

SUBJ: DACOWITS RFI 4 – September 2022 QBM

FROM: Office of Strategy and HR Capability (CG-1B1)

TO: DACOWITS Committee

THRU: Office of Diversity & Inclusion (CG-127)

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.

DACOWITS: 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.**

CG Response:

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

A: It was first implemented over 15 years ago. Most recent implementation was on 3/23/2022. The Survey was open for 6 weeks with reminders sent via email weekly. This process will be conducted 2 times a year to account for the various times that members separate from the service/re-enlist.

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)?

A: Currently, data is not broken down by Active and Reserve components. We are planning to implement it in the next 2023 survey administration.

Response Rates:

Overall

Total response is calculated using the number of total survey responses received (510) divided by the total number of surveys sent to the entire target audience (1,455)

Overall, 35%

Broken down by Rank (enlisted and officer)

Extend or Enlist -----31.25% (Response Rate is calculated using the total number of responses received or analyzed for the Extend or Enlisted category (85) divided by the number of survey invitations sent to the Extend or Enlist category (272).

Officer -----47.46% (Response Rate is calculated using the total number of responses received or analyzed for the Officer category (309) divided by the number of survey invitations sent to the Officer category (651)

Retire in next 90 days-21.80% (Response Rate is calculated using the total number of responses received or analyzed those who Retire in next 90 days category (116) divided by the number of survey invitations sent to those who Retire in next 90 days category (532)

Broken down by gender

Male---- 76.1% (Response Rate is calculated based on the total number of responses received or analyzed for male category (388) divided by the total number completed survey which is 510(Extend or Enlist completion number 85+ officer completion number 309+Retire in next 90 days completion number 116)

Female-- 23.9% (Response Rate is calculated based on the total number of responses received or analyzed for female category (112) divided by the total number completed survey which is 510(Extend or Enlist completion number 85+ officer completion number 309+Retire in next 90 days completion number 116)

Race & Ethnicity

Race and Ethnicity data is not collected as part of the career intentions survey. There is no question related to this item.

Enlisted Rating:

The Response Rate calculated based upon the total number of responses received for the Enlisted rating which is 111

Enlisted Rating	% Of Response
AN/AA - Airman	0.00%
FN/FA - Fireman	0.00%
SN/SA - Seaman	0.00%
AET - Avionics Electrical Technician	3.60%
AMT - Aviation Maintenance Technician	5.40%
AST - Aviation Survival Technician	0.00%
BM - Boatswain's Mates	16.20%
CS - Culinary Specialists	5.40%
DC - Damage Controlman	4.50%
DV - Diver	0.00%
EM - Electrician's Mate	5.40%
ET - Electronics Technician	7.20%
GM - Gunner's Mate	0.90%
HS - Health Services Technician	3.60%
IS - Intelligence Specialist	0.00%
IT - Information Systems Technician	1.80%
IV - Investigator	0.00%
ME - Maritime Enforcement Specialist	3.60%
MK - Machinery Technician	14.40%
MST - Marine Science Technician	6.30%
MU - Musician	0.00%
OS - Operations Specialist	3.60%
PA - Public Affairs Specialist	0.90%
SK - Storekeeper	7.20%
YN - Yeoman	8.10%
Other	1.80%

CWO Specialty:

The Response Rate calculated based upon the total number of responses received for the CWO Specialty which is 21

CWO Specialty	% Of Response
AVI - Aviation Engineering	0.00%
BNDM - Bandmaster	0.00%
BOSN – Boatswain	19.00%
DIV - Diver	0.00%
ELC - Electronics	9.50%
ENG - Naval Engineering	19.00%
F&S - Finance and Supply	0.00%
INF - Public Information	0.00%
INV - Criminal Investigator	4.80%
ISM - Information Systems Management	14.30%
ISS - Intelligence Systems Specialist	0.00%
MAT - Material Maintenance	0.00%
MED - Medical Administration	0.00%
MLES - Maritime Law Enforcement and Security	0.00%
MSSD - Marine Safety Specialist Deck	4.80%
MSSE - Marine Safety Specialist Engineering	9.50%
MSSR - Marine Safety Specialist Response	0.00%
OSS - Operations Systems Specialist	4.80%
PERS - Personnel Administration	14.30%
WEPS - Weapons	0.00%

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

A: Members are not leaving the CG due to concerns with:

- Harassment
- Lack of opportunity for special projects
- Spirit of Cooperation and teamwork
- Treatment with dignity and respect

