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**DIVERSITY IN RECRUITING AND
RETENTION: INCREASING DIVERSITY IN
THE MILITARY—WHAT THE MILITARY
SERVICES ARE DOING**

HEARING

BEFORE THE

SUBCOMMITTEE ON MILITARY PERSONNEL

OF THE

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**DIVERSITY IN RECRUITING AND RETENTION:
INCREASING DIVERSITY IN THE MILITARY—WHAT THE
MILITARY SERVICES ARE DOING**

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
SUBCOMMITTEE ON MILITARY PERSONNEL,
Washington, DC, Tuesday, December 10, 2019.

The subcommittee met, pursuant to call, at 2:34 p.m., in room 2118, Rayburn House Office Building, Hon. Jackie Speier (chairwoman of the subcommittee) presiding.

OPENING STATEMENT OF HON. JACKIE SPEIER, A REPRESENTATIVE FROM CALIFORNIA, CHAIRWOMAN, SUBCOMMITTEE ON MILITARY PERSONNEL

Ms. SPEIER. Good afternoon, everyone. We are going to call to order now the Military Personnel Subcommittee, and today we are going to talk about diversity in recruiting and retention. We are here to discuss what the services are doing to increase diversity, which includes representation of women and people of color.

We are stronger when our military represents and connects to those it protects. One small “warrior caste” cannot bear the burden of service alone. Our democracy is stronger when we all understand the true cost of war waged on our behalf.

Diversity is also an asset. Minorities and women have unique perspectives they bring to the fight and diverse teams are more innovative and effective. We also need to take advantage of all the talent at our disposal.

Promoting diversity is also about justice and safety. Women and persons of color have always served in our military, even though for the majority of our history military policies and culture have been hostile to their presence.

Those groups are now serving in increasing numbers and we need them more than ever. They deserve the opportunity to excel unencumbered by biases and barriers and free from hate crimes or sexual assaults that threaten their safety.

We have included retention in this hearing because across every service, senior ranks are less diverse. Junior service members are more likely to stay in the military and rise when they can see and be monitored by leaders who look like them.

Today's first panel shows what can happen when the services don't focus on diversity and retention. I don't doubt any of your qualifications or commitments, but our military personnel aren't all White men and our personnel chiefs shouldn't be either. I realize that this is not always the case, but it happens more often than not.

There are approximately 1.3 million Active Duty members in the military; 83 percent are men and 16 percent are women; 17 percent are Black or African American; 16 percent are Hispanic or Latino; 4.5 percent are Asian; and around 30,000 are noncitizens; 70 percent are White.

Enlisted members are more diverse than officers, and the percentages have all increased over the past decade, but it is not enough.

I am interested to hear what each service is doing to tackle these challenges. How are you using influencers such as parents, coaches, and educators to recruit diverse populations? What kind of public service campaigns have you launched? What has worked and who has collaborated with you?

I also want to know how you are dealing with the ways belonging to an underrepresented group can negatively influence an individual's experience in the military and cause them to end their service. Research shows us that challenges like raising a family or dealing with inadequate healthcare providers are harder for women, who are still disproportionately expected to be primary caregivers. And complaints by women and minorities are still taken less seriously by doctors.

Underexamined cultural norms, practices, and legacies also inhibit the success of women and people of color. Many notions about what constitutes a good Marine, soldier, or warrior simply reflect traits that happen to be held by predominant groups in the service, such as physical prowess, rather than those that actually correlate with success, such as empathetic leadership.

In many cases, evaluating all service members by traditional expectations isn't equality or fairness. It is applying flawed criteria that reflect the skills of incumbent groups to a dynamic population with other strengths.

I would like to hear how the services are grappling with these complex issues, not just by creating policies that give all service members equal opportunity to excel, but by confronting these cultural issues head on at every level.

I also hope our second panel can help us understand, based on their expertise in this field, activism in service member and veteran communities, and experience on and departure from Active Duty, how these policies look in the field and what else the services should consider.

Finally, I would like both panels to tell us what Congress can do. Whether it is nominations to the service academies or setting policy, we can affect diversity in the military, and we hope to partner with all of you in that effort.

I would now like to turn it over to my ranking member, Mr. Kelly, for his opening comments.

[The prepared statement of Ms. Speier can be found in the Appendix on page 41.]

**STATEMENT OF HON. TRENT KELLY, A REPRESENTATIVE
FROM MISSISSIPPI, RANKING MEMBER, SUBCOMMITTEE ON
MILITARY PERSONNEL**

Mr. KELLY OF MISSISSIPPI. Thank you, Chairwoman Speier. And I wish to welcome both of our panels to today's hearing on diversity in the military.

The strength of our military is our people and the strength of people is our diversity. With rapidly evolving warfighting and technology, our national defense depends on the military services' ability to recruit and retain qualified individuals with a wide array of skills necessary to keep pace with our adversaries.

Given that only 29 percent of 17- to 24-year-olds are eligible to serve in the military without a waiver, it is essential that services do everything they can to increase the recruiting pool.

After reading through the witness statements, it is evident that the services have vastly improved their efforts to recruit from a diverse population. For example, the makeup of the services largely paces the racial and ethnic makeup of the United States population.

In addition, the number of women in the military has steadily increased as well. The chairwoman and I recently had the privilege of meeting with female soldiers who were in combat arm MOSs [military occupational specialties] at Joint Base Lewis-McChord, and it is clear that the success of these groundbreaking troops is inspiring other young women who may not have otherwise thought about a military career at all.

Despite the significant efforts made by the services, there are still areas for improvement. Specifically, the services must redouble their efforts to improve diversity among the officer corps. While women and minorities are represented in larger numbers than ever before, the services must look for new and innovative ways to improve recruiting and retention.

With the recent opening of combat MOSs to women, I am very interested to hear from our witnesses today about how these additional opportunities for female service members may impact both recruiting in general, and in particular, officer recruiting.

It is also important that the services continue to strive for a diverse force in other areas. In addition to race and ethnic diversity, the services must also consider geographic diversity and diversity of experiences.

In an effort to meet the end strength goal, the services often focus their recruiting efforts on the areas of the country that produce the most recruits and the high schools that have had the most success in the past. While this makes sense from an efficiency standpoint, it often means that certain parts of the country, particularly rural and inner-city areas, are greatly underrepresented in the military.

I understand that the Army has recently increased its efforts to recruit in areas that were historically overlooked. I would like to hear from all the services about their efforts to broaden the recruiting pool in this way.

In addition, diversity of experience is crucial as the services continue to develop and employ new technology. Given increased demands in the fields of cyber and technology, the services may need

to recruit individuals who are older and with more private sector experience.

Recent reforms of DOPMA [Defense Officer Personnel Management Act] have given the services greater flexibility in this regard, and I look forward to hearing from the witnesses how they intend to use these authorities.

Once again, I want to thank our witnesses for their many years of service and for being here today.

And thank you. And I yield back.

Ms. SPEIER. I thank the gentleman.

I ask unanimous consent to allow Members not on the subcommittee to participate in today's hearing and be allowed to ask questions after all subcommittee members are been recognized.

Mr. KELLY OF MISSISSIPPI. Without objection.

Ms. SPEIER. Without objection, so ordered.

Now we welcome our first panel: Lieutenant General Seamands, Deputy Chief of Staff, U.S. Army; Vice Admiral John Nowell, U.S. Navy, Chief of Navy Personnel; Lieutenant General Brian Kelly, Deputy Chief of Staff for Manpower, U.S. Air Force; Lieutenant General Michael Rocco, U.S. Marine Corps.

Let us ask that you summarize your testimony in 5 minutes or less. Your written comments will be made part of the record. And we look forward to hearing from you.

Lieutenant General Seamands, you may begin.

**STATEMENT OF LTG THOMAS C. SEAMANDS, USA, DEPUTY
CHIEF OF STAFF, G-1, UNITED STATES ARMY**

General SEAMANDS. Madam Chairwoman Speier, Ranking Member Kelly, distinguished members of the committee, I thank you for the opportunity to appear before you on behalf of the women and men of the United States Army. I have submitted a statement for the record and would now would like to highlight some of the points from that.

"People first, winning matters." With these words our Chief of Staff set a clear azimuth for our Army and the way ahead. America's Army stands prepared today to deploy, fight, and win our Nation's wars as part of the joint force.

People are the starting point for all that we do. Today the total Army force is the most diverse, the most talented, and the most lethal force in our Nation's history.

Thank you for your continued work on NDAA [National Defense Authorization Act] and the support for end strength growth. The growth you have authorized will provide an even more diverse and lethal mix of soldiers who protect and defend our Nation.

The Army continues to make full use of the new talent management authorities granted by Congress in the NDAA 2019. These authorities allow us and provide the flexibility to amplify diversity, give people in our Army the opportunity to be the best versions of themselves.

We published the "Army People Strategy" in October and have focused on acquiring, developing, employing, and retaining our force, and it reaffirms that a diverse Army is one of our strategic outcomes.

The Army's committed to equality of opportunity and providing all of our talented people with the opportunity of a fulfilling and rewarding professional career. The "Army People Strategy" main effort, acquiring talent, is defined as the ability to identify and recruit the diverse military and civilian talents needed to organize, train, and equip a force ready for prompt multi-domain operations, to include sustained combat operations.

As we work to ensure a diverse workforce through the acquiring and retaining lines of effort, I would like to share some examples of our success.

First, the Army has increased our Hispanic representation in all three components over the last 5 years from 12.5 percent to 14.6 percent of the total Army.

Second, the Army has increased female representation in all three components over the last 5 years from 16.6 percent to 18 percent of the total Army. We have seen the first female Ranger School graduate go on to complete her assignment as the first female infantry company commander and then go on to deploy with the Security Force Assistance Brigade in Afghanistan.

We want our Army to look like our Nation and to reflect what is best of our citizens. As the country becomes more diverse, so has the Army. Today the makeup of the Army generally reflects the U.S. population.

Given today's challenging recruiting environment, it is crucial that the Army leverage every tool available to understand what motivates and inspires and attracts qualified individuals to serve in the military.

Our approach to diversity includes diversity of thought, talent, knowledge, skills, and experience, which adds to the richness of our Army. We recruit soldiers from every State and territory so that we truly represent our country.

To ensure a diversified pool of recruits, the Army is producing marketing products in multiple languages to raise awareness in different audiences. We are also conducting recruiting and outreach activities focused on educating minority groups about the opportunities available in the Army.

Once we acquire the personnel, we must also continue to retain the most talented soldiers, noncommissioned officers, and officers with the experience and skills necessary to meet our current and future needs.

Our initiatives are developed with the benefits of diversity in mind. In fiscal year 2019, the total Army achieved its retention mission, with the Active Component retaining more than 88 percent of the eligible population. The Army is also on track to achieve the retention mission in fiscal year 2020. The force we retain has a rich diversity based on talent, performance, and potential.

Madam Chairwoman Speier, Ranking Member Kelly, distinguished members of the committee, the Army appreciates your continued support from the committee over the many decades. I thank you for your generous and unwavering support of our soldiers, our civilian professionals, and their families, and your emphasis on diversity across our military.

People first, winning matters.

[The prepared statement of General Seamands can be found in the Appendix on page 43.]

Ms. SPEIER. Thank you, General.
Admiral Nowell.

**STATEMENT OF VADM JOHN B. NOWELL, JR., USN, CHIEF OF
NAVAL PERSONNEL, UNITED STATES NAVY**

Admiral NOWELL. Chairwoman Speier, Ranking Member Kelly, and distinguished subcommittee members, thank you for the opportunity to appear to discuss diversity and recruiting and retention.

The Navy has a proud legacy of providing opportunities for people of diverse backgrounds. David Farragut and Horacio Rivero were our first admirals of Hispanic heritage and Samuel Gravelly our first African-American flag officer. In 1980, Janie L. Mines became the first African-American female graduate of the U.S. Naval Academy, and in 1996, Lillian Fishburne the first African-American woman promoted to flag rank.

In this century, Vice Admiral Carol Pottenger became the first woman to command an expeditionary strike group; Vice Admiral Nora Tyson the first to command a carrier strike group; and in 2014, Admiral Michelle Howard became the first female four-star admiral in history, the first African-American woman to hold the post of vice chief, and the first woman four-star operational commander.

These are just a few pioneers who have entered the history books through distinguished Navy careers. By their achievements, they have demonstrated the strength of a diverse Navy. Yet, we have made far too little progress, far too slowly, and we are committed to changing that.

The emerging challenges of great power competition demand that we remain one step ahead of our adversaries who are persistently challenging our traditional warfighting dominance through new and innovative methods.

To do this, we are institutionalizing a culture of inclusion and diversity. We know that one of the key components to maintaining our edge is leveraging an inclusive culture to enhance our greatest warfighting advantage and our asymmetric asset, our people.

We are empowering Navy leaders as force multipliers in promoting inclusion and diversity. We have increased participation of diverse talent in outreach events and marketing materials. We have highlighted the Navy's culture, benefits, and programs to showcase Navy as an employer of choice.

We are investing in marketing strategies that highlight force diversity and leadership and development opportunities for people of all races, color, religions, sex, or national origin. Nineteen percent of our recruiting media budget focuses on multicultural and female prospects. All social media content reflects diversity within the Navy and the recruiting market.

We offer NROTC [Naval Reserve Officers Training Corps] scholarships to minority-serving institutions and preparatory programs, and over one-quarter of this year's U.S. Naval Academy accessions were female and minorities.

We are implementing strategic coaching and mentoring programs across the career continuum, and through standardized inclusion

and diversity, core competencies and skills, we have enhanced our ability to develop and retain sailors.

Thank you for your support of these efforts and for your unwavering commitment to the men and women of the United States Navy and their families. I look forward to your questions.

[The prepared statement of Admiral Nowell can be found in the Appendix on page 54.]

Ms. SPEIER. Thank you, Admiral.

General Kelly.

STATEMENT OF LT GEN BRIAN T. KELLY, USAF, DEPUTY CHIEF OF STAFF FOR MANPOWER, PERSONNEL AND SERVICES, UNITED STATES AIR FORCE

General KELLY. Chairwoman Speier, Ranking Member Kelly, distinguished members of the committee, thank you for the opportunity to appear before you today to discuss your Air Force's ongoing diversity and inclusion efforts in recruiting and retention.

We understand we must leverage and optimize the diverse sets of ideas, experiences, and perspectives necessary for generating solutions across our spectrum of challenges, and the Air Force considers diversity a warfighting imperative.

