. Mr. Smith from the National Guard clarified if CMDCM (Ret.) Harris was asking about accession or retention bonuses; she responded she is inquiring about both. Mr. Smith responded the National Guard has both accession and retention bonuses, and conducts an exit survey to determine why Soldiers are leaving. He reported a major reason the National Guard sees Soldiers leave is because of leadership, which is examined by the Director of the Army National Guard. Col Carroll confirmed the Air Force conducts an exit survey. Previously it was thought most women were leaving to start families, but they similarly found it was tied to trust and leadership. MAJ Rubin responded her office is not focused on retention; it is working on accessions. She confirmed the Army does exit interviews when Service members leave military service or retire. The Army has been heavily messaging for bonuses since January. MAJ Rubin reported the Army is currently offering a \$40,000 quick ship bonus if recruits ship before the end of the fiscal year; this is open to every MOS. Dr. Tabacca said the Navy has relied heavily on enlisted bonuses, but noted a long-term strategy consists of three levels: marketing and advertising budget, enlistment bonus and incentives budget, and the number of recruiters. The goal is to optimize these elements to make mission. Marketing and advertising are focused on building a prospective market that is interested and attracted. Bonuses and incentives are used to help people ship and join right away. Many of the Services are facing the challenge of having depleted the delayed entry pool of prospective candidates to meet mission now; however, this leaves a dry well in coming years.

Ms. Stoneman directed the collation of two questions at once for time efficiencies. Dr. Trudi C. Ferguson asked if the focus on leadership is centered on opportunities for leadership or the quality and trust of leadership. Her second question was about more details on the portrayal of other opportunities for women, such as role models and artistic and creative aspects that could be developed. LTG (Ret.) Mangum noted advertising and marketing messages are positive and

exciting and wondered how counter narratives, such as sexual assault, wounded warriors, and the woke agenda, are being considered or countered in narratives and messaging. Mr. Smith from the National Guard responded to Dr. Ferguson's question and clarified not leadership positions but leadership. On the gaming opportunities at Fort Knox, Mr. Smith noted the National Guard has male gamers but does not know if opportunities for female gamers exist. In response to LTG (Ret.) Mangum's question, Mr. Smith stated the National Guard does not address those problems with its marketing. The National Guard is aware that these are issues and is dealing with them internally. Col Carroll from the Air Force responded to Dr. Ferguson's question on leadership, stating it is about women not seeing themselves in leadership positions. The last two studies conducted by the Air Force indicated not enough women are serving at the most senior levels; women are tapping at the glass ceiling. There are also differences for women who are racial and ethnic minorities; certain women progress higher, and some do not. The Air Force is continuing to research this and examine women's leadership positions. MAJ Rubin also responded to the leadership question, noting that officer and enlisted marketing campaigns focus on leadership and help prospects envision themselves as leaders in the Army. In response to LTG (Ret.) Mangum's question, MAJ Rubin stated the Army does not outwardly market to those agendas, but every campaign is carefully reviewed and considered at all points in the process to assess and anticipate reaction.

Panel discussion concluded.

Briefing: Women's Propensity to Serve in the Military (RFI 3)

The Committee requested a briefing from the Office of People Analytics (OPA), via the JAMRS Division, on marketing data and findings regarding young women's propensity to serve and attitudes of their key influencers for the past 5 years from FY 2017 to FY 2021. Ms. Katie Helland, Director of Defense Personnel Analytics Center (DPAC), and Mr. Jeremy Hall, Deputy of DPAC, briefed the Committee. Ms. Sofiya Velgach, Enlistment Standards, Office of the Secretary of Defense Accessions Policy, and Ms. Evelyn Dyer, Assistant Director of Enlisted Programs, Office of the Secretary of Defense Accessions Policy, joined Ms. Helland and Mr. Hall on the panel to assist in fielding specific questions.

Ms. Helland opened by stating that JAMRS is a joint DoD program under OPA. One of JAMRS' missions is to study the propensity of recruitment, including motivators and barriers driving propensity. Ms. Helland shared that she has studied the recruiting environment for more than 15 years, and the current moment is the most challenging recruiting landscape she has seen. She prefaced the brief by stating that though she will share some dire metrics, young adults have opportunities to volunteer for service every day.

Mr. Hall has been working with youth recruiting markets since 2009. He commented this is the most volatile market the all-volunteer force has faced. He noted it is important not to discount the impact of the COVID-19 pandemic, which has made contacting today's youth and their influencers incredibly challenging. For the better part of the past two-years during the pandemic, most recruitment was digital-based. In-person events at schools, interactions on the street, and maintaining and developing new contacts were disrupted during this time. Mr. Hall mentioned that much of the trends JAMRS will cover in the brief occurred before the pandemic. JAMRS has seen most of those trends amplified because of lack of engagement the Military Services

have tried to manage since spring 2020. He noted, while JAMRS will highlight the female youth market today, he does not want to leave the impression that these trends are exclusive to the female youth market. Many of these trends are not exclusive to women, whether it is fewer youth considering military service or concerns about military service. These challenges are emblematic of the entire youth market.

The female youth market has always had lower propensity to serve than male youth; JAMRS has seen that trend continue. Mr. Hall mentioned more women have never considered military service compared with men. Generally, women also have higher ambition for education. However, when women think about the opportunities the military can provide them, the risks of military service are a prominent concern and far outweigh the benefits, such as paying for college or starting a career. A common theme among youth, particularly the female youth market, is the lack of familiarity with the Military Services. Mr. Hall noted in the prior brief the Services mentioned many households do not have a veteran in the home, therefore many perceptions youth develop about military service first come from what they see in popular media and lean on misperceptions and stereotypes. Women are not very confident they can be successful if they serve in the military. A common theme in the youth market is they rely on their perceptions of military service more than anything else in assessing fit.

JAMRS gathers data on favorability of the military—for example, “How favorably do you think of the U.S. military?” Mr. Hall noted favorability is typically a stable variable, though JAMRS has seen this metric decline since 2020. With the influencer market, the percentage of parents who actively recommend military service continues to be low. However, JAMRS sees a majority of influencers continue to support a young person’s decision to join the military.

Mr. Hall then discussed why female youth decide to join the military. Not only does JAMRS rely on a question that asks female youth the likelihood they will join the military in the next few years, but its work also focuses on factors that drive propensity. Mr. Hall noted, if the Military Services, their marketers, and JAMRS understood those factors and addressed them, propensity could increase at the individual, community, and geographic levels.

As JAMRS and DACOWITS have seen in the past, military propensity remains low and is a persistent challenge, particularly among female youth. In 2020, propensity for men declined, while propensity for women remained stable. For the first time in 2020, a majority of 16–20-year-olds have never considered military service. Mr. Hall noted JAMRS reports 6 out of 10 women have never considered military service, which creates challenges for the Services. When Military Services are marketing and recruiting, they are also introducing the concept of the military and the opportunities available for the first time to 6 out of 10 young women they talk to.

To assess the quality of the youth market, JAMRS uses a proxy variable to gauge test performance. For instance, JAMRS uses answers to the question “Do you mostly get As or Bs?” as a proxy for the likelihood youth will score in the 50th percentile on the Armed Forces Qualification Test (AFQT). The Military Services must recruit at least 60 percent of accessions within the 50th percentile or above on the AFQT. JAMRS generally sees that 84 percent of the female market can score within that percentile. As noted previously, female youth have aspirations for higher education, and JAMRS finds 9 out of 10 young women want at least a

bachelor's degree or aspire toward a master's degree. JAMRS has consistently found female youth are oriented toward healthcare or education jobs. Mr. Hall noted very few men and women consider the military as a possible career.

JAMRS finds pay and travel are in the top five reasons women consider military service. These reasons have remained relatively stable since spring 2020. In the past few years, JAMRS has seen the largest increase in "impact on their community" as a reason for women considering joining. The biggest barriers to military service for most youth, particularly women, are risks they perceive about military service. Mr. Hall noted JAMRS often hears from surveys and focus groups that even with the benefits that military service provides, there is concern about the outcomes. These concerns include fear of injury or death or developing a psychological or emotional issue resulting from military service. Mr. Hall stated these thoughts are largely influenced by social media, a substantial source of information driving perceptions of the military. JAMRS often hears a concern from youth about leaving family and friends, particularly among female youth—for example, leaving their hometown to join the military. These top-of-mind risks, whether physical, mental, or emotional, also convey a sense youth will have difficulty adjusting to everyday life on leaving military service. Some youth believe service is like boot camp or a basic training video, where a leader marches recruits to chow, tells them what to wear and when to turn the wrench, and tucks them into bed every night. For many youth, the idea of being institutionalized is not appealing because they desire more independence. Mr. Hall stated a belief many youth have: Though they may have money for college after their service, they will have to learn how to be their own boss again. The idea of individual leadership is a very foreign concept for most youth.

Self-efficacy is another key factor of propensity found by JAMRS, reflected in the question "How confidently do you believe you'll be successful in the institution?" JAMRS continually sees that, because of the perceptions women have about military service, they do not think they can be successful. He mentioned youth do not see a lot of similarities between themselves and Service members; this is particularly present for women. They do not see Service members as relatable on common metrics such as, "Do I have a similar personality as Service members?" Mr. Hall noted youth do not look down on Service members; it is the opposite problem. They believe a personal sacrifice is required to serve this country in uniform, and youth respect those who decide to do it; however, they do not believe they can accomplish that themselves. Mr. Hall noted it is a tough proposition to ask young women today to consider joining an organization they do not think they can be successful in.

Mr. Hall stated awareness and knowledge are other factors affecting propensity. Most youth do not consider themselves very knowledgeable about the military. What is most alarming is what they think they know is often wrong. Mr. Hall noted they draw their perceptions from stereotypes and misperceptions. The idea of starting a family, having a dog, having weekends off, having hobbies, or wearing civilian clothes are all concepts youth do not think are possible while serving in the military. The lack of knowledge and familiarity can make it difficult for them to consider joining any Service. Mr. Hall said most youth know about the Army but struggle to identify other branches. Understanding and naming the branches of Service or understanding the difference between an officer and enlisted is a challenge for most youth. Mr. Hall stated, for him, these metrics speak to how far removed the Military Services are from the minds of most youth, especially when they cannot name all the Service branches.

Another important predictor of propensity is social norms, the perception that your friends and family will support your decision to join the military. JAMRS finds women do not believe their friends or family, particularly their parents, will support their decision to join the military. Mr. Hall highlighted the critical role influencers play in helping young people navigate their high school careers and post-high school opportunities. JAMRS sees the important role of influencers. Mr. Hall noted many in the room are probably influencers of young men and women in this target audience. JAMRS finds when youth do not believe their parents will be supportive of them joining the military, it is unlikely they will bring it up to their parents as a potential opportunity for discussion.

Next, Mr. Hall turned to reviewing trends over time. Since spring 2020, JAMRS has seen a decline in trust and confidence in American institutions. This decline in trust has also been noted in external reports from Pew Research Center, Gallup, and the Reagan Institute. Previously, the military had a halo effect compared with other American institutions in which it was less immune to ebbs and flows of trust in American institutions. Knowledge trends about military service have not changed. Mr. Hall stated the challenge the Services are fighting is to increase knowledge levels for youth in more instructive ways, so youth can internalize both inherent and intrinsic benefits of serving in the military.

Influencers' likelihood to recommend the military has remained low over time. It is particularly low for parents with daughters. This trend has been around the 40th percentile for some time, and questions asked include "Have you given the Army a thought?" and "Have you thought about joining the military?" JAMRS found that only 4 out of 10 parents are willing to talk with their son or daughter about joining the military. However, Mr. Hall noted parents' support remains high, and JAMRS found this trend from its new recruit survey. Parents will be supportive if their son or daughter indicates they are thinking about joining the military. Mr. Hall mentioned youth do not see parents as barriers to military service or gatekeepers, but they are also not cheerleaders. It often takes the child initiating their own interest in the military to bring the conversation forward with their parents.

Ms. Helland stated JAMRS focuses on outreach to influencers, so the Military Services can focus on prospects and their advertising and marketing campaigns. JAMRS has an ongoing integrated ad campaign focusing on parents to encourage them to have conversations with their child about military service. The campaign ends with the tagline "Their success tomorrow depends on your support today." It is an integrated campaign with television and digital ads. Another is *FUTURES* magazine, which has both print and online versions. JAMRS sends the magazine annually to vocational and guidance counselors at high schools to share with their students. Ms. Helland concluded by noting that the magazine is a joint publication that shares information on all the Military Services.

Discussion

LTG (Ret.) Mangum highlighted that JAMRS' data reflects 8 to 10 percent of youth have a propensity to serve. If 9 percent is used to represent those with a propensity, and 23 percent of the population is qualified to serve, LTG Mangum asked what the overlap is between those populations. Ms. Helland responded 9 percent of the 23 percent have a propensity for military service. Less than 2 percent of the core youth market have a propensity and are eligible to serve

without a waiver. Ms. Helland believes approximately 400,000 17- to 24-year-olds have a propensity and are eligible for military service. Ms. Dyer noted the Services need to bring in about 150,000 new recruits each year for Active service only; the total needed for Active and Reserve service is 220,000. Ms. Helland emphasized current propensity and eligible numbers are not enough to make mission; the Services need to grow the propensity of youth to help recruiting.

Brig Gen (Ret.) Solomon asked if the briefers have data explaining the widening gap between men and women and their influencers recommending military service. Ms. Helland explained the graph Brig Gen (Ret.) Solomon referred to shows trends for parents with daughters and parents with sons. Considering current events of the past 2-years, Ms. Helland speculates that sexual assault in the military is a concern among parents with daughters, noting sexual assault has become more of a concern for female youth since 2020. Global events could also have an effect, particularly for parents with daughters, more so than for parents with sons. Brig Gen (Ret.) Solomon asked if this is a specific question JAMRS asks. Ms. Helland said no, JAMRS has not looked further into this specific data point.

RADM (Ret.) O'Donnell shared that she finds it conflicting that we, as women, want equal rights, equal opportunity, and the ability to advance and succeed, yet somehow parents are still reluctant to have their daughters in the same position as young men. RADM (Ret.) O'Donnell asked if the briefers could shed light on why that is or why they think there is still hesitance in 2022. Ms. Helland responded she does not think parents with daughters have considered the military as an option. She believes parents think this will not be something their daughter is interested in; therefore, they do not bring it up or have conversations about it. Ms. Helland said if parents did have those conversations, they might learn that their daughter is interested. Then a female youth could say, "Oh, I didn't know the career fields I am interested in are available in the military." Ms. Helland reiterated that having those conversations would reveal if the interest were there.

Sergeant Major (Ret.) Robin C. Fortner asked where the data are coming from and if they reflect different communities. Ms. Helland noted JAMRS' data come from a national, continually fielded survey. The sample JAMRS pulls from covers 90 percent of its youth market and is representative. Its sampling strategy stratifies by State.

LTG (Ret.) Mangum asked if JAMRS has data on why the self-efficacy findings vary. He commented he has always been struck by how the Air Force self-efficacy numbers are usually higher. For men, the numbers are about 25 percent higher, and for women, 30–40 percent higher. LTG (Ret.) Mangum asked if JAMRS knows why that is and if the other Services can model that. Mr. Hall said some of the other Services cited their findings this morning in the prior brief, and JAMRS is continually fielding its survey to measure the reach and impact of Service advertisements. One data point JAMRS collects is value associations youth assign to each Service. The Marine Corps and the Air Force particularly have the most pronounced and defined brand association of all the Military Services. The Air Force is a technical profession, and JAMRS continues to find that if it asks youth or influencers which Service they would join or which Service they would recommend their son or daughter join, the Air Force is the consistent top choice. Mr. Hall thinks that is because of the value association or strong brand association youth and influencers have about the Air Force being a technical profession. The Marine Corps

also has a strong brand association because Marines are known as elite warriors. The Marine Corps is thought of as the traditional combat-oriented Service, much like the Army. Youth know what they are getting with the Marine Corps with its elite status and orientation toward combat. Mr. Hall believes a lot of the self-efficacy findings are reflective of top-of-mind associations youth have with each Service's brand.

Ms. Stoneman noted the briefers mentioned the inability for youth to visualize themselves having a normal life, a dog, and a civilian routine while serving in the military. She asked if the briefers could say more about how a counter narrative has been addressed. Mr. Hall shared that the Services have had brand ambassadors, current or former Service members, for the past few years now. Mr. Hall reiterated Service marketing and advertisements are trying to grab youth's attention to spur conversations and reactions to dispel these common myths. Efforts include conversations with a recruiter or producing content that shows a more holistic view of what life is like in the military. JAMRS tends to say, "The extraordinary is in the ordinary," and recommends Services depict military members in civilian clothes at home with their family. Mr. Hall said that interpersonal connection is one of the most immediate ways to overcome these misconceptions.

Brig Gen (Ret.) Solomon asked about the belief from young people that they will not be able to complete boot camp. She asked if there are data points related to obesity in youth populations and asked where that belief originates. Ms. Helland responded she thinks this belief has to do with their perceptions and not fully understanding what it takes to complete boot camp. She believes a lot of the youth market thinks they need a Navy SEAL mentality and superhero strength to complete boot camp. Many people do not think they have that stereotypical superhero strength. Dispelling these myths and breaking down misperceptions can help by showing people similar to them completing boot camp. Mr. Hall responded that a Google search on Marine Corps, Army, or Navy basic training and YouTube will produce intimidating results. Themes from social media emerge showing the extreme aspects of boot camp that are different than the marketing and advertising put out by the Services. Mr. Hall noted, if a 17-year-old is interested in the Army and looks up its boot camp, the teen might say, "Nope."

LTG (Ret.) Mangum asked if JAMRS captures ROI for marketing and recruiting dollars spent. If so, he asked if JAMRS can differentiate between marketing dollars spent on men versus women. Ms. Helland said JAMRS does not capture ROI, but the Military Services have detailed spending information. JAMRS captures recall and reactions to ads through a survey. Mr. Hall added that JAMRS supports the Services, but does not have a role in determining ROI or whether the Services are doing well or poorly. Mr. Hall stated he thinks it is important to put female propensity into context. When JAMRS says 8 percent of young women have the propensity, that means in a high school auditorium with 100 16- to 24-year-old young women, 8 of them have the propensity. If the emphasis is on ROI for marketing and advertising, a recruiter would naturally be oriented to talk to only those 8 women because they are going to result in a lead. A recruiter can record that and say, "Yes, I spent X amount of dollars and had two people give me a measure of performance." Mr. Hall said that is not the challenge in recruiting. The challenge is trying to convince the rest that the military might be a great option for them. That is the challenge faced in the recruiting world right now. Mr. Hall believes that ROI, key performance indicators, and performance metrics are important, but if recruiting efforts are oriented toward the right thing, ultimately one gets better at talking to fewer people. Restarting the momentum lost from the

pandemic is a challenge; it means reconnecting with American communities to get people around youth to say, “I think this would be good option for you based on what I know.”

