

**Defense Department Advisory  
Committee on Women in the Services  
(DACOWITS)**



**Responses to the 2005 DACOWITS Report**



# Defense Department Advisory Committee on Women in the Services (DACOWITS)

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**Defense Department Advisory Committee on  
Women in the Services (DACOWITS)**

**United States Army  
Response to the 2005  
DACOWITS Report**





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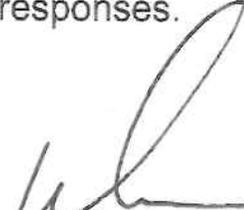
JUL 28 2006

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS)

SUBJECT: Defense Department Advisory Committee on Women in the Services (DACOWITS) 2005 Report

1. Reference memorandum USD (P&R), March 23, 2006, subject as above.
2. As requested, the Army has reviewed the Committee's 2005 report findings and recommendations, and provides the enclosed responses.

Enclosure

  
Daniel B. Denning  
Acting Assistant Secretary of the Army  
(Manpower and Reserve Affairs)

## **2005 DACOWITS Recommendations and Responses**

### **A. Work-Life Balance and Career Opportunities**

#### **1. Services should recognize the adverse impact of lengthy and frequent deployments on retention, and work toward deployments of no more than 6 months. A.1.b, pg 119 DAMO, DMPM**

Based on operational demands, Department of the Army is unable to consider lessening deployment cycles to 6 months. Department of the Army recognizes the effects of the operational pace and continues to seek ways to mitigate those impacts on families and Soldiers. Frequency of deployments and time away from family, to include long garrison work hours, do impact retention. As a result, all components are employing positive measures, including Force Stabilization policy initiatives, updates to the reenlistment bonus program, targeted specialty pays, and policy updates.

Since 2002, the Army has annually exceeded total Army retention goals culminating with 106 percent of our combined (AC, ARNG, USAR) overall Army goal in 2005. The Active Army retained 69,512 Soldiers in fiscal year 2005, finishing the year 108% of mission. The Army National Guard finished at 104% of mission and the Army Reserve finished the year 102 % of mission. All three components are on track for FY2006 mission accomplishment.

#### **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. A.2.b.i, pg 119 DAMO**

The Army's Training and Doctrine Command (TRADOC) is responsible to ensure Soldiers are updated on new and emerging policies under the transformation of the force and specifically the Training Transformation (T2) Program, Joint National Training capability, and Joint Officer Management. TRADOC seeks to maximize institutional learning and adaptation within the force through a variety of mechanisms dependant on the information to be provided. Tools such as TRADOC Websites, Soldiers Magazine, and Army Knowledge online provide for mass distribution of information relative to policy changes and transformation of the force. Other mechanisms include systematic revision and distribution of the actual policy documents and field manuals themselves and inclusion of the material into appropriate programs of instruction both within the institutional base and the units.

#### **3. 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. A.3.b.iii, pg 120 DAPE-HR-IRP-Health Policy**

The Army has made relevant revisions to AR 600-9, Army Weight Control Program. The revisions include updated and clear illustrations for male and female Soldier body fat circumference measurements. AR 600-9 does not require that the regulation with illustrations on circumference measurements is present at the time of taping; however, the regulation is available for use during the taping process.

**4. The Services should extend post partum recovery weight standards and physical fitness testing standards from 6 months to 8 months. A.3.b.iv, pg 120 OTSG**

The Army Surgeon General and the Army G-1 do not support extending post partum recovery weight standards for the following reasons:

a. There is no medical evidence to support that a longer recovery period is needed to enable women Soldiers to meet the weight and physical fitness standards, postpartum.

b. With the current military environment and deployment policies, which require postpartum Soldiers be available 4 months after delivery, it is in the best interest of the Soldier and the Army to receive command support in their efforts to meet the required fitness and weight standards. Within the current 6 month recovery window, women Soldiers are provided appropriate strategies and counseling, and are encouraged to participate in the US Army Pregnancy/Postpartum Physical Training Program (PPTP). This program is designed to assist pregnant and postpartum Soldiers in maintaining fitness throughout their pregnancy and to assist them in returning to required fitness levels after the pregnancy has ended. In addition, the PPTP program is designed to promote meeting Army Regulation (AR) 600-9, The Army Weight Control Program, height and weight standards.

**5. 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. 4.b.i, pg 121 ACES/CFSC**

The Army Continuing Education System (ACES) Education Division is developing a one page handout with information on accessing continuing education programs while deployed to be distributed to Soldiers during each pre-deployment briefing. The information will also be included Army Knowledge Online and the G-1 Benefits Web Tool.

The US Army Community & Family Support Center's Family website [www.myArmylifetoo.com](http://www.myArmylifetoo.com) provides the topic area "Lifelong Learning" with links to training sites. CFSC-FP will develop an education outlet under the Lifelong Learning on this website that links to DANTES, SOC, and Army Continuing Education Services (ACES) so Soldiers and family members can quickly access this information.

Additionally, the DANTES and SOC links will be added to the Military One Source website this summer.

**6. 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. A.b.ii, pg 121 ACES/CFSC/DAPE-HR-WB/G-6**

Many colleges and universities make allowances for students who have limited access to the internet while OCONUS. These allowances include the use of traditional mail systems and phone/fax to communicate with professors.

Access to full internet and email capability is available for many service members to pursue their education while deployed; however, broadband access in theater is critical to meet operational needs and may not be available for other uses.

**7. 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 Military One Source, Service Education Centers, and other military informational sources. 4.B.IV, pg 121 CFSC/ACES**

The US Army Community & Family Support Center's Family website [www.myArmylifetoo.com](http://www.myArmylifetoo.com) provides the topic area "Lifelong Learning" with links to training sites. CFSC-FP will develop an education outlet under the Lifelong Learning on this website that links to DANTES, SOC, and Army Continuing Education Services (ACES) so Soldiers and family members can quickly access this information. Additionally, the DANTES and SOC links will be added to the Military One Source website this summer.

**8. Services should establish measurable programs to ensure changes due to transformation and deployment are increasing stabilization. 5.b.i, pg 121 DMPM**

The G-1 recently approved an assessment plan directing a comparison of Stabilized Soldiers to Soldiers assigned using an individual replacement system. Metrics to evaluate the success of LCM will include the following: fewer PCS moves for Soldiers, thus saving dollars and meeting the Army Chief of Staff's intent, increased time on station for CONUS assignments, increased retention, satisfied and functional Soldiers, and satisfied families.

Life Cycle Manning (LCM) is the key initiative the Army has instituted to increase stabilization. LCM is a manning philosophy which establishes a three year personnel manning life cycle for Brigade Combat Teams (BCT) with the potential of a follow on assignment. The ultimate goal is to allow and encourage Soldiers to remain at a single installation for up to six to seven years or more. As the Soldiers in LCM units are

stabilized, the need for individual replacements in non-LCM units will decrease and thus increase stabilization for Soldiers in non-LCM units as well.

**9. In order to improve retention, Services should continue efforts to reduce PCS turbulence despite deployment and operational needs. 5.b.ii, pg 121 DAMO, DMPM**

As the Army transforms, a primary component of Army manning will be that of Life Cycle Manning (LCM) the Army's Brigade Combat Teams (BCTs). This is a significant shift in personnel manning from the individual replacement system to LCM and will result in Soldiers being assigned to BCTs for 3-year cycles. The ultimate goal is to allow and encourage Soldiers to remain at a single installation for up to 6-7 years or more.

**10. To eliminate the perceptions of unfairness Services need to enforce the evaluation, promotion and associated counseling requirements prescribed in the regulations. 6.b, pg 122 DMPM**

Department of the Army manages the processes associated with evaluations and promotions and the counseling systems which support evaluations and promotions with the utmost care. The integrity of our evaluations and our promotion systems are paramount to leader development and Army Values.

There are several regulations and pamphlets that describe counseling requirements and promotion and evaluation processes to all Soldiers, regardless of rank.

Department of the Army Pamphlet 600-25 (U.S. Army Noncommissioned Officer (NCO) Professional Development Guide) provides enlisted Soldiers and noncommissioned officers with guidance to help direct the development of values, attributes, skills, and actions.

Field Manual 7-22.7 (The Army NCO Guide) outlines NCO professional development philosophies, the NCO education system, the NCO support channel, and the role of NCO mentorship.

In September 2004, the Army announced a new Professional Growth Counseling (PGC) requirement for all Soldiers. PGC begins with an initial counseling within 30 days of arrival. The counseling session is conducted jointly by the leader and Soldier to identify and discuss the Soldier's strengths/weaknesses and to create a plan of action to build upon strengths and overcome weaknesses. This future-oriented approach establishes short and long-term goals and objectives. The Army anticipates that this change will contribute to improved retention and readiness of junior enlisted Soldiers and will better prepare these Soldiers for advancement to the rank of sergeant.

Other related formal, mandatory counseling include:

- AR 350-1 (Army Training and Education): Students (military institutional training) being considered for dismissal must be counseled by the chain of command

- AR 600-8-19 (Enlisted Promotions and Reductions). Provides for career progression and rank that is in line with potential. Formal, mandatory counseling is required by first-line leaders to all Soldiers who are eligible for promotion to PV2 through SSG without a waiver (fully qualified).

- AR 623-205 (Noncommissioned Officer Evaluation Reporting (NCO-ER) System. This is the Army's method of identifying those NCOs most qualified for advancement and for assignment to positions of increased responsibility. Evaluation reports provide the NCO formal recognition for performance of duty, measurement of professional values and personal traits, and along with the NCO Counseling Checklist/Record (DA Form 2166-8-1) are the basis for performance counseling by rating officials. Formal, mandatory counseling is required.

- AR 623-105 (Officer Evaluation System (OES)) This is the Army's method of identifying officers who are best qualified for promotion and assignment to positions of higher responsibility. It also identifies officers who should be kept on active duty, those who should be retained in grade, and those who should be eliminated. Evaluation reports provide assessments of the officer's ability to perform at higher grades and whether an officer should be retained and given greater responsibility in his or her present grade.

**11. Services should review and, with unit leadership involvement, improve current methods for dissemination career planning information to ensure that even the most junior officers and enlisted are aware of career advancement opportunities. 7.b, pg 122, DMPM**

The Officer Personnel Management System task force is working challenges and solutions to officer career planning and advancement opportunities. DA Pam 600-3 Commissioned Officer Professional Development and Career Management was revised in 2005 and is currently undergoing another revision to ensure the latest information is disseminated regarding officer careers.

The current method of dissemination for enlisted Army Soldiers is primarily through their individual career branch managers at the U.S. Army Human Resources Command (AHRC). In addition, each Regimental CSM and Proponent SGM regularly provides pertinent career planning information. Much of this information is available via the web on the AHRC website.

The development of the professional attributes and technical capabilities to meet the needs of the Army is accomplished through activities identified on proponent-designed professional development models (PDM) for each military occupational specialty (MOS). These PDMs combine the assignments, required schooling, and proponent recommended self-development goals that define branch-qualified Soldiers in each grade by MOS.

Career models are based on Army requirements, indicating the numbers and types of enlisted Soldiers to be accessed, retained, promoted, trained, and assigned. Career branches within the Enlisted Personnel Management Directorate (EPMD) of AHRC; develop each Soldier's career by using these templates, while balancing Army requirements with policies for enlisted management.

While Army requirements dictate the final outcome of all career development actions, enlisted Soldiers can participate in such decisions. Participation in the career development process is possible when enlisted Soldiers reenlist or volunteer for training and education programs, complete assignment preferences, apply for entry into special programs such as drill sergeant, and recruiter, and plan long-range career goals. The key to being involved in career development is to make informed and logical decisions, and act on them.

Commanders and senior NCOs play key roles in Soldier development as well by ensuring that Soldiers are given opportunities for professional development in their units, and receive necessary training that will increase their tactical and technical competence. Enlisted Soldiers look to their senior NCOs and commanders for advice and career counseling whether formal or informal. Counseling is a continuous process.

## **B. Work-Life Balance and Family Well-Being**

### **1. Family support should emphasize team work and better integrate the chain of command, paid staff and volunteer networks in order to achieve comprehensive support for every Service family. B.1.b.ii, pg 123 CFSC**

As the Army's proponent for family programs, US Army Community and Family Support Center (CFSC) concentrates on three primary categories of support – unit support, family support and community support. CFSC works closely with Army staff, senior and enlisted spouse advisory groups, commanders, command sergeants major and community leaders to ensure its programs and services meet the needs of the transforming Army. On 1 Mar 06, CFSC was tasked by the Army Reserve Forces Policy Committee (ARFPC) (also AFAP Issue #562) to develop a strategy for implementing a Multi-Component Family Support Network (MCFSN) that would provide a seamless approach to family support across all Army components, ensuring all Soldiers and families receive the assistance when and where they need it, regardless of component or location. A MCFSN advisory team of family program staff from CFSC, regional offices, Army commands, Direct Reporting Units, Army Support Service Components and senior and enlisted spouse volunteers has been established to assist with development of this holistic approach to family support.

The Army Family Readiness Advisory Council's (AFRAC) membership consists of the spouses of the Army Command Deputy Commander, CSM and Army command volunteer and includes both active and Reserve Component members. The AFRAC meets biannually with the US Army Community and Family Support Center to vet issues related to family readiness, ensure the Army Command understands the issues families

face and provide recommendations to the Army. These members also serve as conduits of information to and from the field as part of our network to achieve comprehensive support for every service family.

CFSC Family Programs conducts quarterly Volunteer Working Group meetings with Department of Army-level staff members from organizations utilizing volunteers (i.e., Chapel, Red Cross, Community Recreation, Child/Youth Services, Army Community Service, etc.) to discuss systemic issues as they relate to volunteers and paid staff. The goal is to ensure volunteers are fully incorporated into the organizational structure of agencies utilizing their services in order to achieve comprehensive support for every service family.

**2. 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. B.1.b.ii, pg 123 CFSC, DAPE-HR-CPPD**

The US Army Community and Family Support Center (CFSC) Family Programs (FP) Directorate coordinated with Training and Doctrine Command (TRADOC) to review existing Training Support Packages (TSPs) that are currently in the Soldier's Educational System. Current TRADOC TSPs for the Officer Basic Course (OBC), Warrant Officer Basic Course (WOBC) and Advanced Noncommissioned Officers' Course (ANCOC) include 60 minutes of the Army Family Team Building (AFTB) program; the Captain Career Course (CCC) and Warrant Officer Advanced Course (WOAC) include 80 minutes for AFTB. These lesson plans have been revised to include Family Readiness Group (FRG) instruction and to stress the importance of leaders' roles in providing family support as part of unit readiness and mission accomplishment. CFSC-FP provided the revised TSPs to the TRADOC proponent to replace the existing TSPs.

Concurrently, FP developed TSPs for Basic Combat Training (BCT), Warrior Leadership Course (WLC), Advanced Individual Training (AIT), Sergeants Major (SGM) Academy, Intermediate Level Education (ILE), Pre-Command Course (PCC), and Army War College (AWC).

In Jan 2004, CFSC-FP conducted discussions with G-1-Human Resource Command about including support to FRGs in the officer performance evaluations. Currently, G-1 is not authorized to require comments on the OERs and NCOERs as this is an Army Command function. Army Commanders have to encourage BN and CO-level commanders to emphasize the value of FRGs and Rear Detachment Commanders (RDCs) IAW AR 600-20, para 5-10, as a key element in unit readiness. AR 600-20 further directs MACOM, US Army Reserve Command, Continental United States Armies, installation, Joint Force Headquarters, Regional Support Commands, and General Officer Command commanders at all levels to ensure command emphasis at the unit level; identify and input fiscal and personnel resource requirements for the Total Army Family Program as part of the command operating budget process; and provide for

Soldier (married and single), civilian, retiree and family member participation in quality of life programs. As such, it would be appropriate for the rater/senior rater to comment on the effectiveness of FRGs and RDCs within the command.

Lastly, the Commander, USACFSC, issued the Commanders Guide to FRG Operations to provide commanders with consistent legal and procedural guidance on how to best operate their FRGs which is pending final review for publication as an appendix to AR 608-1, Army Community Service.

**3. The low numbers being reported regarding the access to Military One Source 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. B.1.b.ii, pg 123 CFSC**

The Army has exceeded all Services for Military OneSource utilization for telephone and face-to-face contacts. The CFSC Family Programs established a Gold Standard strategy for installation usage which includes: maximize integration of Military OneSource information into other CFSC family programs; actively pursue opportunities to directly market the service to Soldiers during large deployment and re-deployment events by using on-site program assistants to explain the service to Soldiers; network to identify and exploit opportunities to reach Soldiers and families at the state level by facilitating Military OneSource representation on Interservice Family Assistance Committees; identify opportunities to integrate information about Military OneSource into leader development training; and work to expand the distribution network for marketing updates, promotions and newsletters. Information has been sent to the field through the Installation Management Agency (IMA) Regions and Medical Command (MEDCOM) to offer briefs and site visits to assist in outreach. Department of Defense, Military Community and Family Policy (MC&FP) has ongoing marketing promotions that CFSC disseminates to the field and Military OneSource is listed as referral option for the Post-deployment Health Reassessment form DA 2900.

**4. Family Support Centers should organize support groups for children of deployed members in units and/or schools in which they can discuss their concerns and anxieties. B.2.b.ii, pg 124 CFSC**

Army Child and Youth Services (CYS) have developed a variety of approaches to support children of deployed Active and Reserve Component service members. These practices are generally extensions of already existing CYS program options available regardless of the operational tempo of the Army.

Operation: Military Kids (OMK): The US Army has collaborated with America's communities to support the children and youth of National Guard and Army Reserve Soldiers affected by the Global War on Terrorism. With State 4-H Military Liaisons leading 34 OMK State Teams, the National Guard, Army Reserve, Boys & Girls Clubs of America, The Military Child Education Coalition, The American Legion, The National Association of Child Care Resource and Referral Agencies, Schools and other

community organizations are joining Army Child and Youth Services to support “suddenly military” youth before, during and after the deployment of a parent or loved one.

Purple Camps: Residential one-week summer camps for children of mobilized or deployed service members include opportunities for campers to deal with stress due to absent parents. Camps are sponsored at no cost to families by the National Military Family Association and Sears. In 2005, approximately 2,000 children attended 25 Operation Purple camps in 17 states and 4 foreign countries.

**5. 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. B.3, pg 124 CFSC**

During deployment, mobilization and stability and support operations, such as natural disasters, acts of terror, evacuation or mass casualties, Army Community Service shifts into a 24-hour Family Assistance Center (FAC) operation if requested by the garrison commander. The FAC, which serves as a one-stop resource center for families, includes telephone and email access for family members. All ACS Centers have VTC capability. Due to new HQDA Operation Security requirements however, video teleconferences to Iraq must be transmitted over a secure line so VTC access, although available at all ACS Centers, may not be available at the FAC.

In addition to FACs, some installations have established Yellow Ribbon Rooms for family members that include a communication room for VTCs (if in a secure location); child-friendly play area visible to parents; computers, office copiers, fax machines, printers, telephones, and Web cams; a kitchen area; workrooms and a meeting room; and a reception area. Yellow Ribbon Rooms may be controlled and staffed by Army Community Service (ACS), the major deployed unit’s rear detachment, or a combination of both. FAC and Yellow Ribbon Room hours are usually based on the needs of the community and availability of funding.

The Army Teen Panel (ATP) launched a web page connecting the active Army and Reserve components as well as Department of Defense civilian youth around the world. In partnership with the Boys and Girls Clubs of America, the ATP created a section on the BGCA site “YOUTHNET” titled, “Real Teens Connected”. The site is for teens 13-18 years of age who have parents in the Active Duty, National Guard, Army Reserve, Accessions Command, and Department of Defense Civilians. “Real Teens Connected” is a unique web site because it offers a variety of services to ALL Army affiliated youth.

Mobile Technology Labs allow children and youth to connect to their deployed parents. To date 20 Operation: Military Kids (OMK) states have received Mobile Technology Labs (MTL) consisting of 15 laptops in a wireless network configuration with printer, scanner, digital cameras, laminator and accompanying software. They are used by OMK State Teams to support OMK partner activities, e.g., “Boys & Girls Clubs in a Box”,

school activities, Reserve Component battle assembly weekends and special/family events.

**6. DOD and Services should ensure the news of positive contributions and accomplishments of individual Service Members in the GWOT are widely disseminated, including to hometown newspapers. B.4, pg 124 OCPA**

Army Public Affairs completely agrees and continues to implement an ambitious communications and public affairs program to provide the news media and America's communities with factual information about our Soldiers, their families and Army employees as well as their outstanding accomplishments for America's defense. These efforts include a robust Army Hometown News Center effort releasing thousands of tailored stories on individual Soldier's personal achievements to hometown newspapers and college and professional association publications. This includes a cooperative arrangement with hundreds of American cable companies to show Army stories about Soldiers serving in the United States, the war front and other overseas missions. This includes a series of on-post newspapers at all major Army installations. This includes communicating daily with hundreds of national, international, and regional news media on soldier achievements and military-family personal stories of courage, pride, commitment, and selfless service.

Many examples of these compelling and often emotional stories about proud, patriotic Soldiers serving our Army can be found at the consolidated web site:

<http://www4.Army.mil/ocpa/Soldierstories/>

Army Public Affairs has always provided the means with which to communicate effectively with the force including, but not limited to, the Worldwide Web, the Army's broadcasting networks overseas, post newspapers, and Army-wide publications such as *Soldiers Magazine*. Army Public Affairs will continue to disseminate news and information as described in the 2005 recommendations using all means at its disposal to extend the reach of those messages.

**7. Services should work toward shorter and more predictable deployments with a goal of deployments not longer than six months. DAMO**

Based on operational demands, Department of the Army is unable to consider lessening deployment cycles to 6 months. Worldwide deployments and increased operational tempo continue to impact the Total Army; Department of the Army recognizes the impacts of the operational pace and continues to seek ways to mitigate those impacts on families and Soldiers.

**8. The dual military parents of minor children should be given an option not to deploy simultaneously. B.5.b.ii, pg 125 DMPM**

It is Department of Defense (DoD) assignment policy that all similarly qualified service members must share assignment to duty in desirable and undesirable locations, including

imminent-danger, hostile-fire, or combat zones. Consequently there are no specific policies that preclude the assignment of multiple family members to those areas at the same time. This includes both a single parent and members of a dual-military couple. Army implements DoD policy without change.

We suggest this policy is of long-standing and weathered our participation in Desert Shield/Storm and numerous follow-on operations in good stead in support of the Global War on Terrorism. Our Soldiers accept these policies and do not wish to be treated as second-class citizens by being restricted from performing their duties along with their fellow Soldiers.