As such, the Air Force set a goal for our force to mirror and be representative of the population of Americans eligible to serve by race, gender, and ethnicity.

To track progress toward that goal, we have implemented a monthly Diversity Inclusion Council chaired by the Chief of Staff of the United States Air Force and consisting of key members of the staff and field commanders responsible for recruiting, development, and retention. The council also includes mentors who represent diverse perspectives and who come from both our current and retired population of airmen.

Within our aligned goal, the current population of Americans eligible to serve is 57 percent women, while our Air Force consists of 22 percent women. The current population of African Americans eligible to serve is 7 percent and our Air Force has 15 percent, with 6 percent in the officer corps. The current population of Americans with Hispanic ethnicity is 9.5 percent, while our Air Force is comprised of 13 percent, with 7 percent in the officer corps.

While we have made strides in improving our diversity with a 4 percent increase in female airmen and a 5 percent increase in racial and ethnically diverse airmen over the last 10 years, the demographics indicate we still have a long way to go to satisfy and maintain our warfighting imperative.

Recognizing these facts, our Diversity and Inclusion Council focuses on accelerating the pace of our gains and improvements over time. Recognizing that operational career fields, particularly rated career fields with aviation, as well cyber and space, tend to advance to higher ranks at greater proportions, we have embarked on improving representation within these communities.

The Air Force created a Rated Diversity Improvement Strategy to engage, collaborate, and innovate across the four primary lines of effort: pre-accessions, accessions, initial training, and career.

This plan features 20 unique initiatives and projects with funding in fiscal year 2019 totaling over \$10 million. One of our projects

focuses on exploring underrepresented groups to operational career fields, as many youth do not know that they can be exposed to these kind of areas.

We also know that Air Force Junior ROTC [Reserve Officers' Training Corps] cadets are 10 times more likely to join Air Force ROTC and 25 times more likely to enter USAFA [United States Air Force Academy] compared to non-Air Force Junior ROTC students.

In addition, the current ROTC students are 60 percent minority and 40 percent female, meaning we have a target population. In 2019, 31 percent minority and 29 percent female joined what we now call the Flight Academy. This provides a standup in 2018 that allows us to target and expose these underrepresented groups with 28 ROTC scholarships, 122 new pilots, and 12 academy appointments from the small cohort.

While these numbers are small, we believe making an investment in today's youth will provide significant over time improvement in diversity in Hispanic and underrepresented groups.

We have also focused our female applicant pool within the accession sources and have targeted several venues, including Women in Aviation, Girls in Aviation, and others with similar outreach on diverse sites.

Although the Air Force recognizes recruiting as the starting point of the ecosystem, retention plays an equally important role in building a more diverse force. While our overall diverse population and recruiting numbers have improved, we have not been as successful in retaining women and diverse airmen in longer careers.

The retention rate for our female officers in the years 6 to 10 is 50 percent of the retention rate for their male counterparts. Likewise, the population of female officers at the O-6 and general officer ranks is 15 percent and 8.3 percent, respectively, compared to 25 percent at the company grade officer ranks. The population of diverse officers at the O-6 and general officer ranks is similar, with 14 percent and 6.6 percent, compared to 29 percent at the company grade officer ranks.

The focus on retention for us has created several barrier analysis working groups to identify barriers to retention and barriers to advancement. The results of these working groups have allowed us to make policy changes that assist with limiting unnecessary challenges and providing development opportunities that enhance family life and career balance and do not put female and minority groups sacrificing one over the other.

The Air Force has implemented several of these and continues to do so, including exempting female airmen from deployment or TDY [temporary duty assignment] for 12 months after giving birth unless they volunteer, and creating and publishing a requirement for access to lactation facilities, such as rooms or pods.

The Air Force continues the Career Intermission Program and looks to expand that with your help. Just this past summer, the Air Force held a fit program where we looked at new uniform items, flight suits, one-piece coveralls, and aviation bladders as a way to help us make sure that we are being responsive to our female airmen.

In conclusion, the Air Force continues to fully operationalize diversity and inclusion to leverage the Nation's greatest asset, its remarkable diverse citizenry, but we know we have a lot more to go. We are committed to leveraging diversity to our advantage and look forward to partnering with the Congress in our endeavors to protect and defend our great Nation.

I thank you for your continued support of your Air Force, those in uniform, our civilian professionals, and the families who have supported them, and I look forward to your questions.

[The prepared statement of General Kelly can be found in the Appendix on page 63.]

Ms. SPEIER. Thank you, General.
General Rocco.

**STATEMENT OF LTGEN MICHAEL A. ROCCO, USMC, DEPUTY
COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS,
UNITED STATES MARINE CORPS**

General ROCCO. Chairwoman Speier, Ranking Member Kelly, and distinguished members of the subcommittee, thank you for the opportunity to appear before you today to discuss recruiting, retention, and diversity in the Marine Corps.

Since our founding in 1775, Marines have answered our Nation's call faithfully, serving the American people and maintaining a high standard of military excellence. Then and now, everything starts and ends with the individual Marine. Your Marines are recruited, trained, educated, and retained to win our Nation's battles. They are smart, resilient, fit, and disciplined.

Recruiting high-quality women and men while retaining the best and brightest continues to make the Corps stronger. Diversity remains critical to the Marine Corps. It is our responsibility to ensure the Marine Corps is comprised of the best and brightest from every segment of our diverse society.

Diversity must be included in meaningful ways in order to take advantage of the wide array of aptitudes and perspectives necessary to maintain our current and future warfighting excellence. We are committed to capitalizing on the knowledge, skills, abilities, performance, and potential of every Marine.

Diversity in the Marine Corps is increasing. In 2010, 30 percent of the Marines identified as minority. Today that number is over 40 percent, and we expect these numbers to continue to rise as 44 percent of all accessions in fiscal year 2019 identify as minorities.

In 2010, 6.7 percent of the Marine Corps was female. It is now almost 9 percent. These numbers should also continue to rise as females are now over 10 percent of all accessions. Last year, 12.7 percent of officer accessions were females, representing the highest percentage of female officer accessions in the Marine Corps since the establishment of the All-Volunteer Force.

Females represented in previously closed MOSs are also on the rise. Six months ago, I testified before you, reporting that 507 females were in previously restricted units. That number is now 650.

Females who have earned these MOSs have also increased. When I last testified, there were 203 females serving in previously closed MOSs. Today, that number is 257. And we now have our first female F-35 pilot and first female Reconnaissance Marine.

We have achieved our accession success by increasing our female inclusive marketing and by focusing direct mail and advertising to generate awareness and highlight opportunities in the Marine Corps. We are also partnered with a host of diverse organizations across the Nation. We have recruiters assigned to every square mile, every Zip Code, and every public school in our Nation. Our goal is to reach the youth and influencers, from the most rural of small towns to the largest of cities.

Our recruiters work extremely hard. Their task is challenging. Only 30 percent of age-qualified youth are qualified for the military and only 10 percent are interested in serving. And less than 8 percent of the females are interested.

On the retention side, we are leveraging technology to help understand and someday predict why individuals decide to join the Marine Corps, as well as remain a Marine. These efforts include improving current data collection and management, longitudinal accession, retention, and exit surveys, along with cognitive and noncognitive testing, with the objective of identifying and fitting the right person with the right skill into the right billet.

Even with our success there is still a lot of work to be done. While females and Marines who identify as minorities promote at nearly the same rate and sometimes higher than other Marines, they remain underrepresented at higher officer ranks, especially at the general officer level. However, we believe that our efforts today will pay dividends as our junior officers populations are now more diverse. Today's junior officers will be tomorrow's senior leaders.

Inextricably intertwined with recruiting, retention, and diversity is culture. We need to make sure the Marine Corps culture is one of respect, dignity, and inclusion for all.

We can do better. This is evident from the research surveys, townhalls, and just talking with Marines. A recent study on Marine Corps culture, which we commissioned, illustrated where we have fallen short.

But we are working tirelessly to self-assess and improve. We are updating our fitness report system, which encourages reporting seniors to address diversity. Specifically, and I quote the order, summarize the Marine's ability to manage commander's intent and execute higher expressed goals while fostering a positive command climate with an emphasis on readiness, mission, diversity, and accountability.

Command climate assessments have been reordered and will now be taken to the command prior to the command turnover. Reporting seniors now have the results prior to that final fitness report.

We have published a comprehensive prohibited activities and conduct order. We have established a Talent Management Oversight Directorate led by the Assistant Commandant, and I am on the executive council.

We have started an Exit and Milestone Longitudinal Survey Program to assess why Marines join and why do they choose to leave. Every Marine now takes a Tailored Adaptive Personality Assessment System, or TAPAS, test, and we have included unconscious bias training in all our schools.

The topic is on the minds of all Marines, especially senior leadership, as it should be. It is, more than anything, a leadership issue.

Marine leaders must not just talk about changing culture, they must be an example of how to treat your fellow Marines and all individuals with dignity, respect, empathy, and compassion. Be servant leaders.

I personally consider this my ultimate responsibility. I am proud to represent the men and women of character, the few, the proud. I look forward to answering your questions.

Thank you.

[The prepared statement of General Rocco can be found in the Appendix on page 73.]

Ms. SPEIER. Thank you, General.

All right. I am going to start with you, General Rocco.

Following the initial Marines United scandal, the Corps commissioned a report on Marine culture, especially as it relates to gender equality. That report is dated March 2018, but was only quietly published publicly in September of 2019.

Have you read the report?

General ROCCO. I have.

Ms. SPEIER. Thank you. I saw the Commandant commented on the report over the weekend, and I appreciated his statements against sexist attitudes in the Marines.

Has he read the report as well?

General ROCCO. I believe—I know he has been briefed on it. I can't say if he has actually read it.

Ms. SPEIER. So if he hasn't, I would urge you to suggest to him that he read.

The report draws a distinction between parity, where everyone gets the same treatment, and equity, where different experiences and needs are accounted for in promoting diversity, saying that Marines interviewed, quote, "conflated equality with sameness when determining what is fair."

Do you agree with the report's conclusion that the Marine Corps' messaging should promote a notion of equality that accounts for different experiences and contexts rather than one that seeks to treat everyone the same?

General ROCCO. That is an important question, Chairwoman. Thank you for asking that.

I would start with we are a standard-based organization, so there is a standard to be held. But I would also take into account, because of the diversity and the importance of experiences and what that brings to the table, that we need to also temper that with the experience that that individual Marine has come to the table with.

So, yes, I would agree with you, we maintain a standard. But the reason why it is important, diversity is important, because different people look at different problem sets and come to a different conclusion. And I think that is very healthy for the institution to bring on board and to appreciate and to respect.

Ms. SPEIER. So this year the Marines' birthday message from the Commandant lasted 8 minutes, but only contained footage of women for 6 seconds or 1.25 percent of the run time. Do you think that is a problem?

General ROCCO. I thought the message was well received. As far as only representation, I did not parse the video and look at female

Marines for 6 seconds or tall Marines for this long or minority Marines for that long.

So I think it probably—I know it is being looked at from the public affairs perspective as far as the message and what that unintended messaging was. And I think we are doing an internal look at we possibly could have got that a little bit better.

Ms. SPEIER. I would agree, you could have gotten that a little bit better, because in some respects it reinforces the notion that women aren't really welcomed in the Marines.

General Berger told Military.com that including more women in the video would have been an artificial elevation and treat people by two different standards, "and we don't do that in the Marine Corps."

I hope that that, upon reflection, is not what he really intended to mean, because we have really got to change the culture. And I think you were nodding in appreciation of the fact. So I will leave that.

Let me now move on to General Seamands.

You were quoted in your statement: We want the Army to look like our Nation. In 2040, our Nation will be majority minority. So I think as you look at your responsibilities, that is a huge shift in the population of our military if we are going to continue to reflect the Nation that is the United States.

Do you have any comments on that?

General SEAMANDS. Yes, ma'am. We are looking at the same demographics in the future makeup of our country. We are doing a number of things to try and make the Army get on the—continue the Army on the glide path to look like our Nation.

For example, we have 22 focus cities where our recruiters are out there in areas we perhaps walked away from during the drawdown and other times. So urban areas, places like Atlanta, Seattle, where we didn't have much of a presence, we have reinvested in those areas which represent a rich diversity of our country.

We have programs like we are taking a look at Houston and Los Angeles to see what kind of things we can do to both encourage college-bound applicants to go into ROTC and join the Army, as well as applicants who want to come and serve the Army.

How do you tap into that market? How do you communicate with them? How do you resonate and explain to them that 150 specialties, everything from a doctor to a lawyer to an infantryman, is an available outcome.

Our marketing, "What is Your Warrior?" program, that is out there, actually talks about the diversity of the Army in terms of who is in the commercials, as well as the various opportunities that are out there.

Ms. SPEIER. All right. Thank you.

Ranking Member Kelly.

Mr. KELLY OF MISSISSIPPI. One of the things that I know is the military is a family business. And so when we start on a recruiting pool, a lot of times you start with that same business. My brother retired as a command sergeant major, my father retired as a first sergeant, that is me personally. But most of them it is a family business, it continues.

So what are we doing in each of the services to expand beyond those people who have traditionally served? Because they want to be in, they just don't know they want to be in. We as parents teach our kids that. What are you doing to reach this other group?

General SEAMANDS. Representative Kelly, thank you very much.

I will say I am guilty as charged. I have a picture of my daughter, she just got out of Joint Readiness Training Center after about 30 days of intense training. I told her I was going to bring her to Congress today.

But I am very proud of her. Your point is well taken. It is a family business. My dad was in the Army, my brother was in the Army. And we do have to get outside the gates and into the local communities and explain the value proposition, the purpose you get when you join the Army.

And so as we bring people in from across the Army a couple of things we have done. We have sent some recruiters back to the places where they were. We have a program called "Meet Your Army" where we send Army leaders out to areas where there is not a big Army presence to meet with school superintendents and have discussions about why their citizens should be interested in the Army, what the opportunities are. We are engaging guidance counselors, we are engaging teachers, influencers across the board to help tell the story of the Army and to expand our pool.

Mr. KELLY OF MISSISSIPPI. I am going to go on to the next one.

You know pre-all-volunteer military folks got a lot of options. They got, you can go to Vietnam or you can go to jail. You can go in the Army or you can go to jail.

That wasn't all bad, because when you look back, as a former prosecutor, the people that I helped in life were not necessarily the ones I put in jail, they were the ones that I gave an option and a path to keep from going to jail.