Captain (Ret.) Kenneth J. Barrett noted that JAMRS has tracked propensity since 2001, and asked if different ad campaigns from the Services have correlated with increased propensity. Ms. Helland responded that ads would affect the drivers of propensity, but not necessarily propensity itself. Propensity has many other variables at play. JAMRS examines whether ads are encouraging people to have more conversations about military service. For instance, have ads shifted attitudes or increased self-efficacy, even slightly? Mr. Hall responded he feels ads are tailored to brand associations youth have. Young people start to understand what each Service produces and what each message is, and young people’s associations influence how they interpret that message. Mr. Hall thinks the messages that tend to be more transformational highlight the hero, the character in the ad doing great things that tend to be more holistic. As Ms. Helland mentioned, Mr. Hall said JAMRS has several persuasion metrics. For example, “After seeing the ad, are you more likely to talk to somebody, talk to a recruiter, or go to the website?” These favorable metrics are not in regard to propensity but to attitudes, efficacies, and associations, particularly when youth can see themselves being reflected in the characters being portrayed. Ms. Helland added that someone’s personal narrative or personal story tends to resonate better with the youth market. She noted some ads that portray an office or someone going to college tend to resonate with the female market, because women are interested in those professional careers and getting advanced degrees.

Brig Gen (Ret.) Solomon said the briefers described how youth do not see themselves in Service members. She asked if there are any characteristics of someone in uniform they personally see themselves in. Mr. Hall shared that JAMRS has seen associations and efficacy increase when they know a Service member, whether that person is a veteran in the household or a Service member they developed a relationship with. JAMRS sees social media as tremendously effective, because more than 60 percent of youth are connected with a Service member on digital media. Mr. Hall noted the challenge is getting the Service member to talk about their military service with young people. Nonetheless, if the Military Services want to positively affect youth and help them see those similarities, they must establish a relationship with the young person. Mr. Hall said COVID-19 lockdowns diminished the ability of recruiters to interact with young people, which is why these past few years have been so disruptive for recruiting. Recruiters can break down and demystify those perceptions by being in contact with interested young adults. Those interactions help youth see that they have more in common with current Service members, and they can learn more about being in the military.

RADM (Ret.) O'Donnell noted recruiting increased after 9/11, and there was a countertrend during the war in Afghanistan. She asked if JAMRS sees correlations between current events and recruiting. Ms. Helland responded JAMRS has tracked propensity back to the 1980s, and certain major events do affect propensity. After 9/11, JAMRS saw an increase in propensity. Propensity plummeted during the height of the Iraq and Afghanistan wars in 2006 and 2007, because news media covered the casualties. Ms. Helland noted propensity response varies depending on how the media portrays combat and if youth feel a direct threat to the country. RADM (Ret.) O'Donnell asked if the withdrawal from Afghanistan had a significant impact on recruiting. Mr. Hall stated JAMRS has not observed anything suggesting that the withdrawal from Afghanistan affected propensity. He shared JAMRS has seen a propensity decline in 21-year-olds. Mr. Hall

mentioned a particular challenge for the Services is the changing policies. The Services' adjusting their policies is seen as positive and attractive to youth, but raising the issue causes youth to wonder why some policies were not allowed previously. Mr. Hall said that is almost a negative to the Services because youth then say, "Wait a minute. You prevented people from doing that before?"

Ms. Marquette J. Leveque asked the briefers if they could share context on the top five reasons men do not want to join the military. She asked if these reasons are similar for women and how this has changed over time. Mr. Hall responded a major difference is concern about the possibility of sexual assault and harassment. He pointed out that the top reasons to join the military, specifically the top three reasons, are very similar for men and women. He believes that over time, those top three reasons have remained stable. Ms. Helland speculated concern about sexual assault and harassment has been more prominent since 2020, particularly for women and influencers. Mr. Hall stated, since spring 2020, the possibility of sexual assault and harassment has been the fastest-growing reason women do not join. He noted risks associated with military service—whether the emotional, mental, or physical risks—are very similar for both men and women.

SgtMaj (Ret.) Fortner asked if JAMRS is capturing data on influencers other than parents, such as guidance counselors, teachers, or sports coaches. SgtMaj (Ret.) Fortner noted sports coaches sometimes have more influence than parents. Ms. Helland shared that JAMRS has an influencers poll that is a continually fielded survey. JAMRS focuses on parents and grandparents, but also has an "other" category made up of educators and coaches. SgtMaj (Ret.) Fortner asked if JAMRS can capture that data in its chart and wondered whether this information is being captured as students return to in-person schooling. Ms. Helland said JAMRS occasionally captures impact and reactions to *FUTURES* magazine. She also highlighted another outreach and school-based effort, the Armed Services Vocational Aptitude Battery (ASVAB) Career Exploration Program (CEP). Ms. Helland noted JAMRS does a lot of outreach to get schools engaged in that program. Ms. Velgach shared that the program is part of JAMRS testing program, which incorporates two elements. One element is a career exploration piece that provides recruiters the opportunity to engage and interact with students at high schools and show careers available in the military and civilian sectors. She noted opportunity helps youth identify their skills and align those skills with military careers. Ms. Velgach also responded 11th and 12th graders taking the ASVAB and AFQT give recruiters the opportunity to see if those students are eligible prospects. Ms. Velgach noted it is a great outreach program providing recruiters the opportunity to get into high schools and have those conversations.

Ms. Stoneman noted briefers on the previous panel described outreach to the gaming community and connections to Generation Z, Millennials, and some who are part of Generation X. Ms. Stoneman asked if JAMRS has examined the outreach efficacy of that approach and how it aligns with propensity and ROI. Mr. Hall believes this generation is tech savvy and knows the rules of engagement in the digital space, so youth can avoid experiences they do not want to have. A key rule in targeting and engaging youth is to demonstrate a shared interest or shared values. For the past few years, JAMRS has gathered data on participation in the gaming community and electronic sports. These spaces offer opportunities for organic conversations, enabling young people to know they have a shared interest with Service members. These online spaces also help them make those associations. For example, "Oh, you're a Sergeant in the

Marine Corps playing Call of Duty. Our personality and strategy are similar.” He believes the primary purpose of those events is to demonstrate alignment with Service members and their personalities more so than to generate leads. Ms. Stoneman asked if responses to those events, in terms of access and awareness, are stratified across different age categories. Mr. Hall thinks responses are stratified across ages. One interesting thing JAMRS sees in its research is youth expect brands and the military to be at those sporting events. Mr. Hall said youth do not expect to see recruiters at eSporting events, and they largely do not find that appropriate. He noted the conversations and data they have demonstrate what he mentioned earlier, simply participating in a shared interest or value is where JAMRS sees positive progress. In general, if youth have the opportunity to talk to Service members, they will talk to them. Mr. Hall said JAMRS sees favorable associations from youth with and without a propensity to join after they had the opportunity to interact with a Service member at eSports events.

LTG (Ret.) Mangum asked if JAMRS tracks any correlation between the effects of youth outreach programs (e.g., STEM, the DoD’s Starbase program) and youth propensity. Ms. Helland said that outside of JAMRS efforts, federally funded research and development centers (FFRDC) have also looked at areas with more accessions or applicants. These areas are communities with a larger veteran presence and more social norms for military service, including outreach programs like JROTC and the ASVAB CEP. LTG (Ret.) Mangum asked if the FFRDCs focus on the effects of youth outreach programs and youth propensity. Ms. Helland said the Institute for Defense Analyses focuses on these topics, and JAMRS has also done some research on the topics. Ms. Dyer noted youth programs are not recruiting programs, so JAMRS is very careful about not looking at those direct correlations. JAMRS tries to influence the environment in a positive way to create more positive associations and perceptions of the military, but does not track it for recruiting purposes. JAMRS does not look for one-to-one correlations for youth programs. Mr. Hall referred back to what Ms. Helland mentioned about JROTC, and other programs, and said many Services are familiar with the “southern smile” because the south has higher propensity. He noted the reality is southern boys and girls do not have a higher propensity to serve in the military than those from the north. Instead, the southern smile contains many installations and many Service member and veteran communities. Mr. Hall stated the southern smile is a good long-term example of what military presence can do to youth propensity, because youth in those areas have more favorable associations and they believe their parents, friends, and community would support their decision to join the military. Mr. Hall commented that the work of JAMRS is not all about recruiting; it is also filling the military presence vacuum, so positive associations can grow within youth and among influencers.

Ms. Robin S. Kelleher thanked the panel for its brief. Based on what the briefers from the first panel talked about regarding recruiting, she noticed the Services use different strategies. One of those strategies is focusing on what it means to serve, and the other strategy is being a top employer. Ms. Kelleher asked if JAMRS has seen a difference in the data that shows which strategies lead to greater overall propensity, and if JAMRS can discuss which strategies men or women are more positively affected by. Ms. Helland said she cannot think of data JAMRS has from those two strategies that would differentiate the two. As mentioned earlier, JAMRS sees more positive associations and reactions to ads with personal stories. Ms. Helland noted the influence certainly depends on how the ad is executed—are those messages focused on the person or the institution? She stated a focus on the person tends to be more relatable and better reviewed.

Honorable (Colonel Ret.) Dawn E.B. Scholz appreciated JAMRS' presentation. She voiced her confusion with young women being more interested in quality higher education because this seems like a pro for the Services. She asked why that interest is not leading to increased propensity because the Services have great educational pathways. Ms. Helland said it is due to a lack of connections. Young women are not making that connection with military service with respect to knowledge and awareness. When they think of military careers, they default to combat careers and do not think of all the healthcare opportunities. With more than 60 percent of the female market not even considering military service, it is not on their radar; they are not thinking about it or making those connections. Mr. Hall added that most youth do not associate higher education or college with military service; it is mutually exclusive to them. He referred to the prior discussion about potential negative outcomes of military service. Even if youth want to pursue higher education through the military, they largely do not think they can do both, even in the Reserves or National Guard. There is also a concern that though they may have earned the GI Bill to pursue college or their aspirations, they will have to readjust to make decisions again after military service, or they believe they might be psychologically or emotionally unable to take college classes. The minimum requirement to be an officer in the military is a bachelor's degree. However, youth generally do not make that connection between military service and higher education. Ms. Helland emphasized that this lack of connection is not only seen in the youth market. Youth influencers also do not make those connections. She noted a Committee member previously mentioned educators. JAMRS conducts focus groups every year with guidance counselors to discuss *FUTURES* magazine in order to understand reactions to it before the next issue goes out. Ms. Helland shared that the magazine is always surprising for counselors who are not necessarily familiar with the magazine or the Military Services. These counselors do not know those careers exist, so they are not making those connections. Parents, too, are not making those connections. Grandparents have more positive associations with the military than parents or youth. She asked what happens when youth become parents and today's parents become grandparents; generations will become further removed. Ms. Helland stressed the importance of these conversations and not just focusing on the data, but thinking about solutions and reconnecting at the community level.

Briefing discussion concluded.

Panel Briefing: Military Services' Gender Integration Implementation Plans (RFI 6)

The Committee requested an updated briefing from the Army, Navy, Marine Corps, and Air Force on gender integration implementation plans. Specifically the Committee asked the Military Services to address adjustments made to their original 2016 Gender Integration Implementation Plans, milestones not met in accordance with the originally published plan, existing limitations that have stalled the progression, projected timeline for the next 18 months to fully integrate remaining occupations and positions to women, and current or future initiatives being undertaken to increase female accessions and retention in combat occupations and positions.

Army

Ms. Susan Foster, Chief of the Operations Support Branch from the Army Forces Command (FORSCOM), briefed the Committee for the Army. Upon receiving guidance to integrate in 2016, FORSCOM was the command responsible for the integration of female Soldiers into

combat jobs. Ms. Foster stated she has been part of this program since 2016 and has seen it evolve.

The primary tenant of the Army's plan was the Leaders First initiative. The plan started much more stringent than it is today. As the Army integrated female Soldiers in previously closed MOSs, the Army changed requirements to allow female Soldiers to grow with natural progression. The Army initially began with two female Soldiers in the same MOS at the company to have female Soldiers in leadership before sending junior enlisted Soldiers. Today, the Army has one female leader at any MOS, and every MOS has a female NCO to assign female infantry Soldiers to those organizations.

Ms. Foster stated the Army currently has no issues, and all career management fields are open. The Army has the last Soldiers in mortarman training now that go out into the field. The Army has had some previously in this field, but they attrited from the Army; more broadly the Army is growing a larger class of mortarman. Leaders First is being lifted. Commanders on the ground may lift that policy when they feel it is in the best interest of their organization. Almost 50 percent of the units have lifted Leaders First. The changing of standards does not affect commanders on the ground from assigning female Soldiers wherever they need them.

Ms. Foster mentioned about 900 female Soldiers are in the operation force, not counting those in training and those who have already done an initial assignment in the operational force and returned to other positions. The units are operating on what is best and what the mission requirements are; female Soldiers are progressing as they should.

All Army career management fields are open. The Army is moving toward the end of managing these female Soldiers in previously closed MOSs as they normalize and establish gender-neutral accession, retention, and assignment, and the lifting of Leaders First. They anticipate this occurring in FY 2023.

Ms. Foster mentioned the Army is continuously evolving and has changed policies, not just for female Soldiers in previously closed MOSs but female Soldiers in general. Grooming standards and hair requirements have changed, and the Army has updated policies for pregnant and postpartum servicewomen. The briefer reiterated that the Army continues to grow. Currently, more than 900 female Soldiers serve in the operational force; the Army has had platoon leaders, executive officers, company commanders, battalion S3, platoon sergeants, and the first female First Sergeant who took responsibility of her troop this year. Compared with where the Army was in 2016—with 10 female Soldiers from other MOSs, and the Sergeant Major of the Army allowed women to try being infantry or armor for a short period of time to assess—to where the Army is now with 150 or more NCOs within the operation force, growth in the number of female Soldiers is evident. The Army briefer said the Army has tracked female Soldiers for 6 years and expressed how great it is to see them get promoted and move on.

Navy

Three briefers presented to the Committee for the Navy: Captain Jason Birch, Operations Officer in Naval Special Warfare (NSW); Lieutenant Christina Lanier, the Women in Submarines Coordinator for the Atlantic Fleet; and Ms. Tracey Denmark, the Deputy Manpower and Force Readiness for Submarine Forces Atlantic.

CAPT Birch stated the Navy has embraced its overall objectives toward diversity and inclusion; in short, the Navy is making progress, slowly, but getting there. For NSW, full and open integration applies to the entire community, including all Navy SEAL officers, Warrant Officer committees, Special Warfare Command Craft Crew, enlisted operators, and dedicated support personnel.

LT Lanier briefed on the submarine force. The Navy's submarine force became an integrated force in 2010. The Navy began with a deliberate plan for officer integration that derived from a flag-level task force. The Navy used lessons learned and recommendations from the integration of surface and aviation communities based on their experiences, and established baseline policies for what the submarine force wanted its integration plan to look like. This included the integration of a senior female role models, initially the role of a second tour supply corps officer (e.g., O-3) that would be key in mentoring junior officers and advising the command leadership team. The Navy also saw the need to assess interest in the submarine service and track retention rates, so it could provide a healthy population of servicewomen for each integrated crew and support the process of reinforcement. Officer integration would precede follow-on integration, similar to the Army's approach. Since the first cohort of officers reported for duty, the Navy has adapted the officer integration plan, as needed, to best meet the needs of the Navy and better support its submariners. The guiding tenet for all changes has been to maximize the opportunities for service on all kinds of submarines, provide co-location opportunities for dual-military submariners, and strive for at least two boats per homeport to better support qualification guidance.

LT Lanier continued to explain that, following the successful officer integration across several crews, the Navy stood up a new task force to plan for enlisted integration, which began in 2016. That plan mirrored the tenets of officer integration, again calling for a senior enlisted role models, in this case in the form of a female Chief (e.g., E-7). Based on research from the Center for Naval Analysis and lessons learned from other communities, the Navy established a target crew composition cohort of 20 percent women to grow the population of female Chiefs within the submarine force. Enlisted Sailors would be assigned to crews in which women had served as an officer for at least 1 year. Since 2010, the Navy has been steadily increasing its population of servicewomen, both officers and Sailors, within integrated crews.

LT Lanier stated the Navy has flexed its integration plans as needed to meet the needs of the Navy and support its submariners. For example, in 2017 the Navy took off one of its crew's former integration plans for the *USS MAINE (SSBN 741)*. The Navy still wanted to meet its target goal of 14 enlisted crews by 2024, so it revised the plan to add the first two gender-neutral submarines, Pre-Commissioning Unit (PCU) NEW JERSEY (SSN 796) and PCU IOWA (SSN 797), that are on track to integrate in 2023 and 2024, respectively.

CAPT Birch mentioned, in terms of facilities and berthing, the Navy still uses open bay barracks, but does not see this as a limitation. That said, the Navy has a unique view of additional dedicated female facilities and dual-use-of-shared-time facilities. LT Lanier stated there are no roadblocks within the submarine force, and that its current plan of record is targeting 33 integrated officer crews by 2030, with 14 integrated enlisted crews by 2024. By the end of this calendar year, women will be serving in the command triads on many crews, including senior enlisted members, chief of the boat, and executive officer. The first female Chief of the Boat (COB) for the Navy reported for duty this past month. The PCU NEW JERSEY (SSN 796) will receive the first cohort of female enlisted Sailors in 2023. In 2023, the Navy will also conduct a strategic review of the enlisted women in submarines program, similar to the review of the officer program conducted in 2020.

LT Lanier referenced the women in the submarines plan of record, which outlines when and where the Navy integrated crews. She stated this is a living document reviewed annually by leadership, and over the next 18 months, the Navy will continue to execute its plan to integrate crews.

CAPT Birch mentioned, in terms of outreach, the Navy is very proud to have commissioned the NSW command last month. The assessment command is a sequential command with a seasoned proven commander completely focused on outreach. This speaks to the amount of effort or buy-in to the almost 50 operators who man that command. The operational requirements have been waived. The command has 50 operators focused on outreach, indicating outreach is an NSW priority. NSW does not have recruiting authorities, but its strong partnership with the Navy Recruiting Command and outreach has enabled it to have operators visit HBCUs and high schools.