The above policies are not absolute. Provisions do exist to request a combat deferment or exemption in the event a family member acquires sole surviving son and/or daughter status or in the event a family member is killed, captured, missing in action, or 100% disabled while serving in a hostile fire area. In addition, a DoD policy also exists which speaks to the concurrent assignment of multiple family members to the same unit or ship. The policy provides for reassignment of all but one member to a different unit or ship. Approval of such requests will be based on military requirements. While meeting the requirements for deployment, the Army does undertake action to support married Army couple requests regarding deployments when feasible. Often couples request to deploy concurrently despite a command's action to enable them to deploy on differing cycles. These requests are dependent on the personal situation of the dual military couple and the deployment locations.

### **C. Work/Life Balance and Unique Guard and Reserve Issues**

#### **1. 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. C.3.b.ii, pg 127 DMPM**

Reserve component professional development training is split between two methods. The first, which is training conducted by the TASS Battalions, is centered on two week increments which generally fits the schedule of Reserve Component Soldiers. In this instance, Reserve Component Soldiers teach Reserve Component Soldiers and are organized and authorized via military structure to accomplish this mission. The vast majority of enlisted Soldiers and officers are given this type of training. Additionally, there are resident courses, such as Intermediate Level Education (ILE) or the Senior Service College (SSC) that have specific seats allocated for the Reserve Component officers. These courses require Reserve Component Soldiers to be away from home station longer and coordination must be established with employers for attendance at this type of training. The number of seats allocated and filled are a part of the annual reports provided the Defense Manpower Data Center (DMDC) on an annual basis. A portion of the data provided includes names, social security numbers, and graduation or failure dates. Added data concerning the Reserve Components could be extracted from this data. The training seat allocation process has been satisfactory to date.

**2. 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. C.3.b.iii, pg 127 DAPE-HR-WB**

The Army offers abbreviated and distance learning for Reserve Component Soldiers. Courses may be completed in a variety of ways:

- Correspondence courses with follow on training during the annual training cycle (2-3 weeks)
- Distance learning through computer simulated courses
- Classes held on weekends (or week nights) at local Reserve Centers with follow on training during the annual training cycle
- Certain Military Occupational Specialty (MOS) training is also available at local community colleges

Although all Soldiers must attend active duty initial entry training, re-classification of an MOS may be conducted by using one of the above methods. There are also Reserve Component versions of the military schools required for promotion for both enlisted and officers alike.

**3. Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions. C.5.b.v, pg 129 OTJAG**

Full time professional support is available for Reserve Component (RC) Soldiers and their families while the RC Soldiers are on active duty. The Army JAGC is not authorized to provide full time professional support to reserve component Soldiers who are not on active duty. The Army JAGC recognizes the importance of providing legal services to RC Soldiers and families, including RC families that are geographically separated from RC service members, and we will continue to provide the maximum amount of legal services subject to manpower and mission requirements. RC Soldiers and their families can find the nearest legal assistance office (Army, Navy, Air Force, Marine, and Coast Guard) by going to the website <http://assistance.law.af.mil>.

**4. Services should implement initiatives, such as Army Restructuring and Rebalancing the active/reserve component mix, that increases predictability of mobilization schedule, reduce the length of deployment, and eliminate the need for stop loss, particularly for RC personnel. C.6.b.iv, pg 129 DMPM**

The focus of Army deployments is on trained and ready units, not individuals. Stop Loss is the policy that effectively sustains a force, which has trained together, to remain a cohesive element throughout its deployment. Consequently, the commitment to pursue the Global War on Terrorism and provide our combatant commanders with the cohesive,

trained and ready forces necessary to decisively defeat the enemy, requires us to continue the Active Army and Reserve Component Unit Stop Loss programs currently in effect.

We fully understand Department of Defense guidance to the Services is to discontinue Stop Loss policies as soon as operationally feasible and we intend to do that; however, there is not a specific end date for the Army's current use of Stop Loss. The size of future troop rotations will in large measure determine the levels of Stop Loss needed in the future.

Maturation of the Army initiatives of modularity, restructuring/rebalancing the Active Component/Reserve Component (AC/RC) force mix, and the stabilization criteria associated with converting units to their force stabilization design (three-year life cycled managed units) will, over time, alleviate much stress on the force and will help mitigate Stop Loss in the future. The proposed smaller overseas footprint associated with fixed long and short tours, coupled with the reduced deployment requirements, will also reduce the need to fully employ the Army's Stop Loss policy.

Clearly, Stop Loss is a concern for the Soldiers whom it affects. Although a small Number of Soldiers have gone public over their concern with Stop Loss, it appears the great majority of Soldiers affected understand the need to keep trained, motivated, and cohesive teams together. While not palatable to some, our ability to retain these fine Soldiers and their expertise has been and is contributing immeasurably to our continued success in the Global War on Terrorism.

**5. Services should distribute information on the behavioral effect of separation of adults and children directly to RC family members, particularly those that are geographically dispersed. C.7.b.i, pg 130 CFSC**

Information on the behavioral affect of separation of adults and children is provided to Active, Reserve and Guard Component family members through pre-deployment/mobilization briefings, trainings, newsletter articles, brochures and family program staff. This vital information can also be accessed through the US Army Community and Family Support Center web portal, [myArmylifetoo.com](http://myArmylifetoo.com), and Reserve Component web portals [www.arfp.org](http://www.arfp.org) and [www.arng.Army.mil](http://www.arng.Army.mil).

The Multi-Component Family Support Network is also working to address these issues. The Multi-Component Family Support Network (MCFSN) is a seamless array of family support services that can be easily accessed by the Soldier and family, regardless of component or location. Its goal is to address the diverse needs of Active, Guard and Reserve families based on where they reside through:

- a. Develop customer-focused communication plan.
- b. Leverage multiple systems to deliver services.
- c. Ensure visibility at all command levels in all components.
- d. Establish agile, adaptive delivery systems.

e. Measure outcomes to ensure objectives are met.

**6. 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 information referrals to and follow up with existing resources, such as Family Support Centers, Military One Source and associated not-for-profit service organizations. C.7.b.ii, pg 130 CFSC**

USACFSC developed Operation READY training programs to help garrison and unit family support staff, Soldiers and families prepare for family separations. Operation READY is currently being rewritten to include the requirements and lessons learned from OIF and OEF. The new materials include separate training modules and brochures/handouts for families, units and instructors.

In addition to training Rear Detachment Commanders and Family Readiness Group Leaders, Army Community Service and the Reserve Component Family Programs staff work closely with the unit's family readiness team to ensure they have the information and resources needed to meet the needs of all Army families, regardless of component or location.

In each state or geographic region, Inter-Service Family Assistance Committees are being established to identify local resources for families and to ensure a comprehensive family support network is available for all Army families in that geographical area.

In addition to the resources mentioned above, the Army Reserve trains leaders on mobilization related issues in Army Reserve Family Readiness Education for Deployment (AR-FRED) and Chain of Command training. These courses are attended by Commanders, Command Sergeants Major, First Sergeants, Rear Detachment Officers and Family Readiness Group Leaders. Related information is also available through the Army Reserve Family Programs web portal.

#### **D. Follow-up on recommendations from 2003-2004**

**1. Leadership at every level must take advantage of all means of communication. Accommodations 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. D.2.b.i, pg 131 OCPA/CFSC**

Public Affairs agrees and continues to implement an ambitious communications and public affairs program to provide the news media and America's communities with factual information about our Soldiers, their families and Army employees as well as their outstanding accomplishments for America's defense. These efforts include a robust Army Hometown News Center effort releasing thousands of tailored stories on individual Soldier's personal achievements to hometown newspapers, college and

professional association publications. This includes a cooperative arrangement with hundreds of American cable companies to show Army stories about Soldiers serving in the United States, the war front and other overseas missions. This includes a series of on-post newspapers at all major Army installations. This includes communicating daily with hundreds of national, international and regional news media on soldier achievements and military-family personal stories of courage, pride, commitment and selfless service.

Many examples of these compelling and often emotional stories about proud, patriotic Soldiers serving our Army can be found at the consolidated web site:

<http://www4.Army.mil/ocpa/Soldierstories/>

Army Community Service and Reserve Component Family Programs also leans forward to ensure geographically dispersed families and those without Internet access also receive information on family readiness programs and services. ACS Center's Waiting Families Program contacts geographically dispersed families via telephone or mail to provide information on the community resources in their geographic area that can provide assistance when needed. Information is also included about Military OneSource is the newest member of the military community support team. Military OneSource is available 24/7 to provide information or counseling services or referrals. Translation services are immediately available in more than 150 languages and services are assessable to hearing and sight impaired. MOS consultants will also do research to answer questions and get back to callers within 24-72 hrs. MOS consultants also have access to a library of current educational materials and they are provided free of charge to callers. Privacy is maintained except in issues of harm to one self or another, child abuse, elder abuse or domestic violence. If there is a need for face-to-face counseling, MOS will provide referrals to professional civilian counselors for assistance in CONUS, Alaska, Hawaii and U.S. Territories. OCONUS, face-to-face counseling is provided via existing MTF services.

The Reserve Component also mails Pre-deployment and Reunion training materials to families to ensure they receive the information they need during a deployment or prior to the Soldier's return.

In all components, Family Readiness Groups (FRG) are another primary resource for keeping Army families informed. The FRG sends newsletters to the unit's family members and key callers contact the family regularly for health and welfare checks.

**2. Commands should incentivize participation by family members in on base briefings by providing Commissary and PX certificates or/and providing transportation. D.2.b.ii, pg 132 CFSC**

Garrisons work closely with units to provide a quality family readiness support program that meets Soldier and family expectations and needs. To further encourage spouses to attend, garrisons, unit commanders and community agencies usually offer a variety of

incentives such as door prizes, coupons, transportation, child care, day and evening sessions and Soldier time off.

**3. The services should conduct annual surveys of Active and RC families based on the DoD Status of Forces model. D.3.b.ii, pg 132 ARI**

DoD regularly conducts surveys of the Active and Reserve component Services (SOFS). For Active and Reserve members, surveys are conducted annually (with some topics being rotated). Questions concerning family matters are included in each survey.

**4. 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. D.6.b, pg 133 OTSG**

While there is some concern that “mandatory training” may be exceeding available hours, the Army supports leadership training regarding pregnancy and recommends using Technical Guide (TG) Number 218B, A Soldier’s Guide to Female Soldier Readiness available at

<http://chppm.www.apgea.Army.mil/documents/TG/TECHGUID/TG281B.pdf> as the relevant reference for this training.

**5. Services should acknowledge the advantages and effectiveness of gender segregated sexual assault prevention training and implement such training, especially for personnel ages 18-24. D.7.b, pg 133 DAPE-HR**

The Army has considered same gender training for sexual assault but currently has no plans to mandate it. The DAIG recently conducted an Army-wide inspection of the Sexual Assault Prevention and Response Program, which included a comprehensive look at institutional and unit level sexual assault awareness training. The Army G-1 will carefully review the findings and recommendations of the DAIG report and determine whether or not to re-consider gender segregated training for sexual assault.



**Defense Department Advisory Committee on  
Women in the Services (DACOWITS)**

**The United States Navy  
Response to the 2005  
DACOWITS Report**





**DEPARTMENT OF THE NAVY**  
OFFICE OF THE SECRETARY  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

*16 June 2006*

**MEMORANDUM FOR PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE  
(PERSONNEL AND READINESS)**

**SUBJECT: Defense Department Advisory Committee on Women in the Services  
(DACOWITS) 2005 Report**

In response to your memorandum of 13 Mar 06, the Department of the Navy submits the attached comments for your review and consideration. Navy comments are provided at Attachment (1) and Marine Corps comments are provided at Attachment (2).

A handwritten signature in black ink, appearing to read "W. A. Navas, Jr." with a stylized flourish at the end.

*for*

**William A. Navas, Jr.  
Assistant Secretary of the Navy  
(Manpower and Reserve Affairs)**

**Attachments:  
As stated**

## Navy Responses to DACOWITS 2005 Report

<b>A.1.b.</b>	<b>Lengthy and frequent deployment impact on retention.</b>	<b>OPNAV N3</b>
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### **DACOWITS Recommendation:**

Services should recognize the adverse impact of lengthy and frequent deployments on retention, and work toward deployments of no more than 6 months.

### **Navy Response:**

The Navy remains committed to providing a structure for Sailors and their families to plan for their personal requirements, while also providing the nation with the combat capability and capacity it needs. In 2000, the Navy institutionalized a Personnel Tempo of Operations (PERSTEMPO) Program for all U.S. Navy commands/units. The program and its goals are the culmination of a deliberate process to balance support of national objectives with reasonable operating conditions for our personnel, and maintain the professionalism associated with going to sea while providing a reasonable home life.

The PERSTEMPO Program is built around three specific goals:

- A. Maximum deployment length of six months, portal to portal.
- B. Minimum of 2.0:1 Turn Around Ratio (TAR) between deployments.
- C. Minimum of 50 percent time in homeport for a unit over a 5-year cycle calculated 3 years back and 2 years forward based on current schedules.

Due to uniqueness of mission or operating cycle, some commands/units are unable to meet the CNO's PERSTEMPO goals. Preserving quality of life while meeting national obligations is the primary thrust of the PERSTEMPO Program. Deployments longer than 6 months or turn around ratios of less than 2.0:1 require a CNO waiver.

<b>A.2.b.i.</b>	<b>Policy development under transformation of the forces.</b>	<b>N17/N12</b>
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### **DACOWITS Recommendation:**

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 (JOM).

### **Navy Response:**

Department of Defense Training Transformation (T2) provides a global training and education capability dedicated to improving joint training and education for the Total Force of active forces, Reserve component, DoD civilians, and contractors. Training Transformation's intent is to be more outcome-focused in terms of the training needed to support requirements, missions, and capabilities, while preserving the ability of the Services and Combat Support Agencies to train on their core competencies and Individual Mission Essential Tasks. The Under Secretary of Defense for Personnel and Readiness retains overall responsibility for Training Transformation. One of the T2

Program's most significant enablers for enhancing joint training and education is the Joint National Training Capability (JNTC), which focuses on joint collective training.

Joint National Training Capability was formally established in January 2003, and USJFCOM was charged with responsibility for the initiative. The Joint Force Trainer was then tasked with developing and implementing the Joint National Training Capability through a joint management office. As a major part of the Department of Defense's Training Transformation Implementation Plan, it has the potential to be viewed as a new training infrastructure. When at full operational capacity in 2009, the network will provide immediate access to a global communications training, experimentation, testing and education network. This capability is an enhanced way of training that offers the services -- from the tactical through strategic levels -- a potential spectrum of live, virtual and constructive training environments.

These efforts are integral to and extensions of the Navy's ongoing implementation of the Integrated Learning Environment (ILE). As new training capability becomes available to Sailors, they will be updated by various means of communication from notification through NKO, chain of command communication, naval messages, and press releases coordinated by OPNAV and the appropriate program manager.

With regards to Joint Officer Management, earlier this year the SECDEF signed and forwarded to Congress OSD's "Strategic Plan for Joint Officer Management and Joint Professional Military Education." This strategic plan is one of the first steps in the transformation of Joint Officer Management. The plan describes at a high level proposed changes to the basic definition of jointness as well as a transition from the current Joint Speciality Officer qualification system to a tiered system emphasizing a continuum of education and experience resulting in a "Joint Qualified Officer."

There is much detail yet to be worked out as the new Joint Officer Management system matures. The OPNAV staff works closely with the Navy Personnel Command in Millington to ensure changes in the JOM system are known and communicated to constituents through detailers and community managers. OPNAV and individual communities maintain a website where information regarding joint matters is posted regularly. Information pertaining to Joint Professional Military Education, Joint Duty Assignments, Joint Credit and other joint related issues is posted and updated as changes occur. Additionally as large scale changes take place the Navy will communicate those as required via NAVADMIN message, press releases, chain of command communication and other methods as required to ensure our force remains well informed regarding the JOM transformation and the potential impact to individual careers.

<b>A.3.b.iii. Training on taping procedures during BCA measurements.</b>	<b>N15</b>
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**DACOWITS Recommendation:**

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.

**Navy Response:**

Each Command Fitness Leader (CFL) must be certified through Navy Personnel Command's official training. In this five-day training, the CFL is given extensive instruction and practice to ensure Body Composition Assessment (BCA) measurement accuracy. The measurement procedure is followed exactly from OPNAVINST 6110.1H. Upon demonstrating 100% accuracy, the CFL may graduate from the course.

During all official BCA measurements, a copy of OPNAVINST 6110.1H is always present. Additionally, exact measurement procedures (via video clips) are available at NPC's Physical Readiness web site:

<http://138.164.12.126/CommandSupport/PhysicalReadiness/Links.htm>. PERS 676 will be posting pictures of exact measuring points on websites and recommend pictures to be displayed during official measurements.

<b>A.3.b.iv.</b>	<b>Extend post partum BCA standards from 6 to 8 months.</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

The Services should extend post partum recovery weight standards and physical fitness testing standards from 6 to 8 months.

**Navy Response:**

Research by the American College of Obstetrics and Gynecology (ACOG) finds the average woman returns to her pre-pregnancy weight between 5 to 6 months post partum. The length of time it takes for a woman's body to heal after delivery is affected by her general health before and during pregnancy, the type of delivery, and any complications during delivery and the postpartum period. Should the service woman experience a complicated delivery, a physician can obtain a waiver for the Physical Fitness Assessment (PFA). However, if the service member is in good health and had an uncomplicated delivery, it should take approximately six weeks to recover from childbirth and 5 to 6 months to return to within 5 lbs. of her pre-pregnancy weight.

Therefore, as guided by ACOG, the Navy encourages service women to return to pre-pregnancy weight by six months after delivery. The average woman loses half of her weight by six weeks postpartum, and sheds the rest over the next few months. Most doctors ask patients to wait until the six week examination before beginning any exercise program; however depending on individual factors as well as if the service member was exercising before and during the pregnancy (as recommended by OPNAVINST 6000.1B GUIDELINES CONCERNING PREGNANT SERVICE WOMEN), most women can return to exercising within the first two weeks post partum and be expected to pass both height, weight, BMI, and physical fitness standards within the six month time frame.

<b>A.4.b.i.</b>	<b>Information on academic requirements and advancements.</b>	<b>NETC</b>
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**DACOWITS Recommendation:**

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.

**Navy Response:**

The Navy's implementation of the Fleet Response Plan (FRP) in May 2003 mandated the need for flexible training and deployment schedules lashed to "real world" events and requirements. The FRP provides for carrier strike groups that can be deployed, or are ready to be deployed, within 30 to 90 days. Accordingly, Navy College Offices serving Fleet concentration Areas are acutely attuned to ship deployment cycles for all ships and are readily available to provide pre-deployment briefings as required and at a moment's notice.

Pre-deployment briefings are but one facet of the Navy College Program for Afloat College Education (NCPACE) and administered via the Navy College Office. NCPACE is a contracted program in which the Navy pays 100 percent of the cost of tuition. The cost for books and other associated course materials are the responsibility of the individual student.

NCPACE provides Sailors with a variety of educational opportunities while on sea duty assignments and prepares them for personal and professional growth. Central Texas College (CTC) is the prime contractor for the NCPACE program. Old Dominion University is subcontracted to provide a VTT program and is but one of many options available to our Sailors at sea. Classroom delivery courses are provided by CTC at the lower level and Columbia College at the upper level. Technology delivered courses are offered by a consortium of ten distance learning institutions, (Central Texas College, Coastline Community College, Dallas County College District, ECPI College of Technology, Governors State University, Old Dominion University, Saint Leo University, Thomas Edison State College, the University of Oklahoma, and Vincennes University), with Coastline Community College (CCC) acting as the academic integrator of the consortium through a sub-contract with the prime contractor, CTC. Technology delivered courses includes associate, bachelor and graduate level options, with degree opportunities available at all three levels. Delivery methods include CD-ROM and live Teleconferencing (VTC) video conferencing. NCPACE college courses are provided by fully accredited, Service Members Opportunity Colleges, Navy (SOCNAV) member institutions to ensure the maximum number of college credits earned are transferable among other SOCNAV institutions.

A.4.b.ii.	Increased availability of broadband access to deployed Sailors	NETC
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**DACOWITS Recommendation:**

Recommend increased availability of broadband access, VTC capability, full internet/email and telephone service OCONUS and shipboard in order that deploying Service members may meet educational requirements.

**Navy Recommendation:**

The Navy agrees with and fully supports the recommendation for increased broadband access for sailors throughout the fleet. Currently, OCONUS Sailors have access to NKO and all other education programs via the NKO and Navy College Offices around the globe and via computer. Both NETWARCOM and DISA are engaged in enhancing accessibility and bandwidth throughout OCONUS and are working towards a robust NKO at sea capability which will provide training and education content to Sailors at sea, very similar to what their ashore counterparts enjoy.

The Navy agrees with and fully supports the recommendation for increased VTC capability. The Navy currently offers an extensive array of video-teletraining (VTT) capability, 2-way synchronous/asynchronous training (video/voice), which has been part of the Afloat program since 1997. All Carriers, LHDs, and LHAs have permanent VTT equipment/classrooms allowing Sailors to take courses while deployed at sea on a real-time basis with a college of Navy schoolhouse ashore. Most of the courses currently offered are for Graduate Level programs through Old Dominion University and a couple of others. The Program for Afloat College Education (PACE) has been available for several years, which also allows Sailors to take college courses, with an instructor for college degrees.

The Navy agrees with and fully supports the recommendation for Internet/E-Mail and Telephone service for OCONUS and Shipboard personnel. NETC has tailored its offering of learning content, courseware, products, and services for the deployed service member in the remote environment.

<b>A.4.b.iv.</b>	<b>The Defense Activity for Non-Traditional Education Support (DANTES)</b>	<b>NETC</b>
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**DACOWITS Recommendation:**

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 Military One Source, Service Education centers, and other military informational sources.

**Navy Response:**

The Navy will provide content to both [militaryonesource.com](http://militaryonesource.com) and [militaryhomefront.com](http://militaryhomefront.com). Currently, DANTES information is available on [militaryhomefront.com](http://militaryhomefront.com) under the Education Center link. The DANTES Information Bulletin (DIB), an online newsletter, is available on the front of the DANTES homepage, as well as a link from [militaryhomefront.com](http://militaryhomefront.com). Additionally, the DIB is e-mailed to 900 military counselors. DANTES regional workshops are also held to familiarize education office personnel and college representatives with DANTES and other voluntary education programs and focus primarily on changes and new initiatives. The Navy welcomes any additional opportunities to share voluntary education information with military members.

<b>A.5.b.i.</b>	<b>Measurable programs to ensure transformation increases stabilization.</b>	<b>N15</b>
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**DACOWITS Recommendation:**

Services should establish measurable programs to ensure changes due to transformation and deployment are increasing stabilization.

