

Department of Defense



Report to the White House Council on Women and Girls

1 Sep 2009

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INTRODUCTION

The Department of Defense (DoD) recognizes that its most precious resource is its people. All of the war-fighting technology in the world is worthless without the dedication and commitment of the military and civilian women and men who put that technology to work. The Department makes gender diversity a high priority for decision makers at the highest levels. As a Department, and as a Nation, the DoD owes the military and civilian women a debt of gratitude. There are things we can do to ensure all of members receive equal support, opportunities, and fairness, with respect to a high quality of professional and personal life.

The Secretary of Defense, through the Under Secretary of Defense, Personnel and Readiness, has numerous initiatives that support women specifically, as well as women and men collectively, and their families. Many of these policies can be found at the Department's collective MilitaryOneSource website (1-800-Military OneSource), as well as multiple Service and Directorate public domain sites. The Department is committed to transparently communicating these initiatives, policies and programs as widely as possible.

DoD seeks to ensure that the policies and programs are in place, and that the intended outcomes of these programs ensure equality, and improve the lives of the Department of Defense women, men and their families. DoD wants to ensure that they understand and believe that their sacrifice when deployed or on the homefront, is worthwhile.

DoD has prepared this package to illustrate the Departments efforts to support women in uniform, the DoD civilian work force, and their families. DoD realizes that the job is never finished as the Department strives to continually review, enhance and modify the existing policies and programs. DoD understands that providing equal opportunities for the women and girls associated with the Department of Defense not only promotes excellence, and a stronger force and Nation, but also serves as a role model for the other federal agencies and the Nation at large.

DoD has authority to partner with the non-federal entities listed in this report. Use of the enclosed websites does not constitute an endorsement by the Department of Defense.

Military Personnel Policy

I. Agency Policy Overview: Women in the Military

A. **Executive Summary:** Women in the military make tremendous contributions in roles critical to the national defense. The DoD policy for assignment of women has been in force since 1994 and has successfully balanced opportunities for women in the Military Services.

B. Programs Which Improve the Lives of the Female Military Workforce:

1. **Program Description:** The DoD assignment policy guiding the assignment of women prohibits the assignment of women to any unit below brigade level whose primary mission is to engage in direct ground combat. Direct ground combat is engaging an enemy on the ground with individual or crew served weapons, while being exposed to hostile fire and to a high probability of direct physical contact with the hostile force's personnel. Direct ground combat takes place well forward on the battlefield while locating and closing with the enemy to defeat them by fire, maneuver, or shock effect. The policy also authorized the military departments to place additional assignment limitations on women.

While the policy excludes women from being assigned to certain billets, women may still find themselves in a situation that may necessitate combat action, such as defending them or their units from attack. For this reason, Service members regardless of gender are equipped, trained and prepared to defend the United States.

a) **Relevant Statistics:** Currently, over 92% of specialties are open to women. The few closed specialties and organizations present little limitation as measured by promotion and retention rates. Females elect to remain in the Service and are promoted to the higher enlisted (E7 – E9) and officer grades (O5 – O6) consistent with rates for their male peers. Approximately 198K females comprise 14.25% of the total active force of 1.38M.

b) **Evaluation/Feedback Mechanism:** The Department is required by statute to notify Congress of a Military Department's intent to either open or close a specialty to women.

C. Overarching Recommendations: None. The Department routinely reassesses the policy. The most current assessment was conducted in 2007 and is available to the public.

II. Agency Policy Overview: Deployment Deferment Following Birth of a Child

A. Executive Summary: The Department's assignment policy states that for at least 4 months after the birth of the child, a military mother shall be deferred from assignment to certain overseas tours. The same deferment also applies to deployments or temporary assignment away from the permanent duty station or home port. Mothers may waive the deferment.

B. Programs Which Improve the Lives of the Female Military Workforce:

1. Program Description(s): The 4-month minimum deferment period was established to provide for medical recovery from child birth (normally 6 weeks) and to allow military mothers and their families with additional time to prepare family care plans and to establish a pattern of child care. Our policies also acknowledge that too long a mandatory deferment post-partum may prove injurious to women's career aspirations.

The Military Services are in full compliance with the Department's policy and routinely review their respective policy for effectiveness and balance with the readiness needs of their Service. The Service policies are:

- Army: Revised their policy in mid-2008 to provide female Soldiers a 6-month deferment. Previous policy granted a 4-month deferment.
- Air Force: Defers female Airmen from deployment for 4 months after the birth of a child. Air Force is evaluating whether to extend to 6 months.
- Navy: USN revised its policy in mid-2007 to direct that female Sailors are provided a 12-month deferment. Previous policy granted 4 months.
- Marines: Revised its policy in mid-2007 to direct that female Marines not be transferred to deploying units for up to 6 months after delivery. Previous policy granted a 12-month deferment.

These differing policies, as well as ongoing reviews and adjustments, reflect the discretion of the Secretaries of the Military Departments to balance force readiness, high operational demand, and deployable manpower requirements with the time needed for a new military mother to bond with her child and recover from child birth.

a) Relevant Statistics: No evidence exists to suggest this policy is a deterrent to service. In fact, the prior service female enlisted accession rates for fiscal years 2007 and 2008 are among the highest in the last 10 years.

b) Evaluation/Feedback Mechanism: The Office of the Principal Deputy Under Secretary of Defense (Personnel and Readiness) provides routine oversight to ensure compliance with Departmental policy.

C. Overarching Recommendations: None. The Department's deployment deferment policy is effective and ensures balance with family needs and the premise that all military members should fulfill their military obligations on the same basis as other members of the Armed Forces.

III. Agency Policy Overview: Career Intermission Pilot & Leave Programs

A. Executive Summary: The Department's leave and career intermission programs enhance the lives of women in the military. The Career Intermission Pilot & Leave Program (CIPP) aims to retain members who desire sabbatical time by permitting temporary inactivation from active duty for personal reasons such as child birth and for other reasons such pursuit of personal growth or education. Various leave programs, to include maternity, adoption, and paternity leave, also contribute to improving the lives of our military women.

B. Programs Which Improve the Lives of the Female Military Workforce:

1. Program Description(s): The CIPP provides a one-time temporary transition from active duty to the Individual Ready Reserve (IRR) for a period of one to three years for service members to pursue personal (e.g., childbirth) or professional obligations, while providing a means for their seamless return to active duty. The intent of this program is to retain the valuable experience and training of our Service members which might otherwise be lost due to permanent separation from the Service. All program participants return to active duty at the end of the

period prescribed and will incur a two-month for every one-month of program participation obligated service.

2. Various leave programs also benefit women in the military:

- **Maternity “Leave”:** Maternity leave is a convalescent period (not chargeable to the individual’s leave account) up to 6 weeks following pregnancy and childbirth. This time allows for medical recovery from child birth and to allow military mothers and their families additional time to prepare family care plans and to establish a pattern of child care.
- **Adoption Leave:** A Service member who adopts a child in a qualifying adoption may receive up to 21 days of non-chargeable leave of absence to be used in connection with the adoption. This absence should be taken within 12 months following the adoption and may be authorized in conjunction with ordinary leave.
- **Paternity Leave:** A married member on active duty whose spouse gives birth to a child may receive 10 days of non-chargeable leave of absence for the purpose of assisting the spouse and for attending to administrative requirements associated with a new dependent. This absence should be taken consecutively and within a reasonable amount of time following the birth.

a) Relevant Statistics: None.

b) Evaluation/Feedback Mechanism: The Department provides routine oversight to ensure compliance with policy.

C. Overarching Recommendations: None. The Department routinely reassesses these policies for modification and will continue to evaluate the CIPP for wider implementation (presently only the Department of the Navy has implemented CIPP) in the Department.

Health Affairs

IV. Agency Policy Overview: Military Health System

A. Executive Summary: The Military Health System (MHS) has the honor of caring for the country's fighting forces, their families and those who have served before us...more than 9 million people in all. The MHS health care team has performed exceptionally. Military medicine has achieved unprecedented outcomes

that are truly remarkable. MHS achieved these results from the foundation of a vibrant military medical culture - one based on innovation, service to others, and an unrelenting persistence to achieve excellence. While those within and outside of the system know well and acknowledge MHS's clinical excellence and achievements, there are opportunities for improvement. MHS is currently focusing on improving access to care as a primary quality initiative and looking at innovative reform to the healthcare system such as the Patient Centered Medical Home. MHS has established a 7-day access to care standard for mental health services. These and other efforts will enable DoD to deliver exceptional service to those that the Department cares for the most, our military family. Women represent a growing number of the Active Duty force so supporting them is necessary to meet the tactical mission, but MHS also knows that all Service members' performance degrades if they aren't certain about the care for their family at home.

B. Programs Which Improve the Lives of the Female Military Workforce:

1. Work Force

Military Health System (MHS) Active Duty

The numbers of active duty women are expanding and the Department of Defense has increasing numbers (38 in 1999 and 64 in 2009) of female General and Flag Officers. The current distribution of officers and enlisted members by gender in the MHS is:

MHS Officers	
Male	63%
Female	37%
MHS Enlisted	
Male	67%
Female	33%
MHS Total	
Male	66%
Female	34%

Although for DoD the MHS female numbers are high, the percentage of women in professional schools is frequently greater than 50%; MHS is recruiting and expects to increase its number of women.

2. Women's and Girls' Health Population – The Health Benefit

a. Mammography and Pap Smear Screening: TRICARE covers: Physical examinations annually for women age 40 and older and at a physician's discretion for women younger than 40 who are at high risk of developing breast cancer; annual mammograms for women age 39 and older, or 35 and older for those at high risk of developing breast cancer. TRICARE also provides for Breast Magnetic Resonance Imaging for high risk groups. Pelvic examinations in conjunction with Pap smear testing when necessary, or annually beginning at age 18 (or younger, if sexually active), until three consecutive normal Pap smears and then once every three years unless otherwise recommended by the physician.

Comparison of TRICARE Pap Smear and Mammogram Standards With ACOG Guidelines and Other Plan Standards:

<http://www.tpub.com/content/cg2002/d02602/d026020011.htm> , showed TRICARE's preventive care program surpassed the Healthy People 2010 mammography and Pap smear goals for women aged 18 or older

<http://www.tricare.mil/pressroom/news.aspx?fid=533>

b. Human Papiloma Virus (HPV) Vaccine: Administration of the vaccine is a TRICARE health care-covered benefit as a medical supply, not a prescription benefit. Some doctors may ask that patients purchase the vaccine from the pharmacy before they will administer it in their office. This could be pricey for the individual, as the cost of the vaccine may be \$400 in some locations. TRICARE will reimburse for the purchase price of the vaccine less applicable deductibles and cost shares.

c. Maternity Care: Maternity care includes prenatal care from the first obstetric (OB) visit, labor and delivery, postpartum care for up to six weeks after the birth of the child, and treatment of complications. Healthy Living pages regarding [Pregnancy](#), [Maternity Outpatient Costs](#), and [Hospitalization Costs](#) are available for viewing. The DoD also provides 6 weeks paid maternity leave and women are not deployed from 4-12 months post-partum, depending on the Service.