Despite no females having made it through Basic Underwater Demolition/SEAL (BUD/S) to date, the Special Operations Forces (SOF) Cadre recognizes the benefits of having female instructors. CAPT Birch said it normalizes working with servicewomen and women leading men. It also sets the stage for staff to get leadership experience and training qualifications to be good instructors. NSW will increase the number of female instructors from 4 to 11 over the next few years.

LT Lanier explained the submarine force is focused on maximizing the talent of women coming in and creating environments that foster talent retention. LT Lanier referenced the table on the slide, highlighting the Navy's accession goal metrics for female officers have increased every year, largely driven by women's interest. The submarine force continues to recruit conversion Sailors from the surface community, in partnership with Navy personnel, through targeted briefs, advertisements, and career counselors.

LT Lanier stated the submarine force increased the integrated force, which provides better operational force flexibility and also helps support retention of dual-military and dual-submarine families. The submarine force also networked with Navy leadership to provide valuable mentorship opportunities for current and future submariners. For example, the submarine force coordinated an event for current submariners and Vice Admiral Lisa Franchetti. It has coordinated smaller mentorship events at the Naval Academy with prospective submariners and current female junior officers to provide mentoring. Working with the Navy Diversity, Equity,

and Inclusion Office, the submarine force continues to promote professional development events that promote women in the Navy. This past spring, the submarine force facilitated travel and attendance to the Joint Women's Leadership Symposium for several enlisted female submariners. LT Lanier stated the submarine force continues to execute its plan, is on schedule, and is committed to providing equitable opportunities for women to serve.

Marine Corps

Lieutenant Colonel Rhonda Martin, Officer-in-Charge of the Manpower Policy and Integration office, briefed the Committee for the Marine Corps. She described that her section provides oversight for female Marines who are in combat arms MOSs. Restrictions on these MOSs were lifted at the end of 2015. The Marine Corps' Gender Integration Plan was signed in February 2016. This plan has five phases to integrate women into ground combat arms MOSs and previously restricted units. The first phase was about setting conditions, which also had a Leaders First component. For Leaders First, an officer and a staff NCO arrived a minimum of 90 days ahead of the servicewomen assigned to that unit to set conditions. The Marine Corps also has the Unit Assignment Criteria, which helps units working with individual standards ensure they stay up with unit mission assignment. Phase two was recruiting by opening up the opportunities to enlist and join the officer ranks in those newly opened MOS fields. Entry-level training was provided with two types of gender-neutral testing specific to MOS: the classification standard test and (2) the physical standard test. Then recruits receive their MOS and go out into fleet to those units. Assignment was phase four, and phase five is sustainment, of which the Marine Corps continues to revise, monitor, and assess the plan for improvements and address any barriers.

LtCol Martin reported all milestones are met for question 6b of the RFI; every MOS is open to women, and they have been in every MOS but one. LtCol Martin emphasized that some MOSs are also difficult for male Marines to get into. A lot of physical strength is required, but MOSs are currently open to males and females equally.

Regarding the limitations, LtCol Martin mentioned all facilities have been modified for units in which women were not included in the past. Infrastructure changes have been made to accommodate women. Efforts continue to refine military clothing to ensure their uniforms and gear, such as flak jackets, helmets, and similar items, properly fit women when they go into combat or exercise.

LtCol Martin explained, despite Marine Corps being fully integrated, it will continue its assessment over the next 18 months. Now seven years into the integration, the Marine Corps is determining if career viability is possible, if women are going to reenlist, if they are getting career designated, and if women are doing recruiting. Women are attending the artillery school field house, which enables them to see a female instructor. The Marine Corps has a few NCOs, Captains, and infantry officers, and the Marine Corps will continue to monitor. Nothing indicates that servicewomen are not having the success that they want. If they want to be there, they are there.

LtCol Martin spoke about the initiatives the Marine Corps is working on; initiatives include sunsetting the Leaders First cadre. The Marine Corps is also looking into the unit assignment

process, to create a criteria to get women into those units and have those opportunities. LtCol Martin mentioned they do not currently have a specific date for the unit assignment criteria list.

Air Force

Colonel Jenise Carroll, Deputy Director for the Office of Diversity and Inclusion in the Office of the Secretary of the Air Force, briefed the Committee for the Air Force and Space Force. Col Carroll described from a high-level strategic perspective that the DAF has implemented gender integration with no issues since 2016. All milestones and adjustments were met. Although the DAF has implemented integration and has individuals going through training, Col Carroll noted double the percentage of women are injured while going through the training. The DAF views that percentage as a limitation and has questioned how to counter this challenge. The DAF has implemented a human performance optimization team and is seeking to assess a holistic view of male and female Airmen as they go through the training. If the DAF has a higher percentage of servicewomen getting injured, why is that? Why are women injured at a higher rate than men when fewer women are in the program? Are women trying too hard? Trying to lift too much? Although gender integration is important, the DAF is mindful that men and women have different statures of what they can and cannot do. Col Carroll stated the education committee, which owns the program, is also examining this topic. Is the problem psychological? Is it a mindset that women believe they must be as good as their male counterparts? The human performance optimization team is looking at the medical community, leadership, and all aspects of gender integration.

Col Carroll said the DAF is assessing what happens if a woman is in training and decides to leave. The DAF is trying to determine how not to push women out of serving. How can the DAF encourage women to stay? Is it by mitigating biases that women believe they are not given the opportunities? Col Carroll described how the Air Force and Space Force are looking at making sure women feel they belong in their career fields. The human optimization team is researching why women are not passing or why they are leaving and applying its findings in the special operations community to other communities across the DAF. The gender integration implementation of special warfare is a program that the DAF launched in May of this year focused on the physical co-location of services to support victims of sexual assault, sexual harassment, and domestic violence. Col Carroll stated this is included in the briefing because these are issues connected to gender integration. Seven installations launched this program to determine if there is a correlation with women in certain career fields leaving or staying based on those three factors. Col Carroll said she would like the DAF to provide an update on that program to DACOWITS in the future.

Col Carroll continued to the topic of special warfare inclusion efforts and the programs currently adopted or underway. She commented one of the RFI questions asks what the DAF is doing over the next 18 months. The Air Force shows presence by being at Spartan races and fitness expositions. Forty-five percent of the Air Force's budget is spent to target female candidates and inspire them. The DAF looks at a small group of female candidates nationwide to see how they start and how they evolve. To ensure leaders understand gender integration at every level, the DAF offers gender integration training to ensure women are part of the organization, how to treat them, how to talk to them, and how to welcome them. The Air Force and Space Force are

evaluating how to improve integration and inclusion. Initial school housing is being changed and modified, but they have not changed infrastructure.

United States Special Operations Command (USSOCOM)

Captain Jason Birch, an Operations Officer in NSW, briefed the Committee for USSOCOM. CAPT Birch stated the first inaugural strategic plan was presented to Congress last year. This plan includes a road map for full integration. One of the plan tenets includes transparency. The U.S. Government Accountability Office (GAO) is working on a study called “Women in SOF” that will be published later this year. Some of the GAO’s findings will include topics mentioned earlier, such as internal and external facing websites.

CAPT Birch stated USSOCOM is proud of its accomplishments related to women in SOF. USSOCOM had the first female commander of the special operations wing, and leaders are nominated to take the rank of flag/general officer. USSOCOM had the first female deputy commander of operations for special forces command, the first female command enlisted leader to lead the special operations command, and the first female graduate of the NSW combat crew course. USSOCOM also had three female graduates from the qualifications course and graduated the first female Green Beret in July 2020. USSOCOM has two female graduates from the operations program at the 75th Ranger Regiment since 2020, and U.S. Marine Forces Special Operations Command has women serving as artillery officers and Marine air ground task artillery officers. USSOCOM also has women serving as commanding officers (COs).

Discussion

CMDCM (Ret.) Harris thanked the presenters for their briefings and reiterated that there is a long way to go on this subject. She asked if any women are currently in the Navy SEAL pipeline, both officer and enlisted. CAPT Birch responded he believes the Navy SEALs has two women, one enlisted and one officer, but said he can confirm later.

CMDCM (Ret.) Harris asked the Marines Corps to identify the MOS not yet filled by a woman. LtCol Martin stated it is the 2131 MOS, Towed Artillery Repairer. She explained it is a heavy load, and the MOS requires a higher ASVAB and General Technical score. She reiterated it is a difficult MOS for men to fill, and women have not shown interest.

CMDCM (Ret.) Harris asked about mentorship programs within these fields to support integration, not just for recruiting women. LT Lanier mentioned the Navy recently published a mentorship guide directing that commanding officers (COs) should mentor regardless of gender. She said the Navy stresses the value of mentorship and of having female senior role models to provide a closer proximity and next-level milestone career path. CMDCM (Ret.) Harris asked if the submarine force is close to having a female executive officer (XO) or COs. LT Lanier replied that the first female XO will be integrated later this year, expected around November. She also mentioned many are in the pipeline, including about 10 female officers.

Colonel (Ret.) Nancy P. Anderson mentioned during the process that led to the 2016 requirement for gender integration, lowering standards for gender norming and gender-neutral physical fitness standards was a concern for all the Military Services, even after the Services started developing specific occupational standards for MOSs. Col (Ret.) Anderson asked the Services

about their development of MOS occupational standards and regular physical fitness testing. CAPT Birch responded that USSOCOM routinely evaluates its training requirements to make sure training requirements and standards tie back to operational requirements, but USSOCOM did not lower the standards. Col (Ret.) Anderson asked if USSOCOM regularly tests MOS specific occupational standards and regular physical fitness standards after Service members enter their MOS. CAPT Birch explained, throughout the life cycle at NSW, Service members are assessed to ensure they maintain those occupational standards, aside from the fitness standards, within USSOCOM. LtCol Martin responded the Marine Corps tests once Service members obtain the ground combat arms MOS, and Service members test at the unit level when they get to their operational unit. As Service members go through their MOS cycle, schools retest. The Marine Corps also has an annual Physical Fitness Test and Combat Fitness Test. For MOSs outside of ground combat, the Marine Corps Training and Education Command manages the skill sets needed for each MOS. The Marine Corps human performance branch continues reviewing occupational standards to check for needed updates. Ms. Foster responded the Army has an occupational functional fitness test administered after initial entry training in the MOS to assess required skills. The Army has high physical demands, testing as Soldiers pass through the initial entry training and when Soldiers hit the operational force in a unit. Previously, it was the Army Physical Fitness Test (APFT). Now the Army is working through the Army Combat Fitness Test (ACFT) to identify appropriate testing requirements at each phase of that process. The Army is transitioning to the ACFT force-wide. Col Carroll said the Air Force has specialized testing and Air Force fitness testing after Service members are part of special operations.

Colonel (Ret.) Many-Bears Grinder asked whether there has been an increase in the percentage of sexual assault cases and equal opportunity complaints in the MOSs and units previously closed to women. LtCol Martin responded the Marine Corps has not seen any increases in sexual assault or sexual harassment. Having women in those MOSs fosters a team player environment; LtCol Martin has not heard anything coming back up the chain of command (CoC) about those types of complaints. Ms. Foster responded that for the Army, initially, a Sexual Harassment/Assault Response and Prevention (SHARP) incident with a female Soldier was an RFI back to Chief of Staff of the Army. However, this was a notification and was followed up through the SHARP channels. That RFI continues at FORSCOM, but the Army has not received any reports in the past 2 years of specific infantry armor female Soldier incidents. LT Lanier mentioned the Navy has not seen any increases in these incidents either. Col Carroll said she is unaware whether this issue has been studied by the DAF; she suggested this question be on the record so the DAF could go back and look, as opposed to making an assumption. CAPT Birch stated USSOCOM is still collecting specific data.

Ms. Leveque asked about the limitations of gender integration in those difficult MOSs and what is being done to overcome them. LT Lanier mentioned the submarine force has accession goals for officers, and enlisted goals for each rate. The submarine force establishes targets beyond 20 percent and also sets targets within each department across the submarine. The Navy establishes goals for each crew. To meet those goals, the Navy works with a network of community managers to ensure they are getting the message out about those different opportunities. The submarine force is also targeting undesignated Sailors and informing them about the opportunities to ensure they meet their goals. CAPT Birch responded that USSOCOM integration is tied to its diversity and inclusion goals, and USSOCOM plans to optimize organizational elements of current and future fights; the organization should reflect the society it

serves. While USSOCOM does not expect the force to be 51 percent female, it is exploring what the right number should be. This is something USSOCOM is trying to develop, changing the operational environment when Service members are or are not deployed, to determine the exact makeup. LtCol Martin said the Marine Corps goal is to improve combat strength by capitalizing on the full potential of Marines; the Marine Corps does not have a specific quota/goal.

CMDCM (Ret.) Harris asked about the differences in injuries among men and women described by the DAF. The DAF said the injury rate was 11 percent male and 25 percent female. Col Carroll highlighted that this was an issue because there are fewer women, but the percentage is higher.

CMDCM (Ret.) Harris asked Col Carroll from the DAF for clarification on the injury rates: 11 percent male and 25 percent female? Col Carroll responded affirmatively and noted women have a higher injury rate. CMDCM (Ret.) Harris followed up to ask if the injuries are musculoskeletal or if they are different. Col Carroll stated the injury types are different, and the performance team is investigating this issue to determine why women are getting injured; is it because they were lifting something heavy, were too tired, or had poor diet quality? While the specific breakdown of the injuries was not available, Col Carroll mentioned she will verify if this information is being collected.

Dr. (CAPT Ret.) Catherine W. Cox asked LT Lanier how the female submariners' accession numbers for 2022 compare with the male numbers. LT Lanier mentioned she is not familiar with the male accession goal but knows it is continuously assessed to determine feasibility; the submarine force has not had any difficulties with the goal. Dr. (CAPT Ret.) Cox asked if there has been any backlash related to gender integration, given it is a small community. LT Lanier replied that the submarine force has not experienced or heard of any retaliation. LT Lanier mentioned gender integration has been seen as a positive because of the value women bring. *Note: Following the conclusion of the meeting, LT Lanier provided accession numbers for FYs 16-22, both male and female, which were added to her presentation slide deck.*

LTG (Ret.) Mangum noted the Army is lifting the Leaders First criteria and other Services mentioned similar actions. He asked Ms. Foster about the conditions and criteria that allowed the Army to relax the Leaders First requirement. Ms. Foster mentioned the criteria was published in the Department of the Army fragmentary orders (FRAGOs), FORSCOM FRAGOs, United States Army Recruiting Command (USAREC), and United States Army Pacific (USARPAC). It is a time-phase and a condition-based requirement for a commander to request. The time-phase is 12 to 15 months integrated with female junior Soldiers, E1 to E4, before a commander can begin to look at requesting. Then, based on the commander's assessment, command climate survey, how the unit is performing in Combat Training Center (CTC) program, evaluations, and deployment, they can submit their request. The Army has deployed female infantry and armor Soldiers to all theaters in support of continuing operations. Both the time-phased and condition-based requirements must be met for the commander to request through their CoC. Ms. Forster said she would like to see commanders come online with Leader's First. It is time; they have enough female Soldiers within their organizations. While Leader's First does not hinder where women are assigned, it is time; the recommendation has already been made. The Leader's First initiative would be the last piece of the gender integration implementation plan to go, because of the gender-neutral accessions and gender-neutral assignments already in place. Army officers are

gender-neutral based on Order of Merit List. The next step would be female enlisted Soldiers going to gender-neutral assignments, but that may take longer because of low density. The Army has three MOSs, and two have fewer women because those organizations have less opportunities for men and women. Male and female Soldiers do not get to choose where they go, but the Army anticipates it may need to be attentive to where it sends female Soldiers to ensure they are not unevenly distributed to popular installations because that is their preference.

Brig Gen (Ret.) Solomon asked if the percentage of injuries between men and women in the DAF was people who are failing, if they were in field, or if they were dropping out because they were injured. Col Carroll clarified the percentage described earlier was the injury rate; it was not reflective of those who are dropping out. Women were getting injured during training at a higher rate than men. Brig Gen (Ret.) Solomon asked if that rate was related to women not completing the course. Col Carroll replied there is no correlation. The DAF is trying to make sure women's injuries do not cause them to leave. The human performance optimization program was developed so they do not have to leave but can work toward recovery. Col Carroll reiterated that they are not leaving the DAF because they are injured. Brig Gen (Ret.) Solomon asked the other Services if they have assessed female injury rates or differences in training completion rates by gender resulting from injuries. For the Marine Corps, LtCol Martin stated MOSs physical standards are the key to their success in that MOS; men have a 99 percent completion/graduation rate, and women a 93 percent completion/graduation rate. The injuries in the Marine Corps have been fewer for Service members who maintain the physical standards. Injury data is sent to the Navy and Marine Corps for review. They review the injury rate for musculoskeletal and acute injuries and have not found a correlation, but the percentages are low because of the small population size. A successful part of the Marine Corps gender integration implementation plan is the gender-neutral MOS standards.

RADM (Ret.) O'Donnell asked the DAF to clarify the adjustments mentioned during the briefing when stating all milestones and adjustments for gender integration implementation plan were met. Col Carroll mentioned adjustments was the verbiage DACOWITS used for the question, which the Air Force repeated in its response. RADM (Ret.) O'Donnell asked if the adjustments were to standards. Col Carroll replied no gender adjustments were made for standards.

Vice Admiral (Ret.) Robin R. Braun asked CAPT Birch to further elaborate about the planned increase of female SEAL instructors from 4 to 11. She asked what the instructors ratings and designations are. CAPT Birch responded the instructors come from within the Service community, explosive ordnance disposal (EOD), and the diving community; he noted he would send the full list to the Committee. CAPT Birch mentioned the instructors are qualified like any other instructor; they go through the entire process through all phases to meet the qualifications. VADM (Ret.) Braun commented that during the briefing it was mentioned that over the past 6 years, the Navy has had two women go to BUDs. She asked what has been done to increase that number and what issues are present. CAPT Birch responded the issues are outreach and interest. He stated the Navy needs to get more women out there who have been part of the special operations community to generate more interest and communicate this is something other women can achieve. *Note: Upon the conclusion of the meeting, CAPT Birch provided a historical summary of female SEAL instructors: 2x EOD, 1x Aviation (AWO), 3x Surface (1 MC, 2 MA), 1x Information Warfare (IT), and 4x Corpsman (HM).*

Ms. Leveque followed up on VADM (Ret.) Braun's question about the SEAL instructors. She asked how the number of female instructors compares with male instructors and how many male instructors the SEALs have. CAPT Birch responded he would need to get back to the Committee on that answer.

SgtMaj (Ret.) Fortner asked CAPT Birch how the SEAL/S recruit instructors or if instructors are volunteers. CAPT Birch mentioned the SEAL/S do not want someone to serve as an instructor if they do not want to be there.

