



PERSONNEL AND  
READINESS

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

**MAR 15 2022**

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

**SUBJECT: Defense Advisory Committee on Women in the Services – Three Subcommittees**

I am establishing three subcommittees of the Defense Advisory Committee on Women in the Services (DACOWITS). Each subcommittee will not exceed 15 members, and they will be known as the Employment and Integration Subcommittee, the Recruitment and Retention Subcommittee, and the Well-Being and Treatment Subcommittee. My objectives for these subcommittees are outlined in the attached Terms of Reference (ToR). As Sponsor of the DACOWITS, the ToR for these subcommittees shall be coordinated through my office, or that of the Secretary of Defense (SecDef) or the Deputy Secretary of Defense (DepSecDef); however, proposals for taskings may come from key stakeholders across the Department.

These subcommittees, like the DACOWITS, will be subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations from the subcommittees 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), prior to submission to me, as the DoD Sponsor for DACOWITS.

DACOWITS' Designated Federal Officer will work with the Director of Administration and Management and the DoD Advisory Committee Management Officer to ensure all subcommittee member appointments are submitted to the SecDef or the DepSecDef for approval in accordance with DoD policy and procedures.

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 Employment and Integration Subcommittee**

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives 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 (FACA) 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), the Deputy Secretary of Defense, and the 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 USD(P&R). Members shall have experience in the military or with women-related workforce issues, specifically pertaining to the employment and integration of women serving in the Armed Forces.

**Issue Statement:** The subcommittee will examine the Military Services' gender integration efforts to determine whether existing policies and programs inhibit the full integration of Service women into all military career fields, and identify innovative solutions as necessary. In addition, the subcommittee will review occupational policies and programs that may limit Service women'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 Service women to assess the impact on the readiness of the Total Force. The subcommittee will provide periodic updates to the Committee on its work, as appropriate, and develop recommendations with comprehensive supporting evidence.

In conducting its work, I provide DACOWITS and this Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by DACOWITS staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to DACOWITS and this subcommittee requests for data/information within 5 business days.

As a subcommittee of DACOWITS, the Employment and Integration Subcommittee will not work independently of DACOWITS' charter. It will operate in conformity with, and pursuant to, the FACA, the Government in the Sunshine Act, and other applicable Federal statutes and

regulations. The Employment and Integration Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of DACOWITS, nor report directly to any Federal representative. The members of the subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.

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

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives 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 (FACA) 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), the Deputy Secretary of Defense, and the 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 USD(P&R). Members shall have experience in the military or with women-related workforce issues, specifically pertaining to recruitment and retention.

**Issue Statement:** The subcommittee will examine current military recruitment and retention programs to determine whether existing policies and procedures inhibit the recruitment and retention of Service women. 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 Service women to assess the impact on the readiness of the Total Force. The subcommittee will provide periodic updates to DACOWITS on its work, as appropriate, and develop recommendations with comprehensive supporting evidence.

In conducting its work, I provide DACOWITS and this Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by DACOWITS staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to DACOWITS and this subcommittee requests for data/information within five business days.

As a subcommittee of DACOWITS, the Recruitment and Retention Subcommittee will not work independently of DACOWITS' charter. It will operate in conformity with, and pursuant to, the FACA, the Government in the Sunshine Act, and other applicable Federal statutes and

regulations. The Employment and Integration Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of DACOWITS, nor report directly to any Federal representative. The members of the subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.

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

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives 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 (FACA) 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 the Secretary of Defense (SecDef), the Deputy Secretary of Defense, and the 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 USD(P&R). Members shall have experience in the military or with women-related workforce issues, specifically pertaining to well-being and treatment.

**Issue Statement:** The subcommittee will examine whether existing DoD and Military Services institutional policies and procedures safeguard the well-being and treatment of Service women, 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 Service women to assess the impact on the readiness of the Total Force. The subcommittee will provide periodic updates to DACOWITS on its work, as appropriate, and develop recommendations with comprehensive supporting evidence.

In conducting its work, I provide DACOWITS and this Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by DACOWITS staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to DACOWITS and this subcommittee requests for data/information within five business days.

As a subcommittee of DACOWITS, the Well-Being and Treatment Subcommittee will not work independently of DACOWITS' charter. It will operate in conformity with, and pursuant to, the FACA, the Government in the Sunshine Act, and other applicable Federal statutes and regulations. The Employment and Integration Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of DACOWITS, nor report

directly to any Federal representative. The members of the subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.