However, the following issues are contributing to undesirable turnover:

- Lack of linkage between performance and awards/recognition
- Insufficient materials and equipment to do their work
- Refusal to receive the COVID-19 vaccine
- Lack of control over their own career and future
- Failure to receive a promotion

- Better work life balance outside
- Looking for Geographic stability

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

Top three Involuntary departure Reasons: (Male)	
Failure to select for promotion	73.2%
Involuntary retirement	12.2%
Other 1. Mandatory retirement 2. Completion of Voluntary Retired Recall 3. Refusal to receive COVID Vaccine	9.8%

Top three Involuntary departure Reasons: (Female)	
Failure to select for promotion	77.8%
Other 1. Refuse to get the vaccine 2. Voluntary retirement in lieu of a waiver request for HYT/PGP failure	11.1%
Medical discharge	5.6%

****For the tables below, the question answer option is “choose many”. So, a member can choose many options and that is the reason the total response rate is not equal to 100%

Top Reason: Under what circumstances are you leaving (Male)	
Voluntarily Retirement	74.7%

Top Reason: Under what circumstances are you leaving (Female)	
Voluntarily Retirement	27.8%
Resignation of Commission	27.8%
Using the TEMPSEP Program	27.8%

****For the tables below, the question answer option is “choose many”. So, a member can choose many options and that is the reason the total response rate is not equal to 100%

My deciding factor to leave the CG (Male) - Top reasons	
Retiring – To pursue other employment	53.0%
Geographic stability	47.0%
Better work life balance outside	45.8%
Spend time with family	38.6%

My deciding factor to leave the CG (Female) - Top reasons	
Better work life balance outside	50.0%
Geographic stability	50.0%
Organizational leadership	44.4%
Pursue education	38.9%

Organizational leadership	37.3%
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Spend time with family	27.8%
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e. What is your Service doing or planning to do with the information ascertained from the exit survey findings?

- A:** The Coast Guard has done the following with the exit survey findings:
- Communicated the results to leadership to take actions to improve the issues that are contributing to undesirable turnover.
 - Provided a detailed Reserve Component related results to the Reserve team.
 - Continue tracking, analyzing and reporting Agency’s Progress on a semi-annual basis.

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)?

A: Break down by Active and Reserve components, gender, race and ethnicity are not available. This is because there were no questions related to the mentioned items in the survey. However, below are the retention rates based on Ratings.

Retention Rate =

Number of Members planning to stay in the CG for next 12 months / Total number of members completed the survey

Category	No.of members completed the below Category in 2017	2017 Retention Rate	No.of members completed the below Category in 2018	2018 Retention Rate	No.of members completed the below Category in 2019	2019 Retention Rate	No.of members completed the below Category in 2020	2020 Retention Rate
AET1	15	2.30%	15	0.97%	15	0.72%	2	1.82%
AET2	13	1.99%	10	0.65%	19	0.92%	2	1.82%
AET3	3	0.46%	4	0.26%	18	0.87%		0.00%
AETC	1	0.15%	13	0.84%	4	0.19%		0.00%
AETCS		0.00%		0.00%	1	0.05%		0.00%
AMT1	8	1.23%	18	1.17%	24	1.16%	1	0.91%
AMT2	8	1.23%	12	0.78%	27	1.30%		0.00%
AMT3	2	0.31%	5	0.32%	15	0.72%	1	0.91%
AMTC	1	0.15%	7	0.45%	11	0.53%		0.00%
AMTCS		0.00%		0.00%	1	0.05%		0.00%
AST1		0.00%	2	0.13%	5	0.24%	1	0.91%