SgtMaj Fortner noted during the briefing it was mentioned that the Army has more than 900 female Soldiers; she asked to clarify if that was only combat MOSs or in the community. Ms. Foster from the Army responded there are more than 900 female infantry and armored Soldiers in brigade combat teams. The 31 brigade combat teams within the 3 commands is more than 900. SgtMaj (Ret.) Fortner followed up to ask if the female Soldiers are in the combat rating or if they are from across the spectrum—for instance, in leadership or support roles. Ms. Foster mentioned the female Soldiers are in their MOSs, and currently the FORSCOM commander is the approval authority to assign them. Ms. Foster described the initial entry tools: The Soldier comes in, they go to training, and they fit operational force for first tour; in that first tour, they must serve in an 1101 or 19 requirement. They are all serving in their MOSs. SgtMaj (Ret.) Fortner asked if and how the Army is tracking them, to which Ms. Foster replied that it tracks them by name to know how many there are. The Army began with two installations and spread out as it organically grew leaders; the Army was then able to assign more Soldiers and manage and track female Soldiers. The installations provide feedback to the Department of the Army on the number of female Soldiers and what jobs they are doing. SgtMaj (Ret.) Fortner asked the other Services if they can speak to that level of detail. LtCol Martin confirmed the Marine Corps does track that information. The Marine Corps has more than 531 female Marines who have earned a ground combat MOS, 347 are currently serving. The Marine Corps has detailed information on them, such as a name roster and location, reenlistment, career designation, key assignments, and opportunities for school. The Marine Corps tracks female Marines going to units previously restricted to make sure they are being integrated across the fleet. LT Lanier said the Navy tracks officers and enlisted. She receives a monthly report with where the women are with regards to career milestones, sea and shore duty assignments, as well as other areas. At the Navy Personnel Command (NPC), where the Navy issues assignments, enlisted women are tracked too. CAPT Birch mentioned the special operations community also tracks this information. Col Carroll confirmed the DAF tracks this information, but was unable to provide specifics.

Sergeant Major (Ret.) Caprecia A. Miller asked how female promotion rates compare with their male counterparts in each Service. Col Carroll responded the DAF analyzed promotion rates and confirmed women fall short. They provided DACOWITS with data about this in response to RFI 1. LT Lanier responded for the submarine community, stating it depends on the year group whether the community retains more or less; retention is comparable with men. All department heads who have successful tours screen 100 percent for the next tour, and as long as women are set for success, they are on track to continue promotion. CAPT Birch responded that USSOCOM tracks, but the numbers are too small to assess trends at the moment. LtCol Martin confirmed female promotion rates are part of the Marine Corps assessment, and the Marine Corps has seen female Marines getting promoted faster than male Marines. Ms. Foster said the Army tracks

officers, and female Soldiers are in step with their male counterparts. For Army NCOs, she was not sure of the answer.

Dr. Ferguson asked the Services to provide more information about why women fall short and how pregnancy affects promotion rates. Col Carroll explained, when she said falling short, she meant being promoted at a lower rate than their male counterparts. This could be because women are not being given the same opportunities. The DAF is studying this and how opportunities are provided. The DAF is also looking into pregnancy. She noted female Airmen are now able to fly while pregnant. The DAF is also looking into masking pregnancy status of servicewomen because it has influence on leaders' decisions to allow them to serve in certain roles. LtCol Martin responded the Marine Corps is looking into pregnancy challenges. Marines who get pregnant are right on track with female Marines not in combat MOSs. The Marine Corps has also looked at the rate that women become pregnant when operational or deployed, and are not seeing issues. The Marine Corps has not seen the willingness of women to serve as an issue; they want to stay out there and be part of the team. Ms. Denmark responded the Navy has not seen any issues with women who are or have been pregnant and their promotions. Ms. Foster responded many women in the Army have babies and continue to progress. Ms. Foster shared her opinion that being pregnant is a challenge in some positions—for example, fuel hammers—and women have to be put in an alternative position, because they would not be able to do their original job while pregnant for the safety of the mother and child. Ms. Foster explained this topic needs to be studied, but the Army has not seen anything negative so far.

Panel discussion concluded.

Overview of Public Written Comments

COL Jardin reviewed the Committee's receipt of written public comments. DACOWITS received two public comment submissions for this quarterly business meeting.

The first written public comment was provided by First Sergeant Al'Kedra M. Tyler, United States Marine Corps, on streamlining DoD child care issues and availability.

The second written public comment was provided by Captain Dominique Dove, United States Army, on transitioning women veterans and homelessness.

Both public comments are available on the DACOWITS website.

Conclusion of Public Meeting Portion

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

14 September 2022

Welcome and Opening Remarks

COL Jardin, DACOWITS Military Director and Designated Federal Officer, began the second day of the September quarterly business meeting. COL Jardin reminded attendees that any comments made during the meeting by Committee members are their personal opinions and do not reflect a DACOWITS or DoD position. In addition, panelist and speaker remarks are not checked or verified for accuracy. COL Jardin then turned the meeting over to Ms. Stoneman, DACOWITS Chair.

Ms. Stoneman welcomed everyone to the meeting and asked all Committee members and meeting attendees to introduce themselves.

Panel Briefing: Women in Aviation (RFI 9)

The Committee requested a briefing from the Army, Navy, Marine Corps, Air Force, Coast Guard, and National Guard on why women in aviation, specifically pilots, flight officers, and aircrew, are leaving the Military Services. The Committee was specifically interested in (1) Military Service initiatives being implemented to recruit women, to include women from underrepresented communities, into aviation career fields; (2) policies or programs that exist or are being developed to support the recruitment of women, to include women from underrepresented communities, into aviation career fields; (3) Service initiatives being implemented to retain women in aviation and policies or programs that exist or are being developed to support the retention of women in aviation; (4) current initiatives the Military Services are using to accommodate female fitment for flight gear and uniforms and future plans to improve gear and uniform options for women in aviation; and (5) how the Military Services are ensuring flight gear and uniforms are accessible to women, including access to flight gear that accommodates gender-specific physiological requirements, and future plans to improve options for women in aviation.

Army

Chief Warrant Officer 5 John Bilton, Aviation/Officer Policy Integrator, HQDA G-1, Directorate of Military Personnel Management, briefed the Committee for the Army. CW5 Milton explained, about 4 years ago, the Army began to recognize a lack of awareness among Service members on pathways for joining the Army Aviation Branch (Army Aviation). To address this challenge, Army Aviation developed the Aviation Branch Awareness Program (ABAP) in 2019 in conjunction with the Army Recruiting Command. Under this program, Army Aviation showcases Service members in communities and at events to raise awareness of aviation opportunities in the Army, including air shows, helicopter expositions, and sporting events. Army Aviation also builds awareness and supports recruiters by showcasing Service members during visits to high schools, technical institutes, and colleges. The Army also conducts outreach to cadets and officer candidates through social media to clarify the process for joining the Army Aviation Branch. CW5 Bilton noted the Army has seen a 35 percent increase of cadets taking the flight aptitude tests since the implementation of the ABAP.

The ABAP has focused on recruiting women and diverse populations into Army aviation over the last 2 years by using a “someone that looks like me” theme and showcasing women aviators dressed in civilian clothes at community events. CW5 Bilton noted having female aviators dress in civilian clothes makes them more approachable to individuals who may be interested in an Army Aviation career and enables them to connect with individuals to share their experience in the Service. The recruitment and retention of Army aviators has steadily increased among female commissioned officers and warrant officers between FY 2001 and FY 2021 in comparison with the total population of the Army. Army Aviation also showcased CW2 Shelby Taylor UH-60M Blackhawk Pilot in Command and Aviation Safety Officer in *FUTURES* magazine as a recruitment tool, including a description of her pathway from a civilian to a rotor wing pilot in the Army.

With regard to retention of female aviators, CW5 Bilton explained that 30 percent of female aviators cited the impact of serving on family planning, including having children and maintaining a family, as one of the top five reasons they decided to leave the Army. The Service believes that the new Army Directive 2022-06: Parenthood Pregnancy and Postpartum will significantly help female aviators plan their families while serving and improve retention. In January 2020, the Army increased aviation flight pay for the first time since FY 1999 to improve retention among male and female aviators. The Army recently increased its Active Duty service obligation from 6 to 10 years, which results in commissioned officers and warrant officers staying in the Army through their CW3 or major promotion level. CW5 Bilton explained the expansion of Active Duty service obligation will help the Army receive more return on investment from the significant training provided to aviation professionals, especially rotor wing pilots. The Aviation Bonus Program targets Service members who are beyond their initial Active Duty service obligation to encourage them to remain in the Army.

CW5 Bilton explained the Army recently designed aircrew combat uniforms specifically for women, whereas the previous aircrew combat uniforms were designed to fit Service members universally, but these uniforms did not fit all Service members well enough to provide the required flame protection. The Defense Logistics Agency is currently working on contracting for the production of female Army aircrew combat uniforms, and the uniforms are currently being tested with servicewomen in the field with positive feedback on their fit and function.

CW5 Bilton noted historically aviation flight gear armor has had different sizes, but survival vests were universally sized for Service members, which created challenges for smaller Service members. The Army is creating a one-piece Air Warrior vest with combined armor and survival gear to replace the current separate primary survival gear carrier and armor equipment. The Air Warrior equipment will come in a total of five sizes for the entire Army Aviation population, but the design incorporates anthropometric data from women, and servicewomen were used to test the equipment. The Air Warrior equipment is expected to replace previous flight gear armor and survival vests by quarter 2 of FY 2023.

Navy

Dr. Jessica Tabacca, N5 Deputy, Commander's Action Group, Navy Recruiting Command, and Commander Chandra Newman, Director Diversity, Equity, and Inclusion, Naval Air Forces, briefed the Committee for the Navy. Dr. Tabacca explained the Navy contracts with VMLY&R

as its advertising agency and refers to this relationship as the “Navy Partnership.” Research shows that individuals are more likely to be attracted to advertisements when they can see themselves represented, so this Navy Partnership is focused on highlighting female aviators in marketing efforts, including videos and advertisements posted to Navy.com and the Navy’s YouTube channel, to attract women into aviation rates. The Navy has an ongoing public relations effort to build awareness of the Navy Summer Flight Academy, established in 2021 to increase diversity in naval aviation, and these efforts heavily feature women. The Navy also hosted a booth staffed by local Navy recruiters and provided panel speakers at the Women in Aviation International (WAI) Conference in March 2022, which is well attended by women participating in and interested in aviation career fields. The Navy plans to maintain this partnership for the 2023 conference.

Dr. Tabacca indicated that the Navy will soon release a new national ad campaign as part of its “Forged by the Sea” brand, and this ad campaign will prominently feature a female aviator who delivers the final line of the advertisement. The new national ad campaign will appear on all Navy media campaign platforms, including television, and will launch 13 October 2022, which is also the Navy’s birthday. The Navy also recently launched online content that generated almost 51 million media impressions, and the Service distributes a variety of female-focused recruiting materials and presentations in the classroom to highlight women in aviation and to capitalize on Women’s History Month. Dr. Tabacca showed a “Make Your Name” advertising campaign video that showcases Vice Admiral Sara Joyner, the first female fighter pilot to command a Navy fighter squadron and carrier airwing. VADM Joyner has 3,700 flight hours and 750 arrested landings on Naval aircraft.

CDR Newman explained, in addition to women, the Commander Naval Air Forces (CNAF) conducts outreach to minority groups, as well as underserved and underprivileged communities. CNAF recently attended and showcased female pilots from all platforms at the May 2022 Oregon International Air Show, which was the first air show to feature only female pilots. CNAF is also planning to support and feature female pilots from Naval Station Norfolk at the upcoming Maryland-based 2022 Latinas in Aviation Global Festival. The CNAF Navy Flight Academy Program is similar to the Air Force Flight Academy Program, which allows 16- and 17-year-olds to attend Navy-hosted summer camps at certain HBCUs to acquire their private pilot’s license. CDR Newman explained the CNAF Flight Academy was piloted with seven young aviators in 2021 and implemented with 20 young aviators in summer 2022. Fifty percent of program participants in 2022 were female, 65 percent were racial minorities, and 40 percent of the racial minority group were female. It will not be possible to determine the ROI of recruitment outcomes of the CNAF Flight Academy Program for a few years, but the program does help support individuals who would not have otherwise been able to afford pursuing their private pilot’s license. CDR Newman also highlighted that the Navy changed its uniform policies to allow Service members to wear flight suits off-installation as a way of showcasing aviation Service members in the community and portraying to potential recruits that aviation careers are available to them in the Navy.

Dr. Tabacca noted the Navy Recruiting Command aims to match the diversity of its recruiting force to the diversity of the recruitable population to ensure all individuals are comfortable engaging with recruiters, including at local events. The Navy is constantly evaluating at-risk rates, including aviation rates, to determine where marketing and advertising efforts should focus

on to inspire individuals to join. Dr. Tabacca showed an example of a Navy-sponsored video called “We Fly Navy” that highlights diversity in Naval aviation and recommended DACOWITS members watch another Navy-sponsored video called “One Navy” following the briefing. She also highlighted that a Naval officer recently became the first female Blue Angels pilot.

CDR Newman explained recent Navy policy changes have transitioned the Career Intermision Program (CIP) from a 2:1 payback ratio to a 1:1 payback ratio, which makes it financially possible for officer and enlisted personnel to use the program to pursue a variety of interests, including family planning and educational advancement opportunities. The Navy also recently updated pregnancy and postpartum policies for Service members and absorbed the Female Aviator Career Training Symposium into the CNAF Diversity, Equity, and Inclusion Summit starting in 2021. The CNAF has also partnered with the NRC to implement the Junior Officer Diversity Outreach initiative and with NPC to implement the Navy Junior Officer Counsel.

CDR Newman noted female flight suits have been available within the Navy for a long time, while maternity flight suits were rolled out in 2021. The Navy is currently researching how anthropometrics affect women’s service and platform selection.

Marine Corps

Lieutenant Commander John Mahoney, Aircrew Systems Requirements Officer, Headquarters Marine Corps Aviation, briefed the Committee for the Marine Corps. LCDR Mahoney explained, historically, Service members were taken for a flight as part of the Marine Corps Flight Orientation Program to attract qualified applicants to Marine Corps aviation professions, but the Service has recently expanded the program to include virtual reality simulators, which can be transported to different locations and events. The Marine Corps has also focused recruiting efforts on athletes for injury prevention purposes and individuals who are more likely to pass the Aviation Selection Battery Test and be successful in flight school. The Marine Corps produced a “Life as a Marine” video focused on Lieutenant Colonel Sarah Deal to expand the recruitment of women. The video is available at Marines.com.

LCDR Mahoney noted the Marine Corps is targeting HBCUs and Hispanic-Serving Institutions to recruit male and female individuals from underrepresented communities. The Marine Corps has created numerous scholarships to attract male and female individuals from underrepresented communities, including the Frederick C. Branch Scholarship, Pedro Del Valle Leadership Scholarship, Margaret Brewer Leadership Scholarship, and Vicente Tomás Garrido Blaz Leadership Scholarship. The Marine Corps Talent Management Strategy Group is taking a holistic approach to identifying, recruiting, and retaining the most talented Service members. He noted one strategy used to improve retention is to help Service members identify their talents and skills and to steer them toward MOSs where those skills are valuable to make them happier in their job. The Marine Corps implemented aviation incentive pay of up to \$1,000 per month based on years of aviation experience and a one-time aviation bonus of up to \$35,000 for certain aircraft platforms. The Marine Corps has the officer promotion opt-out option that allows officers to move away from their MOSs and attend military professional school to pursue other passions.

LCDR Mahoney noted flight suits, exposure suits, long underwear, boots, and the multi-climate protection system are now available in female sizing, while authorization was given in 2021 to develop flight suits for maternity use. NAVAIR Aircrew System Allowance has been updated to account for two additional flight suits to be modified for maternity use. For bladder relief, the AMXDmax In-Flight Bladder Relief System is currently authorized for use by men and women in flight, but NAVAIR awarded two small business innovation and research contracts, focused on developing female aircrew bladder relief systems. These new systems are currently being tested through quarter 2 of FY 2023. In addition, another transactional authority was awarded to design and produce female-specific neutrally buoyant heart armor. The initial planning for the development of this gear is scheduled for quarter 4 of FY 2023.

Air Force

Lieutenant Colonel Kenyatta Ruffin, Chief, Strategic Outreach and Engagements, Office of Diversity and Inclusion, Office of Secretary of the Air Force, briefed the Committee for the Air Force. Lt Col Ruffin explained he began flying at 13 years old, began flying by himself at 14 years old, and became a Federal Aviation Administration certified flight instructor at 18 years old. Lt Col Ruffin is also the founding commander of Air Force Recruiting Service Detachment One (Det 1) and was previously appointed by the Air Force Chief of Staff to run all rated diversity improvement for the Air Force.

Lt Col Ruffin explained there are challenges recruiting, accessing, training, and retaining female aviators and aviators from other underrepresented groups, and these challenges must be addressed using a variety of strategies. A national and global shortage of pilots and other aerospace professionals currently exists, while the aerospace industry is expanding with the growth of organizations such as SpaceX. The population of both commercial and military pilots is about 90 percent White and 90 percent male. Although these pilots are talented, motivated, and committed to their profession, other individuals who are as equally talented and deserving are stuck on the ground without the opportunity to become a pilot. Lt Col Ruffin suggested that two broad approaches can be taken to address this disparity, including (1) “nibble around the edges” to make small impacts now, or (2) take a more strategic approach with more lead time to focus on the pre-accession phase, which is the approach the Air Force has chosen. The Air Force wants to help meet the national aero professional demand and make aviation opportunities inclusive to ensure the best and brightest individuals are recruited to the aerospace industry and military. Lt Col Ruffin indicated that his thesis for the briefing was that increasing women in aviation and in all underrepresented groups requires a robust, deliberate, continual, and comprehensive focus to ensure our national security and prosperity.

Lt Col Ruffin noted the Air Force has significantly improved gender integration and marginally improved racial integration over the last 30 years. Women represented 1.4 percent of Air Force pilots in FY 1990, 2.8 percent in FY 2000, 4.6 percent in FY 2010, and 6.4 percent in FY 2020. The Air Force features three distinct rated careers, including pilots, navigators and weapons system officers, and air battle managers. Women make up 11.2 percent of the rated population. Lt Col Ruffin noted that 215 of 1,216 (17.7 percent) Service members selected into rated careers from the most recent year group accessions, academy graduates, and Reserve Officer Training Corps (ROTC) cadets were female.