**Navy Response:**

The Navy has just completed a survey (polling) of Commanding Officers, Executive Officers, Senior Enlisted leaders, and command Ombudsmen, including Navy Reserves. This survey focused upon the personal and family readiness of both active duty and Reserves. This valuable information has been presented to the recently established Personal and Family Readiness Board of Directors (PFR BOD). This board, comprised of Navy's senior leaders, is examining the effects of transformation and deployments on both sponsors and family members, and will be making significant policy changes to improve the well-being and stability of Navy families. The board has tasked three cross-functional teams/working groups to evaluate these issues, develop metrics, and make recommendations for improvement based upon the metrics received.

<b>A.5.b.ii.</b>	<b>Reduce PCS turbulence to increase retention.</b>	<b>PERS-4</b>
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**DACOWITS Recommendation:**

In order to improve retention Services should continue efforts to reduce PCS turbulence despite deployment and operational needs.

**Navy Response:**

The Navy remains committed to providing a structure for Sailors and their families to reduce PCS turbulence, while also providing the nation with the combat capability and capacity it needs. In addition to PERSTEMPO, which is a deliberate process of balancing support of national objectives with reasonable operating conditions for our personnel, and maintaining the professionalism associated with going to sea while providing a reasonable home life, the Navy offers homesteading options to service members with exceptional family members who greatly benefit from a stable environment and consistent medical care. The Navy is also exploring other homesteading options for families without exceptional family members while balancing the needs of the Navy to meet operational objectives and personnel readiness requirements.

<b>A.6.b.i.</b>	<b>Eliminate perceptions of unfairness in promotion process.</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

To eliminate the perceptions of unfairness Services need to enforce the evaluation, promotion and associated counseling requirements prescribed in the regulations.

**Navy Response:**

The Navy takes the evaluation and promotion process very seriously. Specific guidelines are laid out for evaluations in BUPERSINST 1610.10A and for promotions in SECNAVINST 1420.1B. Personnel are evaluated in seven categories: professional expertise, organizational climate, military bearing and character, teamwork, mission accomplishment and initiative, leadership, and tactical performance (where applicable).

All fitness reports and evaluations are reviewed not only by an Officer or Sailor's immediate superior but by the Commanding Officer. While recommendations on personnel rankings might be made by Department Heads or the Executive Officer, ultimately the Commanding Officer authorizes rankings based on the seven categories mentioned above. Commanding Officers are thoroughly aware of the impact their decisions have on Sailors' careers and careful review and consideration is given to each record.

Personnel who feel they have been misrepresented or characterized by either an evaluation tool or promotion opportunity are afforded the means to register a complaint or seek redress following the guidelines prescribed in BUPERSINST 1610.10A Navy Performance Evaluation System instruction.

<b>A.7.b.i.</b>	<b>Career planning information.</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

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.

**Navy Response:**

Enlisted and Officers personnel have both formal and informal required counseling semi-annually. Once a year, a Sailor is required to receive a formal evaluation by their immediate superior and six months later receive more informal midterm counseling.

Enlisted Sailors also participate in Career Development Boards (CDB), which are a formal extension of counseling and mentorship. A CDB is responsible for the administrative review and counseling of all enlisted personnel by senior enlisted service members, ensuring junior personnel are afforded the opportunity to attain positions of greater responsibility commensurate with their potential. A CDB is held within 30 days of reporting for first-term Sailors; within 60 days of reporting for second and subsequent enlistments; and then at least annually throughout a tour. Issues addressed during CDBs help guide Sailors towards making intelligent and appropriate career decisions.

Officers receive informal career counseling through community Detailers who help guide Officers towards making positive career development and education choices. Community Detailers also assist Officers in outlining career road-maps and identifying necessary qualifications to obtain personal and professional goals. In conjunction with traditional communication methods, Detailers also travel to areas of fleet concentration to meet with Officers in both one-on-one and group settings.

For both Enlisted and Officer personnel, the Center for Career Development (CCD) conducts symposiums throughout the year in areas of fleet concentration around the world led by knowledgeable CCD Officers and Sailors. These symposiums cover several topics such as: Career Management and Manpower, Career Management, Spouse Career Information, and Promotion/Advancement. Each includes details on the topic from

expert, customer-oriented specialists in career development programs. Also joining the group are military placement managing partners to assist those who have completed their tour in the Navy to procure job employment in the civilian sector.

<b>A.8.b.i.</b>	<b>Evaluate the effectiveness of mentoring programs.</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

Each Service collects data and evaluates the effectiveness of the mentoring program.

**Navy Response**

In addition to the standard Navy Career Handbook (available at any Navy Career Counselor's office and online at the Navy Personnel Development website), informal and formal mentoring through the evaluation and CDB process described above, the Navy is working towards developing the Five Vector Model (5VM) through the NKO portal. In its current design, the 5VM is intended to become the Sailor's primary tool for career development and mentorship. When used to its full potential, the 5VM will match past accomplishments and identify knowledge and skills into five vectors: Professional Development, Personal Development, Military Education and Leadership, Certifications and Qualifications, and Performance. The web-based tool will categorize career levels as Recruit, Apprentice, Journeyman, and Master (commensurate with civilian training) using the knowledge, skills, abilities, and tools required for advancement. The programs will produce a "Best Fit Career Path" which will provide details about jobs within a selected rating, allowing sailors to see which jobs would be best for their personal and professional needs and development. Future designs of the 5VM will have increased mentoring tools and capabilities to include a Mentor-Protégé agreement and an Individual Development Plan (IDP). Mentors and supervisors will be able to view actual protégé and subordinate 5VM pages, containing qualification and work histories, skills analysis, and recommended jobs or learning events.

The Navy has also developed several resources for informal mentoring on the NKO portal at the Navy Knowledge website. This tool provides literature resources on both finding and becoming a mentor, sample Individual Development Plans (IDPs) to complete with a mentor, and the Harvard Manage Mentor Plus, an interactive web-based guide that covers 33 different topics related to management, mentorship, and successful leadership. The Navy continuously evaluates and modifies its career development and online mentorship tools to increase the quality experience envisioned at its creation.

Lastly, Navy Command Leadership School places particular emphasis on the importance of mentoring and family readiness during command and executive leadership training with PCO, PXO, and spouse students. Using a multi-variable method approach of one-on-one mentoring sessions, classroom presentations, outside speakers, and facilitated case-study discussion, these leaders not only learn the importance of mentoring, but also how to communicate that message throughout their chain-of-command.

<b>A.4.b.ii.</b>	<b>Increased availability of broadband access to deployed Sailors</b>	<b>NETC</b>
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**DACOWITS Recommendation:**

Recommend increased availability of broadband access, VTC capability, full internet/email and telephone service OCONUS and shipboard in order that deploying Service members may meet educational requirements.

**Navy Recommendation:**

The Navy agrees with and fully supports the recommendation for increased broadband access for sailors throughout the fleet. Currently, OCONUS Sailors have access to NKO and all other education programs via the NKO and Navy College Offices around the globe and via computer. Both NETWARCOM and DISA are engaged in enhancing accessibility and bandwidth throughout OCONUS and are working towards a robust NKO at sea capability which will provide training and education content to Sailors at sea, very similar to what their ashore counterparts enjoy.

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The Navy agrees with and fully supports the recommendation for Internet/E-Mail and Telephone service for OCONUS and Shipboard personnel. NETC has tailored its offering of learning content, courseware, products, and services for the deployed service member in the remote environment.

<b>B.1.b.i.</b>	<b>Integrated family support networks.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Family support should emphasize team work and better integrate the chain of command, paid staff and volunteer networks in order to achieve comprehensive support for every Service family.

**Navy Response:**

CNIC established an Ombudsman Advisory Group including both Senior Officer and Enlisted spouses to advise the Fleet and Family Support Program Managers on improved implementation of family support and volunteer programs. The Personal and Family Readiness Project was established to leverage cross functional working groups to review QOL programs with an eye toward integrating programs to maximize the level of service provided, and increase the number of participants to the current level of resources

available. The CNO believes that improved family readiness equals improved Sailor readiness equals improved Navy readiness.

<b>B.1.b.ii.</b>	<b>Evaluation of CO effectiveness for family support efforts.</b>	<b>N17</b>
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**DACOWITS Recommendation:**

Leadership education for commanders should include the importance of their role in providing family support as part of unit readiness and mission accomplishment. Commanding officers performance evaluations should include a rating on the effectiveness of their family support efforts.

**Navy Response:**

Navy leadership training currently includes an emphasis on the role of Commanding Officers and Executive Officers in providing family support as part of unit readiness and mission accomplishment. Command Leadership School uses Effects Based Thinking (EBT) as a framework for course discussion. The desired command effects that Prospective Commanding Officer (PCO) and Prospective Executive Officer (PXO) students are encouraged to achieve through their case study discussions are:

- Safe Mission Accomplishment
- Development and Sustainment of Well Trained and Disciplined Crews
- Creation of a Command Climate Committed to the Excellence and Fair Treatment of all Command Members (includes Navy Family and extended Navy Family).

This approach is intertwined in all case study discussion and analysis. Currently, 5 measurable hours are devoted specifically to the importance of family support and readiness and the associated impact on unit readiness and mission. These classes are not only attended by Prospective Commanding and Executive Officers, but also Prospective Command Master Chiefs (PCMC), PCO spouses and PCMC spouses. The case studies are facilitated in an active learning environment and include the following topics for discussion:

- Navy Family Case Study (Ombudsman, Family Advocacy, Alcohol Awareness and Support – PCO/PXO/PCMC)
- Ombudsman Program (Community discussion of the Ombudsman Program through practical decision making exercises – PCO/PXO/PCMC/PCO and PCMC Spouses)
- Command Support for the Navy Family (Family Readiness Group, Exceptional Family Member Program, Extended Command Family – PCO/PXO/PCMC/PCO and PCMC spouses).

Family readiness is a core area of focus throughout Command Leadership School courses.

*Commanding officers' performance evaluations should include a rating on the effectiveness of their family support efforts.*

The Chief of Naval Personnel is the approval authority for changes to the NAVY PERFORMANCE EVALUATION SYSTEM (BUPERSINST 1610.10A). The Navy's Human Performance Center, Norfolk, VA is currently developing a new performance evaluation process called e-Performance that may soon replace our present performance evaluation system. The DACOWITS recommendation will be provided to HPC for consideration in development of the e-Performance initiative.

<b>B.1.b.iii.</b>	<b>Low access rates to Military One Source.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

The low numbers being reported regarding the access to Military One Source should be viewed by DoD as unacceptable. Communication about this and other programs needs to be extended to potential users by other methods that those currently being used.

**Navy Response:**

Navy usage numbers have jumped from 9% to an average of 57.6% in the past year. DoD advertises in the Navy Times, local base newspapers, and in city newspapers in the fleet concentrated areas. Briefings are provided to Leadership, spouses, Reserve units and many other venues. Navy has the highest usage of One Source of all services.

The Navy also uses a variety of channels to enhance communication, such as Ombudsman Program, Family Support Groups, online (Navy, Command, Fleet and Family Support, and Military One Source). All of these sources provide a different communication avenue for family members. Many Ombudsman and Commanding Officers use Carelines – phone numbers, often toll free, where both the Commanding Officer and Ombudsman provide updated information to enhance rumor control and maintain a connection to families.

Family Support Groups are command sponsored in the Navy and are voluntary. The Fleet and Family Support Centers has developed training for starting a Family Support Group and provides logistical and program support to the groups. Commander, Navy Personnel Command (N15) is in the process of writing an instruction to assist the groups on issues such as extending communication to family members, fund raising, and other legal matters.

CNI is in the process of establishing a community on Navy Knowledge Online (NKO) for the Ombudsman Program and other Quality of Life programs, giving the military family a secure online option for receiving information and utilizing a secure chat room.

Military One Source is given current information for families and has worked diligently with CNI to post up-to-date, accurate information. Unit Commanders are restricted in what they can securely post to a web site; however, unit commanders are looking toward NKO as a more secure site to place information. This will bring its own set of challenges, however, as all family members will need to be in DEERS to access the secure web site, thereby leaving extended family members without the option.

<b>B.2.b.ii.</b>	<b>Support groups for children of deployed service members.</b>	<b>CNI</b>
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**DACOWITS Recommendations:**

Family Support Centers should organize support groups for children of deployed members in units and/or schools in which they can discuss their concerns and anxieties.

**Navy Response**

Deploying is a way of life for the Navy, therefore, the Fleet and Family Support Programs have been providing services for children of the deployed through support groups, sponsoring MCEC training for teachers, writing and publishing "Working with Military Children" for school counselors, training school counselors, providing pre-deployment programs in schools which are heavily military. Additionally, the Hampton Roads joint services established a web site about schools, parenting tips, etc. for parents and teachers to utilize. We will continue to improve and look for more ways to reach our Navy children.

<b>B.3.b.i.</b>	<b>Family member access to telecommunication.</b>	<b>CNI</b>
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**DACOWITS Recommendations:**

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.

**Navy Response:**

Visitors Quarters at most installations provide 24/7 computer access. Hours of operation for installation Liberty Centers, which also have computer access, are typically from 1000 to 2400. Navy is currently working to install wireless capability on Navy installations. Navy MWR periodically provides no cost calling cards to deployed sailors.

<b>B.4.b.i.</b>	<b>Positive contributions to GWOT should be widely disseminated.</b>	<b>CHINFO</b>
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**DACOWITS Recommendations:**

DoD and Services should ensure the news of positive contributions and accomplishments of individual Service members in the GWOT are widely disseminated, including to hometown newspapers.

**Navy Response:**

The Navy is extremely proud of its Sailors and their contributions to the Global War on Terror. We take great pride in sharing their stories with local and national media, community leaders, and friends and families in their hometowns. One of the primary ways the Navy accomplishes this is through the Fleet Hometown News Center (FHTN). The sole mission of Fleet Hometown News is to write stories for the local media outlets where friends and families of service members live. This is accomplished in several ways. Upon graduating from recruit training, each Sailor fills out a FHTN release form. This form contains biographical data about the service member and lists the areas in which the member lives or has lived. News releases are generated from these forms and

sent back to the appropriate localities where hometown papers run them with remarkable regularity. This program does not stop here. Rather, it follows the Sailor throughout their career and continues to highlight the Sailor's achievements throughout their service. FHTN sends detachments of journalists on all deploying ships and units to update all release forms for the Sailors onboard. Anytime a command is involved in something notable (leaving for deployment, making a port visit, boarding another ship, contributing to the GWOT), news releases are generated and sent to the various local newspapers ensuring all of the Sailor's accomplishments continue to be followed. This also happens on an individual basis whenever Sailors are reenlist, receive awards, or are promoted. The Fleet Hometown News Center has been providing this service and keeping our Sailor's positive contributions to the GWOT in the forefront of the news for many years.

Another example of how the Navy shares stories of their Sailor's accomplishments- specifically to the GWOT- is through the Media Engagement Team (MET). This is a program currently being run by Central Forces Command (CENTCOM) with support from all of the services. CENTCOM is headquartered in MacDill Air Force Base in Florida with operations being run out of Qatar. They are responsible for the geographical area encompassing the Middle East. Sailors who are interested can fill out a form that puts them in a pool of service members to be interviewed. MET sets up interviews with hundreds of local and national radio and television outlets. Many times, they contact the families of the service member and surprise them with "on-air reunions" of sorts. These media outlets are from across the country but they all have one thing in common- their devotion to spreading the word about the positive accomplishments of our men and women in the armed forces. This gives different ships and commands the opportunity to "showcase" Sailors with unique stories and continue to highlight the sacrifices and efforts of all of our Sailors. These programs are just two examples of programs the Navy uses to share the stories and accomplishments of its Sailors.

<b>B.5.b.i.</b>	<b>No deployments longer than 6 months.</b>	<b>OPNAV N3</b>
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**DACOWITS Recommendation:**

Services should work toward shorter and more predictable deployments with a goal of deployments not longer than six months.

**Navy Response:**

Most of the time, our Sailors will know well in advance when they will be deployed. The Navy understands that steady deployment schedules are highly desired – they are more efficient in planning maintenance, training, and family events. However, our challenge is ensuring we have a predictable schedule to work from, yet flexible enough to adjust to crisis and global operational requirements. Today, the fleet must be forward deployed and capable of surging substantial forces at the same time. In 2003, the Navy developed the Fleet Response Plan (FRP). The FRP supports an operating pattern that allows the Navy to be unpredictable to our adversaries, and postured to assure allies of our nation's resolve and commitment to security obligations.

<b>B.5.b.ii.</b>	<b>No deploying of dual military couples with minor children.</b>	<b>PERS-4</b>
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**DACOWITS Recommendation:**

The dual military parents of minor children should be given an option not to deploy simultaneously.

**Navy Response:**

Navy policy already supports this by policy contained in MILPERSMAN 1300-1000, Military Couple and Single Parent Assignment Policy. Specifically:

- When both members are eligible for sea duty, the spouse with the least amount of sea duty will normally be assigned sea duty, the other to shore.
- Couples will not normally be involuntarily assigned to a simultaneous sea duty tour or permanent shift working duty assignments.
- Whenever possible, one member will be on sea duty while the spouse is on shore duty and their PRDs will be matched to facilitate future collocation requests.

Naval Personnel Command can only address Navy assignment policy for the detailing of individuals to specific activities and type duty. Actual deployment of personnel (in groups or individually) occurs at the command or fleet level.

<b>C.3.b.ii.</b>	<b>Equitable allocation of training seats.</b>	<b>N1R</b>
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**DACOWITS Recommendation:**

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 request for training.

**Navy Response:**

The Navy has dramatically increased the allocation of training seats for Reserve Component personnel during the past two years for professional development courses. Seats are available for personnel to meet all rating required schools and professional development courses such as JPME Phase I and II. A select number of professional development courses are also available via the Navy Knowledge Online (NKO) portal and through video telecommunication methods accessed through local Navy Reserve Centers. Currently the Reserve Component is not experiencing any shortfalls in filling valid requests for training.

<b>C.3.b.iii.</b>	<b>Career development courses for RC personnel.</b>	<b>N1R</b>
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**DACOWITS Recommendation:**

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.

**Navy Response:**

Reserve Component members can obtain reserve credit or “points” for certain courses available online through Navy Knowledge Online (NKO), such as the Air Force JPME Phase I and II courses. While these courses are only accessible via a Navy Marine Corps Intranet (NMCI) computer with CAC card or military ID card, the Navy Reserve has purchased multiple NMCI “seats” for each Navy Reserve Center whereby Reserve Component personnel can access the online courses and obtain points. Reserve Component personnel with participate in operational time, such as an ADSW or IA period, are awarded one point for each day of active duty time.

<b>C.5.b.v.</b>	<b>Legal support for RC families.</b>	<b>N1R</b>
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**DACOWITS Recommendation:**

Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions.

**Navy Response:**

Full time professional support for Reserve Component families with legal questions is provided by the Judge Advocate General (JAG) corps. JAG officers and support personnel are located in areas of fleet concentration and are available to Reserve Component personnel at all times.

<b>C.6.b.iv.</b>	<b>Predictability of mobilization schedule for RC.</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

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.

**Navy Response:**

The Navy remains committed to providing a structure for sailors and their families to plan for their personal requirements, while also providing the nation with the combat capability and capacity it needs. The current inter-deployment readiness cycle (IDRC) and Fleet Response Training Plan (FRTP) consist of an adjustable progression of training on a well-established schedule. The notional training cycle is designed to carefully balance maintenance and training with sailors’ quality of life to ensure ample time is provided for family and personal matters, and incorporates a Pre-Overseas Movement (POM) period designed for just this purpose even when mobilizing reserve personnel.

Operational demands and current force structure will continue to dictate the timing of deployments. The possibility will continue to exist that planned training timelines may be disrupted, requiring short notice surge operations and deployments.

The Navy rescinded all stop-loss restrictions in September, 2002.

<b>C.7.b.i.</b>	<b>Information for RC families on separation stress.</b>	<b>N15</b>
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**DACOWITS Recommendation:**

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.

**Navy Response**

The leadership survey polling of Commanding Officers, Executive Officers, Senior Enlisted leaders, and command Ombudsmen earlier this year applied to Reserve leadership as well. While the survey results are still being analyzed, it disclosed family stress related to deployments. However, it pointed to the fact that there are multiple factors relating to the behavioral effects and family stress experienced by families of deployed Reservists, including access problems with support services in general. These access problems were not only applicable to Fleet and Family Support Centers (FFSCs) counseling services, but also pertained to recreational services, Commissary and Navy Exchange access, and administrative services such as ID cards, base access, and resolution of pay problems. An additional survey is in the final stages of preparation to assess the problems experienced by the families of sponsors deployed as Individual Augmentees (IAs). It will apply to both the families of active duty IA and Reserve IAs. The results of both surveys will be utilized to redesign and distribute information to all families experiencing the separation of deployment of the sponsor. It should also be noted that our FFSCs currently provide pre-deployment briefings to families, support during deployments, and post-deployment briefings.

<b>C.7.b.ii.</b>	<b>Command awareness of separation stress signs for families.</b>	<b>N15</b>
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**DACOWITS Recommendation:**

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 Family Support Centers, Military One Source, and associated not-for-profit service organizations.

**Navy Response**

Deployment is a way of life for Navy commands and families. Commands and Fleet and Family Support Staff work together to provide pre-deployment programs for couples, children, and single sailors, targeting each of their specific issues. FFSC staff mail packages of information and call families if provided phone numbers by the active duty members. During deployment, family Readiness Groups and Ombudsmen endeavor to ensure that all families in the deploying command are in communication. Forms of communication are websites, CARELINES, newsletters and personal phone calls from Ombudsmen and commands. Both active duty and Reserve units have Ombudsmen with specific training on the recognition of and referral for behavioral effects experienced by families going through deployment separation. The Reserve component is working directly with the Active Family support staff to ensure the Reserve Ombudsmen and

families have access to services and information. Military One Source continues to provide briefings and packages for Reserve families.

<b>D.2.b.i.</b>	<b>Command leadership communication efforts.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

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.

**Navy Response:**

At mobilization sites, FFSP personnel mail packages of information to RC family members upon member agreement. Navy Ombudsmen are also an important communication link between command leadership and family members, for both RC and AC commands. To be better equipped to serve newly activated Sailors and their families, Ombudsmen are now trained to ensure both the reserve and receiving active command ombudsman's contact information is included in mobilization packages.

<b>D.2.b.ii.</b>	<b>Participation of family members in on-base briefings.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Commands should incentivize participation by family members in on-base briefings by providing Commissary and PX certificates or/and providing transportation.

**Navy Response:**

Installation Commanding Officers are directed to conduct "Town Meeting" as a means of improving communication to all family members. Services organizations like Commissary, Navy Exchange, MWR and FFSP provide representatives and promotional material (e.g. discount coupons, sale flyers and special promotion).

<b>D.3.b.ii.</b>	<b>Annual surveys of the force based on DoD Status of Forces model.</b>	<b>N15</b>
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**DACOWITS Recommendation:**

The Services should conduct annual surveys of Active and RC families based on the DoD Status of Forces model.