So in the military what are we doing to reach out to those same kids who wound up retiring as command sergeant majors who had no path but jail on their horizon when they got jail or Vietnam? What are we doing to reach out to those kids to give them other options which give them a chance for a very beneficial career to them?

And let's go with Lieutenant General Rocco, because most of those guys could be definitely Marines.

General ROCCO. Thank you. Thank you, Ranking Member Kelly.

So the Junior ROTC programs I think are very effective. I think those are probably, short of the ROTC programs in the colleges that are very competitive, I think that is a great introduction to try to reach out to some of those folks and take some of that. And many of those leaders for us are senior enlisted that have retired that I say walk the walk and talk the talk. So they really can connect with them.

They generally go back to their home towns, so be it from—and as I mentioned in my opening comments, we have representation throughout both rural America, large cities, inner cities. So that ability to reach out to those families.

I have got a list here of other things that we do. Central Intercollegiate Athletic Association, the National Society of Black Engineers, the Society of Hispanic Professional Engineers, the Society

of Asian Scientists and Engineers. We send representation and folks to all these different venues that traditionally have not had military.

I myself do not come from a military family. I am the first in my family to volunteer into the military.

Mr. KELLY OF MISSISSIPPI. And this is for you, too, because we are limited on time. But I am reading a book "The Immortal Irishman" now, and General Meagher. It was horrible to be Irish in America pre-Civil War, but he got all those Sons of Erin and took them and made them warriors on the battlefield and made it a proud thing to be an Irishman who was in the military. But at that time it was like really bad to be in the military.

So recruiting-wise—so he was a great recruiter, right? So you see a great Irishman, one of the seven, and you want to be like him. So what are you guys doing to make sure that our recruiters reflect who our people want to be? What are we doing to have female recruiters and African-American and Hispanic recruiters to go get those kids that we want to increase diversity?

And that is for the Lieutenant General and Vice Admiral Nowell.
General KELLY. Thanks, Ranking Member.

I think, first, you are right, we have got to have recruiting representation that represents all those pools that we want to be. You have to see it to want to be it, right, and you are out there.

So we use not only our increase in recruiters, we have added about 189 recruiters, but we use what we call the Gold Bar program. So new airmen, new lieutenants who can represent, we take them and we put them back in the communities from which they came. They get to see those folks, they get to go to the influencers and talk to them.

We recently had a fly-in event, we call it a fly-in event, in the Dallas-Fort Worth area where we flew in two female aviator generals, a number of female captains, female lieutenants into those communities, Hispanic female aviator into those communities, and had them go out and connect with the local ROTCs and Junior ROTCs so they can see themselves and talk and influence those folks who are out there. So those are the kind of things that we doing in addition to what General Rocco said.

Admiral NOWELL. Sir, we are doing some things very similar to what General Kelly said. I would also mention that we have shifted to a digital marketing and advertising, we are getting into the space that those young people are in, and then we are showing them—one of things that we have is "Faces of the Fleet." These are sailors that are telling their story, and we built diversity into that.

So for instance, Lieutenant Aric McGee in "The Ascender," he is the grandson of one of the Tuskegee Airmen, and he tells his story. He is an MH-60R Romeo helicopter pilot. That has gotten 1.5 million views and that directly translates into leads that we go out—and a lot of these are young people that say: Wow, he looks like me, I think I could do that.

Mr. KELLY OF MISSISSIPPI. I yield back.

Ms. SPEIER. Thank you.

At some point in the near future could you make available to the committee the gender and ethnicity of your recruiters so we can review that?

All right. Congresswoman Davis.

Mrs. DAVIS. Thank you. Thank you, Madam Chair. Thank you to all of you in your dedication to service.

I know as I looked at some of the materials here there have been a lot of studies looking at recruiting, retention, how we align the needs with the community. And I am just wondering, out of all of that, what has been the hardest thing to actually do within those areas of recommendations?

General KELLY. I will start, Congresswoman.

I think the hardest thing for us is to connect with those communities where you don't have the legacy of military service and connect with people and get them interested in and propensed for military service. So it is this mission of inspiring and showing opportunity and connecting with those folks that there are these opportunities for them to do other than jail or Vietnam.

So I think that is the hard part for us, is how do you inspire a group of Americans to want to join and not just be from the legacy of the previous family parts. And so we are working hard at that and looking at role models and things. But I think that is where we find the toughest challenges in places for us.

General ROCCO. I would like to just jump on that real quick, ma'am.

As I mentioned in my opening remarks—what was easy? The easiest part was we have listed readiness, mission, diversity, and accountability as a benchmark for a commander to be reported on. So diversity is in the same category as readiness, which for the Marine Corps is absolutely groundbreaking.

And what I found in the CAOCL [Center for Advanced Operational Culture Learning] study, which is probably the most interesting, and now all the senior leaders that go out and discuss, and we talk at all the different classes—I am sorry, the academies and the schools in the commanders course—and it came out of the CAOCL study, was how do you teach a Marine empathy? And that is a great—and that was kind of the bell that kind of rung for me. And that is something—

Mrs. DAVIS. Have we achieved that?

General ROCCO. Well, we do and we discuss. And we discuss and we talk about it from personal experiences. We were just talking about, I missed my father's funeral because I was deployed. We have a Marine division commander who talks about a special needs child that he has that he has dealt with through his career.

And when you start talking about—so the same families and the same folks that are in that situation, that similar situation looking at a Marine general or a senior leader going, okay, they somehow got through, that is important.

And when we are looking at it from a commander and writing reports on it, I think that is how we teach it.

Mrs. DAVIS. Because I think part of it is what are people—what are we finding that the young people are afraid of, what scares them from even considering it? And how do you make sure that the influencers are available to talk to? Not just that, but are sort of on the ground floor to create some of these inspirational videos, if you will. I don't know how much of that is being done by the very people that you are trying to reach.

Admiral NOWELL. Ma'am, I will just jump on that as well, because one of the things that we are finding is it is not just about getting our "Faces of the Fleet" or we have rating videos where they get to see folks that look like themselves. It is them then taking those and then sending that back out, and so getting that additional bounce. It is about reaching them.

And I think General Rocco and General Kelly had it right, it is about culture and how do we make sure—so not just bringing them in, how do we then keep that inclusive and diverse force? And so we are spending a lot of time working at all levels of leadership to get that into the education program.

Mrs. DAVIS. I wanted to ask you as well about junior officers, because is it correct to say that if we actually worked as hard as possible and made sure there were no barriers to people who could rise and ascend within your services, and you are all kind of competing against one another in many ways, that would make a huge difference.

And they are there, they are in our services. And yet, in every report there are countless barriers that are noted.

So what is that? Where does that leadership come from to be sure that we have those opportunities and that we are helping and assisting them to be able to take the measures that are needed over time? It doesn't happen overnight. You know that.

General KELLY. Congressman, you hit on it. There are all kinds of challenges. And I mentioned the barrier analysis working groups that we do, and we identify a variety of issues and things that come up. We have had four female airmen rise to the rank of four-star, one to be the first female combatant commander, Lieutenant General Lori Robinson.

But for every one of those in the cohort, if we don't retain the ones we have, the 25, 26 percent that we have at O-1, by the time they get to O-6, O-7, O-8 the cohort in the pool is so small. So we are working really hard on identifying those barriers and trying to knock down those barriers.

And the barriers are coming from them. We are asking them: What are your issues? Where are you at? The analysis groups, the barrier analysis groups, are made up of the ground floor, grassroots airmen that are telling us what is going on.

Ms. SPEIER. So what are they telling you in terms of—

General KELLY. It is a variety of issues. So you hit on during your opening comments, Chairwoman, about the challenge between trying to do career and family versus service. And we have tried to do a lot of things and continue to do a lot of things to remove that. Don't make it an either-or. How do we balance both and what do we put in place to do both?

Simple things like female equipment, for helmets and bladder control and flight suits that weren't there that just become unnecessary and annoyances, that we are just trying to remove those annoyances so that we don't have these issues where somebody is going to feel like, "Why do I want to stay if I am not as appreciated?" the cultural things that General Rocco talked about.

Ms. SPEIER. I was just recently told that—and I don't know which service it is—but that the female uniforms are more expensive than the male uniforms.

So would you take that back and report back to us on what the costs are? Because that is coming out of their pockets after the initial uniform, is it not?

[The information referred to can be found in the Appendix beginning on page 115.]

Ms. SPEIER. All right. Thank you.

Mr. Cisneros.

Mr. CISNEROS. Thank you, Madam Chairwoman. And thank you all for being here today, gentlemen.

General Rocco, I am going to address this question towards you, but it is really open to anybody who can answer it.

So I have a friend who is a Marine who enlisted, did ECP [Enlisted Commissioning Program], which the Marines help pay for. Later on was sent to school by the Marines to get a master's degree. The Marine was promoted to major and he hit his 20 years.

Now, the Marines invested a lot of money in him, in educating him and helping him out. But at the 20-year point he decided to retire. And we can't prevent individuals from retiring at 20 years.

But what are we doing when we have these individuals that we are investing a lot of money in and really grooming them, or hopefully be grooming them, how are we convincing them to stay in the Marine Corps or any service when we have invested this money in them—and my friend, too, he is Latino, I should say that as well—especially when we see that there is a lack of diversity up in the senior ranks.

General ROCCO. Thank you for the question.

Not knowing the individual case, so what we have done is we have started the Exit and Milestone Longitudinal Accession Survey, and what that is designed to do is basically categorize—and we are using artificial intelligence to capture all this data—as to why the person joined the Marine Corps in the first place.

Then at different career points they take the survey again to see what they like or don't like about the Marine Corps. At the 4-year mark for enlisted. At the officers it is the career designation point. And then, of course, it is when they get promoted to major. And then it is when they leave.

At this point right now, we don't have enough data to be conclusive on it, but he is absolutely somebody that I would love to talk to, because we have invested a lot.

In my job as Manpower and Reserve Affairs, we have a lot of graduate, Naval Postgraduate officers that are pulled out of their MOSs and they are sent to Monterey. They receive a graduate degree in a technical field and then they become data analysis. And they are very important on the work that we do.

They actually promote at a higher rate than if you did not go to Naval Postgraduate School. And I have it broken down by ethnicity and broken down by gender. But the fact of the matter is that is someone that we would have wanted to hold on to.

I can't speak to why he would have left, and the reasons are varied. But that is someone, as you say, we have invested a lot of money in.

And I think, and not really as a warning, but our new system, our BRS [Blended Retirement System] system, I think is updated. It is a great retirement system. I fully support it. But we have now

moved that 20-year mark, which is retirement, and we have moved that to about 12 years where the individual member can leave the military with an awful lot of money.

And that is something that we are looking at and we are putting in a lot of brainpower into trying to figure out what exactly we need to do to now, instead of capturing that 20-year-old major—or 20-year Marine—we now have to do that at 12 years, which is a disadvantage because they are much more marketable at 12 years of service vice a little bit older at 20 years.

Mr. CISNEROS. And, Vice Admiral Nowell, I will address this question to you.

So I did Navy ROTC, and I was a political science major, but I recently went back and I looked at the requirements and I would not have been able to get that ROTC scholarship. It is pretty much all STEM [science, technology, engineering, and math] careers or STEM majors, is what they are looking for today.

And when you look at a lot of the people that are studying STEM in college, it is not women, it is not people of color. And I am sure a lot of you really kind of have that same emphasis on STEM in the officers that you are looking for.

Really are there any programs that any of the services are running to reach down to maybe into the middle schools, the high schools, to partner with them, to kind of get people of color, to get women involved in STEM, and really help groom them into becoming those future military officers?

Admiral NOWELL. Sir, thank you for those questions. And you are exactly right, we do think that we have got to get to that level. We do that with some of the influencers that you mentioned earlier as well as the JROTC units.

When you look at that diversity, I think the statistic is something like 42 percent female and 62 percent ethnically and racially diverse.

So one of the things that we have started to go ahead and try and give some folks a leg up as they compete for those ROTC scholarships is something we call the NROTC Preparatory Program. It is patterned after the Naval Academy Preparatory School where we will give folks a 1-year tuition-free stay there at NAPS before they go to the Naval Academy, but institutions are paying for room, board, and tuition for these students. And if they get through, then we will guarantee them a 4-year scholarship.

We have 67 in that program this year, with a goal of 200 over the next few years. And these are colleges and universities partnering with us and looking at the talent at that lower level that you mentioned to then try and make sure that we have a more diverse population there at NROTC, as well as the Naval Academy and OCS [Officer Candidate School].

Mr. CISNEROS. Thank you. I yield back my time.

Ms. SPEIER. Thank you.

Are the other services doing that as well?

General SEAMANDS. Chairwoman Speier, within the Army the United States Military Academy has programs that go out to STEM programs to seventh and eighth graders both at West Point and a traveling show to make awareness about the opportunities within the Army and to encourage them to consider a service.

Ms. SPEIER. Air Force?

General KELLY. Yes, Chairwoman, we are doing similar kind of programs, including a drone UAS [unmanned aircraft systems] kind of program where we go out to middle schools and high schools to get them interested in that. We participate in Hispanic STEM Week, a variety of ways to try and get down to those organizations and try to influence at that level, knowing that you have to start early.

Ms. SPEIER. General Rocco.

General ROCCO. Well, not surprisingly, the Marine Corps, while STEM is important, I mentioned in my opening remarks about TAPAS [Tailored Adaptive Personality Assessment System]. And what we have really determined is more important than education or what that undergraduate degree—or what the education is, it is the grit. It is the grit and determination to perform in the military.

So that is why we are having everybody take the TAPAS test, which is basically a grit test and cognitive—I am sorry, noncognitive test, that will you succeed in the demanding environment of the military.

Ms. SPEIER. All right.

Congresswoman Escobar.

Ms. ESCOBAR. Thank you, Chairwoman. And thank you so much, gentlemen, for your service and for your testimony today.

Back in my home district, as I am sure my colleagues can understand, we have lots of incredible young people who are asking for our support as they apply to the service academies. And it is one of the most wonderful aspects of the job to see all of these hopeful faces, these young people who are excited about their future and have so much to offer our country.

And in my community, the district I represent, El Paso, Texas, we are a minority-majority community, home to Fort Bliss, and 85 percent of my constituency is Latino, a quarter are immigrants. And to see so many young people of color and so many young women envision their career as a service member is exciting. But the numbers in terms of their ability to break through and to get into leadership is heartbreaking.