Lt Col Ruffin noted integration is not the same as inclusion and highlighted that the majority of women and underrepresented individuals selected for a rated career in the Air Force are selected for a position other than pilot. Minority and female Service members have higher training washout rates as compared with the average pilot training washout rate, and Black women have a washout rate three times higher than the average washout rate. In 2020, fewer than 10 Active Duty pilots were Black women out of a total population of more than 12,000 Air Force pilots.

Lt Col Ruffin noted the Air Force must continue to improve in the area of integration and diversity, and he highlighted a 31 December 2017 quote from the Air Force Chief of Staff with similar sentiments, *“I see this as a war fighting imperative, not about political correctness. The global challenges we face and will face are complex. We’ll need the right mix of joint leaders to help us think our way through it. This requires teams of Airmen who think differently and have different life experiences to provide creative solutions.”* To address this need, the Air Force released its first rated diversity improvement strategy in March 2022 with three distinct goals: (1) Recruit and attract the best talent from diverse backgrounds to cultivate an innovative Air Force reflective of the best of our Nation, (2) develop and retain the Air Force’s best rated aircrew by harnessing diversity as a force multiplier and fostering a culture of inclusion, and (3) optimize diversity advancement efforts by leveraging data-driven approaches. A second major accomplishment for the Air Force was the establishment of Det 1. The mission of Det 1 is to inform, influence, and inspire tomorrow’s leaders through innovative outreach opportunities, and Lt Col Ruffin cautioned that Det 1’s role is not to recruit but to act as an influencer to inspire youth to consider the Air Force and other Military Services and commercial aerospace opportunities.

Lt Col Ruffin noted, similar to the other Military Services, the Air Force has partnered with HBCUs and Hispanic-Serving Institutions, made updates to flight suits and other flight gear through “Sword Athena,” and implemented virtual reality into its recruitment strategies. In addition to these efforts being taken across several Military Services, the Air Force streamlined the voluntary aeromedical waiver guide allowing female aviators to fly during all three trimesters of pregnancy with some restrictions by community.

Lt Col Ruffin highlighted the Air Force JROTC Flight Academy, Aim High, and Civil Air Patrol as the three Air Force-sponsored youth flight programs. Fewer than 100,000 youth participate in Civil Air Patrol and JROTC Flight Academy combined, but about 55 million youth in America are between the ages of 10 and 22, so the Air Force must focus on engaging with the population that does not already have a propensity for and awareness of Military Service as a career option. Lt Col Ruffin showed the “Air Force Origin Story” video and recommended the Committee review the website, which showcases various female pilots in the Air Force.

Coast Guard

Commander Caitlin Mitchell Wurster, Rotary Wing Division Chief, Office of Aviation Forces, briefed the Committee for the Coast Guard. CDR Wurster explained the Coast Guard recruits a few officers with guaranteed flight school and a few enlisted personnel with guaranteed Aviation Training Center school commitments that allow them to go directly into aviation, but most Service members will be unaffiliated with a career for their first few years in the Service. This

can create a challenge for attracting Service members who have already joined the Coast Guard but are not exposed to aviation opportunities during their unaffiliated time.

CDR Wurster explained aviation opportunities feature prominently in Coast Guard marketing and recruiting materials, and more than 80 percent of the Coast Guard Recruiting Command's advertising spending for the last 5 years was focused on generating female or minority leads across the entire Coast Guard. The Coast Guard attends various events to recruit women into aviation and expose Service members to aviation opportunities, including the WAI Conference. CDR Wurster explained Coast Guard Service members arrive a day before the WAI Conference to attend a day-long Coast Guard meeting aimed at connecting female aviators from across the country, because few female aviators are in the Coast Guard and many of them have not met. This venue also allows servicewomen to discuss challenges they are experiencing, including clothing and gear fit issues, which may not have been identified if not for the validation of other Service members also experiencing those same challenges. The Coast Guard received approval from the Department of Homeland Security to increase the number of Service members invited to attend the WAI Conference from 40 to 60 for FY 2023.

CDR Wurster noted the Coast Guard does not have an ROTC program, and the Service is starting a small JROTC program. The Coast Guard offers the College Student Pre-Commissioning Initiative (CSPI) Scholarship Program, which is available exclusively to students attending minority-serving institutions. These scholarships can include guaranteed access to flight school for some scholarship recipients. The Coast Guard also partners with universities such as Elizabeth City State College, which has a strong aviation program to support recruitment, and local Coast Guard air stations conduct grassroots outreach to local colleges, universities, and organizations. CDR Wurster noted the Coast Guard's geographic representation follows the coastline of the United States, so the Service is working on strategies to conduct outreach with potential recruits and organizations in areas where the Coast Guard is not represented.

CDR Wurster noted the Coast Guard developed a virtual Coast Guard Women in Aviation Conference for servicewomen who are unable to attend the WAI Conference in person and established virtual mentoring tools to promote networking and mentorship for servicewomen lacking access to appropriate in-person mentorship resources. The Coast Guard has not had an aviation Reserve pipeline since the 1990s, but the Service plans to reestablish the pipeline to provide greater flexibility for Service members who want to remain affiliated with the aviation community in a Reserve capacity. Coast Guard aviators must be fully qualified within an aviation position before transitioning to the Reserves, but the Service anticipates that Reserve aviators could help support surge staffing requests initiated because of pregnancy or injury. The Coast Guard is also developing a CIP with hopes of implementing the program in FY 2024.

CDR Wurster explained that until recently, the Coast Guard's only survival suit was designed with one zipper around the Service member's midsection, which made bladder relief difficult for servicewomen. Coast Guard members are required to wear a survival suit whenever the water temperature is below 70 degrees. The Coast Guard recently made female thermal undergarments and survival suits featuring two female-friendly zipper options available to servicewomen. In addition, the Service is currently considering options to allow Service members to try on survival suits to allow them to choose the option that works best for them. The Coast Guard also purchased a two-piece flight suit for every female aviator in the Coast Guard in FY 2021, but the

two-piece flight suits are about four times as expensive as the one-piece flight suit alternative, which can influence a unit's decision on which flight suits to acquire for its Service members. Two-piece flight suits are available to both male and female Coast Guard aviators.

CDR Wurster noted, in regard to bladder relief systems, these systems work well for pilots who can remain stationary during flight, but they work less well for mechanics and other aviation professionals who are required to move around during flight. The Coast Guard is considering additional options for in-flight bladder relief systems.

Discussion

CMDCM (Ret.) Harris asked each of the Military Services whether, similar to the Air Force, they have higher rates of attrition among Black women during pilot training and why this may be the case. She also asked why female and minority Service members have less opportunity to pursue aviation in the military. Lt Col Ruffin suggested a lack of awareness among female and minority individuals about aviation opportunities and how to access these opportunities. He noted the Air Force is still trying to resolve why Black female pilots attrite at significantly higher rates than other demographic groups during pilot training. CDR Newman noted the overall attrition rate among male and female aviators is similar in the Navy. She also agreed with Lt Col Ruffin that some segments of the population have a lack of awareness of aviation opportunities, and the Navy is seeking to address this with its most recent marketing campaign by educating, engaging, and empowering individuals. The Navy wants to educate individuals on the avenues available to pursue a career in aviation and the scholarships available through ROTC to reduce the burden of college tuition debt. CDR Newman noted the Navy has reached out to career counselors and other school-level influencers to expand the recruitment pool, in addition to the JROTC and ROTC populations. CW5 Bilton indicated the number one reason servicewomen are leaving the Army, based on exit survey data, is the effects of deployment on families. The second most commonly reported reason for leaving the Army for women was family planning. CW5 Bilton was unable to report specific information about why Black female pilots are leaving the Army, but noted the number of Black women applying for aviation positions has doubled since the implementation of the Aviation Awareness Program. He explained the Army currently has its highest number of female commissioned officer pilots and warrant officer pilots in the last 20 years. CDR Wurster noted aviators in the Coast Guard are overwhelmingly White and male. However, she referenced the first five Black female pilots in the Coast Guard who refer to themselves as the "Fab Five," and one of these pilots is the first Black female to receive an Air Medal in the Coast Guard. She noted the lack of awareness of aviation opportunities is one reason for low rates of minority female pilots, but she also highlighted the necessity of highlighting opportunities for aviation leadership to female aviators to improve retention; only about 6 percent of command positions are held by servicewomen. LCDR Mahoney was unsure of attrition rates during pilot training by demographic in the Marine Corps.

Col (Ret.) Anderson asked whether the Navy and Air Force are tracking long-term outcomes of youth participating in each Service's Flight Academy Programs. Lt Col Ruffin confirmed the Air Force is tracking outcomes of Flight Academy participants. CDR Newman confirmed the Navy is tracking outcomes of Flight Academy participants and noted she knows of many participants who are continuing to participate in ROTC with hopes of flying in the future.

Ms. Stoneman collated two questions for time efficiencies. Dr. Ferguson asked what affinity group opportunities exist in each of the Military Services and how these groups support retention of servicewomen. RADM (Ret.) O'Donnell asked whether female aviators can qualify for any aircraft across the Military Services. She also asked whether women are struggling with any specific aspects of training, referencing briefer remarks about the high attrition rates for women in Air Force pilot training. Lt Col Ruffin from the Air Force explained affinity groups play an important role in the retention of servicewomen, and he suggested the Military Services make it easier to partner with affinity groups through the development of a standardized, DoD-wide Memorandum of Understanding. He noted it can be challenging for individual bases to go through the process of partnering with certain organizations without a standardized process established. He confirmed that servicewomen can qualify for all aircraft in the Air Force. He confirmed that training washouts generally occur earlier in training, but nothing specific is causing servicewomen to drop out of training. LCDR Mahoney confirmed servicewomen can qualify for all aircraft in the Marine Corps, but he was unsure of where in the pilot training process servicewomen are dropping out. CDR Newman confirmed that the Navy works with various aviation-focused organizations to engage with underrepresented populations and showcase the availability of Navy scholarships. She confirmed that servicewomen can qualify for all aircraft in the Navy, but she did not have the data on when servicewomen attrite from pilot training programs. However, she confirmed the Navy implemented Introductory Flight School years ago to support the training of Service members without previous aviation experience. CW5 Bilton noted the Army has no relevant affinity groups, but a large number of female pilots are in each aviation brigade, giving them a collective voice and ability to identify issues. He confirmed servicewomen can qualify for all aircraft in regular and Special Operations Army aviation; however, limitations may exist with the Apache air frame because smaller-framed Service members may have difficulty fitting in the aircraft appropriately and dialing helmet electronics. To address this issue, senior instructor pilots evaluate Service members who are identified early in pilot training as small framed to determine if they are able to appropriately pilot the Apache airframe, thereby reducing the possibility of training a Service member for an airframe they are unable to pilot. CW5 Bilton explained the Army does not see any abnormal attrition trends in flight school other than attrition because of size.

Ms. Kelleher asked if the Military Services are seeing a greater influx of female pilots into commercial airlines as compared with the military. CDR Newman noted commercial airlines have equally targeted female aviators, and the Military Services and commercial airlines are all competing for the same pool of recruits.

Panel discussion concluded.

Panel Briefing: Pregnancy in the Military (RFI 11)

The Committee requested 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 3 November 2020 memorandum "*Career Enhancements of Pregnant U.S. Service Members.*" The Committee requested the briefers address the following: (1) all Service actions taken or anticipated to comply with the Secretary of Defense's direction, to include legislative changes made or proposed, and the estimated time for implementation; (2) a copy of the follow-up briefing provided to the Secretary of Defense pursuant to his November 2020

memorandum; (3) how the Services will monitor, track, and enforce policy compliance; (4) information on training to educate Service members that pregnancy discrimination is prohibited and how to address pregnancy in their unit; (5) Service measurements to track career progression and promotion of pregnant and postpartum servicewomen; and (6) Service surveys, studies, or other measures to solicit feedback from servicewomen about workplace and career experiences related to pregnancy, postpartum leave, and/or breastfeeding/lactation needs.

Army

Ms. Frances Rivera, Assistant Deputy for Military Personnel Policy of the Army, briefed the Committee for the Army. Ms. Rivera stated the Army has updated the leave and pass policy. Instead of Soldiers using 12 consecutive weeks of maternity leave, they can now use 6 consecutive weeks of non-chargeable maternity leave upon discharge from the hospital and 6 weeks of primary caregiver leave, which can be used at any time within the 12-month period. In April, the Army published Army Directive 2022-06, titled *Parenthood, Pregnancy and Postpartum*. As part of the directive, Soldiers can delay the completion of mandatory Professional Military Education (PME) courses while on temporary pregnancy profile. They have 365 days postpartum to attend. The directive incorporates evidence-based health and wellness guidance to improve the quality of life and promotes flexibility that enables Soldiers to safely continue duty, return to readiness and critical assignments, and advance their careers while having a family. This directive was developed for families, not just women, to allow them to be able to stay in the military and also have a family. This directive will be updated in April 2024.

Ms. Rivera highlighted a few of the 12 distinct policy changes in the directive. The first one is the postpartum body composition exemption, extending the exemption period from 6 to 12 months. Another distinct policy change was the dress uniform exemption, in which servicewomen are excused from wearing dress uniforms while pregnant for up to 1 year after pregnancy ends. Another policy change is operational and training deferments in which Soldiers who give birth are exempt from temporary duty travel (TDY) and deployment for 1 year after giving birth. Lactation accommodations allowing breaks in designated lactation areas are provided for female Soldiers regardless of the time after birth; this is consistent with the American Academy of Pediatrics updated breastfeeding/lactation timeline recommendations. Pregnant Soldiers are now eligible to apply and compete for Active Duty for Operational Support (ADOS) tours despite their medical readiness designation status of being pregnant. The Army is also educating its leaders on pregnancy, postpartum, and parenthood during all three command courses. The brigade level commander must publish a policy letter on pregnancy and postpartum family wellness. The Army Manpower and Reserve Affairs Office will designate a leader to post this online on the consolidated parenting toolkit.

Ms. Rivera mentioned, as part of RFI 11, the Army was asked to provide a follow-up briefing based on the November 2020 memorandum. The Army was unable to locate the briefing. She noted this does not mean it did not happen, but the Army was unable to provide it because it could not locate it.

Regarding policy compliance, the Army is in the process of developing a mechanism to track and assess the directive published in April. The Army has two years to apply the policy changes and regulations. Because these 12 distinct policy changes have been in effect since April, the Army

has time to assess impacts of them. The Army is also in the process of establishing an Army Women's Initiative Team (WIT). Currently, it is being chartered and staffed and awaiting signature from the Secretary. The goal of this team is to bring together representatives from across the total force to study issues, develop actionable recommendations, and monitor and track policies that affect women in the Army. The Army anticipates having this team established by the end of September and holding the first meeting in the first quarter to define and vote on the topics they want to accomplish.

Regarding training, Ms. Rivera had previously spoken about some of the efforts, including training at the brigade level, publishing policy letters on lactation arrangements and facilities, family care plan issues, duty away from home, and the convalescent leave for brigade commanders. The Army is also providing education on menstrual suppression and contraception. In the pre-command courses, the Army is encouraging enlisted and warrant officers to incorporate similar training.

For career progression, the Army does not have a mechanism in place to track career progression for pregnant and postpartum servicewomen but hopes to develop one as the Army assesses the directive and how it is being implemented in the field.

Regarding career experience, the Army conducted a survey in 2020 to assess the retention of active-duty Soldiers. The survey had about 28,000 active-duty respondents; about 15 percent were women, and 84 percent were men. Of that population, about 13,000 female respondents indicated workplace mistreatment as a reason to leave the Army, and 41 percent cited pregnancy in the workplace was a source for mistreatment of them or someone they knew. Ms. Rivera welcomed a future discussion for the WIT along with the effects of the directive and emphasized the Army has work to do to assess how it will increase retention of female Soldiers.

Navy

Mr. Mark Vandervort is the Equal Opportunity Specialist for Chief of Naval Personnel. Commander Andrew Johnson is the Strategist for the Diversity, Equity, and Inclusion Office for the Chief of Navy Personnel. Dr. Jennifer Jebo is the Deputy Director of the Navy Survey Program for the Chief of Naval Personnel. All three briefed the Committee for the Navy. The Navy reviewed its policies in 2020, immediately following the DoD policy update that included pregnancy as a form of discrimination. The Navy has included this in its policy, and the policy covers harassment as well. For the DoD, harassment is a broader concept for destructive behaviors, including discriminatory harassment, sexual harassment, and general workplace harassment. The Navy has extended pregnancy discriminatory issues to include pregnancy discriminatory harassment. Mr. Vandervort described harassment as more of the hostile environment, such as inappropriate comments, remarks, and unacceptable jokes; all of which were added to the Navy's policies from November 2020. The Navy has not been able to gauge the extent of the impact or complaint type of record it will have. Before that, the Navy also had a formal and informal resolution process. The Navy has never been able to send formal and informal resolutions up to headquarters because complaints have been kept within the command. The Navy decided it needed to have a collection of informal complaint data to better understand what pregnancy-based discrimination or hazing presents as. The Navy can take the formal,

informal, and prevalence data to obtain a better idea of what behaviors look like in the Navy, out in the fleet, and at shore commands.

Mr. Vandervort stated the Navy was also unable to find the brief containing the implementation plan requested by the Committee. Mr. Vandervort said he was confident the Navy met the policy by November of 2021 but was unable to find the particular brief.

Regarding the program and policy, the Navy has various points of program assessment. It starts with the Inspector General (IG) who will have a cycle of assessment. Unlike other Services, the Navy does not have an installation-based construct because it has ships, aircraft, and medical facilities that report to their own commanders. The Navy IG performs area assessments, which assess and outline areas for improvement and inspections (typically of Echelon II commanders). The Echelon II commanders also have IGs who are responsible for their enterprise down to the S3 level. Therefore, the Navy assessment process is a tiered process that begins with the Navy IG and works its way down. The Navy also has command climate specialists (CCSs), which other Services call equal opportunity advisors (EOAs). The Navy changed the name to be more representative and encompassing of the role, expanding beyond complaints. The Navy felt it was able to identify concerns before rising to that level, and the Navy wanted commanders to know that CCSs are not just EOAs; they help assess the organizational climate, identify potential concerns, and put action in place to stop problems from elevating. The Navy has approximately 125 CCSs, but the number fluctuates for some commands. The requirements and checklists are outlined in their policy. CCSs also do an assessment of the subordinate commands CCS. Therefore, they do two separate assessments. These assessments were done annually, but it became a burden for CCSs to assess 125 commands in one year, so it was changed to biannually. The assessment of subordinate commands is provided back to CCSs' bosses.