AST2	4	0.61%	2	0.13%	6	0.29%		0.00%
AST3		0.00%		0.00%	6	0.29%		0.00%
ASTC		0.00%		0.00%	1	0.05%		0.00%
AVI4		0.00%		0.00%	1	0.05%		0.00%
BM1	35	5.37%	52	3.37%	88	4.24%	4	3.64%
BM2	35	5.37%	55	3.56%	112	5.40%	1	0.91%
BM3	4	0.61%	14	0.91%	44	2.12%	2	1.82%
BMC	16	2.45%	28	1.81%	38	1.83%	2	1.82%
BMCM		0.00%	2	0.13%	6	0.29%		0.00%
BMCS	4	0.61%	4	0.26%	13	0.63%		0.00%
BOSN2		0.00%	1	0.06%		0.00%		0.00%
BOSN4	1	0.15%		0.00%		0.00%		0.00%
CAPT		0.00%	2	0.13%		0.00%		0.00%
CDR	6	0.92%	91	5.90%	102	4.92%	14	12.73%
CS1	1	0.15%	8	0.52%	15	0.72%		0.00%
CS2		0.00%	6	0.39%	21	1.01%		0.00%
CS3		0.00%	1	0.06%	6	0.29%		0.00%
CSC		0.00%	4	0.26%	8	0.39%	1	0.91%
CSCM		0.00%	1	0.06%	2	0.10%		0.00%
CSCS		0.00%	1	0.06%	2	0.10%		0.00%
DC1	5	0.77%	14	0.91%	26	1.25%	2	1.82%
DC2	10	1.53%	10	0.65%	21	1.01%		0.00%
DC3		0.00%	1	0.06%	10	0.48%		0.00%
DCC	1	0.15%	8	0.52%	4	0.19%		0.00%
DCCS		0.00%		0.00%	1	0.05%		0.00%
DV1		0.00%	2	0.13%		0.00%		0.00%
DV2		0.00%		0.00%	2	0.10%		0.00%
DVC		0.00%	2	0.13%		0.00%		0.00%
DVCS		0.00%	1	0.06%		0.00%		0.00%
EM1	13	1.99%	8	0.52%	12	0.58%	1	0.91%
EM2	9	1.38%	11	0.71%	15	0.72%		0.00%
EM3	5	0.77%	4	0.26%	5	0.24%		0.00%
EMC	4	0.61%	15	0.97%	13	0.63%	1	0.91%
EMCM		0.00%	1	0.06%		0.00%		0.00%
EMCS	1	0.15%	4	0.26%	1	0.05%	1	0.91%
ENG2		0.00%	1	0.06%		0.00%		0.00%
ENG4		0.00%	1	0.06%		0.00%		0.00%
ENS		0.00%	7	0.45%	3	0.14%	2	1.82%
ET1	9	1.38%	19	1.23%	26	1.25%	4	3.64%
ET2	19	2.91%	27	1.75%	31	1.49%	2	1.82%
ET3	5	0.77%	2	0.13%	7	0.34%		0.00%
ETC	4	0.61%	8	0.52%	12	0.58%		0.00%
ETCM		0.00%	1	0.06%		0.00%		0.00%
ETCS		0.00%		0.00%	4	0.19%	1	0.91%
FN	2	0.31%	3	0.19%	13	0.63%		0.00%
FNMK		0.00%		0.00%	1	0.05%		0.00%
FS1	11	1.69%		0.00%		0.00%		0.00%