And we have talked a little bit about women, which obviously is important to me, as well as the topic of Latinos and Latinas in service. Eighteen percent of Americans are Latino, and that is reflected in the military, absolutely. And I can tell you, we have so many Latino members of the community who, again, have devoted their lives in service and whose children are also wanting to devote their lives to service.

But only 8 percent of the military is made up of Latino officers, and that number shrinks. The number is actually really shocking to me. Only 2 percent of Latinos make it to general and flag officers.

And so all of you have given a lifetime of service. I am very curious, just your own personal perspective, why is this the case?

General SEAMANDS. Thank you for the question.

I would submit that when we talk about general officers or flag officers, if we are looking at the captains or colonels, we are almost too late in the equation. We have to get, kind of to your point, to

the accessions, to the lieutenants, to the academies, to ROTC, and start the process.

So the Army is working to make up lost ground in terms of our representation of Hispanics in the formation, but we won't solve it today or tomorrow. It has got to be a long-term approach. It has got to be an investment in those young men and women who aspire to come into service and to encourage them to serve, apply, and be competitive.

Right now our numbers don't look—aren't where they need to be, and we will continue to work that. As Chairwoman Speier said, by 2040, I think you said, 40 percent are minority-majority. So we have to get after it, we have to focus on it, and be deliberate in our efforts.

Ms. ESCOBAR. And I so appreciate that, and you and I have had this conversation before in my office and appreciate that conversation. And I appreciate the commitment going forward. My question is more of a look back. How did we get here?

General KELLY. Congresswoman, I don't have complete analysis or a complete understanding of how we got here, but I will tell you that one of the barriers that we have been able to uncover through our barrier group is a lack of official mentoring.

So there are lots of important effects that happen between a mentee and mentor relationship. And so what we established is we established this program we call MyVector that lets people list their backgrounds and their interests and where they are at and has mentors list their backgrounds and interests. And we make pairs, and we make mentoring pairs, and we put responsibility on the mentor to make sure they are doing coaching and going through and giving good advice and giving good help to those folks.

Because what we find out is sometimes our underrepresented groups come in and by the time they get to those ranks they didn't know, they didn't know about an opportunity, they didn't know they should be doing certain things, they didn't know they should be taking these steps that are going to increase their chance for advancement.

So we are starting early on mentoring and making sure we are doing that. We are hopeful that is going to improve that. I don't know how we got there, but that is one of things that we are doing to try and improve it.

Ms. ESCOBAR. And it sounds like from what you are saying is that sometimes service members don't know what opportunities lie ahead. That is on us then, that is on us.

Gentlemen, anyone else?

General SEAMANDS. If I can have an alibi, ma'am. Within the Army we have migrated to what we call AIM-2 [Assignment Interactive Module Version 2]. It is a marketplace for officers. So we have 15,000 officers who are moving in summer of 2020. In the past Human Resources Command would take a look at an officer, what their qualifications were, and give them three to five options.

We have put every assignment in the marketplace and everybody had an opportunity, all 15,000, to make a value proposition to the unit as to what I would bring to the unit, and every unit has an opportunity to say this is why I want you on my team.

And so we think that is going to increase the diversity. There is a lot of talent out there, quiet people, introverts, people who have exceptional capabilities that are not recognized, and we think this will bring that to the top.

General ROCCO. And, ma'am, that is a great question.

So on the enlisted side we actually do very well on the senior enlisted side. When we look at our Latino promotion rates at the E-8 and E-9 level, they do very well. On the officer side, not as good, as you pointed out.

And I will say for the Marine Corps—and I don't have a good answer for you—but I will tell you on the Marine Corps, when you look at—we have less than 100 general officers. Our average promotion rate to general officer for the population is less than 3 percent. And right now we have 15 general officers of diversity: 4 female, 5 African American, 3 Hispanic, and 3 Asian.

That statistic is not to defend we are doing well. We are not doing well. We can always do better. But that is one of the things that we are taking a look at. And, again, from analysis, on the Exit and Milestone Longitudinal Survey that we are doing, we are trying to gather that information. Because that is one that stands out. Again, percentages not being the same, we do better on the enlisted side; we don't do as well on the officer side.

Ms. ESCOBAR. Thank you. I am out of time. I yield back.

Ms. SPEIER. Thank you.

Actually, most of you could do a lot better in the officer area than in the enlisted.

I am curious whether or not you have considered doing recruiter bonuses to augment the numbers of persons of color and women. Is that something that you have contemplated? Do you ever give recruiting bonuses to recruiters? And if so, have you contemplated doing it as it relates to people of color and women?

Admiral NOWELL. Ma'am, I will just let you know that actually as we look at our recruiting force, and we fairly recently transformed the way that we do recruiting from the standpoint of going away from a single recruiter working someone through the whole process to focusing on their strengths. Are they best at sourcing and sales, finding, classifying, or then onboarding? And that has reduced attrition which is good for all categories.

But we have also added an incentive that if they, as a team, meet their goals, and we do have the diversity goals, then the team gets a kicker to their special duty assignment pay. So we are using it in somewhat the manner that you just described.

I will also mention that as you look at the sailors, the future sailors that we are recruiting, there are incentives for them to bring their friends in as well, and so, you know, that helps us grow from that manner as well.

Ms. SPEIER. Any other comments?

General ROCCO. Just in the Marine Corps, ma'am. So last year, there was a 40 percent diversity on the enlisted side and about 30 percent, just over 30 percent on the officer side. So I think they are doing a good job, again, a merit or standards-based organization.

Ms. SPEIER. Not in gender, though.

General ROCCO. I am sorry?

Ms. SPEIER. Not in gender, though.

General ROCCO. Yes, ma'am. We are low. That is exactly right. Although we have increased it every year, we still haven't—we haven't certainly gotten to where the population is and where the female population is.

Ms. SPEIER. I think you need to go to girls' high schools.

Mr. KELLY OF MISSISSIPPI. Can I make one comment? The only thing I caution you about as the senior personnel, if we start putting all of our women and minorities, okay, into drill sergeants and into recruiters, we take them out of those key qualifying positions, okay, whether it be NCOs [noncommissioned officers], and so we may actually—when we are talking about the senior level leaders, if we put them there, we may cheat them out of being here. And I would just ask that you watch the second- or third-order effects and make sure that we are—that we are not putting all our women as recruiters or drill sergeants or those commands and cheating them out of opportunities to become GOs [general officers], and so I would just really caution you on that.

Ms. SPEIER. A good point, a very good point, but particularly for the academies. I think going to girls' high schools and religious high schools, certainly in my experience, I have a higher number of applicants from the Catholic schools which is maybe just a phenomenon in my area, but it is worth looking at for all of you.

All right. Any other questions for our panelists? I hope you are all going to stay to listen to the second panel. Thank you very much. We are going to take a couple of minutes recess so we can change out the panel.

Thank you all very much for being here and obviously for your service to our country.

[Recess.]

Ms. SPEIER. All right. We are now going to begin our second panel. Thank you for being here. I guess we are missing Ms. Campos-Palma. Is that right?

Ms. WILLIAMS. She is just in the restroom.

Ms. SPEIER. Oh. She is in the—okay. Well, we will give her that. Okay.

Our first panelist is Ms. Kayla Williams. She is currently a senior fellow at the Center for a New American Security. Kayla was enlisted in the Army for 5 years as an Arabic linguist, serving in the Military Intelligence Company in the 101st Airborne Division. She is also the author of "Love My Rifle More Than You: Young and Female in the U.S. Army." I love the title of that.

Our second panelist is Pam Campos-Palma. She is currently a strategist who is known for building change through grassroots efforts. She has served in the Air Force as an operations and antiterrorism intelligence analyst where she deployed to Iraq and Afghanistan. She'll be joining us momentarily.

Finally, Bishop Garrison is a 2002 graduate of the U.S. Military Academy and served two tours in Iraq prior to leaving service. Mr. Garrison is currently the Director of National Security Outreach at Human Rights First.

We will start with you, Ms. Williams. Thank you so much for joining us today.

**STATEMENT OF KAYLA M. WILLIAMS, FORMER
U.S. ARMY LINGUIST**

Ms. WILLIAMS. Thank you.

Chairwoman Speier, Ranking Member Kelly, distinguished members of the committee, thank you for the opportunity to discuss a topic I believe is of vital importance to the long-term strength of the United States military. It is an honor to have been asked to share my experiences as a minority in the military, including what drew me to service and why I left.

As a child, I occasionally got food stamps and free school lunches. The shame of growing up in poverty was coupled with gratitude that the Nation had invested in me. As a young adult, I vowed my children would never have to experience the fear of eviction. So anxiety drove me to pursue any opportunity to enhance my long-term financial stability. The military offered me training in high-value skills and access to the GI Bill, but crucially, it also provided a way for me to repay my debt to society through service.

During my 5 years in the Army, including a deployment to Iraq, I acquired both tangible skills and invaluable intangible attributes such as perseverance and confidence. Unfortunately, being forced to constantly navigate an environment that frequently seemed unwelcoming to women ultimately drove me out.

I faced chronic and pervasive gender discrimination and sexual harassment ranging from snide comments and offensive cadences to being repeatedly propositioned and experiencing unwanted sexual contact. The pervasive attitude among my peers was that this was to be expected in a male-dominated environment.

Men almost universally discouraged reporting problematic behavior because doing so might ruin the perpetrator's career. Women often discouraged reporting as well, warning that doing so would hurt my career. Lack of accountability when I did report incidents was totally disheartening.

Sexual assault, harassment, and discrimination harm military retention, full stop. Leaders must value the careers of talented women over those of criminal men. Rates of harassment and assault have not dropped substantially since I left Active Duty. Reporting remains relatively low, and retaliation is still high.

Recent examples of senior leaders being relieved of command for sexual harassment or toxic command climate indicate to me that the zero-tolerance message emanating from the top is still not taken seriously at all lower levels. That type of bad behavior was almost certainly apparent earlier in their careers and did not stop these leaders from climbing in the ranks. Extensive coverage of this concern affects recruiting as well. Young women and their parents often ask me whether I would recommend military service given this risk.

Other outdated and unfriendly policies and practices that disproportionately affect women were the other major driver behind my exit. Caregiving responsibilities that developed when my spouse was severely injured in Iraq were incompatible with Army life, and there were no off and on ramps at the time that would have allowed me to resume my career effectively once he was stabilized.

Athletic, muscular women who score high on physical fitness tests are often subjected to outdated, inaccurate, embarrassing tape

tests to determine body fat percentage. Equipment and clothing are often ill-fitting for women. In Iraq, men could urinate in tubes right next to tents while wearing flip flops. Women had to fully gear up and hike a quarter mile for every bathroom break. The only socks for sale in the shopette were size large. They never sold hair conditioner. Needing birth control on deployment to regulate menstruation had to be explained to providers or even commanders who did not understand that this was about hygiene, not sex.

Each of these small indignities alone is minor and easy to ignore. Cumulatively, they constitute a barrier that drives down women's retention with death by a thousand cuts. The combination of near daily personal interactions, waiver requirements, and outdated policies that constantly remind women we are other, outside who was being considered when norms were established, forced to struggle to fit into an institution designed for men. DOD [Department of Defense] and the services should seek to identify and eliminate outdated and discriminatory policies and practices across life domains to keep talented women and other minorities once they are serving.

As the military works to modernize its recruiting strategies and messaging, I also call upon Congress to increase the number of young people who qualify for military service through national programs to reduce obesity, increase physical fitness, continue educational gains, and end the school-to-prison pipeline, problems that disproportionately affect military—I am sorry—minority communities. Congress should also end discriminatory policies such as the military transgender ban, and Members can ensure diversity among their nominees for the service academies.

The military must compete for top talent across demographic sectors in a rapidly diversifying Nation. And while I have focused primarily on women, these issues are broad ranging and intersectional. We risk critical failure should we need to dramatically expand the size of the force and accordingly must increase the population that can meet military standards, improve recruitment so troops can better reflect our Nation, and enhance efforts to retain talented personnel. Thank you.

[The prepared statement of Ms. Williams can be found in the Appendix on page 83.]

Ms. SPEIER. Thank you, Ms. Williams. Just for the record, my three nominees last year were all female, the first time ever.

Ms. Campos-Palma.

**STATEMENT OF PAM CAMPOS-PALMA, FORMER U.S. AIR
FORCE INTELLIGENCE ANALYST**

Ms. CAMPOS-PALMA. Thank you, Chairwoman Speier—

Ms. SPEIER. We introduced you in your absence, by the way.

Ms. CAMPOS-PALMA. Oh, thank you, I appreciate that—[continuing] Ranking Member Kelly and members of the committee for the opportunity to speak before you today.

My name is Pamela Campos-Palma. I served in the United States Air Force as an operations intelligence analyst from 2006 to 2016 on Active Duty and as a reservist. While on Active Duty, I had the privilege of serving overseas in Germany, Iraq, Kyrgyzstan, and Afghanistan.

I was born and raised in a working-class town near Boston, Massachusetts. My mother immigrated there from Honduras. She was the one who pushed me to enlist when I was 18 years old after a school administrator dissuaded me from applying for college based on her racial bias that, quote, someone like me would not succeed there.

Not having any connections to college-educated people and having no familiarity with the U.S. military, my mother took me to the recruiter's office and had me enlist for money for college, a chance at upward mobility, and the opportunity to serve my country.

I chose the intelligence career field, knowing nothing about it except it required high ASVAB [Armed Services Vocational Aptitude Battery] scores and was among the most difficult military jobs to get into. I assumed it would grant me the best chance to work in a secure environment and have better job prospects.

My military career was full of challenges. Some grew me in incredible ways, and others were rooted in systemic failures that resulted in unjustified harms, avoidable inequities, and made it largely untenable for me to serve to the best of my ability and with integrity.

I count myself lucky that my career started with a senior intelligence officer, an SIO, at my first unit who showed me what a good military leader was. He modelled respect and integrity, pushed personal and professional development and mentorship, encouraged ingenuity, and most of all and most importantly, he cultivated a culture of accountability.

I worked hand in hand with high-level commanders, law enforcement, and air crews, was responsible for briefing complex attacks, highly sensitive analysis, and recommending courses of action. In addition to this extremely demanding, high-stakes job during a high operations tempo—at the time it was ranked number one for suicides—my military service as a queer woman of color was marked by several additional issues. Throughout my military career, sexual violence, harassment, and gendered hostility were and remain part and parcel to military service. In addition to seeing and supporting peers who had been raped or intervening in various near-rape encounters, I myself experienced assault multiple times. One assault was a homophobic retaliation by an airman who resented I would not return their advances.