The Navy has various levels of accession training: training for new recruits, training at the Naval Academy, training at the ROTC program for future officers, and the annual general military training GMT. As the Navy moves to their 21st Century Sailor Office, they are changing their name, but their mission, as they recruit, is to move to a culture of excellence. As the Navy continues to move through these new initiatives, they plan to create the prevention workforce establishment to start developing and implementing prevention measures in this initiative based on target audience. What the COs and XO may be receiving at their respective commands in the realm of prevention will differ from what new recruits will receive. New recruits have implemented accession training, which goes throughout a Sailor's career. Sailors have the initial training point at recruit training, training at A school, and then when they get to their commands. Officers are trained at ROTC and the Naval Academy; there will be training when they get to their command and training as they go through the department head school. The accession point trainings are assigned throughout a Sailor's career plus as annual GMT.

Regarding tracking career progression, CDR Johnson mentioned the Navy does not specifically track pregnant or postpartum servicewomen. However, for enlisted personnel the Navy has records broken down by rank and rating. On the officer side, the Navy can track by rank and designators. The Navy can also look at department heads, O-5 commanders, and O-6 major commanders and break out demographics for those. This is a new process, so the Navy has not completed a full review. Once the Navy has completed those assessments, it can look at the data

and provide trend information. CDR Johnson's early understanding is female promotion and retention are trending upward.

In regard to surveys, studies, or measures to solicit feedback from servicewomen about pregnancy in the military, Dr. Jebo mentioned that since 2018, the Navy has administered an annual engagement survey titled, "*Personal and Professional Choices Survey*." Before that, the Navy conducted a Pregnancy and Parenthood Survey every two years. In 2018, the Navy asked the same questions in 2020 and 2021 that were folded into its annual engagement survey. The survey asks about respondents' experience in the work environment as women who become pregnant, how they feel about their support while being pregnant, the responses of fellow Sailors, and whether the position they end up in is career enhancing. In the few years of tracking this data, the Navy has seen a decline in the percentage of women who feel their commands support pregnancy. This finding is matched by the perceptions of men taking parental leave. It has not been dramatic but a gradual decline. The survey also asked participants about parental leave and their satisfaction with parental leave. In 2020, most women and men reported they were comfortable or would be comfortable taking the full amount of leave they were allowed to in the Navy. A third of the women and half of the men were dissatisfied with the amount of leave taken after their most recent child. However, something to keep in mind is that these findings could reflect people who had children 5 to 10 years ago before the policy changes occurred.

Dr. Jebo mentioned the survey included questions about breastfeeding and lactation, but the Navy had issues with the data. Therefore, Dr. Jebo mentioned the Navy was unable to obtain this data in 2020. However, in 2018, the researchers did find issues in this arena. About 12 percent of respondents were not given time to breastfeed when they returned to work. In 2018, 23 percent had time to pump during breaks or meals, and 65 percent reported they were able to take time whenever they needed to pump. The Navy is working on this topic and has included questions about this in its 2022 survey.

Marine Corps

Colonel Scott Gondek, Branch Head for Opportunity, Diversity, and Inclusion Branch of the Marine Corps, briefed the Committee for the Marine Corps. Col Gondek mentioned, similar to the other Services, it took a while for the Marine Corps to locate answers to the RFI. However, it was able to locate documentation that showed the Marine Corps team reviewed relevant orders and policies for compliance with the Secretary of Defense's memorandum. The team provided that as part of its response to question 11B. Regarding the actions taken, Col Gondek mentioned the Marine Corps expanded the period from 9 to 12 months for servicewomen to be compliant with weight standards and physical fitness testing after having a child. Changes were also made to deployment restrictions. Each pregnancy is different and taken on case-by-case basis, in accordance with the individual, healthcare providers, deployment location, and availability of health facilities at the duty location, which should be taken into consideration to determine deployment status. Col Gondek noted the work continues for drafting the DoD instruction on expanding the parental leave program.

The Marine Corps monitors policies similarly to the Navy. The Marine Corps has orders on prohibited activities and conduct that cover harassment, discrimination, and bullying. When the Marine Corps updated its most recent version in 2021, it incorporated pregnancy as a form of sex

discrimination. Any reporting mechanism that includes discrimination will also include pregnancy. A way of tracking policy compliance is through the IGs. IGs have a checklist derived from the order to ensure the orders and policies are met. IGs use inspections as an opportunity to meet with the units, talk to Marines, and understand what is going on.

Col Gondek mentioned when the Marine Corps updated the prohibited activities and conduct order, it also updated the training that goes along with the order. This training is available to all units and Marines. The Marine Corps feels it is a best practice to deliver this training in small groups where conversations can happen. This training also encourages the command deck to be involved in them. Similar to the Navy, EOAs facilitated that training. The training is not specific to mitigating attitudes but addresses differences, understanding, and empathy on how to deal with one another in a unit and overall effective behaviors. Therefore, the training is not specifically about mitigating negative attitudes and biases about pregnancy, but among one another.

Col Gondek mentioned the Marine Corps does not have measures in place to track the career progression of pregnant or postpartum Marines.

Col Gondek also mentioned the Marine Corps has not conducted its own surveys on pregnancy or postpartum. The Marine Corps partners with OPA survey efforts to look at workplace equal opportunities but focuses more on ethnic and racial harassment and discrimination.

Air Force

Col Jenise Carroll, Deputy Director for the Office of Diversity and Inclusion, Office of Secretary of the Air Force, briefed the Committee for the Air Force. The DAF updated its instructions to include pregnancy and gender identity, but it did not do that until this year, in April 2022. Col Carroll mentioned this update happened after recent studies conducted by the Air Force, described in a previous briefing to the Committee. Regarding training, Col Carroll mentioned the Air Force provides training at all levels of command; it is a mandatory training. The Air Force ensures everyone understands pregnancy and gender identity are prohibited forms of discrimination. Training is provided to enlisted personnel, officers, and Air Force civilians.

Regarding tracking, Col Carroll mentioned the Air Force and Space Force have no mechanism to track career progression of pregnant and postpartum servicewomen.

Col Carroll discussed strides for the Air Force related to pregnancy. The Air Force has incorporated flying while pregnant. Col Carroll explained this is not for every aircraft, but for applicable aircraft women may determine if they would like to continue flying while pregnant. This change was a result of the DAF WIT. The DAF has a WIT of about 600 personnel who come together and push through policies. Another initiative from the DAF WIT has been maternity flying suits. The Air Force allows pregnant servicewomen to attend PME at every level. Previously, pregnant servicewomen could not attend PME because of the physical fitness testing element; however, that has also been changed. Another update for PME is giving birth while attending PME does not count against servicewomen. This was also an initiative from the DAF WIT. The DAF WIT also worked to bring changes to the CIP forward to DoD. Other changes include masking of pregnancy on initial positive test. Previously, profiles identified

pregnant servicewomen. Now pregnant servicewomen are not supposed to disclose why they are on a profile; this change was possible because of the DAF WIT. Previously, enlisted servicewomen could not apply to Officer Candidate School when pregnant; that has now changed. Servicewomen can apply and attend depending on where they are in their pregnancy.

Discussion

CAPT (Ret.) Barrett shared he was pleased to know about the Army's progress on establishing a WIT. He asked Ms. Rivera from the Army about findings from the briefing regarding comfortability and pregnancy mistreatment. CAPT (Ret.) Barrett wanted to know if that was the first time the Army asked those questions or if any other surveys had established a baseline for that information. Ms. Rivera replied she was not aware and said she would need to get back to the Committee with an answer.

Dr. Ferguson asked all Services if they were aware of specific suggestions women expressed regarding pregnancy discrimination as a reason to leave and if the Services have any idea of what would make women more likely to stay. Ms. Rivera was unable to answer for the Army, because she has not seen the 2020 survey. Dr. Jebo mentioned the Navy has read through many comments the Navy receives, and pregnancy is not a reason people leave; child care availability and concerns about work/life balance are reasons women leave the Navy. The Navy has asked questions about the impact pregnancy can have on a female Sailor's career, and both men and women agree pregnancy has a negative impact because they are removed from the performance appraisal process or are slotted into a new team, presenting a structural challenge. Col Gondek responded the Marine Corps does not collect this type of information. Col Carroll said the Air Force does not collect this type of information, but she hypothesized a correlation between leaving military service and pregnancy but cannot confirm because the Air Force does not collect the information.

Dr. (CAPT Ret.) Cox followed up on the Air Force initiative to mask pregnancy status after the initial pregnancy test, asking if other Services have taken the same actions. CDR Johnson from the Navy said he was not sure and would need to verify. Ms. Rivera, for the Army, said she would need to verify but mentioned the Army has an Office of the Secretary of Defense working group developing a policy and believes it is working on a similar initiative. Ms. Rivera said she would need to get back to the Committee with a definitive answer. Col Gondek for the Marine Corps said he needed to verify and get back to the Committee with a response.

CAPT (Ret.) Barrett stated he was struck by the 72 percent of Sailors in the Navy survey who reported being uncomfortable using the full amount of parental leave. He was glad to see the Army has changed its policy, allowing Soldiers to take 6 weeks up front and 6 weeks for the rest of next year. He wanted to know if other Services offered that kind of parental leave flexibility. CDR Johnson mentioned he believed the Navy is in line with those policies and offers that flexibility. Col Gondek said he would need to check the Marine Corps policy. Col Carroll said she would also need to check the Air Force policy but assumes it offers that.

Dr. Ferguson asked the Services if they were aware of programs that connect women who are pregnant or on maternity leave—for example, to provide any Service updates or keep a link to work during pregnancy or after. Col Carroll mentioned she was unaware if the Air Force has any

programs; currently, commanders or supervisors check in on the servicewoman. Col Carroll was unaware if the Air Force Readiness Center has something; it has services for spouses, but she would need to check what the Air Force offers. Col Gondek mentioned the Marine Corps has no programs beyond the commanders reaching out. Mr. Vandervort from the Navy was not aware of any programs; he stated it is held at the command level and is up to the CO. For the Army, Ms. Rivera mentioned while women are on maternity leave, the commanders keep in contact with them. While they are pregnant, they are still at work.

CMDCM (Ret.) Harris asked if the other Services allow women to choose whether to stay in an operational command after becoming pregnant, like the Air Force. CMDCM Harris commented she was most interested in the Navy. Mr. Vandervort from the Navy said he would need to verify and get back with a response. Col Gondek mentioned in the Marine Corps, the servicewoman is involved in discussion with the commander and someone with appropriate medical authority. He stated units have certain restrictions, and the Marine Corps will not send pregnant servicewomen to a deploying unit. Ms. Rivera does not believe the Army has thought about this and will need to verify to come back with an answer. Ms. Rivera was aware that if a female Soldier gets pregnant in the Army, the Army does not send the Soldier to a different location through a permanent change of station but will modify the Soldier's duties to ensure the fetus and Soldier are protected.

COL (Ret.) Grinder asked for the number of complaints the Services have received now that pregnancy is a discrimination category. Mr. Vandervort responded the Navy has not had an influx of complaints and provided the numbers as a response to RFI 17. He said it is a very small number. Typically, Mr. Vandervort described it takes time to see results from a policy change. The Navy hopes to obtain more solid numbers the next fiscal year.

Dr. Ferguson asked what is included in the provided trainings described by the briefers—for instance, if unconscious bias was addressed. Mr. Vandervort responded it depends on the training for the Navy. Initial training covers the basic legal aspects, options for reporting, and whom to speak with. As Service members start to move up in rank, they receive training on bias and unconscious bias. It depends on the level of training, but the Navy tries to incorporate different ideas based on the training and target audience. Col Carroll responded the Air Force has several levels of training. Commanders receive 2 hours of training about discrimination and how to handle formal and informal complaints. Regarding bias, the Air Force has incorporated two types of training, one for the senior level on how to handle individual biases and an interactive training specifically focused on a young person who is pregnant and how she is looked at in the workplace. The Air Force launched this module approximately 2 months ago and provided it at the units and First Sergeant academies. Col Gondek responded Marine Corps training incorporates understanding bias, where it comes from, tendencies, and how bias works against individuals. The training expands on definitions and provides examples of that conduct. The Marine Corps reporting system is part of the process—whom Marines need to talk to about the process, how to file a complaint, how complaints are investigated, and how they are adjudicated. Ms. Rivera responded the Army has equal opportunity training, which covers pregnancy as a bias and pregnancy in general. The Army has brigade-level training at the pre-command course; which covers policies specific to pregnancy, including lactation procedures.

LTG (Ret.) Mangum commented he was surprised the Services did not track career progression. He wanted clarification from the Services, with a yes or no response, to determine whether they track career progression of pregnant and postpartum Service members or the impact of pregnancy on career progression—because family and family/life balance are significant issues which impact the retention of women in the Services. All the Services responded no.

Dr. (CAPT Ret.) Cox asked the Services if they foresee any Defense Health Agency (DHA) policies affecting mandates, water breaks, and lactation breaks for pregnant and postpartum women. Col Carroll from the Air Force mentioned the Air Force noticed no impending changes coming from the medical service. Ms. Rivera, for the Army, was unaware. CDR Johnson responding for the Navy was also unaware.

SGM (Ret.) Miller was interested in hearing from the Services about any pregnancy mentorship groups or support programs. Dr. Jebo stated the Navy has no official mentorship groups. However, an existing and active Navy women's Facebook group provides a way for women to find a mentor, but to her knowledge, the Navy does not have an officially organized mentorship program. CDR Johnson mentioned the Navy has the Command Advisor on Parenthood and Pregnancy (CAPP), but not all commands have one. The CAPP advises on policies, resources, and other topics that affect Sailors. Col Gondek responded the Marine Corps does not have a formal program but had a general officer who put together a pilot unifying capabilities; available at the installations, the pilot provided a holistic treatment to include mentorship, social media, and base facility. It built the community of women from the time they learned they were pregnant through the postpartum period; it was not a formal program. Col Carroll said the Air Force has programs at installations, like Moms for Babies, family readiness, the chaplains, and medical facilities. Col Carroll was unaware of the particular name of this program but knows it exists. Ms. Rivera responded the Army does not have anything formal but does have a female mentoring morale program with a social media platform. The Army also has a quarterly informal women's general officer (GO) forum at the headquarters; GOs from across total Army (Active and Reserve) meet to discuss specific policies affecting women in the military. The new establishment of the Army WIT may inform more of a mentoring role.

CAPT (Ret.) Barrett was pleased with the Army initiative, such as the operational deferment. He asked Ms. Rivera if the policy was flexible to allow Soldiers who wanted to return and go on deployment sooner. Ms. Rivera responded as long as Soldiers are medically released and cleared, they can return to duty; if the Soldier's health is not at risk, it is up to them. CAPT (Ret.) Barrett addressed the remaining Services, asking if they offer the same operational deferment and flexibility. CDR Johnson, Col Gondek, and Col Carroll all concurred it is up to the servicewoman and their medical provider.

Col (Ret.) Scholtz asked about the Army WIT and if participants are volunteers or appointed personnel. Ms. Rivera responded it is not formalized, and participants are considered volunteers. However, they must provide an application, and once they are assigned and appointed as part of the team, they are no longer volunteers. Col (Ret.) Scholtz asked if that was an additional duty; Ms. Rivera answered they need to do it under duty time, or if they are Reserve, during their drill time. Col (Ret.) Scholtz asked the other Services if that was also the case for them. CDR Johnson responded for the Navy; WIT participants are volunteers and work during working hours. Col Gondek responded the Marine Corps does not have a WIT. Ms. Rivera clarified that, for the

Army, despite the WIT work being done during duty hours, a part of the application process requires supervisors to sign, acknowledging that some of the participants' additional duties include doing WIT work, which may require them to spend additional time during work hours to complete the task. Col (Ret.) Scholz asked the Air Force if the WIT work was on participants' own time or whether it will become more institutionalized not to be doing it during the duty hours. Col Carroll responded the Air Force barrier analysis working group is examining how it can be institutionalized to add participants to the diversity and inclusion team, because a great amount of effort is put into the WIT work.

Ms. Stoneman asked, in terms of CO training, how accountability is demonstrated. If the climate is deemed unhealthy, what are next steps? What does escalation look like, and how do you track that? Mr. Vandervort responded the Navy has a Culture of Excellence (COE) team examining protective and risk factors. The COE team is trying to determine when a climate is toxic and what common factors are. The COE team will track and capture operational status—for example, are these groups largely in port? Are ships being overhauled? The goal is to prepare a system to provide data to indicate when commands enter a danger zone. Dr. Jebo also stated the Navy has started collecting culture metrics, and it plans to match with command-level data to provide a full spectrum of understanding. Ms. Stoneman asked how incoming data about toxic environments are handled and whether the Navy holds it back or takes action on it. Dr. Jebo responded every Navy command receives and is responsible for reviewing results of the Defense Organizational Climate Survey (DEOCS). The DEOCS includes protective and risk factors, but they are not specific to gender issues. Mr. Vandervort from the Navy mentioned the Service is working on what it can do to send the survey results back to the unit level so action is taken. Col Gondek, for the Marine Corps, responded that the commander, immediate supervisor, and CO receive the DEOCS information at the same time. The Marine Corps has strengthened the Marine's prohibited activities conduct order and added measures requiring COs to follow up on the development of a corrective action plan. COs need to maintain those plans for inspection purposes, and when IGs come through, COs understand that they need to provide a corrective action plan. Col Carroll responded the Air Force added to its IG accountability checklist to look at culture, toxic leadership, diversity, and inclusion, and the checklist is also part of the DEOCS. The Air Force has also conducted three surveys across the force, which provided data that triggered those items to be added to the IG checklist. Ms. Rivera, for the Army, responded she believes the WIT, and for the 12 policy changes in the Army Directive, will develop metrics to assess readiness, impact, and retention of women. Ms. Stoneman asked the Army if the information is pushed out immediately for action and not held, to which Ms. Rivera replied that it is pushed out.

VADM (Ret.) Braun asked whether the briefers knew if future DEOCS would include gender discrimination measurements and whether they would recommend including the measurements. Col Carroll from the Air Force mentioned the issue with the DEOCS is a fear from individuals completing the survey, that the person reading it can determine who completed it and provided specific responses. Col Carroll said some Airmen are afraid to complete the DEOCS, which causes people not to answer honestly. From the Marine Corps, Col Gondek's response emphasized the importance of understanding the purpose of the DEOCS, given it has gone through some changes. He also stated it is important to consider who is using the DEOCS—is it for COs to improve and assess climate? Or should the DEOCS be used at the senior level (e.g., flag/general officer level) to understand issues across the organization? Mr. Vandervort from the

Navy responded the DEOCS has moved away from a few broad questions, such as suicide prevention, sexual assault, drugs, and alcohol, that have expanded beyond equal opportunity. Mr. Vandervort was unsure about how much influence the Services have to steer it back. Dr. Jebo responded the- Navy's Health of the Force Survey contains several questions that, despite not being specific to gender, are about discrimination behaviors. Mr. Vandervort emphasized that even how questions are asked has changed. Dr. Jebo mentioned the DEOCS has shifted over time and is now based on rigorously validated measures rooted in culture more than it was in the past.