**Navy Response:**

The Chief of Navy Personnel (CNP) already sponsors a number of such surveys each year. Input from or about Navy families is derived through a variety of assessments. Some surveys are sent directly to family members. Others, such as the polling discussed in the response to C.7.b.ii., are sent to individuals or organizations supporting Navy families such as unit commanders, FFSC, and sponsors. Additionally, the Navy Inspector General has strong interest in family support services and includes assessments of services in command/installation inspections. The information/data derived from these

surveys are utilized to make improvements and policy changes to better support our families. The PFR BOD discussed in the response to A.5.b.i. has already engaged in the analysis and corrective action needed to make improvements in this area.



**Defense Department Advisory Committee on  
Women in the Services (DACOWITS)**

**United States Marine Corps  
Response to the 2005  
DACOWITS Report**





DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3280 RUSSELL ROAD  
QUANTICO, VA 22134-5103

IN REPLY REFER TO:  
1000  
MPO-40

MEMORANDUM FOR MILITARY DIRECTOR, DACOWITS

Subj: UNITED STATES MARINE CORPS RESPONSE TO 2005 DACOWITS  
REPORT

Ref: (a) USD (P&R) memo of 23 March 2006

Encl: USMC response to 2005 DACOWITS Report

1. Per the reference, the Marine Corps' response is enclosed.
2. POC is Major L. A. Bauer, (CMC MPO-40) at DSN 278-9386, commercial (703) 784-9386, or Fax, 784-9815.

*J. D. Favors*  
J. D. FAVORS  
By direction

## **WORK-LIFE BALANCE AND CAREER OPPORTUNITIES** (13 recommendations)

**A.1.b** Services should recognize the adverse impact of lengthy and frequent deployments on retention, and work toward deployments of no more than 6 months.

**Comments:** The Marine Corps currently is deploying to combat zones for 7 months with the exception of those Marines who are deploying as part of a Headquarters. They deploy for 12 months.

**A.2.b.i** 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.

**Comments:** As the Marine Corps continues to transform to meet global requirements, Marines will be regularly updated on policies as required.

**A.3.b.iii** 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.

**Comments:** Concur. Personnel conducting taping will ensure proper procedures and policies are followed.

**A.3.b.iv** The Services should extend post partum recovery weight standards and physical fitness testing standards from 6 to 8 months.

**Comments:** The Marine Corps will evaluate the necessity to extend post partum recovery weight standards and physical fitness testing standards.

**A.4.b.i** 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.

**Comments:** The Deployable Education Program provides a streamlined approach to achieving academic goals during deployments. Prior to deployment, Marines are briefed on Off-Duty Voluntary Education and provided with the opportunity to enroll.

**A.4.b.ii** 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.

**Comments:** Deploying units can request deployed education kits from TECOM, which consists of lap top computers and other hardware to support academic needs via distance learning. Although access can be limited, Internet capabilities are also available afloat based on operational tempo and security protocols.

**A.4.b.iv** 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 Military One Source, Service Education Centers, and other military informational sources.

**Comments:** It is mandatory that all Tuition Assistance (TA) users are briefed by an education adviser before TA is issued, and have a Service members Opportunity College (SOC) or other degree plan in place upon completion of twelve credit hours. These policies ensure that Marines are fully aware of all services available to them.

**A.5.b.i** Services should establish measurable programs to ensure changes due to transformation and deployment are increasing stabilization.

**Comments:** The assignment of personnel between units remains consistent with the normal assignments policy as directed by Marine Corps Assignments Manual (MCO P1300.8). Marine Corps assignment policy has been designed to minimize the assignment of individuals to consecutive supporting establishment tours and conversely, consecutive operating forces tours as well. Combined, these policies achieve equity in individual deployment tempo, have increased stabilization, and have proven successful in that regard.

**A.5.b.ii** In order to improve retention Services should continue efforts to reduce PCS turbulence despite deployment and operational needs.

**Comments:** The Marine Corps has been able to reduce personal turbulence by increasing the average amount of time between the date orders are issued and a Marine's expected report date. In FY05 the average time between operational orders issuance and expected report date was 114 days. In FY06 to date, that number has improved to 152 days on average. This initiative has served to decrease individual stress while simultaneously increasing the combat cohesion of our deploying units.

**A.6.b** To eliminate the perceptions of unfairness Services need to enforce the evaluation, promotion and associated counseling requirements prescribed in the regulations.

**Comments:** The Marine Corps is in compliance with all DoD regulations and policies. The promotion process is equitable as only the best and fully qualified Marines are selected for promotion.

**A.7.b** Services should review and, with unit leadership involvement, improve current methods for dissemination career planning information to ensure that even the most junior officers and enlisted are aware of career advancement opportunities.

**Comments:** Unit Career Retention Specialists (UCRS) are the commander's retention and career opportunity staff officer. The Marine Corps continues to mission Major Subordinate Commands (MSC's) to meet retention goals. The Marine Corps retention success is largely credited by command leadership and emphasis. The Marine Corps currently uses the Total Force Retention System (TFRS) to quickly update and disseminate retention related information to all commands. A new system, the Automated Career Retention System (ACRS) will revolutionize retention and career opportunity dissemination. With ACRS, all Marines will be able to view duty station and billet availability and will have access to the latest retention related information. ACRS is anticipated to fully fielded in early calendar year 2007.

**A.8.b.i** Each Service collect data and evaluate the effectiveness of the mentoring program.

**Comments:** Concur. The Marine Corps' mentoring program is relatively new and will be continuously improved upon and refined.

**A.8.b.ii** Require specific comments regarding mentoring in Officer and NCO performance evaluations.

**Comments:** Non-concur. The Marine Corps fitness report already contains a plethora of valuable information which effectively evaluates Service member's leadership abilities, accomplishments and competitiveness for promotion.

## **WORK-LIFE BALANCE AND FAMILY WELL-BEING** (8 recommendations)

**B.1.b.i** Family support should emphasize team work and better integrate the chain of command, paid staff and volunteer networks in order to achieve comprehensive support for every Service family.

**Comments:** Marine Corps Family Team Building (MCFTB) program facilitates timely and accurate communication between unit leadership and family members, as well as promotes family support programs and training to help acclimate spouses to military lifestyle.

**B.1.b.ii** 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.

**Comments:** MCFTB programs, and specifically the importance of the Key Volunteer Network (KVN), are briefed at every Commanders Course. These programs are also briefed to all levels of Marine Corps leadership via annual briefing requirements, such as the 1stSgt Course, SgtMaj Symposium, etc. The Marine Corps non-concurs with adding a rating on Commanding Officer fitness reports concerning the effectiveness of their family support efforts.

**B.1.b.iii** The low numbers being reported regarding the access to Military One Source 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.

**Comments:** The Marine Corps has focused on enhanced marketing of Military/MCCS One Source, to include a significant focus on Reserve utilization, since its inception. To increase utilization among the Reserve Component, MCCS/Military One Source representatives have provided numerous briefings to the Reserve community. To date, 63 site visits have been conducted to approximately 50 reserve locations with 10,885 participants. Additionally, briefings were presented to MARFORRES Family Readiness Officer (FRO) Trainings over the past two years with an outreach of approximately 100 FROs at each session.

**B.2.b.ii** Family Support Centers should organize support groups for children of deployed members in units and/or schools in which they can discuss their concerns and anxieties.

**Comments:** Numerous initiatives have been developed to mitigate the effects of deployments on children, such as:

(a) Operation Hero targets children from 6 to 12 years of age who are experiencing temporary difficulties in school. The program provides after-school tutoring and mentoring assistance in a small group with certified teachers.

(b) HQMC participation on the Joint Service "Military Child in Transition and Deployment" working group, chartered to develop support/special resources to help military parents, their children, installation commanders, and impacted schools in communities affected by deployment, military transformation, and potential base closure.

(c) HQMC assisted in the development of the following informational booklets: an Educator's Guide to the Military Child During Deployment, and a Parent's Guide to the Military Child during Deployment and Reunion.

(d) MCB Camp Pendleton has partnered with the Family Trauma Intervention Team from the National Center for Child Traumatic Stress (NCCTS) and the University of California Los Angeles (UCLA) Center for Community Health (CCN).

The goal is to improve children and family response to stress of wartime deployment.

**B.3** 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.

**Comments:** The Marine Corps provides telephonic, electronic, and postal services to keep Marines and families connected. Currently, there are approximately 70 call centers in OEF/OIF (provided by AAFES), and cyber cafes for access to email and the Internet. As for mail service, postal Marines have delivered approximately 57 million pounds of mail to our deployed Marines. "MotoMail," our Internet-based mail-like service continues to be heavily used with over one million MotoMail letters created and delivered in-theater since 2004.

**B.4** DoD and Services should ensure the news of positive contributions and accomplishments of individual Service Members in the GWOT are widely disseminated, including to hometown newspapers.

**Comments:** Concur.

**B.5.b.i** Services should work toward shorter and more predictable deployments with a goal of deployments not longer than six months.

**Comments:** The Marine Corps currently is deploying to combat zones for 7 months with the exception of those Marines who are deploying as part of a Headquarters. They deploy for 12 months.

**B.5.b.ii** The dual military parents of minor children should be given an option not to deploy simultaneously.

**Comments:** Both DoD and Marine Corps policy (MCO 1300.8) govern the deployment of dual military service members and does not prohibit simultaneous deployment. Dual military service members and single parents are required to have a family care plan in place for the care of children. However, every effort is made to ensure dual military service members are not deployed simultaneously.

**WORK/LIFE BALANCE AND UNIQUE GUARD AND RESERVE ISSUES** (6 recommendations)

**C.1.b.ii** 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.

**Comments:** Concur. For officers, the Marine Corps Reserve conducts an annual, precepted Professional Military Education (PME) selection board in order to determine the best and fully qualified Marines for a variety of schools to include Naval War College, Army War College etc. This process mirrors the Active Component (AC). Resident and non-resident Officer PME are viewed equally for assignment and promotion. For enlisted Marines Reserve PME schools are built to accommodate the entire Marine Corps Reserve population needing the school. For Reserve Marines whose availability permits, full length PME school seat allocations are available. The Marine Corps approach to Total Force education represents both AC and RC Marines.

**C.1.b.iii** 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.

**Comments:** The Marine Corps currently offers abbreviated versions of each required enlisted PME Program to meet the often time compressed schedule of Reservists. Reserve Officer PME is available in weekend seminars and correspondence. Moreover in the last couple of years we have increased the number of seats to full length school (for Reserve Officers) by 42% while concurrently adding additional seminar locations.

**C.5.b.v** Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions.

**Comments:** Concur. The Marine Corps Reserve has recently combined all Reserve Judge Advocates into a single Individual Mobilization Augmentee (IMA) Detachment. One of the tasks associated with this Det is to provide legal support to Selected Reserve members of the USMCR. This combined with referrals to Military One Source and other AC military installations will serve the vast preponderance of legal needs of RC family members.

**C.6.b.iv** 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.

**Comments:** Concur. The Marine Corps is aggressively attempting to manage the expectations of all of its Marines to include the predictability of activation schedules etc. The Marine Corps convened a Force Structure Review Group (FSRG) in Fall of 2004 which reviewed (total force) force structure and made recommendations to position the Marine Corps to meet the GWOT's requirements. This included reorienting Reserve Component units to better support the requirements of the long war. Additionally the Marine Corps is currently completing a subsequent review of Total Force roles and missions. Results of this review, being conducted by a hand-selected Capabilities Assessment Group (CAG), are scheduled for release later this summer.

**C.7.b.i** 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.

**Comments:** Concur. The Marine Corps Family Team Building (MCFTB) program includes the highly successful Key Volunteer Network program. Embedded in this program are all tools a commander needs to locate and distribute this information to his Marines. Military One Source and the Family Service Centers publish a plethora of informational pamphlets that would certainly meet this need. To mitigate risks associated with the military lifestyle, to include separations from family members, and for Active Duty and Reserve Marines located in remote and isolated areas, the Marine Corps developed the Leaders Guide for Managing Marines in Distress (<http://www.usmc-mccs.org/leadersguide>). The Leaders Guide provides guidance and tools to help Marine Corps leadership mitigate challenges associated with today's increased operational environment. In addition, MARFORRES has extensively used Mental Health Network (MHN) assets for Pre- and Post-deployment Family Readiness briefings.

**C.7.b.ii** 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 Family Support Centers, Military One Source and associated not-for-profit service organizations.

**Comments:** Concur. The Headquarters Marine Forces Reserve executed MCFTB Program focuses on referral efforts vice diagnosis. While general indicators are reasonable for MCFTB participants to recognize, we recommend great caution with respect to mission creep of the programs. Family Service Centers and the MCCS One Source have more diagnosis and detailed referral capability embedded. The unit level must remain focused on referring family members without regard to causal factors of the problems. The Marine Corps established the Marine Corps Combat/Operational Stress Control (COSC) program, a robust and integrated program of education, identification, and support for all Marines and their families throughout the deployment cycle. The focus of the program is to promote awareness, prevention, and earliest possible identification and treatment. COSC, as well as the Leaders Guide, is briefed to all levels of Marine Corps leadership. MARFORRES extensively markets Military/MCCS One Source to units, FROs, and Peacetime Wartime Support Teams (PWSTs) to ensure knowledge of availability.

## **FOLLOW-UP ON RECOMMENDATIONS FROM 2003 AND 2004**

**D.2.b.i** 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.

**Comments:** Concur. Every available method is and will continue to be utilized to communicate to Marines.

**D.2.b.ii** Commands should incentivize participation by family members in on base briefings by providing Commissary and PX certificates or/and providing transportation.

**Comments:** The Marine Corps will evaluate the possibility of providing certificates for the Commissary and/or PX to incentivize participation at Base briefings.

**D.3.b.ii** The Services should conduct annual surveys of Active and RC families based on the DoD Status of Forces model.

**Comments:** The Marine Corps will investigate the possibility of conducting an annual survey with AC and RC family members.

**D.6.b** DACOWITS continues to recommend, as in the 2003 report, that ALL levels of leadership, especially at the unit level receive mandatory briefings on pregnancy, physiological changes, advisable health care regimens and job performance expectations of pregnant personnel to ensure a positive command climate.

**Comments:** Concur.

**D.7.b** Services should acknowledge the advantages and effectiveness of gender segregated sexual assault prevention training and implement such training, especially for personnel ages 18-24.

**Comments:** The Marine Corps established a dedicated Sexual Assault Prevention and Response capability at HQMC responsible for coordinating all sexual assault prevention and response actions within the Marine Corps. Mandated annual training is provided to enhance awareness of sexual assault issues, such as proper reporting procedures, maintaining victim confidentiality, and ensuring victim support services are available. The Marine Corps has determined Sexual Assault to be a Corps Leadership issue and not a gender issue, and therefore Sexual Assault training is held concurrently.

## **WORK-LIFE BALANCE AND CAREER OPPORTUNITIES** (13 recommendations)

**A.1.b** Services should recognize the adverse impact of lengthy and frequent deployments on retention, and work toward deployments of no more than 6 months.

**Comments:** The Marine Corps currently is deploying to combat zones for 7 months with the exception of those Marines who are deploying as part of a Headquarters. They deploy for 12 months.

**A.2.b.i** 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.

**Comments:** As the Marine Corps continues to transform to meet global requirements, Marines will be regularly updated on policies as required.

**A.3.b.iii** 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.

**Comments:** Concur. Personnel conducting taping will ensure proper procedures and policies are followed.

**A.3.b.iv** The Services should extend post partum recovery weight standards and physical fitness testing standards from 6 to 8 months.

**Comments:** The Marine Corps will evaluate the necessity to extend post partum recovery weight standards and physical fitness testing standards.

**A.4.b.i** 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.

**Comments:** The Deployable Education Program provides a streamlined approach to achieving academic goals during deployments. Prior to deployment, Marines are briefed on Off-Duty Voluntary Education and provided with the opportunity to enroll.

**A.4.b.ii** 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.

**Comments:** Deploying units can request deployed education kits from TECOM, which consists of lap top computers and other hardware to support academic needs via distance learning. Although access can be limited, Internet capabilities are also available afloat based on operational tempo and security protocols.

**A.4.b.iv** 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 Military One Source, Service Education Centers, and other military informational sources.

**Comments:** It is mandatory that all Tuition Assistance (TA) users are briefed by an education adviser before TA is issued, and have a Service members Opportunity College (SOC) or other degree plan in place upon completion of twelve credit hours. These policies ensure that Marines are fully aware of all services available to them.

**A.5.b.i** Services should establish measurable programs to ensure changes due to transformation and deployment are increasing stabilization.

**Comments:** The assignment of personnel between units remains consistent with the normal assignments policy as directed by Marine Corps Assignments Manual (MCO P1300.8). Marine Corps assignment policy has been designed to minimize the assignment of individuals to consecutive supporting establishment tours and conversely, consecutive operating forces tours as well. Combined, these policies achieve equity in individual deployment tempo, have increased stabilization, and have proven successful in that regard.

**A.5.b.ii** In order to improve retention Services should continue efforts to reduce PCS turbulence despite deployment and operational needs.

**Comments:** The Marine Corps has been able to reduce personal turbulence by increasing the average amount of time between the date orders are issued and a Marine's expected report date. In FY05 the average time between operational orders issuance and expected report date was 114 days. In FY06 to date, that number has improved to 152 days on average. This initiative has served to decrease individual stress while simultaneously increasing the combat cohesion of our deploying units.

**A.6.b** To eliminate the perceptions of unfairness Services need to enforce the evaluation, promotion and associated counseling requirements prescribed in the regulations.

**Comments:** The Marine Corps is in compliance with all DoD regulations and policies. The promotion process is equitable as only the best and fully qualified Marines are selected for promotion.

**A.7.b** Services should review and, with unit leadership involvement, improve current methods for dissemination career planning information to ensure that even the most junior officers and enlisted are aware of career advancement opportunities.

**Comments:** Unit Career Retention Specialists (UCRS) are the commander's retention and career opportunity staff officer. The Marine Corps continues to mission Major Subordinate Commands (MSC's) to meet retention goals. The Marine Corps retention success is largely credited by command leadership and emphasis. The Marine Corps currently uses the Total Force Retention System (TFRS) to quickly update and disseminate retention related information to all commands. A new system, the Automated Career Retention System (ACRS) will revolutionize retention and career opportunity dissemination. With ACRS, all Marines will be able to view duty station and billet availability and will have access to the latest retention related information. ACRS is anticipated to fully fielded in early calendar year 2007.

**A.8.b.i** Each Service collect data and evaluate the effectiveness of the mentoring program.

**Comments:** Concur. The Marine Corps' mentoring program is relatively new and will be continuously improved upon and refined.

**A.8.b.ii** Require specific comments regarding mentoring in Officer and NCO performance evaluations.

**Comments:** Non-concur. The Marine Corps fitness report already contains a plethora of valuable information which effectively evaluates Service member's leadership abilities, accomplishments and competitiveness for promotion.

## **WORK-LIFE BALANCE AND FAMILY WELL-BEING** (8 recommendations)

**B.1.b.i** Family support should emphasize team work and better integrate the chain of command, paid staff and volunteer networks in order to achieve comprehensive support for every Service family.

**Comments:** Marine Corps Family Team Building (MCFTB) program facilitates timely and accurate communication between unit leadership and family members, as well as promotes family support programs and training to help acclimate spouses to military lifestyle.

**B.1.b.ii** 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.

**Comments:** MCFTB programs, and specifically the importance of the Key Volunteer Network (KVN), are briefed at every Commanders Course. These programs are also briefed to all levels of Marine Corps leadership via annual briefing requirements, such as the 1stSgt Course, SgtMaj Symposium, etc. The Marine Corps non-concurs with adding a rating on Commanding Officer fitness reports concerning the effectiveness of their family support efforts.

**B.1.b.iii** The low numbers being reported regarding the access to Military One Source 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.

**Comments:** The Marine Corps has focused on enhanced marketing of Military/MCCS One Source, to include a significant focus on Reserve utilization, since its inception. To increase utilization among the Reserve Component, MCCS/Military One Source representatives have provided numerous briefings to the Reserve community. To date, 63 site visits have been conducted to approximately 50 reserve locations with 10,885 participants. Additionally, briefings were presented to MARFORRES Family Readiness Officer (FRO) Trainings over the past two years with an outreach of approximately 100 FROs at each session.

**B.2.b.ii** Family Support Centers should organize support groups for children of deployed members in units and/or schools in which they can discuss their concerns and anxieties.

**Comments:** Numerous initiatives have been developed to mitigate the effects of deployments on children, such as:

(a) Operation Hero targets children from 6 to 12 years of age who are experiencing temporary difficulties in school. The program provides after-school tutoring and mentoring assistance in a small group with certified teachers.

(b) HQMC participation on the Joint Service “Military Child in Transition and Deployment” working group, chartered to develop support/special resources to help military parents, their children, installation commanders, and impacted schools in communities affected by deployment, military transformation, and potential base closure.

(c) HQMC assisted in the development of the following informational booklets: an Educator’s Guide to the Military Child During Deployment, and a Parent’s Guide to the Military Child during Deployment and Reunion.

(d) MCB Camp Pendleton has partnered with the Family Trauma Intervention Team from the National Center for Child Traumatic Stress (NCCTS) and the University of California Los Angeles (UCLA) Center for Community Health (CCN).

The goal is to improve children and family response to stress of wartime deployment.

**B.3** 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.

**Comments:** The Marine Corps provides telephonic, electronic, and postal services to keep Marines and families connected. Currently, there are approximately 70 call centers in OEF/OIF (provided by AAFES), and cyber cafes for access to email and the Internet. As for mail service, postal Marines have delivered approximately 57 million pounds of mail to our deployed Marines. “MotoMail,” our Internet-based mail-like service continues to be heavily used with over one million MotoMail letters created and delivered in-theater since 2004.

**B.4** DoD and Services should ensure the news of positive contributions and accomplishments of individual Service Members in the GWOT are widely disseminated, including to hometown newspapers.

**Comments:** Concur.

**B.5.b.i** Services should work toward shorter and more predictable deployments with a goal of deployments not longer than six months.

**Comments:** The Marine Corps currently is deploying to combat zones for 7 months with the exception of those Marines who are deploying as part of a Headquarters. They deploy for 12 months.

**B.5.b.ii** The dual military parents of minor children should be given an option not to deploy simultaneously.

**Comments:** Both DoD and Marine Corps policy (MCO 1300.8) govern the deployment of dual military service members and does not prohibit simultaneous deployment. Dual military service members and single parents are required to have a family care plan in place for the care of children. However, every effort is made to ensure dual military service members are not deployed simultaneously.