Maternity Care Referrals and Authorizations: TRICARE Standard beneficiaries can obtain all maternity care without a referral or prior authorization. TRICARE Prime, TRICARE Prime Remote (TPR) and TRICARE Prime Remote for Active Duty Family Members (TPRADFM) beneficiaries require prior authorization for all civilian maternity services.

What's Covered:

- Epidural anesthesia for pain management during delivery

- Medically necessary fetal ultrasounds. For additional information see [TRICARE Ultrasounds](#).
- TRICARE-certified/authorized birthing centers
- Emergency cesarean section

Ongoing Monitoring of the Quality of Perinatal Care: TRICARE Management Activity maintains a contract with The National Perinatal Information Center which captures all data for the mother and births from all hospitals where the births of DoD beneficiaries occur, both the military treatment facilities as well as civilian hospitals. The data are arrayed to enable appraisal of birth weight, degree of complications and other maternal and infant outcomes. This information is provided to the military facilities to enable rigorous monitoring of maternal-infant outcomes. This enhances and ensures our technical quality of care.

Patient education for the prospective and new parents is provided in part by The Parent Review, a contract that provides weekly time sensitive information from week seven through forty for prenatal mothers and weekly up to age three for new parents. The information is updated three times a year and is derived from the American College of Obstetrics and Gynecology and the American Academy of Pediatrics. Disseminated via email to the prospective mothers and new parents, the information is customized to the military treatment facility where the mother is being seen. Prospective mothers and new parents can access a generic form of this information from Military One Source, if they are receiving care from a civilian facility. The Parent Review contains a link to the DoD VA Clinical Practice Guideline for Uncomplicated Pregnancy and Military One Source as well.

Patient Safety Activities Focused on Perinatal Care:

- Facilitated Tri-Service obstetric simulation activities across all 55 direct care facilities delivering babies to prepare how to anticipate and safely address delivery complications. Since 2007, 29 facilities received Mobile Obstetric Simulators and associated training. An additional 26 facilities will received their equipment and training by the end of FY 2010.
- TeamSTEPPS, a Department of Defense-Health and Human Services (Agency for Healthcare Research and Quality) developed teamwork training program, introduced or instituted at 75 facilities through 135 sessions designed to prepare trainers of the initiative from 2005-2009.

Labor and Delivery and Perinatal participated in the vast majority of the 135 sessions; 12 sessions were dedicated specifically to Perinatal Services.

- Delivered perinatal and neonatal curriculum and standardized Tri-Service courses based on the national professional association of obstetrics and neonatal nursing; 1,669 nurses participated in the curriculum from November 2007 to May 2009.
- Promoted an online fetal heart monitoring course to establish the National Institute of Health's standardized language competency for all staff, from corpsman to physicians, communicating about the status of the fetal heart rates. A total of 3,025 staff across all three Services, including nurses, physicians, medics, techs and corpsmen participated in the course from March 2008 to May 2009.
- Facilitated TeamUP, a patient engagement pilot program, initiated through a large medical center's Labor and Delivery unit. The program encourages patients to take an active role in their care. The pilot program began in 2008 with plans to expand underway.

d. Newborn Metabolic Screening in the DoD: About 100,000 infants are born annually to military families. Approximately half deliver at military hospitals and half are born in civilian facilities that participate in TRICARE, the military healthcare plan. Army, Navy, and Air Force hospitals are located on military bases in 40 states within the continental United States, in Alaska and Hawaii, and also in 14 foreign countries around the globe. As a general rule, newborn medical care in these facilities has evolved in accordance with local medical practices and regulations, so that infants born in a military hospital located in one state would receive newborn screening that was customary for that local community. Overseas military hospitals have variously opted to make arrangements for their newborn screening to be conducted by the host nation or at state laboratories, notably Maryland and Oregon. Some stateside military facilities have, especially in recent years, decided to use state programs outside the state in which they are located or to use a private laboratory. Consequently, military newborn screening has, since late 1990s, become a patchwork of different test panels and follow-up protocols. The traditional challenges of military life – families frequently moving between states or even between continents, often immediately after the birth of a child; the inaccessibility of extended family; deployment of spouses – have compounded these difficulties.

In counterbalance, the military health system has a number of features that promise to serve as valuable assets for newborn screening, including a robust array of well-trained primary care providers, pediatric subspecialists, and the

intrinsic capacity to urgently transport ill infants to tertiary medical centers where they can receive an appropriate level of care. In addition, an electronic military health record system, interoperable and fully accessible, is quickly becoming an established standard worldwide. Service members are also accountable to their commanders, by which is meant that someone with authority retains the continuous capacity to contact with every soldier, sailor, and airman. This relationship serves military physicians as an effective tool for contacting a newborn's family for any medical reason, including in the event that the newborn screen is positive.

[https://www.qmo.amedd.army.mil/Newborn/Screening_in_the_MHS_2007%20\(2\).pdf](https://www.qmo.amedd.army.mil/Newborn/Screening_in_the_MHS_2007%20(2).pdf)

3. Domestic Abuse:

TRICARE website provides information on the Department of Defense Transitional Compensation Program, victims of domestic violence and their children may be eligible for limited medical benefits.

<http://www.tricare.mil/mybenefit/ProfileFilter.do?purI=%2Fhome%2Foverview%2FEligibility%2FWhoIsEligible%2FVictimsOfAbuse>

4. Sexual Assault Prevention and Response:

SAPRO is the organization responsible for all Department of Defense (DoD) sexual assault policy. The website provides information for victims as well as information on DoD policy, training, reports and further resources.

<http://www.sapr.mil/>

C. Overarching Recommendations: None. Over the next decade, MHS will set the health quality standard in this nation. DoD will be recognized as a national leader in prevention and health promotion. The Department's military family population will be the healthiest cohort across the nation.

Military Community & Family Policy

V. Agency Policy Overview: Family Programs

A. Executive Summary: The Department of Defense (DoD) Child Development System (CDS) and Youth Programs. Military families continue to face child care challenges that are not found in other work environments. Non-traditional work schedules and work schedules that are often longer than the typical eight-hour days, as well as the ever-present possibility of being deployed anywhere in the world on a moment's notice, require a child care system that is flexible, reliable, yet one that maintains high quality standards. The DoD CDS continues to be a national model by providing service on a daily basis for the largest number of

children of any employer in the United States. The DoD CDS serves over 200,000 children (ages 6 weeks to 12 years) daily in over 800 child care facilities and 6,083 Family Child Care (FCC) homes at 300 military installations worldwide. Of the 6,083 FCC homes, the vast majority are run by female, military spouses located on and off the installation.

The Department provides more than 350 dynamic, innovative and successful youth programs to more than 500,000 military connected children and youth between the ages of 6-18, not only across the United States but around the globe. These comprehensive youth programs focus on core programmatic elements including character and leadership development; education and career development; health and life skills; the arts; and, sports, fitness, and recreation to include programs specifically focused on helping girls make positive decisions at critical stages in their development.

B. Programs Which Improve the Lives of Military Families:

1. Program Description(s): DoD Child Care Expansion Project

The Department has made family support a priority and redesigned and boosted family support in a number of ways to recognize the crucial roles families play in supporting service members on the battlefield. Family support programs became prevalent in the early 1980s to support an all volunteer force with family members. One of the most critical programs to support work/life balance is providing quality, affordable child care. DoD is expanding child care capacity for families who are unable to access child care programs, not only to support the Service member but to support military spouses to seek employment and contribute to their families' economic well-being. Plans to build this capacity involve utilizing a myriad of delivery systems to include existing child care facilities, schools, recreation and after-school programs, and home-based care programs which will also allow the employment of military spouses to create their own business.

a) Relevant Statistics: Defense Manpower Data Center Active Duty Spouse Survey 2006 results indicated most military spouses, particularly those whose youngest child was five and under, agreed that child care was important to maintaining a balance between work and family life.

b) Evaluation/Feedback Mechanism:

- 1) Ninety-eight percent of the eligible DoD child development centers have been nationally accredited. Considering only 8 – 10 percent of civilian centers are

accredited, this demonstrates DoD's commitment to providing high quality child care to military families.

- 2) DoD requires four annual, comprehensive, unannounced inspections of all facilities and Family Child Care homes that comprise the installation's CDS.
- 3) In 2007 and 2009, the National Association for Regulatory Agencies ranked DoD number one for standards and oversight compared to all states and the District of Columbia.

2. Program Description (s): Youth Programs

Youth programs are operated by DoD for children and youth, kindergarten through grade 12. These comprehensive youth programs focus on core programmatic elements that concentrate on character and leadership development; education and career development; health and life skills; the arts; and, sports, fitness, and recreation for girls and boys.

Future Efforts: The Department will continue to create programs, share knowledge, and engage citizens to enhance the education and experiences of youth with emphasis on programs and services that support girls. The Department will seek programs and collaborations with other youth serving organizations that promote and inspire girls' developmental needs in become successful adults and productive citizens.

C. Programs Which Improve the Lives of America's Women and Girls:

- **4-H.** DoD partners with the U.S. Department of Agriculture's 4-H Youth Development program which enrolls more than 3.1 million girls in community club, after-school, school enrichment, and outdoor education (i.e., camping) programs each year. Additionally, more than 200,000 adult women serve as volunteers, working together with youth to design and implement hands-on educational programs focusing on science, engineering, and technology; citizenship; and healthy living. Of those girls, approximately 13,000 are part of a military family. Through the 4-H experience, girls serve in roles in their community club, afterschool, or camping program learning valuable leadership skills that enhance their communication, teamwork, critical thinking, and public speaking skills. They are also engaged in a wide range of projects that enhance and strengthen their analytical, critical thinking, decision-making, and processing skills. Furthermore, girls are engaged in programs and events that allow them to investigate career and academic interests through Land-Grant University based programs that utilize the expertise of faculty and staff engaged in the science (and

other) fields. As a result, 4-H girls are more likely to aspire to pursue science, engineering, and technology-related courses after high school than girls not participating in 4-H (Lerner et al. 2009). Women volunteers serve important roles in the 4-H youth development program through their leadership of community clubs, afterschool programs, and resident and day camping. As a result, women participate in educational programs that prepare them for this service as well as leadership roles in their communities through community advisory committees.