The feeling of being preyed upon and undermined from within made an already challenging role even harder. Despite the military's pluralism, the Armed Forces personnel management and policies failed to recognize and modernize to the needs and long-term wellness of its diverse force. Personnel policies that touch on health, physical fitness, career development, naturalization, inclusive service, and family planning are broken and biased against women, parents, people of color, and LGBTQ [lesbian, gay, bisexual, transgender, and queer] service members and set us up for failure. Standards set by and for white men as the default starting point fails to see the whole force picture, and we know that it results in terrible uniforms and gear designed for women, dysfunctional promotion pipelines, body dysmorphia, eating disorders, depression, misdiagnosed women's health issues, to name a few.

The foremost reason I left Active Duty was the issue of unchecked toxic leadership and the culture of impunity and lack of oversight that enables them. One bad leadership transition is all it took for my unit, which was once known for top excellence, to become rife with fraud, waste, abuse. I was a target for outright racial and sexist discrimination and retaliation. I saw junior officers' performance reports and careers held hostage to dissuade them from intervening or whistleblowing.

Most importantly, functional and trusted mechanisms to meaningfully defend or protect myself felt scarce. Over the course of my career, I saw significant brain drain of the best leaders decisively leaving in large part because of the high tolerance for corruptive behavior, especially at the highest echelons.

In the end, it is irresponsible to rely on targeted recruitment of people of color, women, and working-class people as prospective enlistees into an enterprise that cannot offer the most basic workplace accountability, securities, and retention.

Timely and related, a more diverse military does not solve our retention problem, that service members are burned out by endless deployments, costly training and taxing personal and familial hardships, for questionable, never-ending wars. This is an increasingly growing sentiment as training accidents continue, lives are lost, suicide rates have not substantively gone down, and moral injury grows.

In addition to urgent action towards military justice reform, research sanctioned by Congress that specifically surveys minority groups is vital. Specific objectives around enlisted women with distributed race representation across branches, transgender, and gender non-conforming troops that are currently in and have been discharged within the last 5 years, troops of color, and religious minorities is vital to get direct insights and assess the scope and scale of structural and cultural gaps.

More assertively partnering with our allies, mil-to-mil contact with Australia, Canada, and Great Britain and their own research design which I would say is more advanced than ours and work around these problems, is essential.

I was encouraged several times to commission in the United States Air Force by ranking officers I deeply admired. I joined the Reserves specifically wanting to make a change from the inside, even if it was in a small part. And although it was a more safe and healthy environment thanks to a masterful intelligence commander, with much sadness, I realized that I had outgrown the institutional and cultural limitations and had to continue my service to my country in a different capacity.

Thank you for the opportunity to testify. I look forward to your questions.

[The prepared statement of Ms. Campos-Palma can be found in the Appendix on page 94.]

Ms. SPEIER. Thank you.

Mr. Garrison.

**STATEMENT OF BISHOP GARRISON, FORMER
U.S. ARMY OFFICER**

Mr. GARRISON. Chairwoman Speier, Ranking Member Kelly, distinguished members of this committee, thank you for holding this hearing and for the opportunity to provide this testimony.

In the early morning of September 11, 2001, I walked out of my national security law seminar with a close friend and fellow West Point cadet. As we turned the corner, we came across a young instructor, a major, who was transfixed by footage displayed on his projector. Inexplicably, a jetliner had crashed into a tower in the financial district of Manhattan. The World Trade Center, he told us. We were dumbfounded. How could such a horrific accident take place? Then, together, we watched as the second plane crashed into the South Tower, erupting into flames. The major glanced over his shoulder in our direction and then back to the screen. Well, gentlemen, he told us, it looks like we are going to war.

We graduated June 1 of the following year, 2002. By February of 2003, I was in the Anbar Province of Iraq for my first of two deployments. But I was no stranger to service. My mother was a career educator in South Carolina, and my father, who was drafted and received a Bronze Star in connection with his service in Vietnam, spent his career helping veterans find work through the South Carolina Department of Employment and Workforce.

Notwithstanding their upbringing in a segregated South, they always stressed the importance of giving back to both community and to our country. But when my father was recruited to attend Officer Candidate School, he declined. Though he excelled in the military—men from his First Cavalry Unit, all white, have reached out to me to praise him over the years—my father saw an Army with leadership that did not seem to value men of color equally.

Although the military has made remarkable strides toward a true meritocracy since my father's era, serious problems linger. I am immensely grateful for the opportunities my military service provided. I would not be sitting before this committee today had it not been for what I learned and achieved in the military. My appreciation and love for this service is, in fact, why I believe it is so important for this committee to engage in this discussion. But had I been afforded more direct mentorship and more examples of leaders who reflected my own life experiences, I would have been more likely to remain a member in the Army. Like my father a half century before me, I decided to seek out other ways to continue serving my community and my country.

Before addressing the challenges we face and potential solutions, I would like to establish why diversity of our military forces matters. First, it fosters cohesion. A report from Cornell University states that some studies have found that higher overall levels of cohesion are associated with individual benefits of increased job satisfaction, retention, and better discipline outcomes. This suggests that promoting inclusivity and respect within the ranks is not only the right thing to do morally but also a matter of national security. A more cohesive unit is a stronger fighting force.

Moreover, in order to address a diverse set of threats across the globe, we must strive to include a diverse set of life experiences and perspectives. The young female intelligence analyst from Oak-

land will view the world through a different lens than her male counterpart from Biloxi or from her older leader from Santa Fe, and this diversity helps overcome groupthink or tunnel vision which, in war, can prove fatal.

It is also important to note that some of the current discourse in American society and some of the current administration's policies could be affecting interest in serving, especially among minorities. The militarization of our Nation's southern border, the deportation of veterans, the potential rescission of the Parole in Place program, tenuous status of Dreamer service members and veterans, the transgender service ban, the fact that many major military installations are still named for Confederate leaders, the ongoing worries about white nationalism in the military's ranks, and the fact that an individual who holds extreme views on race continues to serve at the highest level of immigration policymaking. These factors risk causing a detrimental impact on our military's ability to recruit and retain new and diverse talent.

While this issue is admittedly complex, congressional action can play a stabilizing role. I welcome the opportunity to discuss concrete suggestions today or can provide them at a later date. Thank you for your time, and I look forward to your questions.

[The prepared statement of Mr. Garrison can be found in the Appendix on page 103.]

Ms. SPEIER. Thank you, Mr. Garrison. I am going to yield my 5 minutes to Ms. Escobar because she has to leave to go to Judiciary.

Ms. ESCOBAR. Thank you so much, Madam Chair, and to our panelists. I cannot tell you how powerful your statements and your testimony have been, and I am grateful that leadership is in the audience to listen to this. You have gone through a long list of, really, challenges that are so significant, it is almost impossible to know where to begin.

Beginning with Ms. Williams, what you described as cumulative indignities, and Ms. Campos-Palma, the repeated sexual assaults and attacks that you described. Mr. Garrison, you are absolutely right. When we allow racism space in our country, we shouldn't be shocked that it takes root within our institutions and becomes an obstacle to embracing and celebrating diversity.

And so I feel as though the questions that I was thinking through are so not appropriate in that the challenge is greater than I think we even realize. But to try to get to the root of this, and to try to begin to carve out a path for solving this tremendous challenge that we have as a country within our ranks and within our military, I want to ask you about the culture.

And if each one of you could just very briefly tell me, when there were complaints, when you sounded the alarm, when you shared the information with your peers and with your leaders, were you met with sympathetic, compassionate ears, and leadership that said I am going to go out on a limb to protect you? Did that happen, or what actually did happen when you sounded the alarm?

Ms. WILLIAMS. When I filed complaints, no appropriate action was taken, or if it was taken, I was never made aware of it. That led to me not continuing to raise my voice and to instead try to find other ways to deal with situations informally which still could lead to peer retaliation. And I definitely did have some leaders who

were willing to back their folks. Unfortunately, it was not universal, and the pressure from peers to be silent was also very strong.

I want to say that I do believe that rigorous and sustained efforts at culture change can work if it is coupled with accountability. To give an example of why I believe that, look at the rates of drug use within the military compared to civilian culture. Illicit drug use among military personnel is .7 percent compared to 16.6 percent of U.S. adults. If rates of sexual misconduct are anything similar within the military to civilian society, it shows that it is not taken as seriously.

Ms. ESCOBAR. Thank you.

Ms. CAMPOS-PALMA. It is an interesting question because I don't know that it is just about willingness. I also think it is about capacity and power dynamics. I think in such a hierarchical institution, it is really difficult, and I think also an institution that is constantly doing life and death missions, work, operations. Prioritizing where we put our capital, as leaders, where we put time was always something that I felt really conflicted by. I would ask when I experienced things that—I think we are trained to say this doesn't feel right. This doesn't feel right. This doesn't feel in alignment with our core values. It would also be don't rock the boat, right. The mantra. Shut up and color. I never understood it. It is in direct contradiction of our first core value in the Air Force, integrity first.

And so what I found was incredible officers and NCOs that wanted to help, but in my case, as I mentioned, when they did try to step up, it was not convenient. They then were at risk. And I think it is even worse for enlisted forces, right.

And so I think that genuinely we are trained to want to do the right thing, but I think that—and this is different between the branches from my understanding with peers, but there is a culture of not wanting to rock the boat and, thus, not wanting to step in front, right. Don't be the first, and don't be the last.

And so I think that that is one of the biggest things we need to change is to reward people. Where are the rewards for whistleblowers? Where are the rewards for people that are saying, you know, assault and rape of my peers in my unit is not good? I know too many who have been punished for doing the right thing.

Ms. ESCOBAR. And this will have to be really quickly because I am out of time.

Mr. GARRISON. I will make it as fast as I can, Congresswoman.

For me, the biggest thing was when I did have leaders that wanted to address me and wanted to help, culturally, they simply did not know how. And when you talk about—I served my time in the 3rd Armored Cavalry Regiment; I was "Brave Rifles." And within the officer corps at the time, you look across a unit of thousands of men, dozens of officers, and you see three African Americans.

So it is really hard culturally to understand my life experience and to be able to connect and engage with me in a way that is going to be meaningful and actually have the proper impact.

Ms. ESCOBAR. Thank you, Madam Chair. Thank you all for your voices.

Ms. SPEIER. Ranking Member Kelly.

Mr. KELLY OF MISSISSIPPI. Thank you, Chairwoman. It is an All-Volunteer Force, and so I will tell you this. I come from Mississippi. I think there is nobody here who will say there haven't been some racial issues in my State, but I didn't make them better by leaving the State, okay. I was able to see one of my mentors, General Leon Collins, who was the first African-American commander of the 155 BCT [Brigade Combat Team] as a brigadier general, the first African-American officer in the Mississippi Army National Guard, and I went to war with him.

What a great leader, but he stayed there because he fought through all the things that happened at my alma mater, Ole Miss, the James Meredith being admitted, all of those things, he fought through those and persevered so that he could be that example for all the other African Americans that followed.

The same thing happens with females. We have to have strong people. So as a brigade commander in the 168th Engineer Brigade, I had the first woman battalion commander who served—me as a brigade commander, and she was a battalion commander. That was not that long ago. I had an African-American battalion commander my entire staff, but I fixed that by being there. They fixed that by being the next generation, because now there is no excuse.

As brigade commander, I was followed by the first two African-American brigade commanders who followed me, one who is still in command or people who I hope that I am a mentor to.

So my question is, Mr. Garrison, especially to you because I respect you so much and your father, okay. But we can't fix it—we need guys like you to be there right now so that you can be a GO. But you know what? You are not there, so what do we do to make sure that the Garrisons and the Campos-Palmas and the Williams, what do we do to make sure you guys become the role models for the next generations of leaders, the ones who will carry that mantra and be that next African-American brigadier general or four-star general or the next female or Latino or whatever. How do we do that?

Mr. GARRISON. Sure. Thank you, Congressman. First and foremost, I appreciate your words on that, Ranking Member. The biggest thing I would say is that we have to keep in mind we do not make these decisions and policies in a vacuum. We are a Nation that has been at war for nearly two decades now.

By the time I finished my second deployment, I had been deployed for 2 years out of roughly about 34 months. So out of the 36 months total, I was gone in Iraq during that time. So that takes a toll. We are at a point now where we are looking at members who have—service members who have been on multiple deployments, who have been gone five, six, seven times.

Not to take away from any potential service that has happened in the past or between wars previously, but it is a different dynamic that we are working with that this Nation has not dealt with previously. So that is the first thing.

The second thing is as I mentioned before, some of the societal effects that we are seeing in domestic policy and in our Nation are having an effect on interest of young people to serve. There was a report done recently by the National Defense University that said

73 percent of African Americans in Active Duty service right now are incredibly proud of their service. When asked if they would recommend service to a young person, 45 percent said absolutely not. That is a problem that we are facing right now, and it is a part of this dynamic.

And when we talk about—and some of these things are things that Congress can affect. We can look at—I would recommend that Congress take a look at the nominations process and see how we are actually drawing talent for the academies as well as looking at demographics for ROTC because it is not just the academies that we get leadership from. We get it from ROTC as well. But we have to ensure that whatever policies we put in place reemphasize the importance of keeping these young junior military officers in place so they can go through the ranks and they have those opportunities.

Mr. KELLY OF MISSISSIPPI. Yeah. And I think part of that is—I mean, I was in with General Miller today, and his service stripes, his overseas service stripes were above his elbow which means he has had more time downrange than he has before, okay, and that is our senior leaders. I mean, I was gone for 3 years out of 5 at one point in my kids' life; 3 years out of 5, I was downrange.

And so we all face that, but how do we get African American, Latino? Is that recruiting HBCU [Historically Black Colleges and Universities] universities and ROTC in greater numbers? How do we get greater numbers at the entry level because until they are at the entry level, we can't get them at the exit level. And then we have to have people, we have got to figure out what it makes—what it does to keep them to stay to be a senior officer. Yes, ma'am.

Ms. CAMPOS-PALMA. I think that we—I find it interesting that in your question and even in the last panel, there seems to be this focus on bringing people in. If they don't have mentors and solid—if the people that are going to be their commanders, their supervisors, their wing commanders are not stable, then we are setting them up for failure. So I think that is first.