**WORK/LIFE BALANCE AND UNIQUE GUARD AND RESERVE ISSUES** (6 recommendations)

**C.1.b.ii** 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.

**Comments:** Concur. For officers, the Marine Corps Reserve conducts an annual, precepted Professional Military Education (PME) selection board in order to determine the best and fully qualified Marines for a variety of schools to include Naval War College, Army War College etc. This process mirrors the Active Component (AC). Resident and non-resident Officer PME are viewed equally for assignment and promotion. For enlisted Marines Reserve PME schools are built to accommodate the entire Marine Corps Reserve population needing the school. For Reserve Marines whose availability permits, full length PME school seat allocations are available. The Marine Corps approach to Total Force education represents both AC and RC Marines.

**C.1.b.iii** 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.

**Comments:** The Marine Corps currently offers abbreviated versions of each required enlisted PME Program to meet the often time compressed schedule of Reservists. Reserve Officer PME is available in weekend seminars and correspondence. Moreover in the last couple of years we have increased the number of seats to full length school (for Reserve Officers) by 42% while concurrently adding additional seminar locations.

**C.5.b.v** Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions.

**Comments:** Concur. The Marine Corps Reserve has recently combined all Reserve Judge Advocates into a single Individual Mobilization Augmentee (IMA) Detachment. One of the tasks associated with this Det is to provide legal support to Selected Reserve members of the USMCR. This combined with referrals to Military One Source and other AC military installations will serve the vast preponderance of legal needs of RC family members.

**C.6.b.iv** 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.

**Comments:** Concur. The Marine Corps is aggressively attempting to manage the expectations of all of its Marines to include the predictability of activation schedules etc. The Marine Corps convened a Force Structure Review Group (FSRG) in Fall of 2004 which reviewed (total force) force structure and made recommendations to position the Marine Corps to meet the GWOT's requirements. This included reorienting Reserve Component units to better support the requirements of the long war. Additionally the Marine Corps is currently completing a subsequent review of Total Force roles and missions. Results of this review, being conducted by a hand-selected Capabilities Assessment Group (CAG), are scheduled for release later this summer.

**C.7.b.i** 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.

**Comments:** Concur. The Marine Corps Family Team Building (MCFTB) program includes the highly successful Key Volunteer Network program. Embedded in this program are all tools a commander needs to locate and distribute this information to his Marines. Military One Source and the Family Service Centers publish a plethora of informational pamphlets that would certainly meet this need. To mitigate risks associated with the military lifestyle, to include separations from family members, and for Active Duty and Reserve Marines located in remote and isolated areas, the Marine Corps developed the Leaders Guide for Managing Marines in Distress (<http://www.usmc-mccs.org/leadersguide>). The Leaders Guide provides guidance and tools to help Marine Corps leadership mitigate challenges associated with today's increased operational environment. In addition, MARFORRES has extensively used Mental Health Network (MHN) assets for Pre- and Post-deployment Family Readiness briefings.

**C.7.b.ii** 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 Family Support Centers, Military One Source and associated not-for-profit service organizations.

**Comments:** Concur. The Headquarters Marine Forces Reserve executed MCFTB Program focuses on referral efforts vice diagnosis. While general indicators are reasonable for MCFTB participants to recognize, we recommend great caution with respect to mission creep of the programs. Family Service Centers and the MCCS One Source have more diagnosis and detailed referral capability embedded. The unit level must remain focused on referring family members without regard to causal factors of the problems. The Marine Corps established the Marine Corps Combat/Operational Stress Control (COSC) program, a robust and integrated program of education, identification, and support for all Marines and their families throughout the deployment cycle. The focus of the program is to promote awareness, prevention, and earliest possible identification and treatment. COSC, as well as the Leaders Guide, is briefed to all levels of Marine Corps leadership. MARFORRES extensively markets Military/MCCS One Source to units, FROs, and Peacetime Wartime Support Teams (PWSTs) to ensure knowledge of availability.

## **FOLLOW-UP ON RECOMMENDATIONS FROM 2003 AND 2004**

**D.2.b.i** 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.

**Comments:** Concur. Every available method is and will continue to be utilized to communicate to Marines.

**D.2.b.ii** Commands should incentivize participation by family members in on base briefings by providing Commissary and PX certificates or/and providing transportation.

**Comments:** The Marine Corps will evaluate the possibility of providing certificates for the Commissary and/or PX to incentivize participation at Base briefings.

**D.3.b.ii** The Services should conduct annual surveys of Active and RC families based on the DoD Status of Forces model.

**Comments:** The Marine Corps will investigate the possibility of conducting an annual survey with AC and RC family members.

**D.6.b** DACOWITS continues to recommend, as in the 2003 report, that ALL levels of leadership, especially at the unit level receive mandatory briefings on pregnancy, physiological changes, advisable health care regimens and job performance expectations of pregnant personnel to ensure a positive command climate.

**Comments:** Concur.

**D.7.b** Services should acknowledge the advantages and effectiveness of gender segregated sexual assault prevention training and implement such training, especially for personnel ages 18-24.

**Comments:** The Marine Corps established a dedicated Sexual Assault Prevention and Response capability at HQMC responsible for coordinating all sexual assault prevention and response actions within the Marine Corps. Mandated annual training is provided to enhance awareness of sexual assault issues, such as proper reporting procedures, maintaining victim confidentiality, and ensuring victim support services are available. The Marine Corps has determined Sexual Assault to be a Corps Leadership issue and not a gender issue, and therefore Sexual Assault training is held concurrently.



**Defense Department Advisory Committee on  
Women in the Services (DACOWITS)**

**The United States  
Air Force  
Response to the 2005  
DACOWITS Report**



## AIR FORCE RESPONSES TO FINDINGS AND RECOMMENDATIONS

### A. WORK-LIFE BALANCE AND CAREER OPPORTUNITIES

Service members were asked about their deployment experiences, their perceptions of transformation, and their career requirements—all within the context of their career intentions and their perceived ability to balance the demands of work and family life.

#### 1. Effect of Deployment on Service Members' Careers Opportunities and Retention

##### a. Finding

When asked if the present deployment schedule had influenced their intention to remain in or leave the military, participants in one-half of the focus groups reported the deployment schedule influenced their intention to leave the military. Participants in nearly all the family focus groups said that the deployment was the reason they wanted their Service member to leave the service.

##### b. Recommendation

Services should recognize the adverse impact of lengthy and frequent deployments on retention, and work toward deployments of no more than 6 months.

##### AF Response:

Actually the AF goal is not longer than 120 days. However, in the case of some skills that are in high demand it is necessary for longer tours, mostly about 180 days. In some extreme cases it can be as long as 365 days, which are treated as a standard short tour to lessen the stress on the member and the family.

#### 2. Effect of Transformation on Career Opportunities and Retention

##### a. Findings

- i. DACOWITS found widespread apprehension about what transformation actually means and how it will be implemented.
- ii. Service members were concerned about promotion and command opportunities. Some female participants voiced concern that altering career structure and civilianization initiatives will result in fewer career opportunities for women.

##### b. Recommendations

- i. 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.

##### AF Response:

Transformation is a theme that permeates the Air Force...and is continually addressed in professional development education, functional training & education, commanders' calls, Air Force periodicals and letters from the highest levels of leadership. It also surfaces as the Air Force re-tools its processes thru the introduction of technology to do our mission more effectively and efficiently, and results in new ways for officers and NCOs to do their jobs. Initiatives, such as PBD 720, are speeding the transformation of the Air Force and causing Airmen, at all levels, to participate in this transformation by streamlining and lean their processes.

Introduction of such programs as Training Transformation (T2) and the Joint National Training Capability (JNMT), are invaluable as we address new missions, such as irregular warfare, and train our people to do these missions. As T2 matures, and is fully integrated, understanding and awareness will naturally occur at all ranks, in addition to traditional media avenues.

ii. 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.

### **3. Impact of Military Requirements on Career Opportunities**

#### **a. Findings**

i. Seventy-five percent of the focus groups included participants who perceive physical fitness requirements as problematic. Specifically, in all of the Army, Navy and Air Force female focus groups, members said height and weight standards are unfair and taping procedures frequently show inaccurate results. Twenty-five percent of the female focus groups had members who said they believed being fit—or *appearing* to be fit—has a positive influence on career evaluations and advancement.

ii. Female Service members believe that the regulation mandating a return to height and weight standards within six months of giving birth is not realistic and requires reevaluation.

#### **b. Recommendations**

i. 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.

ii. DoDI 1308.3 should be updated providing clearer pictures of measuring points.

iii. 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.

**AF Response:**

**AFMS supports enhanced guidance on taping procedures, to include use of pictures and standardized verbal instructions.**

iv. The Services should extend post partum recovery weight standards and physical fitness testing standards from 6 months to 8 months.

**AF Response:**

**AFMS does not concur with recommendation to extend recovery period from six to eight months post-partum because current six-month requirement equals the six-month post-partum exclusion from deployment obligations. These two requirements should be equal. AFMS does not object to setting both deployment and fitness testing eligibility timelines to eight months post-partum, although there is no medically recognized advantage for using an eight-month post-partum timeline.**

#### **4. Effect of Education Requirements on Career Opportunities and Advancement**

##### **a. Finding**

In 75% of the focus groups, lack of sufficient time to meet both military and off duty education requirements while working to balance career and personal responsibilities was the most frequently noted challenge. The present OPTEMPO of the GWOT and an increase in repetitive deployments make completing college work or military courses on time problematic, particularly because computer access and time are limited.

##### **b. Recommendations**

i. 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.

**AF Response:**

**Education offices are not invited to pre-deployment briefings at all locations. Plan must be put in place that standardizes the pre-deployment briefing process so that Air Force Base Training & Education Flights are invited to participate. During briefings, Air Force education personnel welcome the opportunity to relay information about how Airmen have more options to better serve their educational needs—anytime and anywhere—by using the Air Force Virtual Education Center (AFVEC). AFVEC offers numerous on-line services that empower students to actively participate in all aspects of their education.**

**Approximately  $\frac{3}{4}$  of the customer service tasks that are performed in the education flights are now available as on-line self-service tools. These services encourage progression toward degree completion. AFVEC pushes relevant information directly to the student, based on the interests they personally select when they register for their AFVEC account. These services range from viewing their education records, applying for Tuition Assistance, selecting an academic institution, scheduling a counseling and/or testing appointment, and**

participating in the community forums. Students can check on DANTES/CLEP test results through their student records and review complete course enrollment history. This type information is shared with students when they visit the education centers and via email. During briefings, students are reminded to keep their AFVEC accounts current so they can utilize the services while deployed. Information also is shared on the availability of the Learning Resource Centers located in countries where they are deployed to assist with their educational needs.

ii. 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.

**AF Response:**

Agree...recommendation needs to be implemented DoD wide. Some locations within the United States Pacific Command are pilot testing offering VTC classes at overseas sites where the enrollments were too small to generate an upper level course. If these VTC courses are successful, they could be broadcast to deployed areas. Academic institutions also are experimenting with the concept of using Personal Digital Assistants (PDAs), handheld computers with email capability, to offer courses. During a contract compliance visit, University of Phoenix was requested to utilize PDAs for afloat sailors due to unreliability of Internet connectivity aboard ships. PDAs could be used in conjunction with CD-ROM media.

iv. 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 *Military One Source*, Service Education Centers, and other military informational sources.

**AF Response:**

The Base Training and Education Flights publicize the services provided by DANTES. They also guide students to the Air Force Virtual Education Center (AFVEC) that provides a link for DANTES, which is accessible 24/7/365. DANTES flyers, brochures, etc. are maintained in the education offices. Marketing of DANTES should be included in *Military One Source* and other military locations/sources. Since Air Force members seek an Associate Degree from the Community College of the Air Force, SOC is not utilized as much by the Air Force as it is by other Services. Increased marketing of DANTES and SOC would enhance the opportunities for degree completion.

## **5. Effect of Geographic Mobility on Career Opportunities and Decisions**

### **a. Findings**

i. Participants in over half of the focus groups reported frequency of relocation as the non deployment-related military requirement most likely to influence the decision to leave the military.

ii. Service members reported they are experiencing career altering destabilization despite Service efforts to establish a more stabilized force.

#### **b. Recommendations**

i. Services should establish measurable programs to ensure changes due to transformation and deployment are increasing stabilization.

#### **AF Response:**

The Air Force continues to take proactive actions to maintain a stable force and to decrease the uncertainty the force faces from transformational initiatives and deployments.

#### **Deployments:**

- Instituted an Air and Space Expeditionary Force construct: This program was designed to create a predictable deployment schedule which allows Airmen and their families to be better prepared for the time away from their home station.

#### **Transformation:**

- Created the Korea Assignment Incentive Pay program that provides a monetary incentive to those volunteers who agree to extend their overseas tour. This ensures a larger number of volunteers are assigned to Korea and reduces the cost of moving Airmen to and from Korea.
- Implemented the High School Seniors Assignment Deferment Program to allow Airmen with children entering their final year of high school to apply to remain at their current duty location. This program allows families with graduating high school age children to have greater stability in their final year of high school.
- Maximum use of voluntary and long-term focused personnel policy programs in the force shaping process reduces the uncertainty Airmen face during this time. We acknowledge any force shaping initiative will be of some concern to the force, but our endeavor to use voluntary shaping programs and limit in-voluntary measures exhibits our efforts to control the destabilizing aspects of transformation as possible.

The Air Force, via a Lewin Group contract, is studying retention issues across the quality of life spectrum. As part of this contract, The Lewin Group will assess personnel / operations tempo concerns as well as the impact of family programs. Their deliverable includes policy and process improvement recommendations.

ii. In order to improve retention, the Services should continue efforts to reduce PCS turbulence despite deployment and operational needs.

#### **AF Response:**

Air Force retention continues to remain at historically high rates, achieving over 100 percent of goal in 05 and 06 (as of Apr) for both officer and enlisted Airmen. In fact, the Air Force achieved the goal and force shaped over 7,000 Airmen in fiscal year '05 in order to stay within the congressionally mandated ceiling of 356K personnel. Additionally, the Air Force is divesting almost 40K positions over the next 5 years. To keep retention rates at or near the

current level, the Air Force will continue to minimize the PCS impact on our members whenever possible and stay within the required Force Development and operational needs of the force in the current high tempo necessitated by the Global War on Terror.

## **6. Effect of Promotion/Evaluation System on Career Decisions and Advancement**

### **a. Finding**

The promotion and evaluation system was the second most likely non deployment-related requirement to influence the decision to leave the military. Perceptions of unfairness were most commonly recorded in junior enlisted focus groups.

### **b. Recommendation**

To eliminate the perceptions of unfairness, the Services need to enforce the evaluation, promotion and associated counseling requirements prescribed in the regulations.

#### **AF Response:**

Air Force unit commanders are required to ensure performance feedback and performance reports are completed in accordance with Air Force directives. The requirement for a rater's rater to provide endorsement statement and the unit commander's review ensure accuracy of the performance report.

Enlisted airmen up through E-4 (SrA) are promoted based on a fully qualified basis. The Air Force enlisted promotion system is based on Equal Selection Opportunity (ESO) and promotion quotas are fairly distributed across all specialties. Promotion to grades E-5 through E-7 are based on the Weighted Airman Promotion System (WAPS) utilizing points for promotion test(s), decorations, ratings on performance reports, time in grade and time in service. Airmen with the highest scores in each specialty are selected based on promotion quota/selection rate. For promotions to E-8 and E-9, an evaluation board reviews the records of each individual and assigns a board score. The board score is combined with the WAPS factors and those with the highest overall scores in each specialty are selected. Historically, women have competed well for promotion and there are no trends indicating any issues regarding unfairness.

## **7. Effect of Leadership on Career Opportunities**

### **a. Findings**

i. Service members reported that access to career development information and enhanced career opportunities are influenced by leadership involvement.

ii. Service members at all grade levels continue to report being unaware of the programs available to them in advancing their careers.

### **b. Recommendation**

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.

**AF Response:**

Solid programs exist for disseminating information to the force on career planning. For the enlisted force, Career Assistance Advisors (CAA), are assigned to major installations and are tasked to keep the enlisted force up to date on trends and opportunities that affect their reenlistment and career planning. Career Field Managers, at the Air Staff (typically a SNCO), are tasked to keep senior Air Force leadership advised of key data to assess the health of career fields and their training programs, which is further disseminated thru the system.

Officers may contact their assignment teams at any time for the latest career planning information. Each career field also has feedback from their career field manager as well as career field development teams. Officers (all grades) and their commanders provide input to the development teams on the officer's goals, aspirations, and desires for education, broadening, command opportunity, etc. The development team assesses the officer's goals against career field requirements and Air Force requirements and feeds back to the officer and commander on the "doability" of the officer's desires and provides alternatives. The intent is to provide the officer with solid information on growth and development opportunities and to deliberately help the officer develop their leadership and functional potential.

## **8. Mentoring**

### **a. Finding**

Mentoring is intended to be an integral part of military development. However, only 50% percent of the focus group participants reported having mentors, and only 27% of December 2004 *SOF Survey* respondents reported having a mentor.

### **b. Recommendations**

- i. Each Service collect data and evaluate the effectiveness of the mentoring program.
- ii. Require specific comments regarding mentoring in Officer and NCO performance evaluations.

**AF Response:**

Mentoring is a fundamental responsibility for all supervisors. Supervisors provide formal mentorship through feedback during mandatory performance feedback sessions and also conduct informal mentoring, feedback on a daily basis. Feedback is part of our officer and enlisted evaluation system. During the feedback session a variety of subjects are discussed with the individual to include: job knowledge, leadership skills, professional qualities, organizational skills, judgment and decisions, communications skills. Furthermore, the

individual's strengths, suggested goals for development, academic and developmental education and future assignments are also discussed during feedback.

Officers and Enlisted Airmen are evaluated on how well they supervise and lead. Additionally, comments regarding mentorship may be included as part of the narrative comments of the performance report. Air Force policy allows supervisors and commanders to determine the best and most appropriate comments to be included in the performance reports and does not direct any mandatory comments regarding performance.

Supervising, mentoring and providing feedback are included in the enlisted professional development enhancement curriculum provided to SSgt and MSgts and are also taught at Airman Leadership School, NCO Academy and SNCO Academy.

Although the supervisory chain can/are mentors to individuals, we also encourage individuals to seek out mentors outside of their supervisory chain.

## **B. WORK-LIFE BALANCE AND FAMILY WELL-BEING**

Participants were asked about the impact of deployment on families and children, family well-being issues (e.g., housing, spouse employment, and finances), the advantages and disadvantages of military life, and other topics—all in relation to the achievement of work-life balance, retention, and spouse support for the Service member's career.

### **1. Impact of Deployment on the Family**

#### **a. Findings**

i. Despite significant improvement in family programs and high rates of satisfaction, some Service members and family members still lack knowledge of available resources and how to access them. For example, only 6% of Service members surveyed in the *March 2005 SOF Survey* reported using the *Military One Source* website or helpline in the previous 12 months, while 70% reported not being familiar with the program.

ii. Family member focus group participants reported that barriers to effective family support include:

- Lack of paid staff and an over-reliance on volunteers.
- Lack of leadership involvement in family support.
- Lack of communication between unit leadership and family members

#### **b. Recommendations**

i. 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.

##### **AF Response:**

**The Community Readiness Consultant model, which is transforming the way we do business in our Airmen and Family Readiness Flights (AFRF), has as one of its basic tenets, development of a close working relationship between both paid and volunteer AFRF staff and installation/ unit leadership at all levels. Along with a shift to working closely and cooperatively with not only base, but community helping agencies, this focus on leadership consultation will lead to expanded support of Airmen and families and greater knowledge of leadership in issues affecting their unit's families.**

ii. 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.

##### **AF Response:**

Commanding officers are responsible for all people programs in addition to their unit's mission. We are cautious about highlighting any particular program on the performance report because there are so many and all are important.

Air Force policy allows supervisors and commanders to determine the best and most appropriate comments to be included in the performance reports and does not direct any mandatory comments regarding performance. There have been discussions to highlight specific programs on commanders' reports (such as fitness) but the line between the commanders' role and individual responsibility is exceptionally difficult to define for performance reporting purposes.

iii. The low numbers being reported regarding access to *Military One Source* 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.

**AF Response:**

Access to One Source should not be an issue as the service can be accessed from any phone or internet-connected computer. Ceridian, the One Source contractor, has conducted an extensive marketing campaign, targeting both on and off base residents on active duty and in the Reserve components, even to the extent of printing One Source information on bags used at Commissaries. Suggest that low usage numbers are not directly traceable to lack of publicity or access to service, but rather the need for that particular service and the potential desire of family members to seek face to face interactions on some of their critical issues.

## **2. Children**

### **a. Findings**

i. The *March 2005 SOF Survey* of Active duty Service members reported that deployments negatively affect children's behavior and school performance: 81% reported that deployments increase the likelihood of emotional problems in their children; 62% reported that deployments increase the likelihood of problems at school.

ii. There is a lack of research studying the effects of parental deployment on children, especially infants and young children, following September 11, 2001.

### **b. Recommendations**

i. 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.

ii. *Family Support Centers* should organize support groups for children of deployed members in units and/or schools in which they can discuss their concerns and anxieties.

**AF Response:**

Presently some Airmen and Family Readiness Flights, often in conjunction with Child and Youth Services, do facilitate support groups for children of those deployed. AF/A1DF will conduct focus groups at heavily deployed locations to assess the need for institutionalizing this initiative throughout the Air Force.

### **3. Communication**

#### **a. Finding**

When Active duty Service members were asked in the *March 2005 SOF Survey* about their families' ability to cope with deployments, 97% rated their families' ability to communicate with them as important or very important.

#### **b. Recommendation**

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.

#### **AF Response:**

In the Air Force, families of deployers have, at most bases, the capability of placing phone calls to the deployed location through the installation DSN operators from their home phones. This is available 24/7. In addition, many family centers allow spouses to check out video teleconferencing equipment to use at home as well as making it available on-site. Use of e-mail is available at family centers, libraries and community centers (which usually have expanded evening and weekend hours) and, in some cases, through the member's unit. Unit first sergeants, commanders, family center staff and staff from other base helping agencies in the Air Force make concerted efforts to insure families of deployers have every opportunity available to keep in touch with their military member.

From the deployed location, AF currently provides HMW emails via the non-secure military Internet using military email address and is working on expanding Webmail (official mail accessed via the official NIPRNET) usage to include links to personal email/commercial ISP accounts (Hotmail, AOL, etc). This would make personal email available even when direct access to commercial ISP accounts is unavailable. AF is working towards providing a safe and secure way to allow as much access to deployed/family communication as possible. Additionally, current CENTCOM and CENTAF policy provides each service member up to two fifteen-minute Defense Switched Network (DSN) HMW calls per week.

### **4. Media**

#### **a. Finding**

Family members reported that negative media and news coverage present one of the most challenging issues they faced during deployment, and they worry about potential ill effects on their children.