Panel discussion concluded.

Panel Briefing: Gender Discrimination (RFI 17)

The Committee requested a briefing from the Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard on the impact of gender bias and gender discrimination on unit cohesion and servicewomen's mental health, integration, and retention. The Committee was specifically interested in (1) current policies, regulations, trainings, and other directorates that address the issue of gender bias and gender discrimination; (2) information on gender discrimination training content and Service members who receive this training; (3) how the Military Services monitor, track, and enforce gender discrimination policy compliance; (4) whether and how the Military Services track career progression and promotion of servicewomen and, if so, associated trends; and (5) whether each Military Service has conducted surveys or studies to solicit feedback from servicewomen about the existence of gender discrimination in their Service and its impact on their careers.

Army

Lieutenant Colonel Michael Johnson, Chief of Military Equal Opportunity (MEO) for the Army, briefed the Committee for the Army. LTC Johnson opened the briefing by defining the mission and goals of the Army's MEO Program. The mission of the MEO Program is to *"formulate, direct, and sustain a comprehensive effort to maximize human potential and to ensure fair treatment for all Soldiers based solely on merit, performance, and potential in support of readiness. MEO philosophy is based on fairness, justice, and equity. Commanders at all levels are responsible for sustaining a positive equal opportunity climate within their units."* Similarly, the goals of the MEO Program are to (1) build and maintain a cohesive, combat-ready Army, which is focused and determined to accomplish its mission; (2) ensure equal opportunity exists for all Soldiers and their family members; (3) ensure every Soldier is treated with dignity and respect; and (4) support commanders and equal opportunity professionals who are responsible for the execution of MEO policies in their units, organizations, and agencies.

LTC Johnson explained MEO Army Regulation 600-20, Army Command Policy, dated 24 July 2020, is the guiding force for the Army's MEO Program, but LTC Johnson also referenced its consideration of DoDI 1020.03, *Harassment Prevention and Response in the Armed Forces*, and DoDI 1350.02, *DoD Military Equal Opportunity Program*.

LTC Johnson noted the Army collects MEO discrimination and complaint data and shared a graphic summarizing the number of sex discrimination complaints from servicewomen from FY

2017 through FY 2021 by various enlisted and officer ranks and by Active and Reserve Component Service members. In FY 2017, 365 sex discrimination complaints were filed across Active and Reserve Components of the Army, 16 percent of which were filed by Active Duty servicewomen and 2 percent of which were filed by Reserve Duty servicewomen. The number of sex discrimination complaints filed across the Active and Reserve Components of the Army increased between FY 2017 and FY 2021, with 345 complaints filed in FY 2018, 250 complaints filed in FY 2019, 465 complaints filed in FY 2020, and 607 complaints filed in FY 2021.

LTC Johnson explained, as part of the overall effort to achieve equal opportunity throughout the Department of the Army, all Service members are required to participate in annual education and training on equal opportunity topics. The Army hosted a virtual FY 2021 MEO Policy and Training Symposium at Headquarters, Department of the Army, for all MEO program managers during a 6-month session to refocus on the importance of MEO and other harassment prevention and response measures to improve command climate. The Army also conducts monthly trainings for MEO professionals, including program managers and equal opportunity advisors and leaders, working in the field. These trainings may include guest speakers, such as DoD representatives to highlight recent DoD MEO initiatives, or a representative from the OPA to present on MEO and the DEOCS data.

LTC Johnson explained the Secretary of the Army recently directed a special inspection of the Army MEO program to assess its effectiveness and make recommendations based on the findings. The objectives of this inspection were to (1) assess the adequacy of oversight, systems, and policies that govern the Army MEO Program and (2) assess the compliance with and implementation of the program throughout the Army. The Army continues to meet this direction in several ways, including current efforts to develop an MEO complaints tracking database to be integrated with an existing sexual harassment incidents database and increases in MEO staff-assisted visits to Army commands to assess the effectiveness of their MEO programs using a checklist developed by the Department of the Army. These visits include an in brief and out brief with command teams to review assessment findings.

LTC Johnson confirmed that the MEO Program does not track career progression of Service member. However, he suggested that HRC assignment managers or Talent Management Task Force may be able to provide that information through a future RFI to the Committee. Regarding climate culture and surveys, LTC Johnson explained the MEO staff review command oversaw the administration of the DEOCS, including when the survey was last fielded and when the command most recently briefed its organization on survey results. MEO Program staff also assess command action plans to address issues identified through the DEOCS and follow up with commands to ensure their action plans are being implemented.

LTC Johnson explained the RAND Corporation conducted a survey in 2021 on behalf of the Army titled, "Sexual Harassment and Gender Discrimination in the Active-Component Army." The two primary findings from the survey were that (1) women's most serious experiences often include gender discrimination, behaviors that might be linked to attempts to initiate a romantic or sexual relationships, and persistent or offensive sexual jokes and discussions of sex in the workplace; and (2) women are more likely to experience gender discrimination, repeated attempts to establish unwanted romantic sexual relationships, and sexual comments about their appearance, whereas men are more likely to be told they do not act like a man is supposed to act.

LTC Johnson explained the Army has various gender discrimination prevention and response strategies, including the “This Is My Squad” campaign launched 23 July 2020. Under this campaign, Service members are empowered through prevention messaging to treat each other with dignity and respect and to report inappropriate activities. The Army also collects data to inform quarterly and annual reports to DoD. This data enables the MEO Program staff to identify what types of discrimination are occurring and plan for how to address those behaviors. Service members are also able to report MEO complaints through a variety of mechanisms, including a chaplain, MEO professional, commanders, and anonymous MEO hotlines. Resources are available to support initiators of MEO complaints, including the IG of the Army, law enforcement, and others, to complete timely investigations.

Navy

Dr. Jennifer Jebo is the Deputy Director of the Navy Survey Program for the Chief of Naval Personnel. CDR Andrew Johnson is the Strategist for the Diversity, Equity, and Inclusion, Chief of Naval Personnel. Mr. Mark Vandervort is the Equal Opportunity Specialist for Chief of Naval Personnel. The three briefed the Committee for the Navy. Mr. Vandervort explained the Navy receives overarching MEO guidance from DoDI 1020.03, *Harassment Prevention and Response in the Armed Forces*, and DoDI 1350.02, *DoD Military Equal Opportunity Program*. The Navy receives additional guidance from the Secretary of the Navy, including OPNAVINST 5354.1H, *Navy Harassment Prevention and Military Equal Opportunity Program Manual*; USNA Instruction 5354.1C, *Command Managed Equal Opportunity (CMEO) Program*; and USNA Instruction 5354.5C, *Prevention and Deterrence of Sexual Harassment, Misconduct and Assault*. These policies govern harassment behaviors, gender discrimination, and nonconsensual distribution of private images, and outline responsibilities and the expected behaviors of Service members from all levels, including treating all Service members with dignity and respect, and intervening in destructive behaviors when witnessed. These policies outline the formal, informal, and anonymous processes in place for reporting complaints and the checklist for MEO assessments. Mr. Vandervort explained the Navy mandates that command climate assessments entail more than just the DEOCS administration, including commander focus groups and observations, and the review of records and reports. Commanders are required to conduct a face-to-face debrief with their immediate supervisor on the results of the overarching climate assessment within 60 days of its completion.

Mr. Vandervort explained Navy recruiters also receive special training on gender discrimination to ensure their recruiting efforts are not influenced by the demographic makeup of recruitable individuals. The Naval Academy uses the overarching Navy MEO policies to guide their own MEO policies, and they develop and implement specific MEO trainings geared toward cadets of different year groups. For instance, the MEO training for first-year cadets differs from the MEO training for second-year cadets.

Mr. Vandervort explained MEO training begins at accession, and Service members receive different MEO trainings as their careers progress based on their rank and responsibilities. GMT is designed to be conducted through small-group facilitation and uses discussions of different MEO-related scenarios, rather than asking Service members to review online training slides. The Navy’s Sexual Assault Prevention & Response (SAPR) office is currently working on a survey tool to

measure the effectiveness of its sexual assault training, and lessons learned from that survey will be used to improve trainings across the Navy.

Mr. Vandervort explained recruits at basic training receive an initial MEO and CO's Top Six training during their first week at the Recruit Training Command (RTC), which outlines six primary requirements, including (1) no sexual assault or harassment; (2) no racism, discrimination, or sexism; (3) no fraternization; (4) no recruit-to-recruit contact; (5) no hazing; and (6) no substance abuse. Recruits now receive two bystander intervention trainings during weeks 7 and 8 of basic training, rather than during accession training as previously designated. Recruit Division Commanders receive MEO training before being allowed to interact with recruits. The Navy has two types of equal opportunity professionals who provide the MEO training at RTC: CCSs and equal opportunity program managers. Officer candidates receive harassment prevention and MEO training at OCS.

Mr. Vandervort confirmed the Navy's assessment of the MEO program starts with the IG of the Navy and filters down to various levels of MEO program implementation. The IG assessment of the Navy MEO program was conducted differently than the IG assessments of the other Military Services' MEO programs, in that the Navy first assessed the program from the program leadership level, then spoke with Echelon II level equal opportunity specialists and advocates to assess their perspectives of the program and how it could be approved, and finally spoke with approximately 40 command triads to hear their perspectives on the MEO program. The IG of the Navy provided information back to MEO program leadership with recommendations on how to address deficiencies, and MEO Program staff are continuing to work to address those recommendations, including policy considerations for the next policy life cycle. One recommendation in particular that the Navy is working to address is capturing MEO complaint data in a database; currently, the data is collected in a spreadsheet that is difficult to navigate and query.

CDR Johnson confirmed the Navy tracks promotions for all Service members by rating and rank and by community, enabling designated community leaders to deliver this information to the Chief of Naval Operations. In general, the Navy has found that career opportunities are comparably available for male and female Service members.

Dr. Jebo confirmed that Service members completed an annual engagement survey in 2021 that included questions about fear of retaliation for reporting sexual harassment and discrimination, and about whether Service members believed sexual harassment and racism were problems in the Navy. As of 2022, the survey included questions about whether sexism is a problem in the Navy. The Navy confirmed positive trends on a few questions between 2020 and 2021, but cautioned the COVID-19 pandemic may have influenced data points and suggested more years of data are necessary to identify positive or negative trends in these areas.

Marine Corps

Col Scott Gondek, Branch Head of the Opportunity, Diversity, and Inclusion Branch, briefed the Committee for the Marine Corps. Col Gondek confirmed DoD and Secretary of the Navy MEO policies apply to the Marine Corps, but Marine Corps Order 5354.1F, *Marine Corps Prohibited Activities and Conduct Prevention and Response Policy*, is the Service-level policy addressing gender discrimination. The Marine Corps Equal Opportunity Manual was published in April 2003

and included gender as a type of discrimination. Gender discrimination topics have been incorporated into training since that time. Gender discrimination training is completed annually by Service members and is facilitated by an equal opportunity professional in a small-group environment with active participation from command leadership. The training defines gender discrimination and provides guidance on how to file a gender discrimination complaint and what happens after a complaint is made. The Marine Corps has hopes of transitioning to interactive, scenario-based training in the future. Gender discrimination training is provided to Service members in several programs of instruction, including recruit training, officer candidate course, basic officer course, infantry Marine course, and Marine combat training, and throughout officer and enlisted PME courses.

Col Gondek explained the Marine Corps monitors the Prohibited Activities and Conduct Prevention and Response Program through annual IG of the Marine Corps inspections, including the observation of command-level inspectors to ensure inspections down to the O5 level are being conducted within policy. Inspectors provide training during inspections to ensure COs are aware of the most recent command climate-related policies, such as policies related to gender discrimination.

Col Gondek confirmed the Marine Corps tracks promotion and career progression. Over the last 5 years, the Marine Corps has found servicewoman have higher promotion rates from Captain to Colonel than male Service members at similar levels, and there has been an increase of servicewomen at the O-5 and O-6 levels over the last 10 years. The Marine Corps has not conducted any surveys regarding gender discrimination and its effect on servicewomen's workplace or career experiences.

Air Force/Space Force

Col Jenise Carroll, Deputy Director for Office of Diversity and Inclusion, Office of Secretary of the Air Force, briefed the Committee for the DAF (representing the Air Force and Space Force). Col Carroll confirmed that the DAF has policies and trainings to address gender discrimination from entry into the Air Force and Space Force to senior leadership. The DAF's training offerings do not currently address gender bias, so the DAF is considering strategies for incorporating gender bias into Space Force and Air Force Service member and civilian trainings.

Col Carroll explained DAF working groups have conducted root cause analyses of disparities identified in the DAF 2020 Racial Disparity Report focused on Black airmen and guardians. The DAF 2021 Disparity Report focused on race and ethnicity, and the ensuing addendum in 2021 focused on the intersectionality of race, ethnicity, and gender. These reports are evidence the Air Force and Space Force are focused on investigating disparities, including the impact of gender discrimination, across the force under the direction of Secretary of the Air Force Frank Kendall. Col Carroll quoted one of the report findings highlighting gender disparities stating, "*White officers of both genders were promoted consistently at or above overall average rate and above gender averages across all promotion categories over the last 5 years. Over that same period, white female officers were promoted at a higher rate than males in all categories but O-6. Regarding genders overall, females are promoted higher.*"

Based on the data coming out of the first report, the Under Secretary of the Air Force asked the IG of the DAF to review the data to ensure its accuracy. The IG of the DAF found that “*over the last five years, black officers of both genders, Asian American male officers, and Hispanic and Latino male officers were promoted below the five-year average of rates O-4 to O-6. The promotion rates of black female officers for O-5 and O-6, both above the primary zone and below the primary zone, were below rates of male Black officers and most notably low in the primary zone to O-6. Furthermore, all other minority races and ethnicities were promoted below their white male and female counterparts.*” The Secretary of the Air Force (SecAF) understands these disparities are a systemic problem that needs to be addressed, and the Office of Diversity and Inclusion is leading the charge to identify what biases are built into the promotion and command selection processes. A recent RAND Corporation study showed servicewomen are leaving the Air Force as a result of issues related to family planning. More recently, the Air Force’s Disparity Reports documented an alternative explanation: servicewomen are leaving the Air Force because of bad leadership and a lack of trust in leadership.

The DAF has legal teams that advise the Service on how to respond to infractions across the force, but data shows minority officers receive harsher punishments than White male and White female officers. The DAF is trying to determine why this issue occurs and how to address it, and these questions will be addressed in an annual report to SecAF from the IG of the DAF this month.

Coast Guard

Commander Carrie Wolfe, Gender Policy Advisor for Office of Diversity and Inclusion, briefed the Committee for the Coast Guard. CDR Wolfe explained the Coast Guard models its MEO program and discrimination complaint processes on 29 C.F.R § 1614 and other related civil rights laws and statutes, while the Coast Guard Civil Rights Manual helps implement the policies for all Service members. The Coast Guard relies on the Commandant’s annual Equal Opportunity Policy Statement and Anti-Discrimination and Anti-Harassment Policy Statement and the Coast Guard Discipline and Conduct Manual to guide expectations and behaviors.

CDR Wolfe also highlighted the Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020, which amended the No FEAR Act, and requires the Department of Homeland Security to post findings of discrimination publicly to ensure the Coast Guard is handling discrimination cases transparently. In 2021, the White House issued several Executive Orders related to gender discrimination, including the Executive Order on Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation (EO 13988) and the Executive Order on Establishment of the White House Gender Policy Council (EO 14020).

CDR Wolfe explained training is provided to Service members at different career points. The Preventing and Addressing Workplace Harassment Training is provided online and uses scenarios and case studies to present critical concepts from anti-harassment policy, while the Civil Rights Awareness training is provided in person and focuses on basic concepts related to equal employment opportunity law and complaint processing. Sexual Harassment Prevention Training is provided annually online to all Service members. In 2021, the Diversity and Inclusion Foundations Course was established to provide instruction on diversity, inclusion and belonging, emotional intelligence, civility in the workplace, microaggressions, unconscious bias, and generational diversity.

The Coast Guard started civil rights-based training before 2005, and it is currently recertified every 3 years. The Civil Rights Awareness training is instructor-led and conducted with small groups, and all Service members are responsible for completing the training. Since 2006, newly appointed Flag Officers and Senior Executive Service personnel attend a 2-day, instructor-led Senior Executive Leadership Equal Opportunity Seminar at the Defense Equal Opportunity Management Institute, which focuses on discrimination, harassment, diversity, equity, and inclusion. The Sexual Harassment Prevention training was formerly provided in person, but now it is online, and Service members are required to complete the training annually. The Preventing and Addressing Workplace Harassment training began in 2018 as an annual required online training, and it focuses on anti-harassment reporting procedures the Coast Guard is required to follow. The Diversity and Inclusion Foundations Course was started in 2021 and provides a basic foundation of concepts related to diversity and inclusion. None of the Coast Guard trainings address how to prevent and mitigate negative attitudes and bias toward servicewomen, but the Coast Guard believes the trainings reduce negative attitudes and bias toward servicewomen by focusing on anti-discrimination topics.

CDR Wolfe explained the Coast Guard uses a Civil Rights Command Checklist to monitor, track, and enforce policy compliance. Unit commanders are required to review and submit an annual checklist of their civil rights programs to the Civil Rights Directorate, similar to the IG process the other Military Services conduct. Civil Rights Directorate leaders also regularly visit commands to provide assistance and guidance when necessary. Commands may reach out to the Civil Rights Directorate to request a visit based on warning signs identified in the DEOCS, and the Directorate can help coordinate and implement focus groups with Service members to better understand challenges from an objective perspective. The Civil Rights Directorate began publishing quarterly and annual data on reported harassment in 2021, and these reports are available to Service members internally via the Coast Guard Portal. Annually, the Coast Guard also conducts required Management Directive 715 Reporting, which includes a review of Coast Guard policies and practices related to the existence and removal of barriers for the civilian workforce. The Civil Rights Directorate reviews workforce training compliance on an as-needed basis to assess workforce readiness and address emergent shortfalls.

