

DACOWITS' 2005 Recommendations:

1	Services should recognize the adverse impact of lengthy and frequent deployments on retention, and work toward deployments of no more than 6 months.
2	Ensure Service members are regularly updated on policies developing under the transformation of the forces: Training Transformation (T2) Program, Joint National Training Capability, and Joint Officer Management.
3	Under Secretary for Personnel and Readiness conduct a quantitative study on altering career structures and civilianization initiatives and their impact on women in the Services. This study should be broader in scope than the congressionally mandated study on the impact of modularity on women in the Army, and should include all the services.
4	The Committee commends the DoD for the review and rewriting of Department of Defense Instruction (DoDI) 1308.3. Waivers granted to Services should be reviewed.
5	DoDI 1308.3 should be updated providing clearer pictures of measuring points.
6	The Services should ensure that training on taping procedures to measure body fat composition is conducted prior to each taping session. Measuring should not occur unless the Service regulation and clear pictures of measuring points are available to both participants in the taping process.
7	The Services should extend postpartum recovery weight standards and physical fitness testing standards from 6 months to 8 months.
8	Ensure dissemination of information regarding all avenues available for successful completion of academic requirements and advancement goals during pre-deployment briefings. For example, the E Army U program and the Navy Old Dominion U. program were strongly recommended by Soldiers and Sailors.
9	Recommend increased availability of broadband access, VTC capability, full internet/e-mail and telephone service OCONUS and shipboard in order that deploying Service members may meet educational requirements.
10	DoD should publicize the services of The Defense Activity for Non-Traditional Education Support (DANTES) and the Service Members Opportunity Colleges (SOC) more broadly to Service members directly at the unit level, and through the <i>Military One Source</i> , Service Education Centers, and other military informational sources.
11	Services should establish measurable programs to ensure changes due to transformation and deployment are increasing stabilization.
12	In order to improve retention, the Services should continue efforts to reduce PCS turbulence despite deployment and operational needs.
13	To eliminate the perceptions of unfairness, the Services need to enforce the evaluation, promotion and associated counseling requirements prescribed in the regulations.
14	The Services should review, and with unit leadership involvement, improve current methods for disseminating career planning information to ensure that even the most junior officers and enlisted are aware of career advancement opportunities.
15	Each Service collect data and evaluate the effectiveness of the mentoring program.
16	Require specific comments regarding mentoring in Officer and NCO performance evaluations.

17	Family support should emphasize teamwork and better integrate the chain of command, paid staff and volunteer networks in order to achieve comprehensive support for every Service family.
18	Leadership education for commanders should include the importance of their role in providing family support as part of unit readiness and mission accomplishment. Commanding officer performance evaluations should include a rating on the effectiveness of their family support efforts.
19	The low numbers being reported regarding access to <i>Military One Source</i> should be viewed by DoD as unacceptable. Communication about this and other programs needs to be extended to potential users by other methods than those currently being used.
20	DoD should study the effects of parental separation due to prolonged or multiple deployments on infants and children of military personnel following September 11, 2001.
21	<i>Family Support Centers</i> should organize support groups for children of deployed members in units and/or schools in which they can discuss their concerns and anxieties.
22	Units and Military community service centers should ensure family members, including children, have 24/7 access to telephones, email, and video teleconferencing, which is currently offered at some installations.
23	DoD and the Services should ensure the news of positive contributions and accomplishments of individual Service members in the GWOT are widely disseminated, including to hometown newspapers.
24	Services should work toward shorter and more predictable deployments with a goal of deployments not longer than six months.
25	The dual military parents of minor children should be given an option not to deploy simultaneously.
26	Congress should extend to postsecondary education institutions and RC personnel who are students requirements and protections similar to those of Uniformed Services Employment and Reemployment Rights Act (USERRA) that currently apply only to employers and employees.
27	State legislatures should enact laws and regulations to assist RC personnel attending public and private postsecondary institutions to resolve academic and financial challenges related to mobilization.
28	DoD should publicize the services of The Defense Activity for Non-Traditional Education Support (DANTES) and the Service Members Opportunity Colleges (SOC) and current state military service education protection laws more broadly to RC members and their families directly at the unit level, and through the <i>Military One Source</i> , Family Service Centers and other military informational sources.
29	DoD should develop policy ensuring equitable allocation of training seats for RC personnel pursuing professional development courses.
30	Services should ensure equitable allocation of training seats for RC personnel pursuing professional development courses and report annually to DoD any shortfalls in filling valid RC requests for training.
31	Services should expand opportunities for RC personnel to participate in career development courses through attendance at abbreviated resident schools, distributive learning courses and earned credit for operational experience.
32	DoD should consider flexible rotations for the mobilization of National Guard units based on the potential for State Active Duty or Title 32 call ups to meet homeland defense or natural/catastrophic disaster response requirements.