#### **b. Recommendation**

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.

#### **AF Response:**

**Mechanisms for publicizing the contributions and accomplishments of individual Airmen deployed to support Operations Iraqi and Enduring Freedom to their hometown newspapers are already in place through the Army & Air Force Hometown News Service in San Antonio, Texas. This organization, in coordination with public affairs offices worldwide, administers the Hometown News Release Program. This voluntary program is available to all members of the active Air Force, Air Force Reserve and Air National Guard. It enables Airman recognized for a notable achievement or accomplishment to submit a DD Form 2266 Hometown News Releases on their accomplishment to their supporting public affairs office. The public affairs office confirms the information and forwards the form to the Army & Air Force Hometown News Service who uses the form to create a news release, which is distributed free of charge to media outlets in the hometowns of the service member and his/her family.**

**During 2005, a total of 1,953 Airmen deployed supporting GWOT submitted forms generating news releases to 11,327 media outlets across the nation. Traveling teams from the Army & Air Force Hometown News Service also produced and distributed 1,720 video and radio news releases on Airmen supporting GWOT to commercial television and radio stations nationwide. Additionally, 2,240 Airmen supporting GWOT from overseas locations participated in the annual Holiday Greetings program where they recorded short messages to the family members in the U.S., which aired on hometown television and radio stations.**

### **5. Work Family Balance and Military Retention**

#### **a. Findings**

- i. In DACOWITS focus groups, dissatisfaction with overall support was most common among Service members who had experienced a lengthy deployment, of 1 year or longer.
- ii. Researchers found correlations between perceived work-family conflict, family friendly unit climate, and the daily experience of Soldiers. Effective leadership plays a role in establishing a family-friendly unit climate, which lowers work-family conflict.

iii. The number of divorces among officers in all services more than doubled from FY 2000 to FY 2003. The divorce rate for Active duty Army officers and enlisted nearly doubled during that same period.

iv. Some spouses in almost all of the DACOWITS family member focus groups identified deployment as the reason they want their spouses to leave the military.

**b. Recommendations**

i. Services should work toward shorter and more predictable deployments with a goal of deployments not longer than six months.

**AF Response:**

**Actually the AF goal is not longer than 120 days. However, in the case of some skills that are in high demand it is necessary for longer tours, mostly about 180 days. In some extreme cases it can be as long as 365 days, which are treated as a standard short tour to lessen the stress on the member and the family.**

ii. The dual military parents of minor children should be given an option not to deploy simultaneously.

**AF Response:**

**We agree and will work with the appropriate AEF policy staff to determine how to best effectively implement.**

## **C. WORK-LIFE BALANCE AND GUARD AND RESERVE ISSUES**

Topics covered include perceptions of individual and unit readiness, mobilization experiences, effects of mobilization on income, attitudes of families to the member's Guard or Reserve service, and other topics. Topics covered within Guard and Reserve family member groups included the advantages and disadvantages of military life, use and awareness of support services, the impact of mobilizations on the family, support for the Service member's career, and others. For both Service members and family members, these topics were all discussed in relation to work-family balance and career intentions.

### **1. Work-Life Balance**

#### **a. Finding**

RC personnel reported that the increase in mobilizations and deployments following September 11, 2001 has made it more difficult to balance their military career, family life and civilian employment. RC personnel expect that this situation will have a negative effect on future recruiting from both the civilian sector and the Active duty forces.

### **2. Impact on Civilian Employment and Education**

#### **a. Finding**

Service members in about one-third of the focus groups said that mobilization negatively affected their career goals by interfering with their ability to fulfill both their civilian employment and/or their postsecondary education requirements. When mobilized or deployed, RC personnel who were enrolled as students were often forced to withdraw from courses of study without sufficient time to avoid penalties. RC personnel were not aware of formal support services to assist them with their civilian academic challenges, and relied instead on the resources of the unit or the nonstandard policies of their individual instructors or postsecondary institutions.

#### **b. Recommendations**

- i. 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.
- ii. 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.
- iii. 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 *Military One Source*, Family Service Centers and other military informational sources.

**NGB-Family Program:** Educational supports for RC members and their families will continue to be advertised through the instrumentality of the Joint Force Headquarters. The State Family Program Director will coordinate with the State Education Officer at the Joint Forces Headquarters in their state and territory and assist with the transmission of information to Guardmembers and their families through the State Benefits Advisors, Wing Family Program Coordinators, Family Assistance Centers and through the unit Family Readiness Groups. At the NGB Family Program level, these supports will be pushed out to Guardmembers and their families through the NGB-FP Public Affairs Coordinator. (Note: References to “Family Service Centers” are incorrect for the National Guard; these resources are called “Family Assistance Centers” or “FACs.”)

### 3. Meeting Military Career Development Requirements

#### a. Finding

RC focus groups participants reported that the lack of opportunity to complete their military education requirements—especially residence schools—affects their professional development, promotion and retention. Reserve Component personnel who experience multiple, often back to back, mobilizations and deployments report difficulty meeting their military career development requirements—particularly to attend resident schools. Often there are not enough slots available for mandatory education and training, or their civilian employers cannot accommodate additional absence from work on top of mobilizations.

#### b. Recommendations

ii. 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.

#### **AF Response:**

**The AFRC is afforded 32 in-residence Intermediate/Senior Developmental Education (IDE/SDE) courses (Basic Development Educational, (BDE) courses are afforded per individual base). These courses are advertised within the RC for volunteers to apply. A board of senior officers score the submitted applicants for rank ordering to determine selectees for attendance. Although all eligible RC officers are encouraged to apply, availability for in-residence courses is primarily dependent upon the reservist’s life condition (i.e. job, family, health etc.).**

**In-residence IDE/SDE are yearlong courses provided by the Regular AF. Although the senior NCO Developmental Education courses do not last as long as the Officer courses, attendees are selected via a board of senior AFR NCOs to designate fills from the volunteers. The AFR fills all offered professional development courses (Off and Enl) with our volunteering members. We always have multiple alternates for each course. In**

**addition to filling the RC allocations, we are often able to fill additional seats that are afforded after initial allocation.**

iii. 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.

**AF Response:**

**Since most AFRC personnel have limited availability from their civilian employers to attend multiple week career development courses, career development is also offered via correspondence. In addition to in-residence and correspondence mediums, we have access to non-residence versions of the AF Officer and Enlisted DE courses, as well as the Advanced Joint Professional Military Education (JPME) course conducted by NDU. The AJPME course is a 40-week course designed for 3-weeks of in-residence and the remaining 37 weeks is conducted by correspondence. In short, the AFR members have the same opportunity to attend all AF, other service, and Joint courses, as does the Regular AF member.**

**5. Awareness Of, and Access To, Support Services**

**a. Findings**

i. DACOWITS commends the efforts of the National Guard Bureau to reach National Guard, Reserve and Active duty personnel through the nationwide network of *Family Support Centers*. However, participants in about one-third of the RC focus groups said that they lacked adequate information about the Centers, and most reported not using these Centers.

ii. Three-fourths of the RC focus groups had participants who did not know about *Military One Source*. Of those familiar with this resource, most reported not using its services.

iii. RC Service members and their families requested further improvements to support services, especially in the areas of: greater information dissemination, dedicated unit level assistance, access to counseling services and expanded outreach beyond the nuclear family.

iv. RC families reported insufficient access to unit administration personnel and family support volunteers during deployment. This limited the resources available to help them solve problems.

v. Families reported difficulty receiving legal aid from the JAG during deployment, particularly if they lived in a state other than the one where the unit was based.

**b. Recommendations**

i. NGB should continue to eliminate any barriers that limit awareness, access and utilization of *Family Support Centers*.

**AF Response:**

**NGB pushes information about Family Assistance Centers out to Guard members and their families through the Joint Force Headquarters (JFHQ). At the JFHQ, the State Family Program Director leads out in each state and territory and directs that information to Guard members and their families through the State Benefits Advisors, Wing Family Program Coordinators and through the unit Family Readiness Groups (FRGs). FRGs develop and utilize an extensive network of volunteers, telephone trees, emailing campaigns and informal networks to make families aware of Family Assistance Centers (incorrectly referred to above as Family Support Centers).**

**NGB-FP Marketing and Communication Specialist (full time staff member) pushes information to the National Guard Family Program community to educate about all resources available for guardmembers and their families. The Marketing and Communication Specialist also works closely with NGB-PA staff to submit articles for printing in the National Guard Magazine and On-Guard Newspaper. Information is continually pushed out to the JFHQs and Family Program electronically to make them aware of Family Assistance Centers and other resources.**

**Information about the Family Assistance Centers is provided to the Active Component and to all other Reserve Force branches at inter-service committee meetings and service Family Support Conferences.**

**NGB-FP works actively to fulfill the requirements of DoDI 1342.22 Family Centers, DoDD 1342.17, Family Policy, DoDI 1342.23, Family Readiness in the National Guard and Reserve Components, AFI 36-3009, Family Support Center Program and FORSCOM Regulation 500-3-1, Mobilization and Deployment Planning System.**

ii. 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.

**AF Response:**

**Direct mailing would reach many, however, geographic dispersion and incorrect mailing addresses will result in a failure to reach all members. We recommend that materials be provided electronically to NGB-FP so they may be forwarded to the JFHQs (SFPDs, WFPCs, and State Benefit's Advisors). This approach will also get the information into the hands of FRGs which will make use of the FRG informal, but effective network which will use telephone, email, and informal communication channels.**

iii. DoD should evaluate the utilization of MilitaryOne Source by RC personnel and their families.

iv. 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.

**AF Response:**

**NGB Family Program works through an extensive network of proven committed Family Readiness staff (paid and volunteer). The JFHQ provides a centralized location for communication and allows for decentralized execution. The Child and Youth Program provides training, resources, and materials for the State level Child and Youth Program Coordinator who works under the direction of the SFPD and collaborates with the WFPC to run a range of programs in both the ARNG and ANG to support children and youth. These efforts include: deployment briefings, reunion briefings, State Youth Symposiums, State Youth Councils, leadership and life skill training, and youth camps. This July, training for unit level child and youth advocates will be unveiled to include a week long professional development seminar in training and managing a unit level child and youth program. This training will be offered twice a year at PEC and includes: Child Care Initiatives, Command Support, Outreach, Marketing, Fundraising, Educational Resources and Recommended Curriculums, Field Trips 101, Safety and Security, and guest speakers from Military One Source and Soldier and Family Life Consultants. The Outreach Module will assist these community-based child and youth volunteers in recruiting and utilizing the resources available in their communities.**

v. Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions.

**AF Response:**

**AFI 51-504, 1.3.8: Provides that reserve members not on active duty are only entitled to legal assistance for deployment related matters. Further this section also provides the active duty legal office is to provide no other legal assistance to members of the reserve components until the member is on active duty.**

**However, since its inception, Military OneSource has offered legal consultations to all military branches and their families. In general they provide education and information-not actual legal services. Not all the services utilize this service because it appears to be too generic and lacking military-specific resources. It was recommended the Military OneSource consultants not answer legal questions, but rather refer such questions to local base legal offices. However, some branches of the military continue to use the legal consultations with no noted problems/issues to date at no cost to the member or family.**

**AF Response:**

**N/A. Referrals are made to the legal office when appropriate and when the member seeking support is eligible to receive legal services within their unit.**

**6. Retention and Recruitment**

**a. Findings**

i. RC Service members in more than half of the focus groups reported that their difficulty balancing military service with family responsibilities and civilian careers influences their retention decisions.

- ii. Military spouses said that separation from children and family is the most important factor contributing to their desire to have their spouse leave the Guard or Reserve.
- iii. RC Service members in more than half of the focus groups reported that they would consider leaving the Guard or Reserve because of the extended length, frequency, unpredictability, and effect of mobilization on family and civilian careers.

b. Recommendations

- i. 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.

**AF Response:**

**N/A. Note: We recommend that materials be provided electronically to NGB-FP so they may be forwarded to the JFHQs (SFPDs, WFPCs, Family Assistance Center Coordinators, and State Benefit’s Advisors). Through the JFHQ, information will also be provided to FRGs for dissemination through the FRG informal network through telephone trees, emails, FRG meeting and through informal communication channels.**

- ii 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.
- iii. 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.
- iv. 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.

**AF Response:**

**The AFR is able to accomplish its mission through the use of volunteerism. As a result of the AEF, (in which the AFR functions equitably with the Regular force), we have the predictability necessary to 'advertise' for volunteers to fill mission requirements. As with all services, there are occasions when stop loss must be implemented to ensure particular careers fields maintain sufficient trained personnel to meet the mission requirement. The AF continues to explore better ways of using the Total Force mix within the AEF construct.**

- v. DoD should evaluate the effect of transformation initiatives with respect to mobilization predictability and stabilization on RC personnel and families.

7. Advantages and Disadvantages of Military Life

a. Findings

i. Family members frequently cited mobilization as a negative aspect of Guard and Reserve service, especially when mobilization lacked predictability and involved long family separations.

ii. There is a wide spread perception among RC family members that RC pay and benefits compared unfavorably to the pay and benefits of civilians or Active Component Service members.

b. Recommendations

i. 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.

**AF Response:**

**Recommend expanded program and information outreach (increased manning/exploitation of technology) for families to access support services and maintain touch with their commands and unit family group that live too far from either the unit or from other military families. Different types of support are needed for families' continued successes before, during, and after deployment to ensure families are taken care of during these important times. The cycle of deployment, its emotional as well as behavioral effects, are directly briefed to the member and family and are continuously a part of the educational process using creative methods due to the geographic constraints.**

**AF Response:**

**The NG has a broad on-line presence providing access to information about the impact of deployment and separation on adults and children. Additional resources are available on the behavioral effects of separation on adults, such as Military OneSource and HealthNet resources (i.e.: Online Mental Health Assessment at [www.MilitaryMentalHealth.org](http://www.MilitaryMentalHealth.org)), Soldier and Family Life Consultants are also available CONUS upon request and OCONUS as permanent resources to families and service members.**

ii. 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 *Family Support Centers*, *Military One Source* and associated not-for-profit service organizations.

**AF Response:**

**Family Support (FS) personnel are trained/briefed at training seminars and conferences regarding assessing individuals and recognizing signs of stress and separation difficulty. All FS personnel are aware of referral resources available in their local area as well as Military One Source. Unit leadership is informed of the signs of separation difficulty during either Community Action Information Board meetings or Integrated Delivery System meetings.**

**AF Response:**

**Training about separation difficulties is provided through Guard Family Team Building (GFTB) trainers to any group of NG FRG, volunteers and FP Staff members who in turn**

provide training to service member groups and families and their family. This team travels nationwide to educate military leadership, families, and unit level volunteers about the challenges of separation and the family program resources available to address these. Family Assistance Centers are established in over 300 locations nationwide to provide support, information, service, and referral. (Note: References to “Family Service Centers” are incorrect for the National Guard; these resources are called “Family Assistance Centers” or “FACs.”) Not-for-profit organizations exist in many other forms to support service members and their families, these include: Veteran Service Organizations (AMVETS, VFWs, DAV, American Legion), Red Cross, and Military Officers Association of America. NGB has forged a working and supportive relationship with these organizations and others with the awareness that understanding of, and support for geographically dispersed RC families must be fostered in order for support to be effective in the event of mobilization.

iii. 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 *Family Support Centers* and *Military One Source*.

**AF Response:**

NGB-FP is prepared to distribute all DoD informational products through the JFHQs and FP staff to all National Guard members and their families.

## **D. RESPONSES TO RECOMMENDATIONS IN DACOWITS' 2003 AND 2004 REPORTS**

The responses from the DoD offices and the Services on DACOWITS report recommendations from 2003 and 2004 have generally addressed the issues raised. However, we do find that there are areas that require continued emphasis and response. DACOWITS will continue to follow these issues, requesting follow-up data and reports from DoD and the Services.

### **1. Policy Implementation**

#### **a. Findings**

- i. Significant gaps exist between policy and implementation. The units, installations, Services, and DoD offices have described programs promising support, benefits, training and career assistance for which the reported satisfaction rates are high. In some cases, the implementation of new programs has trailed our visits. But too frequently, these programs are underutilized either because of lack of information or accessibility.
- ii. Significant resources are being spent on new programs and services with little evidence, in some cases, of measures of effectiveness. Examples are provided in Chapter V.

#### **b. Recommendation**

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.

### **2. Communication With Families**

#### **a. Findings**

- i. Insufficient and ineffective communication from leadership continues to be raised by Service members and their families in the focus groups. The related DACOWITS recommendation in 2004 specifically called for mailing letters to the family member and was generally not addressed by the responses of the Services. Service and family members continue to request this type of communication.
- ii. Free child care, Commissary and PX certificates have been found to be successful options to encourage attendance at command briefings.

#### **b. Recommendations**

- i. 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.

**AF Response:**

Outreach consists of commander involvement, letters, pre-deployment briefings, newsletters, phone calls and unit sponsorship. All Family Support Centers (FSC) present mandatory information briefings prior to deployments. FSCs work cross-functionally with base leadership and other base service agencies to ensure that military members and their families, deployed or remaining at home base, are better prepared to meet the demands of increased operational tempo. The FSC also provides this information to active duty and family members in smaller sessions tailored for individual/small group deployments.

Many FSCs distribute a spouse letter to keep spouses informed on important issues dealing with the deployment and other useful information. These letters are mailed directly to their home address and made available electronically. These letters always contain phone #s of important Base POCs. Single active duty members can also include their parents and/or significant others in the program to make sure they stayed informed. Many units establish a sponsorship program for personnel going on deployment. This sponsor acts as a point of contact for the family and remains in contact throughout the member's absence.

The FSCs provide a deployment guide for commanders, the member, and their families. These guides are essential to the commander, the member and the member's family and contain contact numbers, medical service information, support groups, coping with children's reactions to deployment, and preparation for reunion/reintegration. In addition to preparatory briefings, letters, and sponsor phone calls, commanders usually go to the flight line to see their troops off and to welcome them back.

ii. Commands should incentivize participation by family members in on base briefings by providing Commissary and PX certificates or/and providing transportation.

**AF Response:**

We will continue to encourage installation commanders to provide commissary and exchange certificates as incentives for attending these briefings. Additionally, there is a mechanism in place now where the commander can authorize APFs to offset child care expenses for command briefings. We will continue to inform the activity managers about this option and encourage them to support these command briefings.

National Guard Family Program channels will assist in the effort described.

### **3. Survey Issues**

#### **a. Findings**

i. Questions have been added to the Status of Forces Survey regarding data on work-life balance and family deployment issues at the request of DACOWITS. Services responses regarding the value of this data were mixed.

ii. Surveys of Active and RC families are conducted infrequently. Understanding that the Services “recruit the member and retain the family,” it is necessary to know the issues and concerns of families on a more frequent basis than has happened recently.

**b. Recommendations**

ii. The Services should conduct annual surveys of Active and RC families based on the DoD *Status of Forces* model.

**AF Response:**

The Air Force utilizes the Air Force Community Assessment to address these concerns. Each year, Active and RC members receive invitations to participate in an annual survey, which focuses on their work environment, private community, and family impact from deployments. This survey is used by the Air Force Integrated Delivery Systems and Community Action Information Boards to inform senior leaders of strengths and needs within EACH Air Force community and develop action plans to make them better places to live and work.

**4. Officer Retention**

**a. Findings**

i. Responses to the officer retention issue indicated in many cases that the services do not see this as a problem. Retention issues relate directly to mission accomplishment. Even though a Service may be downsizing or their overall retention statistics look good, especially for enlisted, the issue is the officer population, the year group and skill sets that are being retained vs. what is needed.

ii. Flexible career options are necessary to maintain a trained and experienced workforce available to accomplish many different and complex missions. Some of these missions are gender specific, for example, gathering intelligence from the female population in a country where females are not allowed to talk to males outside their families). Data show spikes for female officer departures at certain year groups. The DoD Flexible Career Program initiatives are viewed positively by the Committee.

**b. Recommendations**

i. 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.

**5. Child Care and Youth Services**

**a. Finding**

The contribution of quality of life expenditures for child care and youth services to mission accomplishment must be recognized. Some innovative approaches have been implemented and need to be sustained. Progress has been made, but more is needed.

## **b. Recommendation**

Congress should enact DoD requested legislation to sustain child care and youth services initiatives.

## **6. Pregnancy Issues**

### **a. Finding**

Female Service members in the focus groups continued to report experiencing an unsupportive command climate when they report their pregnancies to their chain of command.

### **b. Recommendation**

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.

#### **AF Response:**

**AFMS does not concur with recommendation for mandatory unit briefings on pregnancy, as such a requirement is likely to hinder versus enhance command climate regarding pregnant personnel.**

## **7. Sexual Assault**

### **a. Finding**

DACOWITS commends the SATF training template that supports both gender segregated and gender integrated training. While DACOWITS recognizes there is a place for gender integrated training, some issues can be addressed much more candidly and clearly with questions asked and completely answered only in a gender segregated group.

### **b. Recommendation**

Services should acknowledge the advantages and effectiveness of gender segregated sexual assault prevention training and implement such training, especially for personnel ages 18-24.

#### **AF Response:**

**The Air Force Sexual Assault Prevention and Response Program has recently compiled the latest research on this issue and is currently studying the feasibility of recommending, but not requiring, gender segregated sexual assault prevention and awareness training, especially for personnel ages 18-24.**



**Defense Department Advisory Committee on  
Women in the Services (DACOWITS)**

**The United States  
Coast Guard  
Response to the 2005  
DACOWITS Report**



**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

A.6.b - Career Opportunities

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CGPC

counseling members on the OER and further detailed Officer Support Form requirements for officers.

Enlisted Coast Guard members have a different promotion and evaluation system than officers. The Coast Guard enlisted advancement system is based on a member's score on 6 separate factors:

- 1) The service-wide examination score
- 2) The member's performance factor (marks)
- 3) The member's time in service
- 4) The member's time in paygrade
- 5) Points for medal and awards
- 6) Points for Sea/Surf duty (for specific rates)

The Coast Guard's Diversity Advisory Council (DAC) recently conducted a review of the average enlisted evaluation marks for the years 2003-2005. The thorough review indicated that there were no appreciable differences between majority and minority members. Although it was not an official part of the inquiry, the reviewers indicated no differences were found between male and female members either. The DAC also did a separate review of awards points awarded to majority and minority members. The results were the same as the marks with no appreciable differences noted.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

A.7.b - Career Opportunities

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CGPC, CG-133

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**Findings:** Service members reported that access to career development information and enhanced career opportunities are influenced by leadership involvement. Service members at all grade levels continue to report being unaware of the programs available to them in advancing their careers.

**Recommendation:** 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.

**Response:**

The Coast Guard Personnel Command (CGPC) recently established an Officer Career Management Branch (opm-4) to provide information which revolves around three basic themes:

- 1) Competencies and career paths (assignments and advanced education).
- 2) Performance management (evaluations and promotions).
- 3) Career broadening strategies (career goals, service schools, and out-of-competency assignments).