- **SMARTGirls®**. Affiliation with Boys & Girls Clubs of America (B&GCA) supports the Department's efforts to address the growing need to influence positive decision-making for girls. One such program is called SMARTGirls® that helps girls develop healthy attitudes and lifestyles. To accomplish this, the program addresses health and social issues that are specific to female Club members. The SMARTGirls® program is designed for two age-group levels, 8 to 12 and 13 to 17, according to their physiological, mental, and emotional needs. In addition, the program is intended to help girls make positive decisions at this critical stage in their development. For girls at this age, making a positive transition depends upon several factors: self-esteem and self-confidence; attitudes about their bodies; developing practical life skills; providing opportunities to contribute to their communities; and, the influence of positive female mentors/role models in their lives. As always, it is crucial that sensitive and complex issues be addressed with sensitivity in a safe environment.
- **Nike Girls Sports Program**. Another very popular program offered through our B&GCA affiliation is called Nike Girls Sports program. This program is a long-standing tradition, utilized by many of our military youth centers, that is geared to helping young women break barriers in order to reach their full potential. At our Nike Girls Sports Program sites, youth centers conduct at least one Nike Games Tournament including representation of such sports as soccer, track and field, volleyball, basketball, mini-soccer, softball, and street hockey. In addition, they establish a mentor program utilizing local collegiate athletes or a local women's athletic league, and host a major special event celebrating and promoting National Girls & Women in Sports Day.
- **Date SMART Program**. Date SMART is a program offered to girls and boys, ages 13 to 18, and is intended to increase young people's understanding and build the skills they need to achieve healthy relationships, free of violence and abuse. The goals are to provide an

opportunity for youth to gain the knowledge and skills necessary for establishing fun, safe, and mutually supportive dating relationships; increase their ability to help their friends and family members who may be experiencing dating, sexual, or domestic violence; encourage youth to participate in preventing sexual and domestic violence in their communities by confronting the attitudes and behaviors that contribute to abusive relationships; and, promoting relationships based on equality and respect and connect members and their families with community-based resources for dating, sexual and domestic violence and its prevention.

- **Youth of the Year Program.** The Youth of the Year Program is another program offered to our military youth through the B&GCA affiliation. The program recognizes exceptional youth and gives them the voice and path to showcase personal development and achieve their dreams. The Youth of the Year recognition program promotes and celebrates young people's service to the club, community and family; academic performance; moral character; life goals; and, poise and public speaking abilities. The Military Services operate a Youth of the Year companion program for military youth, providing an opportunity for youth to be recognized through two avenues.
- **My Career Advancement Accounts (MyCAA).** The Department has recently established the Military Spouse Career Advancement Accounts program which provides up to \$6,000 to military spouses who are interested in pursuing degree programs, licenses or credentials leading to careers in high growth, high demand portable career fields. MyCAA financial assistance pays for expenses such as post-secondary education and training, tuition, licensing, and credentialing fees. This includes degree programs (e.g., associates, bachelors, masters, doctoral and post-doctoral), continuing education classes (including those offered through professional associations at conferences), bar certification requirements, Certified Public Accountant and other similar exams, state certifications for teachers, medical professionals and similar licensed professionals, and services required to become employed in portable career fields (e.g., finger printing, security checks, drug tests). MyCAA does not pay for computers, school application fees, graduation fees, student activity cards, child care, parking, transportation, or medical services. If the cost of a course includes books, supplies or other necessary equipment, MyCAA will cover that cost. Eligible candidates include spouses of active duty members and activated members of the National Guard and Reserve Components. The period of eligibility for spouses of Guard and Reserve members is from the date of the Alert or Warning Order for

Military Recall or Mobilization, through activation and deployment, and until 180 days following de-mobilization.

D. Overarching Recommendations: The Department continues its commitment and priorities by providing programs for military families which focus on people – military and civilian – including programs and services specifically designed to support the needs of women and girls. Within the Office of the Under Secretary of Defense for Personnel and Readiness, the Military Community and Family Policy Deputate oversees many of the Department of Defense’s quality of life policies and programs that address the development needs and aspirations of young girls, as well as to support the needs of families who also serve. MC&FP goals are to ensure our military community is knowledgeable about the potential challenges women and girls in the Department face; to equip them with skills to function competently in the face of such challenges and to make them aware of not only the availability of supportive resources to manage such challenges, but also how to access them. Further, the programs must be available to women and girls wherever they reside.

The Department, including the military Services, will continue to explore the most effective means of providing support to women, girls and military families by developing innovative new support systems that expand the availability of child care and youth programs. National shortages of child care spaces and youth programs limit the Department’s ability to achieve our goals of increasing the availability of services to military families and supporting military spouses returning to the workforce. Despite this challenge, 98% of the DoD child care programs have been nationally accredited by the National Association for the Education of Young Children, compared to only 10% of the child care programs in the civilian sector being accredited. Additionally, the National Association for Regulatory Administration ranked DoD child care as #1 for standards/oversight in comparison with all the states.

Office of Diversity Management and Equal Opportunity (ODMEO)

VI. Agency Policy Overview: ODMEO

A. Executive Summary: The Department of Defense, Office of Diversity Management and Equal Opportunity under the Office of the Under Secretary of Defense for Personnel and Readiness, stands by longstanding and ongoing policies and activities to address and support the needs of women and girls. Even though DoD’s focus on diversity has increased over the past decade the Department continues to focus on the senior positions and critical occupations related to science, technology, engineering and mathematics (STEM) and foreign language disciplines.

B. DoD Policy: DoD Directive 1020.02, Diversity Management and Equal Opportunity (EO). This directive establishes policy, assigns responsibilities, and provides an overarching framework for DoD diversity, military EO, and civilian equal employment opportunity (EEO) programs and plans to prevent unlawful discrimination. This program encompasses all Special Emphasis programs, to include the Federal Women's program. DMEIO releases the following Diversity and EO policy memoranda related to women and girls annually:

- Women's History Month
- Women's Equality Day
- Take Your Daughters and Sons to Work Day

Background on Federal Women's Program. In 1987, DoD Directive 1440.1, DoD Civilian Equal Employment Opportunity (EEO) Program, authorized, as an integral part of the Civilian EEO Program, the establishment of Special Emphasis Programs (SEPs) entitled the Federal Women's Program (FWP). Within the framework of the DoD's Civilian EEO Program, the Federal Women's Program addresses employment concerns of all women regardless of race, religion, national origin, or disability. Each DoD military department and defense agency is required to appoint a Federal Women's Program Manager to fulfill the following responsibilities:

- a. Serve as the Principal Advisor to those responsible for personnel management actions impacting women and is a source of information regarding the Program.
- b. Assist the EEO Officer with affirmative actions planning to help eliminate any discriminatory under-representation of women that might exist in all occupations groups and at all levels of employment.
- c. Identify issues, examine policies, assess climate and develop proposals, recommendations, strategies and/or positions directed toward resolving specific issues.

Relevant Statistics on DoD Civilian Women

- Women comprise over one-third of the DoD Civilian force.
- Female civilians are becoming more educated. The proportion of women who earned a Bachelor's degree or higher rose by 27% over the past 10 years, and 53% more civilian women have Master's degrees or above.

- Almost half of female DoD civilians work in professional and technical occupations. The female share in administrative fields increased to over a third of the total female population. The blue collar female civilian force (Wage Grades) remained constant while the share in clerical and other related fields declined.
- Despite the 14% decrease of total female civilians over the 10-year span, the percentage of female scientists and engineers has grown. Female scientists increased from 0.8% in 1997 to 1.2% in 2007 and female engineers from 2.1% in 1997 to 3.0% in 2007.
- An increasing number of senior level DoD positions are being filled by women today than 10 years ago. The number of females in civilian leadership pay grades, which is employees at the level of GS13 or above, has increased to over a quarter of the senior level civilian workforce. In the last decade, there has been a 4.1% increase in the percentage of women who fill GS-13/14 positions and a 6.5% increase of women who fill GS-15 and SES roles.
- The top five occupations of GS-13/14 women in 2008 were: Contract Specialist; Management & Program Analysis; Information Technology Management (formerly Computer Specialist); Financial Administration and Program; and Logistics Management.
- The top five occupations of GS-15 and SES women in 2008 were: Administration & Program Management; Medical Officer; Program Management; Management & Program Analysis; and Contract Specialist.

C. Observances, Outreach and Partnerships

a. **Annual Women's History Month Observance and Awards Ceremony.** For the past 4 years, during each March, in recognition of National Women's History Month, the Department of Defense highlights DoD female role models and other trailblazer individuals who have made significant accomplishments to the DoD science, technology, engineering, mathematics (STEM) and Foreign Language mission. The award also honors individuals who have excelled in the areas STEM, as well as foreign language disciplines and related career fields.

b. **Women in Aviation International Conference.** DMEO partners with Women in Aviation International to conduct a student luncheon during their annual Conference. The purpose of the conference is to highlight women's accomplishments in aviation, math and science. DoD uses this venue to

promote interest in STEM and Foreign Language fields. It also provides an opportunity to market the Department as a global competitor and employer of choice among women and other students interested in pursuing aviation, science and mathematics disciplines and careers.

c. **Women of Color in Technology Awards.** DoD participates annually in the Women of Color Conference by hosting a student luncheon to showcase DoD military service members and civilian employees in STEM fields and encourage studies in STEM.

d. **Latina Style Symposium.** DoD partners with Latina Style Magazine annually to recognize women in government and honor the significant accomplishments of DoD military and civilian women to the DoD mission, Equal Opportunity mission, Global War on Terrorism, and the overall advancement of women.

e. **Federally Employed Women (FEW), Inc.** DoD hosts an annual training Forum during the FEW annual national training conference to discuss issues impacting the DoD work force and department-wide policies related to DoD military and civilian women programs.

D. Overarching Recommendations

DoD civilian workforce continues to experience challenges with full representation of minority women in senior grades and occupations. The Department continually strives for improvement in this area.

The Defense Advisory Committee on Women in the Services (DACOWITS)

VII. Agency Overview: DACOWITS

A. Executive Summary: The Defense Advisory Committee on Women in the Services (DACOWITS) provides information and advice to the Department of Defense, through the Principal Deputy Under Secretary of Defense for Personnel and Readiness (PDUSD P&R). The Defense Department has engaged in a comprehensive review of personnel management and quality of life programs necessary to support today's transformed force. As the Department undertakes this radical transformation of human resource management, it is important to watch the effects of policy changes on the composition, utilization, and morale of the force. The DACOWITS has been charged with assisting in this process. The focus of the Committee's support is

targeted to military readiness and capabilities as they address issues concerning women, and the Families of these women in the military, as they undergo the organizational transformation and deployments to support the strategic security needs of the United States.

The Committee provides an invaluable service to the Department as an independent body of "citizen" advisors. The Committee represents a distribution of demography, professional career fields, community service, and geography. Members are selected on the basis of their experience in the military, as a member of a military family, or with women's or family-related workforce issues.

B. Programs Which Impact the Lives of Women in the Military Force: In a desire to assist the Department in identifying the developing issues that will define its outlook in the decades to come, the DACOWITS identified two topics for its 2009 study that have both immediate and long-term ramifications. First, the Committee decided to assess the roles of women in the OIF/OEF theaters of operation. The second topic selected by the Committee is with respect to the responsiveness of health care providers to the Families of Wounded Warriors.