I would also say the last time I went up before a commissioning board, we were asked if you become an officer of the United States Air Force, what is the single issue that you want to tackle? The person I was going up against said fitness. My answer was I would eradicate sexual violence in our military because at the time, we had just had three colonels convicted for—well, not convicted. They were found inappropriate behavior. They weren't convicted.

And they had a female colonel speak to me afterwards to ask me if I had something to share, if I was okay, is everything all right. And I said why? And they said, well, the board found your answer a little concerning. And so I think that the way that we measure and define strength, progress, success, is really important more than ever. So when you say that we need strong leaders, I am curious what that is.

And I will just finish by really quickly saying that hearing the last panel, I did have some pride in being in the Air Force. I know we get a lot of jokes, but Colonel Gina Grosso was one of the great officers that I had the privilege of serving with. She was the first woman high-ranking general in personnel in this role, and she warned us about this. She said, do we need more brawn, or do we

need more intellect. We are going to have to look at a different way of measuring strength in the military, so that is what I would say.

Mr. KELLY OF MISSISSIPPI. I agree. And we don't have time. I have got to yield back, but I do think some of the people sitting at this table, we need you to stay. And I am saying that not to you—all but the other people who are out there. We need you to stay to be tomorrow's senior leaders, to be those mentors because we can't get mentors without people staying. With that, I yield back, Chairwoman.

Ms. SPEIER. Thank you.

Congresswoman Davis.

Mrs. DAVIS. Thank you very much. Thank you all for being here. And you know, it is interesting because as I was sitting here in the first panel, I really did want to ask what impact do you believe that the events that we have been through in this country over the last 20 years, if you will, have really impacted recruiting, retention, and culture. And obviously there is a difference in recruitment after 9/11 which, you know, Mr. Garrison, you brought up as well.

But I just was wondering about the connection. It felt to me like in some ways, with all due respect to our first panel that, you know, then it is almost like the reverse. Like, I would like to know from all of you what the impact of hearing our witnesses here has been, if any, you know.

Is that a story that you have heard many times over, or is that something that often you don't have an opportunity to listen to and to sort of hear about, whether it is toxic leadership or whether it is a concern about the perception of where we are in the country in terms of respecting all individuals. And so I think that, you know, sometimes you want to go back and forth a little bit and have that discussion.

So let me go to the panel in front of me right now and just ask. I mean, in addition to what has been said, Mr. Garrison, you did say you had some ideas for the Congress, and you have all mentioned this in some way.

Could you elaborate a little bit more on that in terms of again taking in the discussion that you heard earlier? How can we connect those stories, that which you bring and also by the great leadership of our country that has been here as well?

Mr. GARRISON. Yes, Congresswoman. I will try to make my remarks brief so my colleagues can have time to reply as well.

There are two things quickly. There is one thing the ranking member asked about that I neglected to hit on. I would say eradicating white nationalism within our ranks has to be of paramount importance. It is something that is affecting the discipline of our units, and it is something that is going to continue to affect the recruitment and retention of our talent pools.

The other thing that I noted, particularly from the Army G-1 [Deputy Chief of Staff for Personnel], from General Seamands. He mentioned that focusing on the urban areas, 24 different—excuse me—22 different cities and the Warrior Program, I think those are great tools, but those are a part of the process. My question is when you are going to those cities, what is the content? How are you designing these programs in a way that will best affect the maximum—ensure that you have the maximum outcomes that you

need in order to bring these young recruits in. And I think the process is incredibly important, but we have to continue to review what content, how are we designing these programs to actually engage with these young people.

Mrs. DAVIS. Thank you.

Ms. CAMPOS-PALMA. I am very interested in the contradiction that a warrior class that is so trained in high levels of discipline, there is a disconnect there. Like, who gets disciplined I think is really important. We were having a conversation earlier. I think it is imperative if we allow people to get away with toxic leadership, abuse, corruption in the military, it sets the standard, and in my opinion, it is the standard. Story after story that comes out of some person abusing their power in the military. Our institution of discipline, of strategy, says to everyone that we are illegitimate, and how can we even be trusted?

And so the military currently is the most trusted institution in our country. I think that we have a big threat of losing that if we do not make examples of high-level offenders, and it doesn't have to be outright rape, right. Of course, and this bleeds over into the veteran community, the trauma that then transpires within the military ranks and then outside of it because we are not rooting this out.

But also as in my case, abuse of power. Where is that? And also good—good models of leadership. I wish that I could tell you high-level leaders, first shirts [first sergeants], that are being rewarded in the way that they deserve, and I don't think that they are.

Mrs. DAVIS. Thank you.

Ms. WILLIAMS. To respond to some of the things that I heard in the first panel, first, I want to mention that as somebody who has aged into the influencer demographic, I want to praise the Navy for a really great ad they have targeting me as the mother of a daughter. They are doing great. I think the Army's Warriors Wanted campaign isn't as well suited for the modern era, and I really hope the next phase highlighting other jobs is going to be better at attracting a more diverse population.

And then to talk about retention, Lieutenant General Rocco mentioned the importance of mentoring. And I want to call out the grave concern that in the era of heavy emphasis on sexual assault and harassment prevention and then also coupled with the #MeToo movement in the civilian sector, we have heard both within the military and in the civilian sector of men being more reluctant to mentor women because of their fears in this climate. So how do we combat that so that we have men willing to mentor the next generation of leaders as women because we don't have enough women to do all of the mentoring of all of the rising ranks, so that is an area of concern that I will raise. Thank you.

Mrs. DAVIS. Thank you.

Ms. SPEIER. I must say that all three of you have provided remarkable testimony. My heart broke a couple of times as I listened to each of you talk about your experiences. You are great service members and the fact that you left is a great stain on our military. And I would hope for all of our chiefs that are here, thank you so much for staying, I think you can recognize that there is some strong messages coming from each of you, and you have to be lis-

tened to. There is too much happy talk, and we need to spend more time drilling down with a serious discussion about what is wrong and, you know, kind of face it and address it.

So Ms. Williams and Ms. Campos-Palma, what years were you in service?

Ms. WILLIAMS. I was Active Duty from 2000 to 2005.

Ms. CAMPOS-PALMA. I was Active Duty from 2006 to 2010 and a reservist from 2011 to 2017.

Ms. SPEIER. I am sorry. And the Reserves between 2010 and 2017, is that what you said?

Ms. CAMPOS-PALMA. Correct.

Ms. SPEIER. You know, I have been working on the issue of sexual assault in the military now for over 9 years, and when I hear these stories, I just—I shake my head in disbelief that we still can't seem—we have spent so much money and given so much attention to this issue, and I fear that we are not having the impact we need.

Now, in fairness, you served before we took this issue as seriously as we do now. I am just wondering to what extent your experiences are being replicated even now in the military. To you, Mr. Garrison, I join my colleague, Ranking Member Kelly, in saying what a loss that you are no longer serving.

I guess my question to each of you is if you were sitting here as opposed to there, give me three steps that you would take in terms of dealing with the issue of retention. We didn't spend as much time in the first panel on retention, but what are the three steps you would undertake to encourage that we do not lose talent like each of you represent?

Ms. Williams.

Ms. WILLIAMS. Thank you. First, to your question of whether or not sexual harassment and assault efforts have taken root; 2006, the sexual assault rate of Active Duty women past year was 6.8 percent, and in 2018, it was 6.2. So I don't see that as tremendous progress, and please note that the rates are significantly worse for LGB [lesbian, gay, and bisexual] service members. That is reflected in my written testimony as well as DOD's own reports, but please, in terms of intersectionality, this is of grave concern.

For things that I would encourage, a total scrub of policies to look for unintended discriminatory effects and to carefully review DACOWITS' [Defense Advisory Committee on Women in the Services] well-researched and thoughtful recommendations. You asked for three, but those are two.

Ms. SPEIER. Okay. Thank you.

Ms. Campos-Palma.

Ms. CAMPOS-PALMA. There was a lot of conversation, I think, around representation, but we know that representation doesn't exactly mean leadership, and so I think there needs to be an analysis around what levels of leadership. People like Colonel Grosso, did they get to meet their agendas? Did they have real power to implement changes in policy? So what do the exit interviews look like for our highest ranking diverse leaders?

Secondly, the military justice system fails us not just for sexual assault, but as Mr. Garrison mentioned, white nationalism is a considerable threat. And if I was in right now, in the units that I am in, I have done this exercise, I don't know how I would really report

that, right, so clarity and really taking a look at the military justice system.

And I would also say just a fine point on military justice, who are the people we are willing to lose I think is extremely important. As he mentioned, simple things like are we streamlining naturalization processes for citizens in the military?

Third, our military strategy and identity is in crisis and is failing our people. I would suggest you look at specific intelligence career fields that have now shifted to a different military strategy, different region of the world. Cyber has now forced us to look at different ways that our military will have to operate in the future.

And so in this question of are we in the right conflicts, and are we fighting these conflicts wisely and burning our people out, missions like the DCGS [Distributed Common Ground System] mission is a good place where people have started to say to me personally, you know, I am seeing different patterns.

People aren't as depressed. People aren't as burned out. There is better life balance. We are going to have to move through that mission, I think, and so I would urge you to speak specifically to those individuals who are already starting to see changes.

Ms. SPEIER. Thank you.

Mr. Garrison.

Mr. GARRISON. Yes, Chairwoman. Thank you. I have already given you one idea in terms of the white nationalism. Another thing that I would say is that we do want to be careful of running the risk of—if you are familiar with the NFL [National Football League], they had a rule called the Rooney Rule for a bit where every interview had to include a person of color and what you ended up seeing is that they would just do the bare minimum, have that person of color, and then go with whatever candidate they ultimately wanted to go with.

So the one thing I want to say is that we need to create a culture in which we are pushing our leaders to ensure that they are identifying talent, top talent among people of color and among women and that they understand the importance of identifying that, and it is not simply to check the box. I am heartened to hear what the G-1s had to say today.

I think that we are definitely on that arc, moving in that direction, and we are beginning to see that, but it is incumbent upon the civilian authorities, Congress, and the executive to ensure that we hold them accountable and we are continuing to make sure that that is something they are ultimately doing.

And we want to create a culture that has true inroads and rewards those who look to lift up those from vulnerable communities more often and really look at achieving that talent.

We have a system right now in which everyone has to meet the standard. They are not different standards for anyone. And we have to do everything we can to re-emphasize that and ensure that our military, the culture, understands that that is the fact and we want to do everything we can to reward individuals who meet those standards.

Ms. SPEIER. All right. Thank you, very very much.

That will conclude our hearing today. There is a lot of grist for the mill. Your contributions have been extraordinary and I want to

say thank you again for the service you have provided when you had a uniform on and the service you provided to us today.

We stand adjourned.

[Whereupon, at 4:24 p.m., the subcommittee was adjourned.]

A P P E N D I X

DECEMBER 10, 2019

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

DECEMBER 10, 2019

**Statement of
Representative Jackie Speier
Military Personnel Subcommittee
Diversity in Recruiting and Retention: Increasing Diversity in the Military
December 10, 2019**

The hearing will now come to order. I want to welcome everyone to this hearing of the Military Personnel subcommittee on diversity in recruiting and retention.

We are here to discuss what the services are doing to increase diversity, which includes minority and female representation.

We are stronger when our military represents and connects to those it protects. And our democracy works better when more of us are connected to the true costs of wars waged on our behalf.

Diversity is also an asset—minorities and women have unique capabilities they bring to the fight and diverse teams are more innovative and effective. We also need to take advantage of all the talent at our disposal.

Additionally, promoting diversity is about justice and safety. Women and minorities have always been and will always be in our military, they're serving in increasing numbers, and we need them more than ever. They deserve the opportunity to excel unencumbered by biases and barriers, and free from hate crimes or sexual assaults that threaten their physical safety.

We've included retention in this hearing, because across every service, senior ranks are less diverse. Junior servicemembers are more likely to stay in the military and rise when they can see and be mentored by leaders who look like them.

Today's first panel shows what can happen when the services don't focus on diversity in retention. I don't doubt any of your qualifications or commitments, but our military personnel aren't all white men, so our personnel chiefs shouldn't be either. I realize that this is not always the case, but it happens more often than not.

There are approximately 1.3 million active duty members in the military. 83.5% are men and 16.5% are women. 17.1% are black or African American, 16.1% are Hispanic or Latino, and 4.5% are Asian. Enlisted members are more diverse than officers and the percentages have all increased over the past decade, but it is not enough.

I am interested to hear what each service is doing to tackle this challenge. How are you using influencers such as parents, coaches and educators to recruit diverse populations? What's worked and who have you collaborated with?

I also want to know how you're dealing with the ways belonging to an underrepresented group can negatively influence an individual's experience in the military and cause them to end their service.

Research shows us that challenges like raising a family or dealing with poor healthcare providers are harder for women, who are expected to be primary caregivers, or minorities, whose complaints are believed less by doctors.

I would like to hear how the services are grappling with these complex issues, not just by creating policies that give all servicemembers equal opportunity to excel, but by confronting these cultural issues head on at every level.

I also hope our second panel can help us understand—based on their expertise in this field, activism in veteran communities, and experience on and departure from active duty—how these policies look in the field and what else the services should consider.

Finally, I'd like both panels to tell us what Congress can do. Whether its nominations to the service academies or setting policy, we can affect diversity in the military and we hope to partner with all of you in that effort.

I would now like to welcome our distinguished panelists.

Panel 1:

Lieutenant General Thomas C. Seamands, USA
Deputy Chief of Staff, G-1
United States Army

Vice Admiral John B. Nowell, Jr., USN
Chief of Naval Personnel
United States Navy

Lieutenant General Brian T. Kelly, USAF
Deputy Chief of Staff for Manpower, Personnel and Services
United States Air Force

Lieutenant General Michael A. Rocco, USMC
Deputy Commandant for Manpower and Reserve Affairs
United States Marine Corps

I ask unanimous consent to allow members not on the subcommittee to participate in today's hearing and be allowed to ask questions after all subcommittee members have been recognized.

Before hearing from our first panel, let me offer Ranking Member Kelly an opportunity to make any opening remarks.