FS2	10	1.53%		0.00%		0.00%		0.00%
FS3		0.00%		0.00%		0.00%		0.00%
FSC	1	0.15%		0.00%		0.00%		0.00%
FSCS	3	0.46%		0.00%		0.00%		0.00%
GM1	7	1.07%	9	0.58%	22	1.06%	2	1.82%
GM2	8	1.23%	7	0.45%	9	0.43%	1	0.91%
GM3	2	0.31%	2	0.13%	7	0.34%	1	0.91%
GMC	2	0.31%	3	0.19%	12	0.58%		0.00%
GMCS		0.00%	1	0.06%	2	0.10%		0.00%
HS1	6	0.92%	16	1.04%	10	0.48%	1	0.91%
HS2	10	1.53%	12	0.78%	16	0.77%		0.00%
HS3		0.00%	9	0.58%	14	0.67%	2	1.82%
HSC	2	0.31%	2	0.13%	7	0.34%		0.00%
IS1	4	0.61%	8	0.52%	12	0.58%	3	2.73%
IS2	4	0.61%	7	0.45%	15	0.72%		0.00%
IS3	1	0.15%		0.00%	7	0.34%		0.00%
ISC	4	0.61%	9	0.58%	1	0.05%		0.00%
ISCS	1	0.15%		0.00%	1	0.05%		0.00%
ISM2		0.00%		0.00%	1	0.05%		0.00%
IT1	6	0.92%	9	0.58%	24	1.16%		0.00%
IT2	12	1.84%	15	0.97%	15	0.72%	1	0.91%
IT3	1	0.15%	4	0.26%	8	0.39%		0.00%
ITC	2	0.31%	5	0.32%	6	0.29%		0.00%
ITCM		0.00%		0.00%	1	0.05%		0.00%
ITCS		0.00%	1	0.06%	2	0.10%		0.00%
LCDR	27	4.14%	254	16.46%	144	6.94%	11	10.00%
LT	4	0.61%	174	11.28%	199	9.59%	9	8.18%
LTJG		0.00%	2	0.13%	1	0.05%		0.00%
ME1	10	1.53%	15	0.97%	19	0.92%		0.00%
ME2	5	0.77%	13	0.84%	19	0.92%	1	0.91%
ME3	3	0.46%	6	0.39%	15	0.72%		0.00%
MEC	3	0.46%	7	0.45%	12	0.58%	1	0.91%
MECM		0.00%		0.00%	1	0.05%		0.00%
MECS	3	0.46%	1	0.06%	1	0.05%	1	0.91%
MK1	31	4.75%	51	3.31%	66	3.18%	2	1.82%
MK2	37	5.67%	50	3.24%	65	3.13%	2	1.82%
MK3	21	3.22%	20	1.30%	18	0.87%		0.00%
MKC	9	1.38%	28	1.81%	37	1.78%	5	4.55%
MKCM		0.00%	1	0.06%	3	0.14%		0.00%
MKCS	2	0.31%	4	0.26%	4	0.19%		0.00%
MSSD4	1	0.15%		0.00%		0.00%		0.00%
MSSE4		0.00%	1	0.06%	1	0.05%		0.00%
MST1	6	0.92%	22	1.43%	36	1.73%	1	0.91%
MST2	16	2.45%	18	1.17%	37	1.78%		0.00%
MST3	9	1.38%	18	1.17%	25	1.20%	2	1.82%
MSTC	5	0.77%	8	0.52%	13	0.63%		0.00%
MSTCS		0.00%	3	0.19%	2	0.10%		0.00%

MU1		0.00%	1	0.06%	1	0.05%		0.00%
MUC		0.00%	1	0.06%	1	0.05%		0.00%
OS1	24	3.68%	20	1.30%	50	2.41%	1	0.91%
OS2	10	1.53%	12	0.78%	37	1.78%	1	0.91%
OS3	1	0.15%	2	0.13%	7	0.34%		0.00%
OSC	9	1.38%	13	0.84%	16	0.77%	1	0.91%
OSCM		0.00%	1	0.06%		0.00%		0.00%
OSCS	1	0.15%	3	0.19%	4	0.19%	1	0.91%
PA1	1	0.15%	1	0.06%		0.00%		0.00%
PA2	1	0.15%		0.00%	4	0.19%	1	0.91%
PA3		0.00%	1	0.06%		0.00%		0.00%
PAC	1	0.15%	2	0.13%	1	0.05%		0.00%
PACS		0.00%		0.00%	1	0.05%		0.00%
SK1	17	2.61%	23	1.49%	24	1.16%	3	2.73%
SK2	12	1.84%	24	1.56%	35	1.69%	2	1.82%
SK3	5	0.77%	3	0.19%	15	0.72%	1	0.91%
SKC	7	1.07%	4	0.26%	14	0.67%		0.00%
SKCS		0.00%	1	0.06%		0.00%		0.00%
SN	2	0.31%	16	1.04%	24	1.16%	2	1.82%
SNET		0.00%	1	0.06%		0.00%		0.00%
YN1	13	1.99%	29	1.88%	42	2.02%	3	2.73%
YN2	8	1.23%	33	2.14%	40	1.93%	1	0.91%
YN3	1	0.15%	13	0.84%	25	1.20%	1	0.91%
YNC	4	0.61%	13	0.84%	5	0.24%	1	0.91%
YNCS	2	0.31%	3	0.19%	1	0.05%		0.00%
Total No. of members completed this survey	652	100.00%	1543	100.00%	2075	100.00%	110	100.00%

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

A: The following tables depict the top reasons Service members leave the USCG:

<i>Top Involuntary departure Reasons: (Male)</i>	<i>Top Involuntary departure Reasons: Female)</i>
<i>Failure to select for promotion</i>	<i>Failure to select for promotion</i>

<i>My deciding factor to leave the CG (Male) - Top reasons</i>	<i>My deciding factor to leave the CG (Female) - Top reasons</i>
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<i>Retiring – To pursue other employment</i>	<i>Better work life balance outside</i>
<i>Geographic stability</i>	<i>Geographic stability</i>
<i>Better work life balance outside</i>	<i>Organizational leadership</i>