



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

JUL - 5 2022

MEMORANDUM FOR CHAIR, DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES

SUBJECT: Terms of Reference – Defense Advisory Committee on Women in the Services

As the sponsor of the Defense Advisory Committee on Women in the Services (DACOWITS), I am establishing seven topics for the Committee to study in 2022-2023. The topics are outlined in the attached Terms of Reference. Each study topic is assigned to one of the three subcommittees that were previously established. These study topics are in line with the Committee's chartered areas of recruitment, retention, employment, integration, well-being, and treatment of women in the Armed Forces.

The Committee and subcommittee's work will be subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations developed from examining these study topics will be provided to the entire DACOWITS for its thorough discussion and deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act (5 U.S.C. § 552b). The DACOWITS' Designated Federal Officer will ensure compliance with these guidelines and regulations.

A handwritten signature in black ink, appearing to read "Gilbert R. Cisneros, Jr.", written in a cursive style.

Gilbert R. Cisneros, Jr.

Attachments:

As stated

cc:

Advisory Committee Management Office

Defense Advisory Committee on Women in the Services Recruitment and Retention Subcommittee

These Terms of Reference (ToR) establish the 2022-2023 study topics for the Recruitment and Retention Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed, by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Recruitment and Retention Subcommittee will ensure that the Secretary of Defense (SecDef), Deputy Secretary of Defense, and Under Secretary of Defense for Personnel and Readiness (USD(P&R)) receive independent advice on opportunities for improvements in the recruitment and retention of women into the Armed Forces.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for its thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through the USD(P&R).

Issue Statement: In accordance with the ToR that established the Recruitment and Retention Subcommittee, this subcommittee will examine current military recruitment and retention programs to determine whether existing policies and procedures inhibit the recruitment and retention of servicewomen. In addition, the subcommittee will identify innovative solutions to increase women's propensity to serve and further expand opportunities for women to continue serving.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services policies and procedures pertaining to the recruitment and retention of servicewomen to assess the impact on the readiness of the Total Force. Below are two specific areas of study:

1. **Recruitment Initiatives to Increase Women's Propensity to Serve:** Assess the scale and effectiveness of the Military Services' recruitment programs with the goal of providing recommendations on how to best increase adolescent women's propensity to serve. In addition, 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.
2. **Retention Initiatives for Servicewomen:** Identify barriers to female retention and present findings and recommendations to improve the overall retention of women. In addition, utilize the Military Services' retention and exit survey data to identify barriers and/or lessons learned to identify ways to improve servicewomen's retention.

Defense Advisory Committee on Women in the Services Employment and Integration Subcommittee

These Terms of Reference (ToR) establish and assign the 2022-2023 study topics for the Employment and Integration Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Employment and Integration Subcommittee will ensure that the Secretary of Defense (SecDef), Deputy Secretary of Defense, and Under Secretary of Defense for Personnel and Readiness (USD(P&R)) receive independent advice on opportunities for improvements in the employment and integration of women in the Services.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for its thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through the USD(P&R).

Issue Statement: In accordance with the ToR that established the Employment and Integration Subcommittee, this subcommittee will examine the Military Services' gender integration efforts to determine whether existing policies and programs inhibit the full integration of servicewomen into all military career fields, and identify innovative solutions as necessary. In addition, the subcommittee will review occupational policies and programs that may limit servicewomen's career progression.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services' policies and procedures pertaining to the employment and integration of servicewomen to assess the impact on the readiness of the Total Force. Below are three specific areas of study:

1. **Gender Integration:** Examine current efforts to fully integrate women into previously closed combat positions, determine whether barriers are inhibiting full integration, and identify solutions. In addition, examine recent modifications to women's uniforms, as well as combat gear and equipment, to identify solutions, as required
2. **Women in Aviation:** 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, examine trends in and policies related to female aviation accession and identify solutions, as required.
3. **Physical Fitness Standards:** 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, assess whether the Military Services' physical fitness standards disproportionately affect women's career progression and identify solutions, as required.

Defense Advisory Committee on Women in the Services Well-Being and Treatment Subcommittee

These Terms of Reference (ToR) establish the 2022-2023 study topics for the Well-Being and Treatment Subcommittee, a subcommittee of the Defense Advisory Committee on Women in the Services (DACOWITS).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this subcommittee will not duplicate work that has been performed, or is being performed, by DoD or any other DoD Federal advisory committee or subcommittee, to include DACOWITS and its subcommittees. The Well-Being and Treatment Subcommittee will ensure that SecDef, DepSecDef, and Under Secretary of Defense for Personnel and Readiness (USD(P&R)) receive independent advice on opportunities for improvements in the well-being and treatment of women serving in the Armed Forces.

The subcommittee will conduct research, develop conclusions, and make proposals to the full DACOWITS for thorough deliberations and discussion. DACOWITS will then report its independent advice and recommendations to the SecDef through the USD(P&R).

Issue Statement: In accordance with the ToR that established the Well-Being and Treatment Subcommittee, this subcommittee will examine whether existing DoD and Military Services institutional policies and procedures safeguard the well-being and treatment of servicewomen, and provide recommended policy changes as gaps are identified.

Objectives and Scope: The subcommittee shall analyze DoD and the Military Services policies and procedures pertaining to the well-being and treatment of servicewomen to assess the impact on the readiness of the Total Force. Below are two specific areas of study:

1. **Pregnancy in the Military:** Determine if there are gaps in institutional policies and procedures that obstruct pregnant servicewomen from progressing in their military career and recommended policy changes.
2. **Gender Discrimination:** 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.