1. Program/Study Description(s): DACOWITS was established in 1951. Since that time it has reported its findings to the Department and prepared recommendations with respect to women in the military on a variety of topics. Included, but not limited in these topics, are issues related to health issues, admittance to Service Academies, sexual harassment and assault, uniforms, assignment/combat exclusion, promotion, command and school equality, housing, child care, and deployment needs.

a) Relevant Statistics: In support of the 2009 above-selected topics, it is noted that women comprise 14.5% of the total force, and 10% of the deployed force. Since 2001, over 218,000 women have been deployed. In a technologically centric military, on an asymmetric battlefield, and in a culturally sensitive part of the world, women are being used in non-traditional roles at a rate greater than any time in history. Providing ground commanders with the largest and best pool of capabilities, and recognizing this service, are readiness and mission accomplishment imperative. There have been over 620 female Wounded in Action (WIA) from OIF/OEF, along with the many injured male warriors. DACOWITS' review of

DoD's Wounded Warrior and Family support systems is designed to validate that the programs are working as intended.

b) Evaluation/Feedback Mechanism: The Committee provides a report to the Department of Defense at the end of each year. Information is gathered through installation visits, business meetings, relevant reports and survey data, auxiliary research from a professionally contracted research firm, and input from individual Service and Family members. This combination of research and first-hand experiences provides a solid basis for recommendations. The Services are provided a matrix, as applicable for their respective Service, for implementation of recommendations.

2. Levels of leadership involved in overseeing program's success:

Involvement is at the highest level, from the Principal Deputy Under Secretary of Defense for Personnel and Readiness to the Secretary of Defense, and all Joint Service proponents.

3. Future Efforts: The term of the current DACOWITS members will expire shortly. A new Chair and Committee have been recently selected. This group will recommend the strategic way ahead, to include both short and long term goals.

a) Program Description: DACOWITS makes recommendations on matters and policies relating to the recruitment, retention, treatment, employment, integration, and well-being of highly qualified professional women in the military; family issues and the active promotion of family issues related to the recruitment and retention of highly qualified professional military women; and encouraging public acceptance of military service as a citizenship responsibility and as a career field for qualified women. Historically, DACOWITS' recommendations have been very instrumental in effecting changes to laws and policies pertaining to military women.

C. Programs/Studies Which Improve the Lives of America's Military

Women and their Families: The Department has taken particular notice of Family issues and issues related to sexual assault, establish two corresponding Committees in accordance with the Federal Advisory Committee Act (FACA). This initiative has dedicated subject matter experts, budgetary and human resources, and will have a direct and positive impact on women and men alike in uniform.

Additionally, the Department has initiated a partnership with the VA to establish a collaborative site using social software and social media to share

the policies, programs and benefits offered by the DoD and VA for both military and non-military Women and Girls.

The collaboration site development with DoD and the VA as the pilot program with potential expansion to the Council on Women and Girls both locally, nationally, and internationally is currently ongoing.

1) Target Population(s): All military women with respect to the DACOWITS specific studies and recommendations. All Women and Girls, military and civilian, from the 24 WHC Interagencies, and eventually nationally and internationally with regards to the developing a transparent, shared, collaborative information site.

2) Benchmarks: Development of a collaborative site, in conjunction with the DoD CIO is in the infancy stages, with technical briefings in the near future, and chain of command briefings once technical and funding requirements are discussed. Desired initiation is this CY.

D. Overarching Recommendations: DACOWITS must have critical and strategic level thinkers to address the current and future gender specific needs of military women. This is an imperative, in order to support our transformed, technological force, the Global War on Terrorism, and for the overall national defense. Women have certainly come a long way since the inception of DACOWITS. However, much can still be done for women and the Nation by identifying and recommending resolutions in areas where change still needs to happen for this new generation of women in the Services.

VIII. DoD Combating Trafficking in Persons Program (CTIP)

The DoD CTIP program provides training and awareness on trafficking in persons (TIP). Our goal is to make all DoD personnel and contractors aware of what trafficking in persons is and the horror Traffickers create against their victims. The CTIP program provides DoD personnel with training to recognize TIP as a transnational crime and to stay abreast of TIP activities within their area. Training modules were established as prohibition/awareness training on not supporting the sex exploitation industry or any form of forced labor or involuntary servitude.

The TIP program outlines responsibilities and provides tools for military investigators, Law Enforcement and Leaders to deter personnel from engaging in TIP and related activities. Information is also provided on where to go for victim services and

where/how to report TIP to the appropriate authorities who can take action to prosecute criminals. "Patronizing a prostitute" is an offense punishable under article 134 of the Uniform Code of Military Justice (UCMJ) was published in Oct 18, 2005. A Public Service Announcement is aired on the Armed Forces Networks and the Pentagon Channel to combat against human trafficking.

The Sexual Assault Prevention and Response Office (SAPRO)

IX. Agency Overview: SAPRO

A. Executive Summary: The Sexual Assault Prevention and Response Office (SAPRO) serves as the Department of Defense's single point of responsibility for sexual assault prevention and response policy and program oversight. SAPRO's vision is to enable military readiness by establishing a culture free of sexual assault.

B. Programs Which Improve the Lives of the Military Workforce:

1. Program Description(s): The overarching elements of the Department's current sexual assault prevention and response policy became permanent with the approval of DoD Directive 6495.01, Sexual Assault Prevention and Response Policy, in October 2005.

The Department has a worldwide, 24/7 response capability for sexual assault, including within deployed environments. Military victims of sexual assault can choose to report the crime in one of two ways:

- Restricted Reporting - confidential access to medical care, a sexual assault forensic exam (SAFE) if desired, counseling, and advocacy services
- Unrestricted Reporting - same access to above services plus case is referred to criminal investigators and command for investigation

DoD supports victims with trained response personnel, including Sexual Assault Response Coordinators, Victim Advocates, healthcare providers, investigators, trial counsel, and chaplains. It is the Department's goal to create a climate of confidence that encourages victims to come forward and receive care and treatment.

Military members receive training about prevention, reporting options, and resources available for sexual assault victims during accession, annual refresher training, and professional military education.

a) Relevant Statistics: The Department publishes aggregate information about reports of sexual assault annually. In FY 2008, the number of Unrestricted Reports involving Service member female victims was 1,439. There were 657 female Service member victims who used Restricted Reporting.

b) Evaluation/Feedback Mechanism:

1) Any information on how the program is working or not working; efforts for improvement:

A stated goal of the Department's program is to increase the number of sexual assaults reported. With the creation of Restricted Reporting, the Department has been able to bring approximately 700 more victims of sexual assault forward. Given the stigma associated with the crime of sexual assault in both civilian and military societies, these 700 victims would likely have never come forward for assistance without a confidential reporting option.

As a function of the Department's oversight mission, formal Policy Assistance Visits to the Military Services were implemented in FY 2008 for the multiple purposes of determining how well the Department's SAPR policy and programs have been implemented at the installation level, identifying opportunities to refine DoD policy, and providing immediate programmatic feedback to stakeholders.

Additional feedback mechanisms include program inspections or assessments through the DoD Inspector General, the Government Accountability Office, and the Defense Task Force on Sexual Assault in the Military Services. The Military Services' Inspectors General and program leadership are also using inspections and programmatic reviews to ensure that all required sexual assault prevention and response elements are in place and functioning well.

The Department is currently working with the Military Services to develop outcome measures and other methods of oversight to measure program effectiveness.

2) Levels of leadership involved in overseeing program's success:

DoD Instruction 6495.02 established the Sexual Assault

Advisory Council (SAAC) to govern the program and provide strategic direction. The Under Secretary of Defense (Personnel and Readiness), serves as the Chair of the SAAC. SAAC members include the Assistant Secretaries for Manpower and Reserve Affairs of the Military Departments, the Vice Chairman of the Joint Chiefs of Staff, the Principal Deputy General Counsel of the Department of Defense, the Assistant Secretary of Defense for Health Affairs, and a Deputy Inspector General or their respective designees. In addition, representatives from other Executive Branch federal agencies serve as advisors to the SAAC (Department of Veterans Affairs, Department of Health and Human Services, Centers for Disease Control and Prevention, the Department of Justice, and the Department of State).

The Secretary of Defense has also provided additional direction for the program by identifying four target areas for development:

- Reducing the stigma associated with reporting a sexual assault
- Improving commander training
- Improving investigator training and sustainment
- Improving trial counsel training and sustainment

2. Future Efforts: The Department is in the process of expanding its strategic plan to capture sexual assault prevention and response programming at all levels of the Armed Forces. In addition, a comprehensive oversight framework is developed to better assess its related policy, programs and processes.

The Department's goals over the next five years (2009-2014) are:

- Decrease the volume of sexual assaults
- Increase the reporting of sexual assaults
- Improve sexual assault response capability
- Improve system accountability
- Improve knowledge and understanding of sexual assault prevention and response

The Department is not only working with its internal partners, the Military Services, to achieve these goals, but also external partners to include, Pennsylvania Coalition Against Rape, the California Coalition Against Sexual Assault, Men Can Stop Rape, the National Sexual Violence Resource Center, the DoJ Office of Violence Against Women, and others. Especially noteworthy is our partnership with Rape Abuse Incest National Network (RAINN).

RAINN will be working with SAPRO to provide a telephone hotline and the Online Hotline as an enhanced resource to military victims of sexual assault. We believe this will be a valuable resource for Service members because they can seek resources and crisis support anonymously, which could lead to victims reporting the sexual assault and obtaining additional victim services and care. In order to best serve these victims, RAINN has proposed a customization of its Online Hotline service, including:

- Supplemental training materials to conduct in-person training to more than 300 Online Hotline volunteers and supervisors.
- New policies and protocols for serving military victims of sexual assault. These new policies and protocols will be incorporated into updated resources and volunteer manuals.
- Specialized materials that can be provided electronically during Online Hotline sessions including safety planning resources, a glossary of military acronyms, etc.
- Online Hotline reporting tools and the Online Hotline training site that will be modified to include content specific to these victims as well as to enable reports of non-personally identifying information on the use of this content to SAPRO.
- A dedicated Online Hotline staffing position and one dedicated National Volunteer Supervisor (NVS) position to provide 24 hours a day, 7 days a week availability to victims.

C. Programs Which Improve the Lives of America's Women and Girls:

The Department's sexual assault prevention and response program works to restore balance to the lives of women (and men) who have been sexually assaulted by providing them methods for reporting crime, obtaining medical care and counseling, and holding offenders accountable.

D. Overarching Recommendations: Women benefit from the Department’s programs to prevent and respond to sexual assault, but male victims also require support and services. The Department’s sexual assault prevention and response program serves both genders.

The Department has developed a research-based Sexual Assault Prevention Strategy that it is currently being implemented across all four Military Services. At the core of the strategy is an initiative called Active Bystander Intervention, which encourages all military members to say or do something to intervene when they see a situation that could lead to a sexual assault. The Department wants all military members to know that they have a moral duty to prevent harm to their fellow soldiers, sailors, Marines, and airmen – both on and off the battlefield.