CGPC will continue to seek new and innovative means of disseminating career management information and for additional means of informing the officer corps regarding the availability of opm-4 services. To date, efforts have focused on integration of opm-4 awareness into accession source and the prospective Commanding Officer (PCO) curriculums, Officer Assignments Road Shows, and embedding information about the availability of counseling services in the monthly officer situation reports (SITREPS) which are distributed to the entire officer corps.

On the enlisted side, CGPC-epm-2 continues to work through the Coast Guard Area and District Command Master Chiefs to disseminate career management information to field units. Members are also encouraged to seek personal career counseling from their respective Assignment Officers (AOs).

Additionally, the Individual Development Plan (IDP) is mandatory for all first term military members, both officers and enlisted, active duty and reserves. The mandatory IDP program requires semi-annual meetings between the junior member and supervisor, as well as

**U.S. Coast Guard Response for  
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A.7.b - Career Opportunities

Prepared by Coast Guard Headquarters  
June 2006

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interaction with other career counselors, such as Command Master Chief, Career Development Advisor, and Education Services Officer. This provides a formalized process for reviewing and developing both personal and professional goals for our junior members. The IDPs are optional for all other members of the work force, including civilians and Auxiliary members.

In addition to the new mandatory IDP, we have initiated

(1) an electronic mentoring program using a commercial contractor that provides mentors and mentees the opportunity to work with compatible people who are not located in the same area. And;

(2) a Unit Leadership Development Program (ULDP). The ULDP provides learning activities associated with the Coast Guard's 28 leadership competencies that units, small groups, and individuals can complete to assist in their professional development.

Additionally, e-learning is increasing exponentially in the Coast Guard's training community, with information on all training courses available through Coast Guard websites and made readily available to all personnel at their work site.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

A.8.b.i - Career Opportunities

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-133

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**Findings:** Mentoring is intended to be an integral part of military development. However, only 50% percent of the focus group participants reported having mentors, and only 27% of December 2004 *SOF Survey* respondents reported having a mentor.

**Recommendation:** Each Service collect data and evaluate the effectiveness of the mentoring program.

**Response:**

The Coast Guard initiated a prototype electronic mentoring program in September 2005 and is tracking the number of mentors and mentees participating in the program through monthly reports. We have over 1100 people signed up as either a mentor or mentee with over 100 partnerships in progress. We continually evaluate the participation rate in the program and have published several reminders on the availability of the program through ALCOAST messages and Flag Voice reports from the Assistant Commandant for Human Resources. Given the new status of the program, we intend to renew the contract for another year to allow further review and study to determine the value of the program. We will continue to track the number of participants and the number of mentoring agreements in progress.

The Coast Guard also conducts a mentoring and professional development road show course through the Leadership Development Center. This is an exportable one-week course that is available to any unit(s) that would like to host the training. In fiscal year 2006, the Coast Guard has 15 mentoring and professional development road show classes scheduled and will reach 400-450 students.

Most Coast Guard leadership courses provide a lesson block on mentoring, where the availability of the e-mentoring program and value of participating in the program, both as a mentor and as a mentee, are discussed.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

A.8.b.ii - Career Opportunities

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CGPC

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**Findings:** Mentoring is intended to be an integral part of military development. However, only 50% percent of the focus group participants reported having mentors, and only 27% of December 2004 *SOF Survey* respondents reported having a mentor.

**Recommendation:** Require specific comments regarding mentoring in Officer and NCO performance evaluations.

**Response:**

A recent revision (August 2005) of the Officer Evaluation Report (OER) added specific comments regarding 'Mentoring' in the 'Developing Others' performance dimension. Specifically, in the 'Developing Others' performance dimension and standard block 'Coaching' was replaced with 'Mentoring'. The 'Mentoring' competency states, "drawing on their experience and knowledge, leaders deliberately assist others in developing themselves; provide objective feedback about leadership and career development; and help identify professional potential, strengths and areas for improvement."

Enlisted Employee Reviews for E-7s thru E-9s was last updated in August 2005 and contain one dimension in which members are evaluated on their mentorship. Under the 'Developing Subordinates' competency, the definition contains the following verbiage, "The extent this member used mentoring.....to increase the knowledge and performance of subordinates or others."

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.1.b.i – Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-111

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**Findings:** Despite significant improvement in family programs and high rates of satisfaction, some service members and family members still lack knowledge of available resources and how to access them. For example, only 6% of service members surveyed in the *March 2005 SOF Survey* reported using the *Military One Source* website or helpline in the previous 12 months, while 70% reported not being familiar with the program. Family member focus group participants reported that barriers to effective family support include:

- Lack of paid staff and an over-reliance on volunteers.
- Lack of leadership involvement in family support.
- Lack of communication between unit leadership and family members.

**Recommendation:** 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.

**Response:**

The Coast Guard begins its efforts to educate members and families about available family programs and resources at entry points and professional development schools- basic training, Officer Candidate School, Coast Guard Academy, enlisted schools, Chief's Academy and Command Chief training.

A Work Life staff is available at each Integrated Support Command (ISC), and a significant aspect of internal outreach to families is accomplished through visits by Work Life staffs to individual commands to provide training. Families that do not live near an ISC rely on a combination of command assets, volunteer networks (including an Ombudsman program and Spouse Clubs), as well community assets. Information is provided on Work Life services via the Coast Guard website, and general information websites with referral information such as the Coast Guard public websites. Although the Coast Guard has not yet contracted to provide the entire range of Military One Source web-based products and services, it does have a 24/7 toll-free Employee Assistance number which offers crisis services including personal counseling, financial and legal advice and services. The Coast Guard continues to use every means available to market and advertise our services to active duty and Reserve members and their families.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.1.b.ii – Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-111, CG-133, LDC

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**Findings:** Despite significant improvement in family programs and high rates of satisfaction, some Service members and family members still lack knowledge of available resources and how to access them. For example, only 6% of Service members surveyed in the *March 2005 SOF Survey* reported using the *Military One Source* website or helpline in the previous 12 months, while 70% reported not being familiar with the program. Family member focus group participants reported that barriers to effective family support include:

- Lack of paid staff and an over-reliance on volunteers.
- Lack of leadership involvement in family support.
- Lack of communication between unit leadership and family members.

**Recommendation:** 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.

**Response:**

The Coast Guard requires command training that includes Work Life, Employee Assistance Program, Chaplains, Wellness, etc. and Commanding Officer evaluations reflect quality of family support through its 'Taking care of others' block on the Officer Evaluation Report. As the Coast Guard does not participate in Military One Source, basing the quality of Family Support in the Coast Guard on the statistical use of Military One Source is misleading. Whereas some functions are available across Military One Source, the Coast Guard is not entitled to use all of them. For example, Coast Guard members do not have access to tax preparation forms on the site.

Work Life orientation is provided to new COs and XOs, and general military training is provided on many of the Work Life programs to all members annually. For example, in Alameda, the Work Life staff provides pre-deployment seminars for crew members and family members to help deal with separation and provide family members with key points of contact while the military member is deployed.

Large units participate in the ombudsman program, which also falls under the Work Life staff. The ombudsman serves as a member of the unit's command cadre and provides a direct link from the spouses/family members to the CO and XO on issues of importance.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.1.b.iii – Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-111

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- Lack of paid staff and an over-reliance on volunteers.
- Lack of leadership involvement in family support.
- Lack of communication between unit leadership and family members.

**Recommendation:** The low numbers being reported regarding access to *Military One Source* 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.

**Response:**

The Coast Guard is exploring the idea of signing a contract with Ceridian (provider of Military One Source services to DOD), to have these services available online and by phone to all Coast Guard families and will publicize the availability when the agreement is entered. For the last ten years, the Coast Guard has had a contract agreement with Federal Occupational Health (FOH) to provide Employee Assistance support and will continue this agreement unless/until a contract is signed with Ceridian.

The Coast Guard's utilization of FOH is monitored and averages about 7% of all beneficiaries per month. These levels reflect similar utilization to those reported by civilian corporations. Given the nature of the Coast Guard mission and the lack of complaints about increased need for Employee Assistance services from individuals and commands, the Coast Guard believes it is adequately marketing this tool and it is being used fully.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.2.b.ii – Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-12B

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- Findings:**            The *March 2005 SOF Survey* of Active duty Service members reported that deployments negatively affect children's behavior and school performance: 81% reported that deployments increase the likelihood of emotional problems in their children; 62% reported that deployments increase the likelihood of problems at school.
- Recommendation:**    *Family Support Centers* should organize support groups for children of deployed members in units and/or schools in which they can discuss their concerns and anxieties.
- Response:**  
Due to the uniqueness of the Coast Guard's mission, the remoteness of assignments, small crew size and relatively short duration of deployments, it is unnecessary and impractical for the Coast Guard to organize support groups for children of deployed members. The Employee Assistance Program offers counseling and other options for dependents' mental and emotional stability and is readily available to family members of deployed service members.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.3.– Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-111

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**Findings:** When Active duty Service members were asked in the *March 2005 SOF Survey* about their families' ability to cope with deployments, 97% rated their families' ability to communicate with them as important or very important.

**Recommendation:** Units and Military community service centers should ensure family members, including children, have 24/7 access to telephones, email, and video conferencing, which is currently offered at some installations.

**Response:**

The Coast Guard agrees that communication between deployed members and family is important and every effort is made to enable communication during deployments, operational considerations permitting.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.4.– Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-IP

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**Findings:** Family members reported that negative media and news coverage present one of the most challenging issues they faced during deployment, and they worry about potential ill effects on their children.

**Recommendation:** 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.

**Response:**

The Coast Guard has a Public Affairs Officer (PAO) attached to the U.S. Central Command. This PAO is responsible for ensuring the Patrol Forces Southwest Asia's (PATFORSWA) mission is widely disseminated throughout CONUS media outlets as frequently as possible. This is done by an aggressive media engagement plan.

The media engagement plan's objective is to ensure that positive and accurate media coverage reaches the American people, helping educate them about the Coast Guard's involvement in both GWOT and Operation Iraqi Freedom. This also serves to increase and maintain Coast Guard morale both in the United States and among the men and women serving in the Iraqi theater. Additionally, the news coverage helps to demonstrate that the fight against terrorism, and the Coast Guard's role in it, is critical.

Additionally, all deployed Coast Guard members are encouraged to utilize the Navy's Fleet Hometown News Service, in which the Coast Guard participates, so that their accomplishments can be automatically forwarded to their home newspapers.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.5.b.i. – Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-12B

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**Findings:** In DACOWITS focus groups, dissatisfaction with overall support was most common among Service members who had experienced a lengthy deployment, of 1 year or longer. Researchers found correlations between perceived work-family conflict, family friendly unit climate, and the daily experience of Soldiers. Effective leadership plays a role in establishing a family-friendly unit climate, which lowers work-family conflict. The number of divorces among officers in all services more than doubled from FY 2000 to FY 2003. The divorce rate for Active duty Army officers and enlisted nearly doubled during that same period. Some spouses in almost all of the DACOWITS family member focus groups identified deployment as the reason they want their spouses to leave the military.

**Recommendation:** Services should work toward shorter and more predictable deployments with a goal of deployments not longer than six months.

**Response:**

Increasing operational tempo and dynamic changes in world and domestic events make deployment schedules less predictable.

Coast Guard units rarely deploys for 6 or more months at a time. Typical deployments are usually no longer than 3 months.

**NOTE:** Due to the nature of Coast Guard missions (largely response), many deployments take place with little or no advance notice. Thus, predictability is limited.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

B.5.b.ii. – Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CGPC

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**Recommendation:** The dual military parents of minor children should be given an option not to deploy simultaneously.

**Response:**

Within the Coast Guard, there are a variety of operational unit types: Cutters, Air Stations, Sectors and Operational Units.

- Cutter deployments range from five days to eight months. Members are typically assigned to a cutter for two to three years, then are transferred to shore-side, non-deployable units. While members are assigned to a cutter, they can expect to sail with the vessel each time it deploys. Dual Coast Guard members are not assigned to afloat duty at the same time unless they request to be in writing. Staggering afloat assignments allows at least one member to remain ashore at all times.
- Air Stations are also operational units. Members assigned to Air Stations generally do not deploy for extended periods, however, their hours are often long and arduous. These members may be required to be at work for 24-28 hour periods, and be available to fly regional rescue or law enforcement missions. Some members assigned to Air Stations are required to deploy with cutters for 30-90 days. Members are assigned to these deployable positions for two years; otherwise tour lengths at Air Stations are from three to five years. Dual Coast Guard parents may be assigned to the same Air Station, although this would be an unusual occurrence. Optimally, dual Coast Guard parents assigned to the same Air Station would stand staggered watch hours so one parent could be off-duty at any given time. While this would limit the time the family would have to spend together, it allows at least one parent to be available to care for the children.

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DACOWITS 2005 Report**

B.5.b.ii. – Family Well-Being

Prepared by Coast Guard Headquarters  
June 2006

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- Sectors are shore-based operational units, although members at these units do not typically deploy for extended periods. Some members at Sectors are required to be at work for 24-48 hour periods. Many may also be required to deploy for three to five days at a time, for several consecutive weeks. As a result while they may not be deployed to remote regions, they may still spend much time away from their homes and families. Members are typically assigned to Sectors for three years. Many dual Coast Guard parents are assigned to Sectors and similar shore-based operational units. Because the deployments and work hours are shorter than cutters' and Air Stations', parents are better able to meet their family responsibilities.
- There are various other operational units in the Coast Guard with work schedules similar to those at Sectors. Tour lengths at these units are generally from two or four years. Dual Coast Guard parents may be assigned to different types of operational units. For example; one parent may be on a cutter while the other is at a Sector.
- Finally, one or both parents may be assigned to a non-operational unit. In most cases, dual Coast Guard parents will not both be assigned to operational units. Coast Guard assignment practices dictate that operational tours are generally followed by non-operational tours. Thus, it is usually possible for one member to be operational while the other is not. The Coast Guard focuses on managing assignments to allow married members to meet their personal needs whenever possible.

During wartime contingencies, specialized Coast Guard units deploy overseas with DoD forces. These units are generally small and it is extremely rare to have both active duty wife and husband assigned to these deployed units at the same time.

Lastly, the Coast Guard only has a few units where an assigned member may not take their spouse/family with them. Tour lengths at these locations are 12 months long. Dual Coast Guard members are not assigned simultaneously to these unaccompanied tours.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

C.3.b.ii. – Unique Guard and Reserve Issues

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-131

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**Findings:** RC focus groups participants reported that the lack of opportunity to complete their military education requirements—especially residence schools—affects their professional development, promotion and retention. Reserve Component personnel who experience multiple, often back to back, mobilizations and deployments report difficulty meeting their military career development requirements—particularly to attend resident schools. Often there are not enough slots available for mandatory education and training, or their civilian employers cannot accommodate additional absence from work on top of mobilizations.

**Recommendation:** 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.

**Response:**

Mobilization does not appear to affect the attendance of Coast Guard reservists in resident schools. The Coast Guard Office of Training, Workforce Performance, and Development (CG-132) and the Office of Reserve Affairs (CG-131) work together to ensure equitable allocation of training seats for RC personnel.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

C.3.b.iii. – Unique Guard and Reserve  
Issues

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-131

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**Recommendation:** 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.

**Response:**

The Coast Guard Office of Training, Workforce Performance, and Development (CG-132) and the Office of Reserve Affairs (CG-131) are developing e-learning initiatives that will allow reservists to take advantage of internet/intranet technology to complete qualifications and coursework on-line, thereby reducing the amount of resident classroom time needed for training and potentially increasing certifications and personal readiness.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

C.5.b.v. – Unique Guard and Reserve Issues

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-131, G-L

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**Findings:** DACOWITS commends the efforts of the National Guard Bureau to reach National Guard, Reserve and Active duty personnel through the nationwide network of *Family Support Centers*. However, participants in about one-third of the RC focus groups said that they lacked adequate information about the Centers, and most reported not using these Centers. Three-fourths of the RC focus groups had participants who did not know about *Military One Source*. Of those familiar with this resource, most reported not using its services. RC Service members and their families requested further improvements to support services, especially in the areas of: greater information dissemination, dedicated unit level assistance, access to counseling services and expanded outreach beyond the nuclear family. RC families reported insufficient access to unit administration personnel and family support volunteers during deployment. This limited the resources available to help them solve problems. Families reported difficulty receiving legal aid from the JAG during deployment, particularly if they lived in a state other than the one where the unit was based.

**Recommendation:** Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions.

The Employee Assistance Program is available to all members of the Coast Guard family via the Department of Health and Human Services ([www.foh.dhhs.gov](http://www.foh.dhhs.gov)). In addition, the Coast Guard deploys a variety of support services during large mobilizations. For example, teams of lawyers, chaplains and crisis counselors were deployed to the U.S. Gulf Coast following the devastation brought on by Hurricanes Katrina and Rita. These teams supported both the members and families impacted by the storms and the members called up to respond.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

C.6.b.iv. – Unique Guard and Reserve Issues

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-131

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**Findings:** RC Service members in more than half of the focus groups reported that their difficulty balancing military service with family responsibilities and civilian careers influences their retention decisions. Military spouses said that separation from children and family is the most important factor contributing to their desire to have their spouse leave the Guard or Reserve. RC Service members in more than half of the focus groups reported that they would consider leaving the Guard or Reserve because of the extended length, frequency, unpredictability, and effect of mobilization on family and civilian careers.

**Recommendation:** 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.

**Response:**

The Coast Guard has not had significant issues with retention and has not implemented a stop loss program. Expeditionary units are on a normal rotation cycle and predictable deployment length in their current missions, but are always subject to call-up in the event of a man-made or natural disaster, or other contingency. The Coast Guard is sensitive to the fine balance reservists must maintain between their civilian career, family, and Reserve commitments.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

C.7.b.i. – Unique Guard and Reserve Issues

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-131

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**Findings:** Family members frequently cited mobilization as a negative aspect of Guard and Reserve service, especially when mobilization lacked predictability and involved long family separations. There is a wide spread perception among RC family members that RC pay and benefits compared unfavorably to the pay and benefits of civilians or Active Component Service members.

**Recommendation:** 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.

**Response:**

The Coast Guard provides this information when Reserve units deploy through in-person training for families prior to deployment and through handouts such as the Deployment Guide through Work Life Employee Assistance Coordinators. The Coast Guard also has Family Resource Specialists at Integrated Support Commands who support the needs of families during deployments. There is virtual assistance on Coast Guard websites and through the Employee Assistance Program 1-800 phone number.

The Coast Guard continues to make the best effort to meet the required 30 day mobilization notification time frame. The majority of Coast Guard reservists are Individual Mobilization Augmentees (IMAs) and normally would have a predictable deployment cycle. Expeditionary units are currently on a regular rotation and know well in advance of mobilization, except in the time of man-made or natural disasters. Additionally, pay does not differ for Reserve and Active components. In many cases reservists would receive per diem if required to be mobilized beyond normal commuting distance from their home. The FY06 NDAA initiated a Reserve Income Replacement program for reservists experiencing extended and frequent mobilization. This is to off-set any income loss from civilian careers for frequent and extensive mobilizations.

**U.S. Coast Guard Response for  
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C.7.b.ii. – Unique Guard and Reserve Issues

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-111, CG-131

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**Recommendation:** 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 *Family Support Centers*, *Military One Source* and associated not-for-profit service organizations.

**Response:**

Due to the uniqueness of the Coast Guard's mission, and its role as a response organization, deployment services are provided through standard resources, such as the U. S. Coast Guard Deployment Guide, on a just in time basis.

Work Life staffs and unit leaders provide training to members and families. The Deployment Guide lists warning signs of separation difficulties in children, and if needed, Employee Assistance Program services can be reached via the toll free 800 number.

The Coast Guard encourages all units (including reserve units), to select an Ombudsman and to assist commands in monitoring the needs of families and to provide information about available resources, such as the Deployment Guide and the Employee Assistance Program. The Coast Guard has published a Family Readiness Guide that outlines benefits and additional information for members and dependants when mobilized.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

D.2.b.i. – Follow up on 2003 and 2004  
Recommendations

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-12B

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**Findings:** Insufficient and ineffective communication from leadership continues to be raised by Service members and their families in the focus groups. The related DACOWITS recommendation in 2004 specifically called for mailing letters to the family member and was generally not addressed by the responses of the Services. Service and family members continue to request this type of communication. Free child care, Commissary and PX certificates have been found to be successful options to encourage attendance at command briefings.

**Recommendation:** 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.

**Response:**

Due to the relatively small size of Coast guard units (as compared to DoD units), and the resultant closeness of all unit members and families, communication between commands and members and/or commands and families is generally not an issue.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

D.2.b.ii. – Follow up on 2003 and 2004  
Recommendations

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-12B

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**Recommendation:** Commands should incentivize participation by family members in on base briefings by providing Commissary and PX certificates or/and providing transportation.

**Response:**

Due to the relatively small size of Coast Guard units and the resultant closeness of all unit members and families, the Coast Guard is not challenged by low attendance at briefings. Prior to deployments, Commanding Officers hold "Town Hall" meetings for all members and families. Issues regarding family support are addressed and representatives from Work Life, legal, admin, medical, etc. attend to answer any questions.

The unit Ombudsman is critical in providing family support and giving information throughout the duration unit's deployment.

While offering commissary and Px certificates and/or providing transportation may be a viable incentive for DoD installations, they are not practical, nor necessary options for Coast Guard commands.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

D.3.b.ii. – Follow up on 2003 and 2004  
Recommendations

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-1B

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**Findings:** Questions have been added to the Status of Forces Survey regarding data on work-life balance and family deployment issues at the request of DACOWITS. Services responses regarding the value of this data were mixed. Surveys of Active and RC families are conducted infrequently. Understanding that the Services “recruit the member and retain the family,” it is necessary to know the issues and concerns of families on a more frequent basis than has happened recently.

**Recommendation:** The Services should conduct annual surveys of Active and RC families based on the DoD *Status of Forces* model.

**Response:**

The Coast Guard maintains a close a working relationship with DMDC and would consider participating in any coordinated process to survey military families by DOD.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

D.6.b. – Follow up on 2003 and 2004  
Recommendations

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-12B

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**Findings:** Female Service members in the focus groups continued to report experiencing an unsupportive command climate when they report their pregnancies to their chain of command.

**Recommendation:** 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.

**Response:**

The Coast Guard is looking to incorporate pregnancy information and training into senior leadership schools, to include Prospective Commanding Officer and Executive Officer schools, Chief's Academy, and the Coast Guard Academy. The Coast Guard also has a chapter in the Personnel Manual dedicated to pregnancy and work restrictions/allowances for pregnant members. The Diversity Staff (CG-12B) is currently creating a website that will put all information on pregnancy, childcare, and career/family planning in one central location. There are two distinct audiences: pregnant or planning to be pregnant members, and the commands of these members.