CDF Wolfe confirmed the Coast Guard does not track the career progression and promotion of each Service member, but the Service does track overall data and can disaggregate career progression and promotion data to observe trends over time. The Service has officer, enlisted, and civilian workforce planning teams that review these data to assess the overall health of Coast Guard personnel. As of September 2021, women made up 1,898 of 8,788 (21.6 percent) of the officer corps. Between promotion years 2017 and 2021, in-zone promotion rates for female officers to LCDR (O-4) were consistent with the total workforce, in-zone promotion rates for female officers up to CDR (O-5) were consistently higher than the total workforce, and in-zone promotion rates for female officers up to Captain (O-6) was comparable with the total workforce, but fewer than 25 female officers on average are in zone for Captain each promotion year. Relatedly, 4,413 women made up 13.9 percent of the total enlisted workforce. Between 2017 and 2021, the female advancement rate was comparable with the entire Coast Guard advancement rate across all ratings, and servicewomen accounted for 14 percent of all advancements over this time period.

CDF Wolfe explained the Coast Guard conducted two studies with the RAND Corporation that solicited feedback from servicewomen about gender discrimination and its effect on their workplace and career experiences. The report “*Improving Gender Diversity in the U.S. Coast Guard: Identifying Barriers to Female Retention*” was published in 2019, and although the study did not focus on gender discrimination and its effect on the workplace, it found perceived gender bias and discrimination can make servicewomen feel less valued and respected. The report “*Improving the Representation of Women and Racial/Ethnic Minorities Among U.S. Coast Guard Active-Duty Members*” was published in 2021 and found Service members cited concerns about the assignment process, specifically for female and Black enlisted Service members, and about climate, specifically about a lack of trust in leadership at all levels concerning diversity, equity, and inclusion issues, and the implementation of anti-discrimination processes. The Coast Guard created a task force to coordinate the implementation of the recommendations made from these two studies.

National Guard

Colonel Monica Brouse, Branch Chief of the Office of Diversity, Equity, and Inclusion for the National Guard Bureau, briefed the Committee for the National Guard. Col Brouse explained the National Guard follows Department of the Army and Department of the Air Force policies related to gender bias and discrimination, but the organization also follows Chief National Guard Bureau Instruction (CNGBI) 9601.01, *National Guard Discrimination Complaint Program*, dated 27 September 2015. This policy establishes the National Guard Discrimination Complaint Program for all Service members serving in Title 32 status and all Service member technicians employed under 32 U.S.C § 709, and identifies responsibilities and rights of civilians who work for the National Guard to file a discrimination complaint on the basis of race, color, national origin, religion, or sex and gender. Specifically, the National Guard policy outlines the organization does not condone unlawful discrimination or sexual harassment, and no Service member or civilian employee may unlawfully discriminate against, harass, intimidate, or threaten another person based on their race, color, national origin, religion, or sex and gender, and they may not sexually harass someone or seek reprisal against an individual who engages in protected discrimination complaint activities. National Guard investigations and resolutions of unlawful discrimination or sexual harassment complaints are fair, impartial, and timely, and compliance with this policy is a function of leadership. The Chief National Guard Bureau Manual (CNGBM) 9601.01, *National Guard Discrimination Complaint Program*, dated 25 April 2017, establishes guidance for maintaining the National Guard Discrimination complaint process.

Col Brouse explained, in addition to compliance with all Department of the Army and DAF training requirements, the National Guard provides a variety of optional training opportunities to improve interpersonal skills of Service members and prevent negative attitudes and bias toward female Service members and other underrepresented groups. The National Guard maintains records of all mandatory training requirements, individual National Guard units track inquiries and complaints of gender bias or discrimination, and the National Guard Bureau tracks formal complaints to completion.

Col Brouse noted the National Guard regularly reviews demographic data by grade, including gender, across various Service member life cycle events, and data are prepared to support individual National Guard organizations in their accomplishment of barrier analyses. The

National Guard has not conducted or commissioned any surveys, studies, or other activities to solicit feedback on the specific topic of gender discrimination.

Discussion

COL (Ret.) Grinder asked Col Johnson from the Army what caused the increase in gender discrimination complaints from 365 to 607 between FY 2017 and FY 2021. Col Johnson noted the Army considers this increase to be a positive effect of training, including an increased awareness of what constitutes gender discrimination and reporting mechanisms available to them. He noted recent command climate surveys have shown an increase in trust in leadership related to reporting gender discrimination issues and an improved belief that issues will be investigated and addressed appropriately.

CAPT (Ret.) Barrett thanked CDR Wolfe, Col Carroll, and Col Gondek for providing data on trends in career progression among servicewomen and noted LTC Johnson can follow up with the Army's Talent Management Task Force to provide these data to the Committee if requested. He asked Col Brouse from the National Guard and Mr. Vandervort from the Navy if they could also follow up with their Services to provide this information to the Committee. CDR Andrew Johnson confirmed the Navy should be able to provide these data to the Committee from recent annual reports. Dr. Jebo noted the Navy does not track career progression through surveys, but Service members are asked about career intentions, and recent data show decreases in the number of male and female Service members who plan to stay in the Navy until retirement. Col Johnson explained the Army did a mock promotion board study in which promotion board panelists reviewed the same mock Service member files 6 months apart, one with photos and the other without photos. The study found a 3 percent increase in the selection rate for female and minority Service members during the panel review of files without photos. As a result, Col Johnson confirmed the Army has taken photos out of Service members' files for officer promotion boards, and the Army has plans to do the same for enlisted promotion boards, as well as to remove other identifiers from the files, including names, pronouns, location, and marital status. Col Brouse noted the National Guard has a Joint Diversity Executive Counsel that reviews statistics on promotions monthly, and she confirmed she could provide these data to the Committee if requested.

Dr. Ferguson highlighted that Col Carroll presented on gender bias and discrimination and its connection to career progression and opportunities, and she asked if other Services are considering how to track the effect of gender bias and discrimination on career opportunities. Dr. Jebo noted some Navy surveys ask Service members whether gender discrimination or reduced professional opportunities based on gender have influenced them to leave the Service, but Service members have not cited those as reasons for leaving at a high rate. Col Gondek confirmed the Marine Corps does not ask about the effect of gender bias and discrimination on career opportunities in Service member surveys. CDR Wolfe noted this question is addressed in the Career Intention Survey data the Coast Guard previously submitted to the Committee, but the Coast Guard has not identified the effect of gender discrimination on professional opportunities as a reason servicewomen are leaving the Service. Col Johnson noted Service members leaving or retiring from the Army are asked whether they have an ongoing sexual harassment or discrimination complaint investigation. However, he was unsure how Service members feel

about the effect of gender discrimination on their professional opportunities and whether it is a reason they leave the Army.

Capt (Ret.) Cox asked the Military Services how instances of gender discrimination are remediated. Mr. Vandervort explained the Navy leaves remediation up to the command to address each complaint based on the allegation, what aspects of the allegation were substantiated, ranks for the Service members involved, and personal history of the Service members. Remediation can range from non-punitive letters of caution to processing for administrative separation, and opportunities exist for Service members involved in a complaint situation to meet one on one with equal opportunity professionals for more direct training and discussion about the situation. Col Gondek confirmed Marine Corps commanders have access to a wide range of remediation tools depending on the circumstances of the complaint. Col Carroll noted the Air Force collects data from Service members on how complaints are remediated, and this data can be broken down by rank and ethnicity. CDR Wolfe was unsure and will follow up with the Coast Guard to confirm. Col Brouse from the National Guard noted remediation decisions are handled at the command level based on the factors of the situation. Col Johnson said the Army also collects data on overall complaint outcomes and remediation outcomes determined by command. The Army plans to implement a feature in its MEO complaint tracking database that will enable the Army to identify repeat offenders.

Ms. Stoneman asked how MEO complaints are resolved at Military Service Academies (MSAs) and whether complaints remain on Service members' records after graduating from MSAs. Col Johnson said he was unsure of how MEO complaints are resolved at the MSAs but confirmed this information is tracked across permanent parties, but not cadets. Mr. Vandervort confirmed the Navy tracks Naval Academy complaints, along with all complaints from Active Duty, Reserve Duty, and midshipmen in the ROTC program, as long as a Service member is involved. However, the Navy does not track complaints if the individuals involved are covered only under Title 9. Mr. Vandervort noted he is unsure how tracking MEO complaints with Title 9 individuals at MSAs works and whether these complaints are added to their permanent records. He noted the Navy, like the Army, is planning to implement a feature into its MEO complaint tracking database that will flag repeat offenders. Col Carroll said she is unsure whether MEO complaints become a part of cadets' permanent records at ROTC and MSA levels because they are in a training status and not yet commissioned. CRD Wolfe noted she was unsure of how MSA MEO complaints are handled and tracked.

RADM (Ret.) O'Donnell asked Col Brouse how many female State Adjutant Generals (TAG) exist in the National Guard. She also asked Col Carroll how the Air Force is addressing the lack of trust in leadership identified through Service member surveys. Col Brouse said she is unsure how many female TAGs exist in the National Guard. Col Carroll noted the DAF is still trying to determine the root cause of the lack of trust before addressing the survey findings.

COL (Ret.) Grinder asked whether the Navy is requiring bystanders to report or intervene when witnessing breaches of MEO policies and whether the other Military Services address bystander reporting requirements in their trainings. Mr. Vandervort stated his belief that the Navy regulations outline that a Service member who witnesses an MEO incident against policy is required to report it. LTC Johnson confirmed the Army addresses bystander intervention in its annual training and requires Service members to intervene when witnessing an MEO breach of

protocol. However, LTC Johnson noted he does not believe Service members will be held accountable if they do not report a situation that may be threatening to them. Col Gondek confirmed he can research whether bystanders are required to report or intervene in MEO policy breaches in the Marine Corps. Col Carroll noted the DAF does not address the topic of bystanders in gender discrimination trainings. CDR Wolfe confirmed the Coast Guard addresses bystander responsibilities when witnessing sexual assault, sexual harassment, and gender bias, but she was unsure whether reporting or intervening in these situations is required. Col Brouse noted sexual assault prevention training is required annually of Service members in the National Guard, and the topic of bystander responsibilities is addressed in that training. However, she noted her belief that bystander reporting or intervention is not required.

Col (Ret.) Anderson asked what the Military Services are doing to educate reporting seniors on eliminating conscious and unconscious biases in relation to promotion boards. Col Carroll confirmed the Air Force conducts unconscious bias training with development teams that select Service members for command opportunities and with command screening boards. However, bias training is not provided to promotion boards yet. CDR Johnson noted the Navy developed a bias mitigation tool that commanders are briefed on and use in relation to a scenario to identify their own biases and how to mitigate them. Col Gondek noted he is unsure what the Marine Corps is doing to address bias in promotion boards. CDR Wolfe confirmed the Coast Guard is considering implementing unconscious bias training with the goal of requiring it for promotion boards and panels. LTC Johnson noted the Army has overhauled all levels of PME. Senior leader training focuses on conscious and unconscious bias, and MEO Program staff speak with senior leaders about what capabilities MEO professionals can bring to command staff when selecting people for these positions.

COL (Ret.) Grinder asked how the Military Services are addressing online bullying through training or monitoring. Mr. Vandervort confirmed Navy policies define harassment and discrimination by the behavior, but how these behaviors are initiated, such as online or in person, does not change how the activity is addressed or investigated when identified. However, the mechanism used to perpetrate bullying or harassment is captured in the complaint monitoring database. LTC Johnson confirmed the Army's processes mirror those of the Navy, and strategies to address and mitigate online harassment are covered during annual training. Col Gondek agreed the Marine Corps handles online bullying and harassment similarly to the Navy and Army. Col Carroll noted the DAF addresses online harassment through training, but she was unsure how instances of online harassment are tracked. CDR Wolfe noted the Coast Guard handles online harassment similar to the other Services. Col Brouse agreed, noting the National Guard considers harassment to be harassment whether it is conducted in person or online.

LTG (Ret.) Mangum noted his belief that minority and female officers opt out of promotion boards at higher rates than White male officers. He asked whether the Military Services are tracking how many servicewomen opt out of consideration for promotion boards and the reasons why. CDR Wolfe and Col Brouse noted Service members do not have the option of dropping out of consideration for promotion boards in the Coast Guard or National Guard. Col Carroll noted Service members can opt out of promoting to command in the Air Force, and the reasons why Service members opt out are tracked. LTG Mangum clarified his interest is in opting out of promotion for command. CDR Wolfe responded Service members can opt out of promotion for command to attend graduate school or another opportunity. Col Gondek confirmed Service

members have the opportunity to opt out of command screening without prejudice in the Marine Corps. Mr. Vandervort said he is unsure whether Service members in the Navy can opt out of promotion to command. LTC Johnson confirmed Service members can opt out or defer promotion to command in the Army.

CAPT (Ret.) Barrett highlighted that the percentage of female Sailors who do not fear retaliation for reporting sexual harassment and discrimination rose from 42 percent to 62 percent in 2021. He asked whether the increase can be attributed to any improvements in policy or trainings. Dr. Jebo noted this change was from 1 year to another, so it should not be considered a trend, and she noted this number seems to have fallen back into its normal range after a preliminary analysis of 2022 data.

Dr. Ferguson asked if Service members receive any specific trainings about strategies for coping with discrimination and harassment. Mr. Vandervort confirmed the Navy does not address coping mechanisms in their trainings or anything specifically related to the victim or offender of sexual harassment or discrimination. The other briefers confirmed the same is true for the Army, Marine Corps, DAF, and National Guard. CDR Wolfe confirmed she is unsure about the Coast Guard, and will have to follow up after the meeting.

Panel discussion concluded.

Final Remarks

COL Jardin, DACOWITS Military Director and Designated Federal Officer, stated the next meeting would be held on 6-7 December 2022, at the AUSA Conference Center in Arlington. Details will be published in the Federal Register. She thanked the attendees and concluded the public portion of the meeting.

The meeting was adjourned.

RFI 1

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.

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.

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Space Force	The Space Force provided the Committee with a response.
Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard provided the Committee with a response.

RFIs 4 and 5

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.

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 **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.

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Space Force	The Space Force provided the Committee with a response.

Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard provided the Committee with a response.

RFI 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

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard did not provide the Committee with a response.

RFI 7

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.

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.

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.

RFI 8

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.

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:

- 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,

<p>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).</p> <p>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.</p> <p>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.</p>	
Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard did not provide the Committee with a response.

RFI 10	
PHYSICAL FITNESS STANDARDS	
<p>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.</p>	
<p>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.</p> <p>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.</p>	
Organization	Description
Health Affairs	Health Affairs provided the Committee with a response.

RFIs 12, 13, 14, 15, and 16

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.

RFI 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?

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Space Force	The Space Force provided the Committee with a response.
Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard did not provide the Committee with a response.
Health Affairs and Defense Health Agency	Health Affairs and Defense Health Agency provided the Committee with a response.

RFI 13

The Committee is interested in information the Military Services may have regarding the impact of pregnancy on retention and career advancement of servicewomen.

The committee requests a **written response** from the **Army, Navy, Marine Corps, Air Force, Space Force, Coast Guard, and National Guard** addressing the following:

- 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?

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Space Force	The Space Force provided the Committee with a response.
Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard provided the Committee with a response.

RFI 14

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.

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

- 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?

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Space Force	The Space Force provided the Committee with a response.
Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard did not provide the Committee with a response.

RFI 15

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?

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Space Force	The Space Force provided the Committee with a response..
Coast Guard	The Coast Guard provided the Committee with a response.
Health Affairs	Health Affairs provided the Committee with a response.
MC&FP via FAP	Military Community and Family Policy (MC&FP) provided the Committee with a response. .

RFI 16

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.

Organization	Description
Insight Policy Research (DACOWITS Research Contractor)	Insight Policy Research prepared the <i>Pregnancy and Parental Status Discrimination</i> literature review in response to this RFI.

RFIs 18-19

GENDER DISCRIMINATION (WB&T)

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.

RFI 18

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.

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

- 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.).

Organization	Description
Army	The Army provided the Committee with a response.
Navy	The Navy provided the Committee with a response.
Marine Corps	The Marine Corps provided the Committee with a response.
Air Force	The Air Force provided the Committee with a response.
Space Force	The Space Force provided the Committee with a response.
Coast Guard	The Coast Guard provided the Committee with a response.
National Guard	The National Guard provided the Committee with a response.

RFI 19

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.

Organization	Description
Insight Policy Research (DACOWITS Research Contractor)	Insight Policy Research prepared the <i>Gender Discrimination</i> literature review in response to this RFI.

Report Submitted by:

 Digitally signed by
JARDIN.SEANA.MICHELLE.11441
16018
Date: 2022.11.02 12:22:56 -04'00'

COL Seana M. Jardin, USA
DACOWITS Military Director &
Designated Federal Officer

Report Certified by:



Ms. Shelly O'Neill Stoneman
DACOWITS Chair

DACOWITS Members in Attendance

Col (Ret.) Nancy P. Anderson, USMC
CAPT (Ret.) Kenneth J. Barrett, USN
VADM (Ret.) Robin R. Braun, USNR
Dr. (CAPT Ret.) Catherine W. Cox, USNR
Dr. Trudi C. Ferguson
SgtMaj (Ret.) Robin C. Fortner, USMC
COL (Ret.) Many-Bears Grinder, AGR
CMDM (Ret.) Octavia D. Harris, USN

Ms. Robin S. Kelleher
Ms. Marquette J. Leveque, USN Vet.
LTG (Ret.) Kevin W. Mangum, USA
SGM (Ret.) Caprecia A. Miller, USA
RADM (Ret.) Mary P. O'Donnell, USCGR
HON (Col Ret.) Dawn E.B. Scholz, USAF
Brig Gen (Ret.) Allyson R. Solomon, ANG
Ms. Shelly O'Neill Stoneman

DACOWITS Members Absent

Brig Gen (Ret.) Jarisse J. Sanborn, USAF
Ms. Ann M. Norris

Dr. (Col Ret.) Samantha A. Weeks, USAF

DACOWITS' Executive Staff in Attendance

COL Seana M. Jardin, USA
Ms. Jessica C. Myers, USN Ret.

Mr. Robert D. Bowling, USAF Ret.
MSgt Kristen M. Pitlock, USAF

DACOWITS' Liaisons in Attendance

Ms. Angela G. Love, USA
Chaplain (CAPT) Judy T. Malana, USN
Ms. Wendy D. Boler, USN
Col Scott Gondek, USMC
Maj Richardo Steele, USMC
Col Jenise Carroll, USAF
Col Laurel V. Walsh, USSF
CDR Carrie A. Wolfe, USCG
LTJG Molly E. Sternberg, USCG

Col Monica Brouse, NGB
Ms. Andrea S. Browne-Phillips, NGB
Ms. Deadrea Sampson, SOCOM
Ms. Theresa A. Hart, DHA
Ms. Kimberly R. Lahm, HA
Ms. Lindsay E. Reiner, MPP
LTC Jacqueline S. Ralston, MPP
Dr. Yuko K. Whitestone, FR
Mr. Vesen L. Thompson, MC&FP