Army

X: Agency Overview: Army Spouse Employment Partnership (ASEP)

A. Executive Summary: The Army recognizes the importance of spouse satisfaction in family decisions. Many Soldiers make retention decisions based on their families’ financial stability. Approximately 61 percent of Army spouses are in the labor force and contribute between 20 to 47 percent of their families’ income. The perception of a spouse’s quality of life—including financial well-being and the ability to realize personal and professional goals—is a major factor in the retention of our All Volunteer Force. Frequent Soldier reassignments/relocations make it difficult for spouses to sustain steady employment and develop long-term careers. The Army Spouse Employment Partnership (ASEP) Program helps spouses overcome these obstacles.

B. Program Which Improves the Lives of America’s Women and Girls: The ASEP Program is a self-sustaining and expanding partnership that is mutually beneficial to the Army and to corporate America. The partnership provides Army spouses with an opportunity to attain financial security, and to achieve employment goals through career mobility and enhanced employment options. Corporate partners can now tap into a pool of readily available, diverse, and talented candidates.

1. Program Description: In October 2003, the Army unveiled ASEP by formally signing Statements of Support with 13 Fortune 500 companies and two military agencies who pledged their best efforts to increase employment and career opportunities for Army spouses.

a) Relevant Statistics:

- Currently, there are 31 total partners from the private sector, the military, and the Federal Government, with others being considered through an intense application process. They include: Adecco USA, Affiliated Computer Services, Inc., Army & Air Force Exchange Service (AAFES), Army Career and Alumni Program (ACAP), AT&T, Black and Veatch Corporation, Bright Horizons Family Solutions, Computer Sciences Corporation (CSC), Concentra, Inc., Convergys Corporation, CVS/pharmacy, Defense Commissary Agency (DeCA), Dell, Inc., Department of the Army Civilian Personnel Office, EMC Corporation, EURPAC Service, Inc., Home Depot, H&R Block, Humana Military Healthcare Services, Kelly, Lockheed Martin, Lowe's Corporation, Manpower Inc., RGIS, Sears Holdings Corporation, Social Security Administration, Starbucks Coffee Company, SunTrust Bank, The TJX Companies, Toys "R" Us, United Services Automobile Association (USAA), and West Corporation.
- Partners reported over 8,214 military spouses were hired in FY 08. To date, over 41,000 military spouses have been hired by Partner Corporations and Military agencies.

b) Evaluation/Feedback Mechanism:

- The Army monitors these efforts through a series of semi-annual meetings, teleconferences, and webinars.
- Annual meetings are chaired by Deputy Assistant Secretary of the Army (Personnel Oversight); Commanding General, U.S. Army Family and Morale, Welfare and Recreation Command (FMWRC) serves as Executive Secretary. An annual induction of new partners occurs at the AUSA conference in Washington, D.C.

2. Future Efforts:

- a)** Strengthening relationships between ASEP, local human resource staff and installation Employment Readiness Program Managers (ERPMS). ASEP Partners and local ERPMS are implementing individual strategies to increase hiring and training of Army spouses.

- b) “ASEP Partnership Alley” is a series of job fairs conducted on Army installations that feature ASEP corporate and military partners. Leadership support of these job fairs is critical to success. Currently, the Army is researching the values of “Virtual Spouse Job Fairs” for partners who would like to participate in this endeavor as a mean to hire military spouses.
- c) Web Portal: MilitarySpouseJobSearch.org (MSJS), an association site of America’s Job Exchange, provides free access to a resume and job-listing database for military spouses and employers. The Army has developed the “Partners Only” site on Army One Source to better facilitate the association’s access to Army Spouse resumes.
- d) The Regional/State Initiative recognizes the need for the Employment Readiness Program Manager to establish relationships with regional/local businesses with a good track record of hiring Army spouses. Over 65% of our military spouses are hired by regional/state specific business.
- e) The International Partnership with current Partners and country-specific business, recognizes companies that have a strong overseas presence willing to hire Army spouses. Korea will be the first location the Army will explore.

Office of the Assistant Secretary of Defense for Reserve Affairs

XI. Agency Overview: STARBASE and Youth Challenge Programs

A. Executive Summary: The Assistant Secretary of Defense for Reserve Affairs is responsible for the management of two significant outreach programs that invest in our nation’s youth, specifically girls and minorities who are underrepresented in the science, technology, engineering and mathematics field, and girls who have dropped out of high school. The two programs are the DoD STARBASE Program and the National Guard Youth Challenge Program. Both programs have been successful because of the strong collaborative relationships between the military community, education community and business community.

B. Programs Which Improve the Lives of the Military Workforce: N/A.

C. Programs Which Improve the Lives of America's Women and Girls:

1. DoD STARBASE Program - DoD STARBASE is an outreach and educational program that focuses on science, technology, engineering, and math (STEM) by providing 20-25 hours of stimulating hands-on experience in these four areas. The program is currently designed to reach students at the fifth grade level who are underrepresented in the STEM areas of study and careers. Students are engaged through an inquiry-based curriculum, with "hands-on, minds-on" experiential activities. Students apply Newton's laws and Bernoulli's principles as they study the wonders of space and properties of matter. Technology and its problem-solving techniques are utilized with computers in experiments, designing terrain and space vehicles. Math is embedded throughout the curriculum, and teamwork and goal-setting are a constant theme as students work together to explore, explain, elaborate and evaluate concepts. The Office of the ASD/RA manages the program and by strengthening the relationships between the local military commands, school districts, and communities. The program's formula has been a successful reality. The program is at 60 locations operating in 34 states plus the District of Columbia and Puerto Rico and serves over 950 schools in over 200 school districts to include students on American Indian Reservations. The program budget is approximately \$20 million and the average annual cost of operating a local DoD STARBASE program is approximately \$312,000. The goal is to serve over 100,000 students (50,000 girls) annually.

a) Relevant Statistics: Over 450,000 youths, of whom 225,000 were girls, have attended the programs, and the pre- and post-testing shows a significant improvement in students' understanding and interest in math and science and in pursuing further education. The FY2008 Annual Report stated that girls have demonstrated strides in academic achievement on the DoD STARBASE tests over the life of the program. Girls improved their post-test scores more than the boys by .43 or gap differences of +5.37 for boys and +5.80 for girls. The girls' gap scores have been higher than the boys over the past five years.

1A. Future Programs: DoD STARBASE Program Mentoring

a) Target Population(s): Middle school youth (grades 6-8). The DoD STARBASE mentoring program has been designed as a team mentoring model applying best practices from the mentoring field to the DoD STARBASE Program operating environment. DoD STARBASE Mentoring combines STEM activities with a

relationship-rich, school-based environment to provide the missing link for at-risk youth making the transition from elementary to middle school. It extends the positive impact of STARBASE through a team mentoring approach which solidifies students' attachment to and engagement with school. Mentoring clubs are expected to meet no less than four hours per month.

b) Benchmarks: DoD STARBASE Mentoring, when successfully implemented, will ideally benefit participating students (at least 50% girls) in the following ways: Increased STEM interest and knowledge, reduced high-risk behavior, increased school engagement and Increased career awareness.

c) Other: By 2015, DoD STARBASE Mentoring: (a) Will be embedded in 100 percent of existing DoD STARBASE Programs, (b) Will serve 20,000 youth per year, (c) Will engage 5,000 mentors per year, (d) Will have 400 schools participating, (e) Will validate results through a longitudinal study, (f) Will provide mentoring for grades six through eight.

2. National Guard Youth Challenge Program - The National Guard Youth Challenge Program (NGYCP) operates under the authority and oversight of the Assistant Secretary of Defense for Reserve Affairs, administered through the Chief, National Guard Bureau, and executed by the Adjutants General of the States and Territories. The program operates at 32 sites in 27 states and Puerto Rico. The goal of the NGYCP is to improve the education, life skills, and employment potential of America's high school dropouts. This is accomplished by providing quasi-military based training, supervised work experience and by advancing the program core components. The core components include assisting participants to obtain a high school diploma or equivalent, developing leadership qualities, promoting fellowship and service to community, developing citizenship, life-coping and job skills, and improving physical fitness, health, and hygiene. The program consists of a 2-week Pre-Challenge residential phase, a 20-week Challenge residential phase, and a 12-month post-residential mentoring phase. The mentoring phase is the second largest in the nation, and reportedly the most successful (received the National Mentoring Award twice). It receives funds from Human Health Services/Administration for Children and Families HHS/ACF for mentoring children of incarcerated parents.

a) Relevant Statistics: Since 1993, over 84,700 students (approximately 17,843 were girls who dropped out of high school)

have successfully graduated from the program, with approximately 80% earning their high school diploma or GED. On average, 26% go on to college, 25% enter the military, and the remainder joined the work force in career jobs. The cost per Challenge student is \$16,800 compared to the \$40,000 per year cost for a youth in juvenile custody. Today, 60% of the youth who voluntarily apply for the program are turned away due to funding limitations alone.

2A. Future Programs: Enhancing admissions by implementing cross-state enrollment policy.

a) **Target Population(s):** High school dropouts (both genders)

b) **Benchmarks:** Increase the number of students graduating.

c) **Other:** Increasing the education levels of one year's dropouts (1.2 million) by just one grade level, would recoup \$192 billion in lost earnings and productivity over the course of their lives. On average, NGYCP increases the education level of each student by two (2) grade levels. There are an additional 11 states on a waiting list that would like to start a program, while 3 of the current states would like a second program. The FY2010 DoD budget request is adequate to fund DoD's share for the existing programs. The legislation limits DoD's contribution to 60 percent of the program's operating costs. The program budget for DoD is approximately \$94 million. This covers the required 60 percent of the operating cost of the program. The remaining 40 percent is provided by the state.

D. Overarching Recommendations:

1. DoD STARBASE Program – The program priorities are: (a) Enhance the overall quality of the program by standardizing and strengthening the Core Curriculum which encourages students, including girls and minorities, to consider STEM careers, (b) Strengthen the relationships with the collaborators to leverage resources, (c) Serve annually over 100,000 students, (d) Serve middle school students by implementing a nationwide mentoring program, and (e) Invest in leading edge technology to prepare American youth to be innovative and capable to compete in a global economy.

2. National Guard Youth Challenge Program – The program’s national priority is to enhance the nationwide availability of the National Guard Youth Challenge Program to every qualified applicant. A working group has been established to develop and recommend a plan that would implement cross- state enrollment and regional admissions in order to promote efficient use of our facilities and increase the program’s overall admission rates. In addition, it will continue to collaborate with other federal agencies to leverage resources, specifically funding made available to support girls who have dropped out of high school.

Yellow Ribbon Reintegration Program

XI. Agency Overview

A. Executive Summary: The National Defense Authorization Act for fiscal year 2008 required the Secretary of Defense to establish a national combat veteran reintegration program to provide National Guard and Reserve members and their families with sufficient information, services, referrals, and proactive outreach opportunities throughout the deployment cycle. The law mandated the Secretary of Defense to establish the Department of Defense Yellow Ribbon Reintegration Program (DoD YRRP) and required the Under Secretary of Defense for Personal and Readiness (USD(P&R)) be designated as the Executive Agent. Subsequently, the Executive Agent established the Office for Reintegration Programs within the office of the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)). Under the authority, direction and supervision of USD(P&R), the ASD(RA) is responsible for program management and policy oversight.