RECORD VERSION

**STATEMENT BY
LTG THOMAS C. SEAMANDS
DEPUTY CHIEF OF STAFF, G-1
UNITED STATES ARMY**

BEFORE THE

**MILITARY PERSONNEL SUBCOMMITTEE
HOUSE ARMED SERVICES COMMITTEE**

FIRST SESSION, 116TH CONGRESS

ON DIVERSITY IN RECRUITING AND RETENTION

DECEMBER 10, 2019

**NOT FOR PUBLICATION UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE**

Madam Chairwoman Speier, Ranking Member Kelly, distinguished members of this committee, I thank you for the opportunity to appear before you on behalf of the men and women of the United States Army.

America's Army stands prepared today to deploy, fight and win our Nation's wars as part of the Joint Force because of our courageous People – Soldiers, Families, Army Civilians, and Soldiers for Life. Our number one priority is the Army's People for they are foundational to the Army's Readiness, Modernization and Reform priorities. Today the Total Army Force is the most diverse, the most talented, and the most lethal in our nation's history.

This Congress continues to support our need for end strength growth as we navigate today's challenging recruiting environment. With your continued support, we will meet our adjusted growth projections to reach the appropriate end state across our Active and Reserve components. The growth you have authorized is enabling our readiness recovery and will provide a more diverse and lethal mix of Soldiers to protect and defend our Nation today and tomorrow. Additionally, the Army continues to make full use of the new talent management authorities granted by this Congress in the 2019 NDAA. These authorities allow us to amplify diversity in how we manage our officers and eventually our enlisted populations.

The *Army People Strategy*, signed in October 2019, reaffirmed that a diverse force is one of four Strategic Outcomes for 2028. Signed by the Secretary of the Army, Chief of Staff of the Army, and the Sergeant Major of the Army, it affirms that the Army is a standards based organization, committed to equality of opportunity and providing all of our talented people with fulfilling and rewarding professional careers. The *Army People Strategy* mission and vision are clear – *The Total Army will acquire, develop, employ, and retain the diversity of Soldier and Civilian talent needed to achieve Total Army readiness*. Our vision: Build cohesive teams for the Joint Force by maximizing the talents of our people, the Army's greatest strength and most important weapon system.

The Army People Strategy's main effort, Acquire Talent, is defined as the ability to identify and recruit the diverse military and civilian talents needed to organize, train, and equip a force ready for prompt and multi-domain conflict, including sustained ground combat. As an inclusive and representative American institution, we ensure that our people possess a diversity of *talent* – knowledge, skills, behaviors, and preferences – drawn from all corners of our country and its vibrant, diverse population.

Exceptional Soldier and Civilian support programs also engender trust between the Army and its professionals, simultaneously improving talent acquisition and retention efforts. We deliver an effective and carefully targeted mix of programs, services, and policies that support diversity, equality of opportunity, and inclusion, as well as reduce barriers to long-term wellness, and increase emotional and financial well-being.

We are building upon the positive and powerful aspects of the current Army culture, creating a people-focused ethos that builds trust and reduces negative behaviors across our formations. We will amplify the positive behaviors that align with our vision of cohesive teams: civility and positive relationships; diversity, equity and inclusion; honor and respect; empathy; and care for our Soldier, Family and Civilian well-being.

Under this *Army People Strategy*, we will continue to recruit and retain a diverse force and sustain our progress to date.

According to the U.S. Census Bureau, in July of 2018, the race/ethnic makeup of the U.S. population was as follows:

- White, not Hispanic: 60.4% (Total Army 58.8%)
- Hispanic: 18.3% (Total Army 14.6%)
- Black: 13.4% (Total Army 19.2%)
- Asian: 5.9% (Total Army 4.7%)
- Two or More Races: 2.7% (Total Army 1.2%)
- American Indian/Alaskan Native: 1.3% (Total Army 0.6%)
- Pacific Islander/Native Hawaiian: 0.2% (Total Army 0.8%)

As the country has become more racially and ethnically diverse, so has the U.S. Army.

Recruiting a Diverse Enlisted Force

Today, only about 29% of 17-24 year-olds in the U.S. are eligible to serve in the Army, without a waiver and only one in eight has a propensity to enlist in the military, making Army accessions a challenging and resource-intensive activity. Further, America's youth are increasingly disconnected from the military and lack knowledge about military service. Individuals who are related to a service member make up most of our applicants, with 79% of new recruits having a relative who served and 28% having a parent who served. Among the Qualified Military Available (the population eligible for recruitment) (Age 17-24), 60% are White, 10.3% are Black, 19.4% are Hispanic, 9.8% are Asian Pacific Islander, and 0.5% are Native American. Given the challenging recruiting environment, it is crucial that the Army leverage every tool available to understand and employ what motivates qualified individuals to serve in the military.

To ensure a diversified pool of recruits, the Army produces marketing products in multiple languages including but not limited to commercials, social media posts, and posters, to attract different audiences. We also conduct recruiting and outreach activities focused on educating the minority population about the opportunities available in the Army.

The U.S. Army Recruiting Command (USAREC) uses FOCUS 22, a market initiative that focuses on 22 cities across the United States that have fewer recruits in relation to what would be expected given their population size. FOCUS 22 also concentrates on urban populations to ensure diverse representation across the Army.

Further, USAREC identifies 10 pacing battalions in critical markets that have the largest impact on ethnicity in recruiting. Pacing battalions are the 10 battalions holding the largest youth population age 17-24 for each ethnicity. Pacing Battalions tailor their marketing plan and recruiting strategies to maximize the recruitment of these ethnicities.

Other Initiatives to Increase Diversity in Recruiting

Through USAREC, the Army uses a variety of other programs designed to increase the diversity of Army recruits. For example, the Foreign Language Recruiting Initiative (FLRI) is intended to increase accessions from foreign language speaking segments of the population. The program allows foreign language recruits with low English proficiency to enter the service with a lower Armed Forces Qualification Test (AFQT) score. Since the Armed Services Vocational Aptitude Battery (ASVAB) is given in English, many applicants from non-English speaking regions fail due to the language barrier. For example, applicants from Puerto Rico historically make up more than 75% of FLRI enlistments. FLRIs go to the Basic Skills Education Program at Lackland Air Force Base, then receive their Military Occupational Specialty after language training and AFQT retesting. In Fiscal Year 2019, the Army enlisted more than 400 Soldiers under this program. Recruits can take part in English as a Second Language Programs before they go to Basic Training. In Fiscal Year 2019, the Army enlisted more than 230 Soldiers under this program.

During Fiscal Year 2019, the Army conducted information sessions and recruiting efforts at Historically Black Colleges and Universities in Birmingham, Orlando, and New Orleans. These efforts produced approximately 1,480 leads on individuals who expressed interest in joining the Army. The Army also regularly engages with a multitude of local community groups and programs to include: Society of Women

Engineers, Hispanic Association of Colleges and Universities, Boys and Girls Club of America, College Expos, High School Challenge, and 100 Black Men of America.

Recruiting a Diverse Officer Corps

The Army thanks Congress for nominating prospective U.S. Military Academy (USMA) cadets that represent the diversity of their constituents. In 2019, the graduating class at USMA included 34 black women, a record number that's a sign of concerted efforts to increase diversity. USMA has been boosting efforts to recruit women and blacks by changing its marketing approach. Admissions officials have increased outreach to metropolitan areas like New York City, Atlanta, and Detroit to broaden the search for qualified candidates. The addition of NCAA women's lacrosse and rugby also helped West Point attract female high school athletes.

The 2019 graduating class included 223 women, the largest number since the first female cadets graduated in 1980. The class had 110 African Americans, double the number from 2013, and graduated the largest number of Latinos, 88. West Point hosts a STEM camp annually for 7th and 8th grade students with a focus on diversity.

West Point also has mobile STEM camps that travel around the country to support interest in 7th and 8th graders of diverse backgrounds. Additionally, West Point hosts the Summer Leaders Experience for over 1,000 high school juniors. West Point also has a diversity admissions team that focuses their efforts on expanding the candidate pool.

The U.S. Army Cadet Command (USACC), partners with universities to recruit, educate, train, and commission officers for the Active Component, the Army National Guard and the Army Reserves through the Reserve Officers' Training Corps (ROTC). Further, USACC is the largest provider of merit-based scholarships in the country, awarding more than 14,000 ROTC scholarships annually.

The Urban Access Initiative Pilot Program uses special recruiting teams in Houston and Los Angeles in areas that are high in diversity and low in officer representation. These teams work locally to increase recruitment of college bound students into ROTC programs. USACC supports the teams' efforts with additional marketing resources and scholarships.

The General Patton Tactical Broadening Assignment Program assigns senior Combat Arms Lieutenants to ROTC program at 22 Historically Black Colleges and Universities across the United States to increase the propensity of minority students to branch into Combat Arms.

The Army partners with ROCKS, Inc., to identify deserving minority students for selection as part of the National High School Scholarship process. The ROCKS, Inc. is a tax-exempt non-profit organization under Section 501(c)(3) comprised of ROTC and Military Academy Cadets, active duty, reserve component, commissioned officers and active duty or reserve component warrant officers and Department of Defense GS12 and above civilians.

USACC conducts multiple recruiting events in conjunction with diversity groups across the United States. These diversity groups include organizations such as: Hispanic Access to Colleges and Universities; 100 Black Men; League of United Latin American Citizens; The National Urban League; Black Engineer of the Year; Society of Asian Engineers; Central Intercollegiate Athletic Association.

Officer Candidate School (OCS) is another important source of commissioning for the Army. In order to ensure a diversified pool of recruits for OCS, the Army develops marketing products in multiple languages to attract different audiences. USAREC also conducts recruiting and outreach activities focused on educating the minority population about the Officer opportunities available in the Army.

Marketing to a Nation of Diversity

We want our Army to look like our nation. Strategically, it is imperative that the Army successfully recruit Soldiers from every corner and culture of the country, so that it reflects the country it protects and defends. To that end, all marketing created for recruiting purposes is targeted from the beginning to factor in prospective recruits' cultural orientation so as to present opportunities in the Army for them in the most relevant and appealing manner.

For example within the newly reorganized Army Enterprise Marketing Organization, Hispanic strategists, African American strategists and general market strategists literally share a space and co-create every campaign brief for the Army. This is in contrast to other agency models where the multicultural team is often asked to execute from the General Market insights and drivers.

Similarly, the Army's marketing creative team is integrated with multicultural experts working directly and in concert with general market experts. This creative team represents the multicultural spectrum personally as well as professionally, and regardless of one's cultural expertise, everyone works from the same brief provided by the strategy team. One outcome of this blended approach is the new What's Your Warrior (WYW) campaign—which features men and women of all races and highlights diverse opportunities across the Army.

The WYW campaign resonates exceptionally well across the America's multicultural landscape of Gen Z prospects. In testing, WYW earned double-digit lift scores across the board on Effectiveness, Breakthrough, and Likelihood to Take an Action. WYW earned a 54% lift on likeability among Hispanic and African American audiences as compared to previous campaign advertisements. Importantly, African American prospects also reported the new campaign would drive them to action.

Developing a message with multicultural appeal is half the challenge, the other half is knowing where to place it in media and how to measure its performance. The

WYW campaign is being deployed across media segments designed from multicultural insights derived from a multicultural team, and the performance of the campaign is being analyzed. Initial results are very positive: Audiences have shared the 60-second WYW YouTube organically, through paid advertisements, and have posted it to other social media channels. Currently, 15% of those prompted to watch the video have engaged with it, which is a 300% increase above the industry standard. Of those who watch it, 40% view the entire video, which measures 140% above the industry standard. Throughout the first week of launch, the GoArmy.com mobile site received a 600% visit increase in comparison to the same time last year. The content is now optimized down to an individual prospect's engagement with it, thus maximizing resonance and relevance for prospects in every corner and culture in the country.

Retaining a Diverse Total Army

The Army must continue to retain the most talented Soldiers, non-commissioned officers and officers with the experience and skills necessary to meet current and future needs. Retention is one of the four foundational pillars of the Army Talent Management Strategy with the specific aim of keeping the most talented Soldiers in uniform.

The Active Component, Army National Guard and U.S. Army Reserves each achieved their FY19 retention missions. Again in FY19, the Army retained above its historical average of 81% for the Active Component, retaining over 88% of the eligible population. Each component is on track to accomplish their respective retention missions while maintaining quality standards in FY20. These retention achievements support meeting our non-commissioned officer requirements in the near, mid, and far-term. These achievements would not be possible without the predictable funding support granted by Congress that allow us to plan and implement bonus structures, incentive pays, and marketing campaigns.

The Army has seen continued high rates of officer retention in FY19. Overall, the Army retained 91.4% of all officers in FY19. Since 2016, there has been nearly a 2%

officer retention increase. Approximately 70.4% of officers are staying at least one year past their Active Duty Service Obligation.

Madam Chairwoman Speier, Ranking Member Kelly, distinguished members of this committee, the Army appreciates the continued support from this committee over many decades. I thank you for your generous and unwavering support of our outstanding Soldiers, Civilian Professionals, and their Families and your emphasis on diversity in our military.

Lieutenant General Thomas C. Seamands
Deputy Chief of Staff, G-1
United States Army

Lieutenant General Thomas C. Seamands is the product of an Army Family. He earned a Bachelor of Science Degree in Business Management from the University of Dayton and was commissioned through the ROTC program into the Adjutant General's Corps. He is a graduate of the AG Officer Basic Course, AG Officer Advanced Course, and the Army Command and General Staff College. He attained a Master of Science Degree in Management from Webster University, was the Army's Leadership and Management Fellow at the John F. Kennedy School of Government, Harvard University and a Fellow at MIT's Seminar XXI: Foreign Politics, International Relations and the National Interest. Lieutenant General Seamands assumed his current assignment as the Deputy Chief of Staff, G-1, United States Army, Washington, DC in May 2017.