33	DACOWITS supports the force structure planning goal of limiting the involuntary mobilization of RC to one year out of every six years and encourages rapid implementation for retention purposes.
34	DoD should develop additional partnerships with private organizations, similar to that developed with the 4H, to provide services to children of deployed RC personnel.
35	The National Guard Bureau should broaden the <u>Child Care Needs Assessment</u> survey to address the unique needs of dual military families, single parent families and special needs children to ensure that information is available for policy and program planning and resource allocation.
36	NGB should continue to eliminate any barriers that limit awareness, access and utilization of <i>Family Support Centers</i> .
37	Military One Source and Heath Net should increase information dissemination to RC personnel and their families. Information should be sent directly to all RC families through US mail and should also be prominently displayed at the unit level.
38	DoD should evaluate the utilization of MilitaryOne Source by RC personnel and their families.
39	The National Guard Bureau's placement of a full time Family Support Coordinator and a Child and Youth Program Coordinator at the state level should be augmented at the unit level by responsive and knowledgeable personnel.
40	Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions.
41	DoD should ensure that information on recently developed resources such as the "Help Our Troops Call Home" and the "Guide for Helping Youth Cope with Separation" programs are widely disseminated to deploying RC personnel and their families through the US mail.
42	DoD should evaluate the utilization of the "Help Our Troops Call Home" and the "Guide for Helping Youth Cope with Separation" programs by RC personnel and their families.
43	DoD should effectively pursue policies, such as one in six, that will achieve reasonable service requirements related to frequency, duration, and predictability of mobilization for RC personnel.
44	The Services should implement initiatives, such as Army Restructuring and Rebalancing the active/Reserve Component mix, that increase predictability of mobilization schedule, reduce the length of deployment, and eliminate the need for stop loss, particularly for RC personnel.
45	DoD should evaluate the effect of transformation initiatives with respect to mobilization predictability and stabilization on RC personnel and families.
46	Services should distribute information on the behavioral effect of separation on adults and children directly to RC family members, particularly those that are geographically dispersed.
47	Services should ensure that unit leadership and family support personnel are trained to recognize signs of separation difficulty, particularly for geographically dispersed RC families, and make informed referrals to and follow up with existing resources, such as <i>Family Support Centers</i> , <i>Military One Source</i> and associated not-for-profit service organizations.
48	DoD should prepare an informational package for RC family members comparing the full range of current RC pay and benefits with those of comparable civilian and Active Component members. This should be distributed directly to RC family members at the unit level, as well as through the <i>Family Support Centers</i> and <i>Military One Source</i> .

49	DoD should develop measures that accurately indicate the effectiveness of programs relative to their use, outcomes and cost. Benchmarking needs to set a high standard especially with the current OPTEMPO/PERSTEMPO and its impact on recruiting and retention.
50	Leadership at every level must take advantage of all means of communication. Accommodation must be made for those without access to the internet or to the installation for briefings. Commands should confirm direct contact through mailings and phone calls that connect with a person instead of a message machine. All outreach efforts should include the designated point of contact for single members.
51	Commands should incentivize participation by family members in on base briefings by providing Commissary and PX certificates or/and providing transportation.
52	The Services should conduct annual surveys of Active and RC families based on the DoD <i>Status of Forces</i> model.
53	DoD should submit and Congress should enact legislation to update DOPMA to allow for greater personnel management flexibility to enhance retention in support of mission effectiveness.
54	Congress should enact DoD requested legislation to sustain child care and youth services initiatives.
55	DACOWITS continues to recommend, as in the 2003 report, that ALL levels of leadership, especially at the unit level, receive regular mandatory briefings on pregnancy, physiological changes, advisable health care regimens and job performance expectations of pregnant personnel to ensure a positive command climate.
56	Services should acknowledge the advantages and effectiveness of gender segregated sexual assault prevention training and implement such training, especially for personnel ages 18-24.