The DoD YRRP is an overarching program, encompassing all phases of the deployment. However, each of the Services Reserve Components (Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve) currently utilizes Service programs to meet the intent and requirement of the legislated program held in each state and territory. The DoD YRRP office unifies efforts among the Services, National Guard and Reserve Components, other federal agencies, and non-governmental organizations in order to provide Service members and their families with a wide range of programs and options as close as possible to the Service member’s residence. DoD YRRP is working to create a standardized Interservice program which will combine the best practices of each service to aid Service members and their families to the maximum extent possible.

B. Programs Which Improve the Lives of Servicewomen and their Families

The description below explains the programs that YRRP provides to all service members and their families through support and outreach. YRRP programs support women and girls through a variety of programs mentioned below:

1. Program Description(s): Partner with the Defense Centers of Excellence (DCoE) for Psychological Health and Traumatic Brain Injury, Department of Veterans Affairs (VA), Veterans Service Organizations (VSO), Sexual Assault Prevention and Response Program (SAPR), and non-profit agencies to coordinate deployment support services at the national level.

Provide National Guard and Reserve Component support focusing on pre-deployment as a major intervention point. Deliver outreach support upon commander request, with a primary focus on pre-deployment, during deployment and post deployment 30 days after returning. Other deployment cycle events will be supported as requested.

Provide, in partnership with the ASD (RA), program resources for outreach and other services as appropriate to support events, activities, and informational products to assist National Guard and Reserve members and their families.

Partner with Joint Family Support Assistance Program (JFSAP) to organize joint quality of life support upon request. The JFSAP shall:

- Deploy joint assets to the State Adjutants General to support National Guard and Reserve members and their families as requested by each state.
- Coordinate Federal, State and local resources to include those provided on active duty installations.
- Promote a sense of community and belonging to the United States Military among geographically dispersed National Guard and Reserve members and their families.
- Work with the National Guard and Reserve members and their families to provide resources that are readily accessible and help to manage deployments.
- Ensure that short-term confidential counseling resources are provided to address emotional and financial issues.

- Engage the National Guard and Reserve Components to build, integrate and help sustain local community resources and the capacity to respond to deployments.

2. Future Programs: The description below explains the programs that YRRP provides to all Service members and their families through support and outreach services. The description below explains the programs that YRRP will work with and coordinate to provide to all Service members and their families.

DoD YRRP Events. DoD YRRP events shall inform service members and families about the assistance and services available. Events shall utilize local, state and federal organizations in order to ensure the readiness and resiliency of service members, their families, employers and affected communities for the rigors of deployment and separation. The DoD YRRP events are conducted throughout all phases of the deployment cycle.

- **Organizations.** Local, State, and Federal government and Non-governmental organizations (NGO) may provide information relating to resources and service available. The content and information presented may vary depending on the phase of the deployment cycle.
- **Military Departments.** National Guard and Reserve Components shall maximize use of inter-service program materials featuring DoD YRRP Center for Excellence in Reintegration (DoD YRRP CfER) best practices. The DoD YRRP CfER shall maintain a selection of best practice materials. This enables units to minimize the time, planning, resources and support required when hosting events. Program materials are available on the DoD YRRP Decision Support Tool (DST) at Web site <http://dst.dodyrrp.org>.
- **Hosting Units.** Service members and their families will receive consistent and quality core program support regardless of Military Service or unit affiliation at any DoD YRRP event.
- **Supported Members.** Members of the National Guard and Reserves, Individual Ready Reserve (IRR), Individual Augmentee (IA) and Active Components and their families who do not reside near the service member's parent organization shall be supported by DoD YRRP.

- Participation. Service or family members/designated representatives must coordinate participation at DoD YRRP events through their chain of command. Registration for events requires coordination of the chains of command from the service members or their family members and the host unit.

Family member/designated representative participation is strongly encouraged in the pre-deployment, deployment and 30- and 60-day post-deployment/reconstitution activities in order to ensure awareness of support programs, benefits and entitlements and available resources. Individual Travel Authorizations will be in compliance with Volume 1, Appendix E of the Joint Federal Travel Regulations/Joint Travel Regulations as authorized above.

Family member/designated representative participation is intended to develop resiliency regarding the rigors of the military lifestyle and stressors caused by deployment and reintegration.

Family member/designated representative participation may be limited by Service instructions or host unit constraints.

Pre/During/Post Deployment Events. Pre-deployment events shall focus on providing education and information that ensure the readiness of the unit, their families, employers, and the affected communities for the rigors of deployment and the challenges of family separation. The events will provide the service member and family member/designated representative an understanding of the available support programs and how each phase of deployment is connected. The pre-deployment event will address issues in a proactive manner in order to build resilience and knowledge. This enables service members and their family member/designated representative to have more confidence throughout deployment and reintegration phase. The topics in these events shall focus on the following programs, but are not limited to:

- Medical/Dental/Mental Health. Ensure an understanding of medical, dental, and mental health benefits within the military community. These services are often significantly different than those used by private insurance and these differences, including provider care issues, need to be highlighted. Ensure local or regional points of contact are available to coordinate transition in the event a change of provider is required.

- TRICARE. Ensure TRICARE briefings provide explanations aimed at those who will be utilizing the system for the first time, as well as any updates or changes for those already enrolled. Tricare brings together the health care resources of the military Components and supplements them with networks of civilian health care professionals to provide access and services while maintaining the capability to support military operations.
- TRICARE Dental Program (TDP). Ensure appropriate briefings on TDP, a voluntary dental insurance program run by United Concordia Companies, Inc. While it offers comprehensive dental benefits, information should be provided on the differences between civilian dental providers and those who accept TDP Operational Stress Control (OSC). Provide information on the OSC methodology and ensure the long term understanding of how OSC affects service members and families. Knowing the signs of combat and operational stress is about recognizing the signs and symptoms and developing skills to respond, and mitigate the behavior. OSC incorporates policies and programs to prevent, identify and holistically treat mental injuries caused by combat operations or other experiences. The programs are designed for both service members and their families and serve to create resiliency. The DoD Centers of Excellence (DCoE) for Psychological Health and Traumatic Brain Injury have created a Joint Resiliency Continuum which works in concert with each of the individual Services and can be utilized by any hosting unit.
- Pre-Deployment Health Assessment (PHA). Ensure the completion of a Pre-Deployment Health Assessment. The PHA Form (DD Form 2795) is a required form that allows military personnel to record information about their general health and concerns prior to deployment. It aids health care providers to identify issues and provide medical care before, during and after deployment. The DD 2795 is mandatory for deploying military personnel and is to be completed and validated within 30 days prior to deployment.
- Suicide Prevention and Community Healing and Response. Provide National Guard and Reserve members, their families, and their communities with training in suicide prevention and community healing in response to suicide. The suicide prevention training shall describe warning signs and education on effective strategies for prevention and intervention; examining the influences of the military

culture on risk and protective factors; interactive case scenarios and role plays to practice effective intervention strategies.

- Service Specific Web sites. Provide information on Service or unit specific Online Web sites.

Financial/Employment. Provide comprehensive financial and employment information and counseling services for service members and their families but not limited to:

- Employer Support of the Guard and the Reserve (ESGR). Provide ESGR overview and Uniformed Services Employment and Reemployment Rights Act (USERRA) briefings. ESGR's mission is to gain and maintain support for the Guard and Reservist by recognizing outstanding support, increasing awareness of the USERRA law, and resolving conflict through mediation. ESGR's mediation services are available and may be requested.
- Department of Labor (DOL). DOL shall provide information regarding USERRA benefits and requirements for service members to ensure the ability to return to their appropriate positions upon return from deployment.
- Counseling and Planning. The National Guard and Reserve Components shall offer financial counseling to service members and their families to aid them in managing their finances during deployment.
- Financial and Mortgage Counseling. Financial and mortgage counseling should provide information on credit counseling and home mortgage counseling programs to prevent or forestall mortgage foreclosure per the Housing and Economic Recovery Act of 2008. Financial and mortgage counseling should provide information on actions to be taken to prevent or forestall mortgage foreclosures including, but not limited to, credit counseling, home mortgage counseling, and provisions of the Service members Civil Relief Act. DoD policy requires all members covered by this Instruction shall be advised on actions to forestall mortgage foreclosures in accordance with this section.
- Savings Plan. Savings plans should be explained to service members and their families per DoD Financial Management Regulation, Volume 7A, 51, dated November 2008.

- Service Members Civil Relief Act (SCRA). The SCRA provides a wide range of protections for service members. A notice of benefits afforded by SCRA shall be provided in writing by postponing or suspending certain civil obligations. SCRA enables service members to devote full attention to duty and relieves stress on themselves and their families. DoD policy requires all members covered by this Instruction shall be advised on actions to forestall mortgage foreclosures.
- Small Business Administration (SBA). Provide information regarding SBA programs that maximize utilization of Federal, State and local entrepreneurial resources and agencies. SBA works in concert with DOL, Transition Assistance Programs (TAP), One Stop Work Force Investment Centers, local Department of Veterans Affairs Vocational Rehabilitation and Employment Services Offices, local or Field Committees of the National Committee for ESGR, DoD Procurement Technical Assistance Centers (PTACs), State National Guard Adjutants General, State Departments of Veterans Affairs, and others.
- Legal. The Judge Advocate General (JAG) concerned, or a designated representative shall provide general legal assistance regarding personal or civil matters to eligible persons regarding their legal rights and responsibilities. Those services include, but are not limited to Power of Attorney (POA), housing & leasing, marriage, separation, divorce, adoptions, name changes, estate planning (wills and trust), landlord-tenant laws, and immigration matters.
- Power of Attorney (POA). POA briefings shall provide explanations of the various types of POA and any local variations. Provide POAs as needed during the duration of the deployment.
- Wills and Estate Planning. Provide education on the importance of estate planning. Estate planning has several elements that include: a will; assignment of a power of attorney; a living will or health-care proxy (medical power of attorney). When putting together a plan, consideration should be given to both federal and state laws governing estate planning.
- Legal Guardianship. Provide guidance, education and understanding required for the selection of a legal guardian and the personal impact of choosing a legal guardian. Ensure service members understand the significance of the issues in selecting persons to act as guardians,

as well as the short and long-term implications of the documents which create this position. Legal assistance to create documents needed during deployment shall be available.