**U.S. Coast Guard Response for  
DACOWITS 2005 Report**

D.7.b. – Follow up on 2003 and 2004  
Recommendations

Prepared by Coast Guard Headquarters  
June 2006

Action Office: CG-11

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**Findings:** DACOWITS commends the SATF training template that supports both gender segregated and gender integrated training. While DACOWITS recognizes there is a place for gender integrated training, some issues can be addressed much more candidly and clearly with questions asked and completely answered only in a gender segregated group.

**Recommendation:** Services should acknowledge the advantages and effectiveness of gender segregated sexual assault prevention training and implement such training, especially for personnel ages 18-24.

**Response:**

The Coast Guard recognizes the potential benefits of gender-segregated training for this age bracket and will assess our ability to implement this recommended. In this assessment, the Coast Guard Employee Assistance Program Manager will consult with the Coast Guard trainers who currently provide the annually-required Sexual Assault Prevention trainings.

**DEPARTMENT OF DEFENSE  
HEALTH AFFAIRS  
RESPONSE TO THE 2005 DACOWITS  
REPORT**





## THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1200

HEALTH AFFAIRS

JUN 14 2006

### MEMORANDUM TO DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES

The 2005 Defense Advisory Committee on Women in the Services Report made the following recommendation to Health Affairs (HA), Military Community and Family Policy (MC&FP) and Reserve Affairs:

*“Military One Source and Health Net should increase information dissemination to RC (Reserve Component) 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.”*

The Military One Source Program is a free internet website and toll-free telephone number program for active duty, Reserve Component and National Guard personnel and their families. It provides information on numerous aspects of living and working in the military community, including extensive links and references to the TRICARE health benefit. The One Source Program is managed by the Department of Defense Personnel and Readiness, specifically, Military Community and Family Policy (MC&FP).

The Health Net, Humana and TriWest organizations are the three civilian managed care contractor companies that provide significant support for the operation of the TRICARE health benefit in the United States and world-wide. The Health Net Company has a wholly-owned subsidiary company known as the Managed Health Network (MHN). This company developed a program called “Troop and Family Counseling Services,” which has been contracted, funded and overseen by MC&FP to provide additional professional counseling, information and other support programs particularly for Service personnel (active, Reserve and National Guard) returning from operational and/or combatant tours of duty. Communication between the MHN counselor and the counselee is confidential. This program is available to all Service personnel and their beneficiaries, both in-person and/or utilizing a 24-hour-a-day, seven-days-a-week, toll-free number. This program is not part of the TRICARE benefit. However, personnel can be referred to TRICARE behavioral health or other health services through the licensed MHN counselor, if the Service or family member so desires.

The MHN program is managed by the Services through their respective family support programs at active duty, Reserve and National Guard installations. Notification of personnel of this on-going service at facilities varies by local need, with traditional mail being but one method utilized. The most effective communication methods require latitude based on the operational, training, fiscal, support personnel and other local installations circumstances.

HA fully supports this endeavor as an additional means of support to Service personnel and their families.

  
William Winkenwerder, Jr., MD

**DEPARTMENT OF DEFENSE  
RESERVE AFFAIRS  
RESPONSE TO THE 2005 DACOWITS  
REPORT**





RESERVE AFFAIRS

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JUN 20 2006

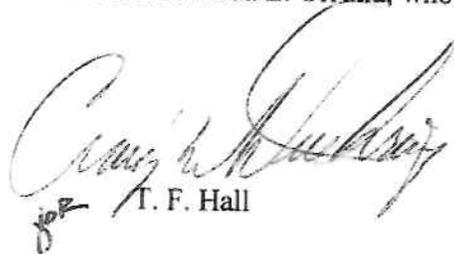
MEMORANDUM FOR PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE FOR  
PERSONNEL AND READINESS

SUBJECT: Defense Department Advisory Committee on Women in the Services  
(DACOWITS) 2005 Report

Thank you for the opportunity to review the Defense Department Advisory Committee on Women in the Services 2005 Report. The report addresses many issues that are of concern to Service members and their families.

We are pleased to see that the focus of the report is work-life balance, and that it specifically targeted many issues affecting Guard and Reserve members and their families as they continue to face the challenges of balancing a military and civilian career with family life. Responses to specific recommendations are attached.

My point of contact for this action is Colonel Nilda E. Urrutia, who may be reached at 703-693-8626.

  
T. F. Hall

Attachment:  
As stated



**Defense Advisory Committee on Women in the Service (DACOWITS)**  
**Responses to the 2005 Report**  
**OSD/RA**

**Recommendation C.2.b.i, Page 126:** “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.”

**Response:** Over the past several years, the Department has not supported various legislative proposals that would mandate specific treatment of student/reservists who are mobilized. Voluntary programs to assist student-reservists provide educational institutions with flexibility in handling individual mobilization-related cases and are working very well. In 2002, the Department of Education sent a letter to thousands of institutions encouraging fair treatment of mobilized students in course credit, reinstatement, and financial matters. The Higher Education Relief Opportunities for Students Act (HEROES) of 2003 provided the Secretary of Education with the authority to waive or modify any statute or regulatory provision applicable to the student financial assistance program under Title IV, as the Secretary deems necessary, in connection with a war or other military operation or national emergency. The entire education community has responded very favorably. Moreover, the Servicemembers Opportunity Colleges (SOC), a consortium of over 1,500 institutions sponsored by the American Association of State Colleges and Universities and the American Association of Community Colleges, in cooperation with the American Council on Education, the Association of Collegiate Registrars, the Association of American Colleges and Universities, and several other national education associations, provides a very effective negotiation and mediation service to assist servicemembers and institutions in resolving issues associated with mobilizations. Their success rate is impressive. SOC has assisted hundreds of reserve component members and their families during the Global War on Terror. The Department has consistently held that the solution to any problems encountered by student-reservists lies at the local level, and we, with the help of the education community, continue to encourage voluntary cooperation and assistance between educational institutions and SOC. Very few cases where institutions and servicemembers could not reach a mutually agreeable resolution have been brought to the Department’s attention. Should that situation change, we would support alternative solutions. However, it appears that voluntary action on the part of the education community is meeting the current need.

**Recommendation C.2.b.i, Page 126:** “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.”

**Response:** Some States have enacted laws to provide student protections. But this is a matter that should be left to each State to preserve the separation of power between State and Federal governments.

**Recommendation C.2.b.iii, Page 126:** “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 Military One Source, Family Service Centers and other military informational sources.”

**Response:** The Department must take every opportunity to publicize the increasing number of services available through DANTES and SOC, as well as protections provided under state law. All services are doing an excellent job of using the Internet and links from Service sites to the DANTES site. For example, the Army’s new educational website at <https://www.cool.army.mil/>, links to DANTES, the Reserve Affairs web site links to SOC, and other Service web sites have similar links. However, we will pursue expanding avenues and other media venues to ensure widest dissemination of information about these valuable programs.

**Recommendation C.3.b.i., Page 127:** “DoD should develop policy ensuring equitable allocation of training seats for RC personnel pursuing professional development courses.”

**Response:** Training seat allocation is the responsibility of the Secretaries of the Military Departments. Such allocation is, and must continue to be, based on Service human resource and skill requirements and available funding. The Office of the Assistant Secretary of Defense for Reserve Affairs has oversight responsibility for Reserve readiness and monitors training seat allocation, but does not dictate in policy how seats should be distributed.

**Recommendation C.3.b.iii, Page 127:** “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.”

**Response:** The Services are expanding opportunities for Reserve component personnel to participate in career development courses through distributed learning. This method of delivery is proving vital to enhancing the education and training of Reserve component members, which allows them to pursue education at their convenience and their own pace. The Services have a vast array of courses available to the servicemembers by way of their portals.

**Recommendation C.4.b.ii, Page 127:** “DACOWITS supports the force structure planning goal of limiting the involuntary mobilization of RC to one year out or every six years and encourages rapid implementation for retention purposes.”

**Response:** That force structure planning goal was prescribed by the Secretary of Defense in a July 9, 2003 “*Rebalancing Forces*” memorandum as one of three principles he wanted to achieve. Specifically, it stated: “Structure forces in order to limit involuntary mobilization to not more than one year every 6 years.” That principle, often referred to as “1 in 6,” has been widely accepted by the Services and employed as a guideline for mobilization policy for the past three years.

**Recommendation C.4.b.iii., Page 127:** “DOD should develop additional partnerships with private organizations, similar to that with the 4H, to provide services to children of deployed RC personnel.”

**Response:** The Department is pursuing partnerships with private organizations that benefit all military personnel and families, especially children of deployed RC personnel. Examples include the recent partnership with Sesame Street Workshops that is producing special programs that will help children cope with deployed parents and family members. Other examples include “Connect and Join,” Boys and Girls Clubs of America, the Armed Services YMCA, Operation Military Child Care, Child Care in Your Neighborhood, and Child Care for Severely Injured.

**Recommendation C.5.b.ii., Page 128:** “Military OneSource and Health 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.”

**Response:** The Department has published and distributed color brochures, flyers, and other marketing materials to military family programs and units. Additionally, the Department has arranged for Military OneSource and Health Net to be represented at major family program meetings, seminars, workshops and other scheduled events in all RCs.

**Recommendation C.5.b.iii., Page 128:** “DOD should evaluate the utilization of Military OneSource by RC personnel and their families.”

**Response:** Concur. Military OneSource has been and is one of the most effective support services for National Guard and Reserve family programs. The office of Military Community and Family Policy on the OSD staff monitors reports and evaluations to ensure the most current and correct products and information are provided to Guard and Reserve families, especially those families that are geographically separated from military installations and other family support resources.

**Recommendation C.5.b.iv., Page 128:** “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.”

**Response:** Concur. The National Guard family support program is continually evolving and improving. A responsive, knowledgeable point of contact in each unit who supports the commander’s program would be another evolutionary step. The National Guard Bureau suggests that the recommendation be changed to read: “The National Guard Bureau’s placement of a full time Family Support Director and a Child and Youth Program Coordinator at the state level should be augmented at the unit level by a trained, responsive and knowledgeable military point of contact who answers directly to the unit commander on family readiness.”

**Recommendation C.5.b.v., Page 129:** “Services should ensure that full time professional support is available to assist RC families with legal questions, particularly those that cross state jurisdictions.”

**Response:** Services Legal Assistance and Judge Advocate Offices are staffed with full-time professional legal advisors and are available to RC personnel and families when the member is ordered to active duty. Also, as legal office resources permit, guard and reserve members, regardless of the duty status, may use the services of these offices to prepare the documents needed when the member is mobilized or deployed. The challenge is that many RC personnel and families do not have access to these offices on military installations. However, each State Joint Force Headquarters (National Guard) is also staffed with full-time legal advisors that are accessible with toll free numbers and/or walk in service at many community locations.

**Recommendation C.6.b.i., Page 129:** “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.”

**Response:** The Services and their Reserve Components are the official chain of command responsible for disseminating information to military personnel and their families. The Department encourages, supports, and augments their efforts to provide information on recently developed resources that benefit military families, especially those that are geographically separated from military installations and those that are preparing to deploy.

**Recommendation C.7.b.iii., Page 130** “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 Family Support Centers and Military OneSource.”

**Response:** The Department has an aggressive and multi-media package of materials as well as an established network of volunteer professionals to assist military families with financial education and management issues. It is unclear how preparing packages to compare military and civilian pay and benefits would enhance morale and well being of the force. It would also be extremely difficult given the thousands of civilian occupations and employers. However, the Department has prepared and continues to update military pay and benefits guides that allows the member to make comparisons based on duty performed.

**Recommendation C.6.b.iii., pg 129:** “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.”

**Response:** DoD has, from the outset of the current contingency, pursued policies supporting reasonable service requirements (frequency, duration, predictability) for Reserve component personnel. Examples of specific policies in these areas are:

Original Mobilization Policy Guidance – September 20, 2001

- Established initial mobilization tour limits of 12-months (but provided for exceptions by Services) (duration)
- Established 24-cumulative month policy (duration/frequency)

Addendum to Original Mobilization Policy Guidance – July 19, 2002

- Emphasized prudent and judicious use (frequency, duration)
- Emphasized sensitivity to the lives of mobilized RC members & their civilian employers (frequency/duration/predictability)
- Emphasized release from mobilization as soon as possible (duration)
- Emphasized consideration of previous service, family responsibilities, and employment necessary to maintain the national health, safety, or interest (frequency/duration)
- Emphasized 30-day advance notification (predictability)
- Emphasized rotational guidance that allows for as large of a “break” as possible based on operational requirements, with a goal of 24 months, before involuntarily recalling members a second, or subsequent, time (frequency/predictability)
- Emphasized maximum use of volunteers (frequency)
- Precluded involuntary IDT and AT for certain periods of time after demobilization

Addendum II and Addendum III to Original Mobilization Policy Guidance – January 7 2004 and February 11, 2005 (respectively)

- Established early notification for early TRICARE benefits (90 days in advance of Mobilization date) (predictability)

Unpublished Secretary of Defense Guidelines

- For any remobilizations, ensure that “dwell-time” meets the “1 in 6” guideline (frequency)
- Emphasized that remobilizations should not occur (frequency)

The Department will continue to pursue these types of policies as the Global War on Terrorism continues.

**Recommendation C.6.b.iv., pg 129:** “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.”

**Response:** The Department recognizes the high degree of support provided by the Reserve components to worldwide missions over the past 16 years, and especially since September 11, 2001 – in CONUS, Afghanistan, Iraq, and around the world. And though about 46% current RC Selected Reserve force has been mobilized for GWOT operations, that means that about 54% of

the Selected Reserve has not been called-up. Just as important, the number of Reserve forces being called up is declining.

The Department will continue its efforts to reduce the stress on the force, specifically for the Reserve components. Numerous initiatives, designed to "...increase predictability of mobilization schedule, reduce the length of deployment, and eliminate the need for stop loss, particularly for RC personnel" have been undertaken by the Department. Examples of these initiatives include, but are not limited to:

- Force Rebalancing Actions – About 70,000 military spaces have been realigned within and between the active and reserve components to better structure the total force and provide more of the critically needed capabilities. This effort has helped reduce force stress. Another 50,000 spaces are projected for rebalancing over the next several years.
- Civilianization of Certain Military Infrastructure Positions – About 30,000 military spaces in the infrastructure arena have been civilianized, freeing up more members for the operational military. This additional manpower will help reduce stress by making more members available to meet mobilization requirements.
- Service Rotation Policies – Each service has developed its rotation policy for its forces – both AC and RC. The RC rotation policy for the Reserve components in all Services is "1 in 6."
- Creation/Use of Joint and Provisional Units – These actions decrease stress by generating additional force capability through the use of members of all services and components who might not otherwise be used.
- Use of the Individual Ready Reserve (IRR) – By using qualified and available IRR members, meeting mission requirements, such as filling specific manpower shortfalls, are spread over a larger force thus helping to reduce stress.
- Use of Civilians and Contractors – By using qualified and available DoD and other Government Agency civilians and employing contractors in specific areas, military force requirements are reduced.
- Early Notification – Renewed emphasis on the required minimum 30-day advance notification policy, and a focus on early eligibility for TRICARE benefits by providing official notification to members as early as 90 days in advance of their reporting date.
- Critical Review – Continuous review and analysis of Reserve mobilizations, tour lengths, rotations, and advance notification times – with proposed corrective actions for areas of concern.
- Reinforcing Policy – Secretary of Defense insistence on the "1 in 6" guideline for RC members.

The Department will continue to develop and implement initiatives to reduce stress on the Total Force as the Global War on Terrorism continues

**Recommendation C.6.b.v., pg 129:** “DOD should evaluate the effect of transformation initiatives with respect to mobilization predictability and stabilization on RC personnel and families.”

**Response:** Transformation initiatives include some of the same initiatives addressed in the response above to Recommendation C.6.b.iv., on page 129, such as force rebalancing and civilianization of military positions. However, there are other transformation initiatives that have a direct focus on “...the mobilization predictability and stabilization on RC personnel and families” such as the transition of the Reserve components from a “Strategic Reserve” force to an “Operational Reserve” force, the “Continuum of Service” management philosophy, and a strong “expectation management” program.

As these programs are implemented, they are designed to effectively integrate the Reserve components as a full partner in the Total Force – as a trained, predominantly part-time force, a portion of which will be designed, structured, missioned, and resourced to conduct operational missions on a continuous or nearly continuous basis (an operational reserve), assuming full-time roles and functions, while the remainder of the force is readily available to be placed on active duty to conduct operational missions as needed (a strategic reserve). To accomplish this, Reserve members must be able to participate at varying levels - as their situations permit (Continuum of Service), and their obligations, duties and responsibilities must be understood by the members, their families and their employers (expectation management).

The Department will continue to evaluate initiatives and program and their effect on the continued viability of the Reserve components and the total force.

**DEPARTMENT OF DEFENSE  
MILITARY PERSONNEL POLICY  
RESPONSE TO THE 2005 DACOWITS  
REPORT**



## MPP RESPONSES

**Report Recommendation A.2.b.ii:** *[That the] Under Secretary of Defense conduct a quantitative study on altering career structures and civilianization initiatives and their impact on women in the Services.*

**DUSD, MPP Response:** In regard to career structures impacted by ongoing civilianization initiatives, the current guidance to the Services required that conversions consider occupational specialty, established assignments and rotation, and career development policies. Additionally, we asked the Services to take into account tempo goals, personnel turnover, and permanent change of station turbulence. The Services were to avoid conversion where military skills were deemed essential to the military mission. In contrast to the recent military drawdown, the percentage of women serving in the military has climbed to a record high 15 percent. At this time, there are no quantitative data from the Services to indicate a decline in opportunities for women who want to serve in the Armed Forces. OUSD (P&R) (MPP) with the assistance of the Services prepares an annual report to Congress on the status of women in the Service and will continue to closely monitor the impact of transformation efforts. The 2005 Annual Report to Congress did not indicate a decrease in opportunities or career fields that were of concern. In fact, the number of career fields open to women with less than 20 percent female fill declined which indicates that opportunities could be increasing. At this time, the Department does not believe a quantitative study is necessary.

**Report Recommendation B.5.b.ii:** *The dual military parents of minor children should be given an option not to deploy simultaneously.*

**DUSD, MPP Response:** Department of Defense (DoD) personnel assignment policies exist to enhance the capability of the Services to meet National Security objectives. Each similarly qualified member takes his or her turn at assignments to various geographic regions and positions (both desirable and undesirable). These assignments include duty in imminent danger and hostile fire areas on an equal basis, without regard to relationship to other Service members. The nature of an all-volunteer force shapes assignment policies. The decision to enlist is made by legal adults (or counter-signed by a parent/guardian in the case of minors), cognizant of the possibility of assignment to hazardous duty for themselves or any other family member who may also be serving. Entering the military is a voluntary acceptance of the risk that they or a family member (who also volunteered) might be killed, disabled, missing in action, or captured while serving in the defense of the Nation. It is this sense of shared sacrifice that helps to bind the military together, enhances morale, and is the basis of an effective fighting force.

The underlying principles of equality and voluntary acceptance of the inherent dangers associated with military service form the basis for current family assignment policy. The

## MPP RESPONSES

Department, however, tempers these policies in an attempt to ensure that no single family is asked to bear an inordinate share of the burden of armed conflict.

Department policy is that military couples and single parents are expected to fulfill their military obligation the same as other members of the Armed Forces. They are eligible for worldwide duty and all assignments for which they qualify, including assignments to imminent danger or hostile fire areas. Single parents and military couples are required to have current and viable family care plans to provide parent-like care for their dependents when the requirements of the Military Service require them to leave their family behind. Department policy is that when a Service member has a family care plan that becomes non-viable, Commanders shall require the member to develop another care plan. To assist members in finding an alternative care plan, Commanders shall consider approving leave for the member, or help the member apply for a humanitarian reassignment, depending on the duration and severity of the problem. If the member cannot or shall not develop an adequate dependent care plan, the Commander may process the member for separation in accordance with applicable Service regulations.

All Service members may request combat deferment or exemption under written instructions prescribed by the Military Service concerned. A Service member submitting an application for deferring or exempting him or her from an assignment is normally retained in place until action on his or her application is finalized. The Navy, however, in dealing with military couples, does not allow their assignment to the same ship or shipboard deployable command, nor are they involuntarily assigned to simultaneous sea duty or permanent shift work. This restriction, however, does not necessarily preclude the possibility of simultaneous assignment into hostile-fire areas while serving in different commands. Furthermore, military couples can submit a request for spouse collocation that results in simultaneous sea duty.

The Department believes that the current policy on simultaneous deployment of family members to a combat zone provides a good balance between providing for our Service members and family needs and maintaining combat capability. However, the Department recognizes the importance of gathering data in regard to this issue. As such, we've added a number of questions to the Defense Manpower Data Center Spring Survey. After the results from the survey are assembled, the Department will do a thorough review of the data.

**Report Recommendation D.4.b.i:** *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.*

## MPP RESPONSES

**DUSD, MPP Response:** The fundamental nature of war and warfighting has changed for United States military. We have seen new roles, missions, and tasks arise with previously unimagined speed; and these challenges are being met by fewer personnel than at any time since before World War II. We believe the inescapable conclusion is that just as our force structure was a legacy of the Cold War and had to undergo rapid change; so too must our officer personnel management laws, policies, and practices be transformed to become more flexible and responsive to the dynamic needs of the 21<sup>st</sup> century.

However, the system itself is complex, interwoven, and dynamic; and the force is large and diverse with many influencers--the potential for unexpected secondary and tertiary effects is high. Further, with a smaller force and a strong economy that makes recruiting and retention a continuing concern, the margin of error for implementing new personnel policies is small and the risk is high. We believe these issues lead us to a strategy of testing significant but promising personnel alternatives in a contained, controlled, and recoverable environment that is outside of the current constraints of law or policy—through Demonstration Project authority. We need the ability to learn from, evolve, and mature ideas to form an analytical, proven basis for successful statutory and policy decision-making, before applying them to the force at large.

Based on the recommendation of a 2004 RAND Corporation report entitled, *New Paths to Success: Determining Career Alternatives for Field Grade Officers*, which suggested policies, methodologies, and communities for testing—as well as the continued success, the Office of Personnel Management (OPM) has realized through use of this kind of authority—the Department of Defense has actively sought demonstration project authority for the military over the past few years. Although the authority sought is more limited in scope than the authority OPM currently enjoys for Federal civilians, the Department has not yet been able to gain traction with this important initiative in the legislative process.

We believe this tool is critical to allowing the significant improvement in flexibility in human resource management without undue risk to the force; therefore, the Department plans to continue to make every effort to secure demonstration project authority in future legislative cycles.