- Housing and Rental Issues. Provide information on housing and rental agreements.
- Professional Licensing. Provide information to maintain professional licensing and certifications while the service member is deployed. The Office of the DUSD(MC&FP) and the DOL have established a program to support active duty military spouses in acquiring or renewing civilian professional licenses and certifications. Legal assistance shall be available to create documents needed during deployment.
- Child Custody Issues. Provide information concerning child custody and child support issues.
- Family Care Plans. Provide information on family care plans per DoD Instruction 1342.19, "Family Care Plan." National Guard and Reserve members requiring a family care plan should seek legal assistance for advice on the potential problems that may be encountered when the plans attempt to alter existing court orders or the custody rights of non-custodial biological parents.
- Community/Outreach. Provide information or resources to organizations that may target a specific audience or connect groups, institutions or other organizations or people who might not otherwise have access to services.
- Department of Veterans Affairs (VA). Provide VA representation, briefings, consultations, and/or reference materials.
- American Red Cross. Provide information and services to include their capabilities and limitations and how those capabilities may be useful during the upcoming deployment.
- Community Programs. Provide information on local and regional community programs which may provide key sources of integrated information. Participation of these organizations should be encouraged to the maximum extent, after being registered and vetted

through the State National Guard or Reserve Component Family Programs offices.

- **Youth Programs.** Provide information on youth programs and activities designed to involve children between the ages of 10 and 19. Activities included are generally oriented towards youth development through recreation, social life, prevention, intervention, or education. Operation Military Kids (OMK), managed by 4-H, is an example of one such significant nonprofit organization dedicated to building partnerships for community youth development.
- **Government Agencies and Non Governmental Organizations.** Provide information on government agencies and Non governmental organizations (NGOs) relating to financial aid. NGOs may provide aid for Service members and their families. Information should focus on emergency assistance for families while the service member is deployed.
- **Military OneSource.** Military OneSource is a 24-hour information and referral service which extends the existing family support system. Programs provided are beneficial to those geographically separated from installation services or those unavailable to seek assistance during traditional working hours.
- **Special/Spiritual.** Provide information on available services and programs that may include faith based programs.
- **Chaplains' Programs.** Provide information on Chaplains' Programs available.
- **Local Churches.** Provide information on the many local churches and faith based organizations that actively seek to aid families during deployments in order to ease stress during deployments.
- **Marriage Enrichment.** Provide information on Marriage Enrichment programs which enable married couples to strengthen relationships, enhance personal growth, and family wellness during all deployment phases. These programs may be through Service-related programs such as a Chaplain's retreat or through various religious or community-based programs. The information given at this period of deployment as well as post-deployment will enable the spouse to

research, gain guidance and feedback, and create a way forward which is best suited to their situation.

- **Effective Communication Skills.** Provide information on effective communication skills and enabling methods that may be used during unexpected events or deployment in order to maintain positive connections with the member's spouse, family, friends and community. Effective communication skills encompass listening, nonverbal communication, effective feedback and respect, and will provide positive tactics for avoiding or effectively confronting adverse situations.
- **Sexual Assault Awareness and Prevention Response (SAPR).** Provide SAPR information and resources in compliance with Reference (m). DoD has implemented a comprehensive policy that reinforces a culture of sexual assault prevention and response services that ensure the safety, dignity and well-being of all members of the Military Services. Response services are available for victims of sexual assault around the clock.
- **Suicide Prevention and Alcohol and Drug Abuse.** Provide Suicide Prevention and Alcohol and Drug abuse counseling information. Agencies such as Military OneSource enable assistance utilizing counseling hotlines or outreach during times of crisis.
- **Single Service Member Programs.** Provide information on single service member programs tailored to unmarried service members.
- **Family Team Building Programs.** Provide information on family team building programs and spouses organizations. Each Military Service has appropriate family programs and spouse organizations which should be promoted to create unity, resiliency and support networks among military spouses.
- **Veteran Service Organizations (VSO).** Provide information on VSOs that may provide assistance to veterans and their families. VSOs must be federally chartered, recognized and vetted by the VA Secretary.

D. Overarching Recommendations: None.

More information can be found at: <http://www.dodyrrp.mil>



Navy Office of Women's Policy

XII. Agency Overview:

A. Executive Summary: The Office of Women's Policy is responsible to the Chief of Naval Personnel (N1) for all topics affecting female officer and enlisted personnel. Significant responsibilities and projects:

- Interpret & influence the Navy's policies on the assignment of women and pregnancy.
- Monitor gender trends, including retention & attrition, pregnancy & parenthood, recruiting/classification and promotions/career development.
- Coordinate the Women at Sea Program to include shipboard habitability modification scheduling and quarterly female accession goals.
- Serve as Navy point of contact to the Defense Advisory Committee on Women in the Service (DACOWITS) and the Women in NATO Forces Committee.

B. Programs Which Improve the Lives of Navy Servicewomen

- **Pregnancy and Parenthood:** In June 2007, the Navy completely revised the Pregnancy & Parenthood Instruction. The new policy includes 12 months of operational deferment for post-partum service women, 21 days of administrative leave for adopting parents and mandatory requirements to support breastfeeding servicewomen in the work place.
- **Career Intermission:** Proposed by the Navy and signed into law by the President as part of the Duncan Hunter National Defense Authorization Act for fiscal year 2009, this program will allow 80 officers and 80 enlisted members (over a 3-year period) to “off ramp” from active duty to the ready reserves for up to 3 years. The participants retain full health care, exchange and commissary benefits for themselves and their dependants while also receiving a limited monthly stipend of 2 times 1/30th of their basic pay. The Navy will additionally provide a one time move to the CONUS location of the member's choice for the duration of the “off-ramp.”

- **Navy Women eMentor Program:** This program provides participants broad and easy access to high quality mentoring through a cutting edge online mentoring Web site. It was developed in response to requests for more female mentorship and role models through the Fleet. Mentees receive guidance, career counseling and support from more experienced active duty and veteran women leaders to whom they may not otherwise have access. Launched in October 2008, in partnership with AcademyWomen, the program is open to all active duty and reserve women in the Navy.
www.academywomen.org/ementors/navywomen
- **Virtual Commands:** New pilot program for Navy personnel authorizing individuals to remain in their current geographic location while working for parent commands located elsewhere within CONUS. Offers individuals the opportunity to work in high-impact positions while maintaining geographic stability to support personal and family needs.
- **Sea Services Leadership Association (SSLA):** Since 1978, the mission of SSLA is to provide professional development and networking for motivated Navy, Marine, and Coast Guard service women. Goals are to foster and encourage education, networking, development, and to provide a forum for discussion of common issues and concerns affecting all military career fields. The Navy partners with SSLA to host an annual Women's Symposium, most recently attended by 600 women in uniform. www.sealeader.org
- **SWO Network News:** A quarterly email newsletter geared towards female Surface Warfare Officers (SWOs). Network News originated in 2003 as a simple email and has continued to evolve into a great resource for all surface warriors with RADM Michelle Howard as editor. Issues include current SWO spotlights, career path ideas, personal interviews, historical explanations, and an update on the inventory of female SWOs at career milestones. [REDACTED]
[REDACTED]
- **AcademyWomen:** AcademyWomen is a nonprofit organization dedicated to supporting the professional and personal growth of women from the nation's premier military academies and officer development programs. The organization was created by and for female officers as a ready source of support, mentorship, personal and professional development.
www.academywomen.org
- **The Leading Edge:** Leading Edge is an online community dedicated to providing networking, education, and mentoring for women striving for challenging and fulfilling careers in Naval Aviation. This group was created

for both those women interested in pursuing a career path in Naval Aviation and for those already in a Naval Aviation community, in order to share ideas, opinions, and helpful advice. <http://groups.google.com/group/leading-edge-a-naval-aviation-community>

- **Society of Women Engineers (SWE):** Founded in 1950, SWE is a not-for-profit educational and service organization. SWE is the driving force that establishes engineering as a highly desirable career aspiration for women. SWE empowers women to succeed and advance in those aspirations and be recognized for their life-changing contributions and achievements as engineers and leaders. <http://societyofwomenengineers.swe.org>
- **Women in Aviation International (WAI):** A nonprofit organization dedicated to providing networking, education, mentoring and scholarship opportunities for women (and men) who are striving for challenging and fulfilling careers in the aviation and aerospace industries. WAI provides year-round resources to assist women in aviation and to encourage young women to consider aviation as a career. www.wai.org
- **Female Navy Officers Facebook Group:** An online social networking site for female officers in the Navy, launched in Feb 2009. The site focuses on connecting women from all ranks to share advice and connect with women from different communities within Naval service.

More information can be found at:

<http://www.npc.navy.mil/AboutUs/BUPERS/WomensPolicy/>

<http://www.npc.navy.mil/CommandSupport/TaskForceLifeWork/>



Air Force

XIII. Agency Overview:

The Air Force programs are included in the Department of Defense information with selected input provided below.

Air Force Activities. Women in the military make tremendous contributions in roles critical to the national defense. The Air Force has numerous programs that specifically support women and girls.

- **Women in Combat.** The DoD policy for assignment of women has been in force since 1994 and has successfully provided balanced opportunities for women in the

Military Services. The DoD policy guiding the assignment of women prohibits the assignment of women to any unit below brigade level when the unit's primary mission is direct combat on the ground. Currently, over 92% of specialties are open to women. This presents no limitation as measured by promotion and retention rates. Females elect to remain in the Service and are promoted to the higher enlisted (E7–E9) and officer grades (O5–O6) on par with their male counterparts. Approximately 198K females comprise 14.25% of the total active force of 1.38M.

- **Women's History Month.** The month of March has been recognized as Women's History Month since 1987 to highlight women of the past and future. In March, Air Force members were encouraged to observe the month with appropriate programs, ceremonies and activities, and to remember throughout the year the many contributions of courageous women who have made this nation strong.
- **Military Spouse Programs.** The Department expanded the pilot, Military Spouse Career Advancement Accounts (MyCAA) program, and is now offering up to \$3,000 per year for up to two years to military spouses who are interested in pursuing degree programs, licenses or credentials leading to careers in high growth, high demand, portable career fields. MyCAA financial assistance pays for expenses such as post-secondary education and training, tuition, licensing, and credentialing fees and books. This includes degree programs (e.g., associates, bachelors, masters, doctoral, and post-doctoral), continuing education classes (including those offered through professional associations at conferences); the Bar certification requirements, C.P.A., and other similar exams; state certifications for teachers, medical professionals and similar licensed professionals; and, services required to become employed in portable career fields (e.g., finger printing, security checks, drug tests).
- **Sexual Assault Prevention and Response.** The Sexual Assault Prevention and Response Office (SAPRO) serves as the single point of responsibility for all DoD sexual assault policy, excluding legal and military justice matters assigned to the Judge Advocates General of the Military Departments and the DoD Inspector General.
 - Secretary of Defense's Four SAPR Priorities. The Department is taking action on the following four SAPR priorities identified by the Secretary of Defense: Legal training and resources; investigator training and resources; commander SAPR training; and, reducing stigma associated with sexual assault reporting.
 - Victim Care and Response. DoD has a worldwide—including combat zones—24/7 response capability. DoD supports victims with trained

response personnel, including Sexual Assault Response Coordinators and Victim Advocates, thereby increasing confidence in the system and encouraging victims to come forward and receive care and treatment. Victims can choose either restricted reporting or unrestricted reporting. In restricted reporting, the victims receive confidential access to medical care, a sexual assault forensic exam, counseling, and advocacy services. In unrestricted reporting, they received the same access to the above services, plus case is referred to criminal investigators and command channels

- Prevention and Training. Military members receive training about prevention, reporting options, and resources available for sexual assault victims during accession and annually. Specialized responder training is provided to judge advocates, healthcare personnel, military criminal investigators, Sexual Assault Response Coordinators, Victim Advocates, and chaplains.
- **Child Development and Youth Programs.** Youth programs are operated by DoD for children and youth, kindergarten through grade 12. These comprehensive youth programs focus on several core programmatic elements including character and leadership development; education and career development; health and life skills; the arts; and, sports, fitness, and recreation.
 - 4-H. DoD partners with the U.S. Department of Agriculture's 4-H Youth Development program which enrolls more than 3.1 million girls in community club, after-school, school enrichment, and outdoor education (i.e., camping) programs each year. Additionally, more than 200,000 adult women serve as volunteers, working together with youth to design and implement hands-on educational programs focusing on science, engineering, & technology; citizenship; and healthy living. Of those girls, approximately 13,000 are part of a military family. Through the 4-H experience, girls serve in roles in their community club, afterschool, or camping program learning valuable leadership skills that enhance their communication, teamwork, critical thinking, and public speaking. They are also engaged in a wide range of projects that enhance and strengthen their analytical, critical thinking, decision-making, and processing skills. Furthermore, girls are engaged in programs and events that allow them to investigate career and academic interests through Land-Grant University based programs that utilize the expertise of faculty and staff engaged in the science (and other) fields. As a result, 4-H girls are more likely to aspire to pursue science, engineering, and technology related courses after high school than girls not participating in 4-H (Lerner et. al. 2009). Women volunteers serve important roles in the 4-H youth development program through their leadership of community clubs, afterschool programs, and

resident and day camping. As a result, women participate in educational programs that prepare them for this service as well as leadership roles in their communities through community advisory committees.

- SMARTGirls®. Affiliation with Boys & Girls Clubs of America (B&GCA) supports the Department's efforts to address the growing need to influence positive decision-making for girls. One such program is called SMARTGirls® that helps girls develop healthy attitudes and lifestyles. To accomplish this, the program addresses health and social issues that are specific to female Club members. The SMARTGirls® program is designed for two age-group levels, 8 to 12 and 13 to 17, according to their physiological, mental, and emotional needs. In addition, the program is intended to help girls make positive decisions at this critical stage in their development. For girls at this age, making a positive transition depends upon several factors: self-esteem and self-confidence; attitudes about their bodies; developing practical life skills; providing opportunities to contribute to their communities; and, the influence of positive female mentors/role models in their lives. As always, it is crucial that sensitive and complex issues be addressed with sensitivity in a safe environment.
- Nike Girls Sports Program. Another very popular program offered through our B&GCA affiliation is called Nike Girls Sports program. This program is a long-standing tradition, utilized by many of our military youth centers, that is geared to helping young women break barriers in order to reach their full potential. At our Nike Girls Sports Program sites, youth centers will conduct at least one Nike Games Tournament including representation of such sports as soccer, track and field, volleyball, basketball, mini-soccer, softball, and street hockey. In addition, they establish a mentor program utilizing local collegiate athletes or a local women's athletic league, and host a major special event celebrating and promoting National Girls & Women in Sports Day.
- Date SMART Program. Date SMART is a program offered to girls and boys, ages 13 to 18, and is intended to increase young people's understanding and build the skills they need to achieve healthy relationships, free of violence and abuse. The goals are to provide an opportunity for youth to gain the knowledge and skills necessary for establishing fun, safe, and mutually supportive dating relationships; increase their ability to help their friends and family members who may be experiencing dating, sexual, or domestic violence; encourage youth to participate in preventing sexual and domestic violence in their communities by confronting the attitudes and behaviors that contribute to abusive relationships; and, promoting relationships based on equality and respect

and connect members and their families with community-based resources for dating, sexual and domestic violence and its prevention.

- Youth of the Year Program. The Youth of the Year Program is another program offered to our military youth through the B&GCA affiliation. The program recognizes exceptional youth and gives them the voice and path to showcase personal development and achieve their dreams. The Youth of the Year recognition program promotes and celebrates young people's service to the club, community and family; academic performance; moral character; life goals; and, poise and public speaking abilities. The Military Services operate a Youth of the Year companion program for military youth providing an opportunity for youth to be recognized through two avenues.



CONCLUSION

Women make up a growing share of the Department of Defense senior military and executive positions at the highest levels of the organization. The Department has made tremendous progress in improving opportunities for women's success. DoD works across executive departments and directorates to provide a coordinated DoD response to issues that have a distinct impact on the lives of DoD women. These changes benefit women, men and families, as well as the Department and Nation as a whole.

In summarizing the overarching Department of Defense recommendations it is noted that the Department routinely reassesses policies and programs as a matter of good business practices. The women in the military policy review was conducted as recently as 2007 and is available in the public domain. DoD's recent review of the deployment deferment following the birth of a child policy determined that it is effective and ensures balance with family needs, and the premise that all military members should fulfill their military obligations on the same basis as other members of the Armed Forces. DoD routinely reassesses the Career Intermision Pilot Program (CIPP and related leave programs) for modification and will continue to evaluate CIPP for wider implementation (presently only the Department of the Navy has implemented CIPP) in the Department.

The Military Health System (MHS) has the honor of caring for the country's fighting force and their families. They have performed exceptionally. Over the next decade, MHS will set the health quality standard in this nation and will be recognized as a national leader in prevention and health promotion. The military family population will be the healthiest cohort across the nation, and the MHS will be the country's workplace of choice for both women and men.

The Department continues its commitment and priorities by providing for military families which focus on people – the military and civilians – including programs and services specifically designed to support the needs of women and girls. Within the office of the Under Secretary of Defense for Personnel and Readiness, the Military Community and Family Policy Deputate, the organization oversees many of the Department of Defense's quality of life policies and programs that address the development needs and aspirations of young girls, as well as to support the needs of families who also serve. MC&FP's goals are to ensure the military community is knowledgeable about the potential challenges women and girls in the Department face; to equip them with skills to function competently in the face of such challenges and to make them aware of not only the availability of supportive resources to manage such challenges, but also how to access them. Further, the programs must be available to women and girls wherever they reside.

The Department and the Military Services will continue to explore the most effective means of providing support to women, girls and military families by developing innovative new support systems that expand the availability of child care and youth

programs. National shortages of child care spaces and youth programs limit the Department's ability to achieve our goals of increasing the availability of services to military families and supporting military spouses returning to the workforce. Despite this challenge, 98% of the DoD child care programs have been nationally accredited by the National Association for the Education of Young Children, compared to only 10% of the child care programs in the civilian sector being accredited. Additionally, the National Association for Regulatory Administration ranked DoD child care as #1 for standards/oversight in comparison with all the states.

The Department of Defense, Office of Diversity Management and Equal Opportunity under Personnel and Readiness, stands by longstanding and ongoing policies and activities to address and support the needs of women and girls. DoD diversity has increased over the past decade. However, DoD efforts at this time continue to focus on the senior DoD positions and critical occupations related to science, technology, engineering and mathematics (STEM) and foreign language disciplines.

The Defense Advisory Committee on Women in the Services (DACOWITS) provides information and advice to the Department of Defense, through the Principal Deputy Under Secretary of Defense for Personnel and Readiness. A new Committee, comprised of critical and strategic level thinkers, will address the current and future gender-specific needs of military women. The Committee is prepared to identify and recommend resolutions in areas where change still needs to happen for this new generation of women in the Services on matters and policies relating to the recruitment, retention, treatment, employment, integration, and well-being of highly qualified professional women in the military. Their efforts are in support of DoD's transformed, technological force, the Global War on Terrorism, and for overall national defense.

The Department of Defense takes sexual assault very seriously. The Sexual Assault Prevention and Response Office (SAPRO) serves as the Department of Defense's single point of responsibility for sexual assault prevention and response policy and program oversight. SAPRO's vision is to enable military readiness by establishing a culture free of sexual assault.

Women benefit from the Department's programs to prevent and respond to sexual assault, but male victims also require support and services. The Department's sexual assault prevention and response program serves both genders. The Department has developed a research-based Sexual Assault Prevention Strategy that it is being implemented across all four Military Services. At the core of the strategy is an initiative called Active Bystander Intervention, which encourages all military members to say or do something to intervene when they see a situation that could lead to a sexual assault. The Department wants all military members to know that they have a moral duty to prevent harm to fellow soldiers, sailors, Marines, and airmen – both on and off the battlefield.

SAPRO is also working with RAINN (Rape, Abuse & Incest National Network) on a new Online Hotline Project. Their efforts are designed to enhance the Online Hotline with resources, materials, and staff dedicated to serving victims of sexual assault in the military.

The Department's Office of the Assistant Secretary of Defense for Reserve Affairs has two forward-looking programs in support of girls and boys in addition to the current Yellow Ribbon Reintegration Program for women and men redeployers and their families:

DoD STARBASE Programs national priorities are: (a) Enhance the overall quality of the program by standardizing and strengthening the core curriculum which encourages students, including girls and minorities, to consider STEM careers, (b) Strengthen the relationships with collaborators to leverage resources, (c) Serve annually over 100,000 students, (d) Serve middle school students by implementing a nationwide mentoring program, and (e) Invest in leading edge technology to prepare American youth to be innovative and capable to compete in a global economy.

The National Guard Youth Challenge Program's national priority is to enhance the nationwide availability of the National Guard Youth Challenge Program to every qualified applicant. A working group has been established to develop and recommend a plan that would implement cross-state enrollment and regional admissions in order to promote efficient use of the facilities and increase the program's overall admission rates. In addition, the program will continue to collaborate with other federal agencies to leverage resources, specifically funding made available to support girls who have dropped out of high school.

The Defense Advisory Committee on Women in the Services has initiated a pilot program designed to explore the feasibility of establishing a joint DoD/VA outreach website using DoD Techipedia, and social software and social media to share the benefits offered by the DoD and VA for Women & Girls is under construction. DoD's leadership in organizing such an effort supports the socialization of transparency, openness, and innovation across the Department. The DoD and VA collaborative site will bring together the relevant communities to address the needs of Women and Girls, while also providing opportunities with ties to other relevant Federal agencies. It is hoped that this site will also attract interest of other federal agencies and a desire to participate, as well as link into the White House Council website.

The respective Services continue to have numerous initiatives in support of women and their families, which are shared across the Department of Defense, as articulated in the descriptive enclosure.

The Department of Defense remains committed to ensuring that women and girls are treated fairly in all matters of public policy (women military service members on active duty, women in the National Guard and Reserve, and DoD civilian women employees). DoD welcomes this opportunity to collaborate with fellow federal agencies on the White House Interagency Council on Women and Girls, and to share and receive initiatives that support the DoD military and civilian women and their families, and the other women of the Nation.