Lieutenant General Seamands' most recent assignment was as the Commanding General, United States Army Human Resources Command, Fort Knox, Kentucky. His previous assignments include: S-1, 649th Engineer Battalion, Germany; Executive Officer, HHC, 1st PERSCOM, Germany; Chief, Personnel Administrative Service Affairs Division, later Chief, Enlisted Strength Management Division, 82d Adjutant General Company, Fort Bragg, North Carolina; Commander, 82d Replacement Detachment, Fort Bragg, North Carolina; Chief, Officer Strength Management Division, 82d Adjutant General Company, Fort Bragg, North Carolina; Chief, Personnel Actions, later Executive Officer, 556th Personnel Services Company, Schofield Barracks, Hawaii; Deputy G-1, 25th Infantry Division, Schofield Barracks, North Carolina; Chief, Enlisted Distribution Division, United States Army Pacific, Hawaii; Chief, Combat Service Support Team and Continental United States Distribution Team, United States Army Personnel Command, Alexandria, Virginia; Executive Officer, 82d Personnel Services Battalion, later Executive Officer, 82d Soldier Support Battalion, Fort Bragg, North Carolina; Deputy Commander, 18th Personnel Group (Airborne) and 18th Soldier Support Group (Airborne), Fort Bragg, North Carolina; Commander, 556th Personnel Services Battalion, later Assistant Chief of Staff, G-1, 25th Infantry Division, Schofield Barracks, Hawaii; Assistant Chief of Staff, G-1, XVIII Airborne Corps, Fort Bragg, North Carolina; Assistant Chief of Staff, CJ-1, Multi-National Corps-Iraq, Baghdad, Iraq; Chief, General Officer Management Office, Office of the Chief of Staff, Army, Pentagon; Deputy Chief of Staff, G-1, United States Army Forces Command, Fort Bragg, North Carolina; and Director of Personnel Management, Army G-1, Washington, DC.

His awards and decorations include the Distinguished Service Medal (Two Bronze Oak Leaf Clusters), Legion of Merit (One Bronze Oak Leaf Cluster), Bronze Star Medal, Meritorious Service Medal (One Silver Oak Leaf Cluster), Army Commendation Medal, Army Achievement Medal (One Bronze Oak Leaf Cluster), Master Parachutist Badge, Air Assault Badge, and Army Staff Identification Badge.

**NOT FOR PUBLICATION
UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE**

**STATEMENT OF
VICE ADMIRAL JOHN B. NOWELL, JR., U.S. NAVY
CHIEF OF NAVAL PERSONNEL
AND
DEPUTY CHIEF OF NAVAL OPERATIONS
(MANPOWER, PERSONNEL, TRAINING & EDUCATION)
BEFORE THE
SUBCOMMITTEE ON MILITARY PERSONNEL
OF THE
HOUSE ARMED SERVICES COMMITTEE
ON
DIVERSITY IN RECRUITING AND RETENTION
DECEMBER 10, 2019**

**NOT FOR PUBLICATION
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HOUSE ARMED SERVICES COMMITTEE**

Introduction

Chairwoman Speier, Ranking Member Kelly, and distinguished Members of the Military Personnel Subcommittee, thank you for the opportunity to appear before you today to discuss our Navy's most important strategic asset, our people.

Our mission is growing, our competitors are getting stronger, and we must adapt and stay one-step ahead. We are facing adversaries in new ways and with new technology. We will meet these new challenges by attracting, recruiting, and retaining diverse talent; promoting an inclusive culture across our Active, Reserve, civilian, and contractor workforce and by institutionalizing Inclusion and Diversity (I&D) across the Navy. Our vision is to be the Service and employer of choice for our Nation's top talent and to be a more innovative and agile force for the future. We will continue to strengthen the One Navy Team by fostering a culture of inclusion that champions toughness, trust, and connectedness to achieve readiness and warfighting excellence. Every person and unit will maximize their potential and be ready for decisive combat operations. To win, our leaders must enable our teams to think more clearly, learn more rapidly, and make better decisions more quickly and accurately than those made by our adversaries. Our Navy is more diverse than ever, and our Sailors examine new ideas with an open mind. Our most junior teammate may have the best ideas, and we must be open to capturing and implementing these ideas. Achieving top performance is possible when our leaders tap into the energy and capability of an actively inclusive team.

Inclusion & Diversity

The Navy maintains our asymmetric advantage by leveraging the diverse abilities, perspectives, and experiences of our One Navy Team. By leveraging these differences, we increase our warfighting potential, innovation, and lethality. We know that diverse teams are 58% more likely to accurately assess a situation than non-diverse teams.¹ For performance, ethnically diverse organizations are 35% more likely to outperform other organizations and gender-diverse organizations are 15% more likely to do so.² Diversity alone is not the answer. Without inclusion and understanding, diverse perspectives can lead to friction and conflict in thoughts and opinions. Navy must actively include all perspectives to harness the creative power of diversity, accelerating its warfighting advantage.

I&D is nested in Navy's Culture of Excellence Campaign (CoE), and highlights how Navy is dedicated to strengthening warfighting and mission effectiveness by developing toughness, trust, and connectedness, as well as championing positive signature behaviors. Active inclusion also helps mitigate the negative effects of bias – both conscious and unconscious – and the reality that bias-based decisions and behaviors manifest themselves in all workplaces and can have an adverse effect on these signature behaviors.

Navy embraces and strives to leverage all diversities – diversity of thought, age, sexuality, socioeconomic background, education background, religion, and regional and cultural

¹ "Ethnic Diversity Deflates Price Bubbles," December 30, 2014, Proceedings of the National Academy of Sciences of the United States of America.

² "Diversity Matters," McKinsey & Company, February 2, 2015.

background. Navy's diverse force begins with accessions, which are more demographically diverse than ever before.

According to the U.S. Census Bureau, in July of 2018, the race/ethnic makeup of the U.S. population was as follows (statistics include Decline to State at 4%/5% for Officer/Enlisted):

- White: 76% (Officer/Enlisted 77%/59%)
- Black: 13% (Officer/Enlisted 8%/19%)
- Asian: 6% (Officer/Enlisted 5%/6%)
- Multiple Races: 3% (Officer/Enlisted 4%/7%)
- American Indian/Alaskan Native: 1% (Officer/Enlisted 1%/2%)
- Pacific Islander/Native Hawaiian: 1% (Officer/Enlisted 1%/2%)
- Hispanic Ethnicity: 18% (Officer/Enlisted 8%/18%)
- Naval Reserve Officer Training Corps (NROTC) FY19 Navy commissions: 19% female, 17% racial minorities and 10% Hispanic
- U.S. Naval Academy (USNA) Class of 2019 Graduates: 28% female, 23% racial minorities, 12% Hispanic, 1% international, 1% declined to respond
- USNA Class of 2023: 26% female, 27% racial minorities, 13% Hispanic, 1% international, 1% declined to respond
- FY19 Total Force Officer Recruits:
 - AC: 26% female, 12% Hispanic, 25% racial minorities
 - RC: 24% female, 8% Hispanic, 20% racial minorities
- FY19 Total Force Enlisted Recruits:
 - AC: 24% female, 18% Hispanic, 32% racial minorities
 - RC: 34% female, 20% Hispanic, 40% racial minorities

Retention of our increasingly diverse workforce is fundamental to future warfighting capabilities and Navy continues to improve at every level:

- Based on the most recent five years of data, minority junior officers (JOs) retain better than majority JOs for the first 12 years of service
- Female officer retention is better than ever: most recent 1-year retention average for female officers is higher than the previous 5-year and 3-year averages
- Active Duty Flag officer diversity is increasing steadily: over the past 20 years it has become 182% more racially diverse, 140% more gender diverse and 154% more ethnically diverse
- Senior enlisted diversity (E7 to E9) exceeds flag officer diversity and continues to increase
- Over the past 20 years, Navy's Active Duty senior enlisted population has become 60% more racially diverse, 56% more gender diverse and, over 300% more ethnically diverse

Sailor 2025

Sailor 2025 is modernizing personnel management, training policies, and systems to identify, recruit, and train talented people more effectively, and to manage the force of tomorrow while improving warfighting readiness. The modern and innovative information technology infrastructure we are building will improve the way we recruit, train and retain talent, more accurately and efficiently assign talent across the force, better design and account for compensation packages and generate a system that affords greater flexibility and permeability. Sailor 2025 is built on a framework of three pillars:

- Personnel System Modernization – identify and reward talent, improve career flexibility and choice and optimize the force through Active/Reserve Component permeability
- Ready, Relevant Learning (RRL) - a career learning continuum with modernized delivery methods
- Career Readiness - shaping resilient, tough, Sailors bolstered by a family support network that fosters a career of service

MyNavy Transformation

Over the last year, we made significant headway in our MyNavy HR modernization journey. MyNavy HR Transformation is essential to combating current and emerging threats, delivering global lethality, and maintaining maritime superiority. Ultimately, Navy will benefit from a more agile, adaptive, and better trained force, ready to meet an increasingly complex mission. Although transformation on this scale takes time, we met critical milestones in 2019 propelling us toward our vision and future state.

MyNavy HR Transformation has made significant strides in supporting I&D by modernizing our systems to reach more homes, schools, and communities. This has contributed to significant benefits to recruitment and retention, leading to a more capable force. This includes maximizing our use of mobile applications including MyRecord Mobile, MyNavy PCS and MyNavy Family to provide streamlined capabilities and access to information for Sailors. Although we have faced funding challenges for our Transformation portfolio in the past, we now have a record of accomplishment for modernizing our efforts to recruit and retain the best force possible.

Diversity in Marketing & Advertising

Navy is committed to recruiting a diverse force. As such, the Navy invests in marketing strategies that reflect the demographics of the U.S. population. Specific marketing advertises opportunities that highlight force diversity and the leadership and development opportunities for people of all race, color, religion, sex, or national origin. Examples of our carefully evaluated strategies across the multiple marketing channels include:

- **MEDIA:** Approximately 19% of the overall media resources spent is focused specifically on multicultural and female prospects.

- **SOCIAL:** Our social channels include Instagram, Facebook, Twitter, Snapchat and Reddit. Across all channels, the content reflects both diversity within the Navy as well as the diverse recruiting market.

Attracting and Recruiting Talent

Navy identifies and empowers Active, Reserve, and civilian leaders at all levels as force multipliers in promoting a culture of inclusion and the importance of diversity. We have increased participation of diverse talent in outreach events and marketing materials and highlighted Navy's culture, benefits, and programs to showcase Navy as the service and employer of choice.

In order to recruit a diverse and talented workforce, Navy has updated and refined Active, Reserve, and civilian recruiting strategies using data to understand and eliminate barriers and ensure outreach to all segments of society. We continue this effort by ensuring recruiters understand the effects of bias and other barriers to inclusion, as well as Navy's diversity recruiting needs. Additionally, we have collaborated with affinity groups and professional development organizations to assist in communicating Navy's strategy of recruiting a diverse and talented workforce, while updating and refining military recruiting and civilian hiring metrics to better reflect Navy's I&D needs.

Enlisted Recruiting

Navy continued the trend of increasing enlisted accession goals to meet fleet manning requirements in a growth environment. Annual enlisted accessions have grown steadily, from just over 30,000 in FY16, to 40,000 in the FY20 budget request. Through the tireless efforts of our recruiters and workforce, Navy concluded FY19 by achieving 100 percent of Active Component (AC) accession goal, which we have met for 149 consecutive months. However, we fell short in Reserve Component (RC) accessions (both Non Prior Service (NPS) and Prior Service (PS)). Our record FY19 AC retention made the PS mission more challenging because there were fewer eligible Naval personnel separating from the Navy available to affiliate as reservists. Although these shortfalls are a concern, the Navy-wide impact is manageable as RC achieved overall congressionally mandated end strength levels. However, this challenge is a strong indicator of the changing environment—serving to highlight the need for innovative strategic initiatives, marketing and advertising resources and incentives.

Officer Recruiting

Strong interest in commissioning opportunities through Officer Candidate School (OCS), U.S. Naval Academy (USNA), and Naval Reserve Officer Training Corps (NROTC) programs continues, as the number of highly qualified applicants vastly exceeds the number of available appointments. Officer accession sources continue to attract the finest applicants and produce well-rounded, technically competent leaders for commissioned naval service.

To support I&D, Navy has established the NROTC Preparatory Program (NPP) to enhance midshipmen candidates' mental and physical foundations preparing them for success in

the NROTC. The NROTC Preparatory Scholarship Reservations (NPSR) program is foundational to these efforts. Under NPSR, interested high school students may apply for one-year university or privately funded scholarships to support room, board and tuition while enrolled in a university NPP, designed to improve academic and life skills to prepare midshipmen for the rigorous NROTC academic program. This expanded relationship between the Navy and schools that host preparatory programs offers a performance-based pathway for midshipmen candidates to earn NROTC scholarships. The center of the NPSR program is the host universities' yearlong commitment to provide students, who show great potential via grades, character, and extra-curricular activities, but may lack resources available at more advanced high schools. The program's objective is to expand NROTC scholarship opportunities by accessing this untapped talent and potential. Academic Year (AY) 2018/19 was NPP's initial test year with four midshipman candidates completing the program and receiving NROTC scholarships. For AY 2019/20, 67 midshipmen candidates are enrolled in the NPP, and to date, there are over 100 applicants for AY 2020/21, demonstrating significant interest in this program.

Navy Recruiting Command (NRC) attained 101 percent (2,421/2,385) of the AC Officer mission and 72 percent (1,313/1,812) of the RC Officer mission, which includes both Navy veterans and Direct Commissioned Officers (DCOs). In FY19, we shipped 1,577 Officer Candidates to OCS, which is the highest number in 20 years. We achieved 102 percent of OCS shipping goal, which is the highest percentage in 10 years. Additionally, the Navy achieved its overall Chaplain mission with no shortfalls on AC or RC for the third consecutive year.

Developing and Retaining Sailors

We continue to develop and implement strategic coaching and mentoring programs across the Active, Reserve, and civilian continuum of service. By developing a standardized I&D curriculum, core competencies, and skills for our Officer, Enlisted, and civilian workforce, we have greatly enhanced our ability to develop and retain Sailors. By evaluating available certification courses and developing options to enhance their professional expertise, we are building core competencies and skills of CoE specialists across our workforce.

Navy continues to regularly engage our Active, Reserve, and civilian workforce on CoE issues and professional development opportunities across their continuum of service with programs like MyNavy Career Development Symposiums (CDS). Additionally, we champion partnerships with internal and external affinity groups, professional organizations, and key influencers.

In order to retain a diverse and highly professional workforce, Navy has developed the means to identify and leverage the unique skillsets of our Active, Reserve, and civilian workforce and reward those with the willingness to apply those skillsets to address our most difficult needs and challenges. We continually review Active, Reserve, and civilian human resource policies that affect CoE with a view towards removing barriers to continued service across our workforce. Finally, we continue to support the signature behavior of practicing inclusion and valuing diversity, a set of positive actions that help Navy retain the best possible workforce, but more than that, are also the right thing to do in any high-functioning organization.

Enlisted Retention

While we grow the Navy, retention of every capable Sailor remains a vital element of Navy's growth strategy. We succeeded in increasing retention across all pay grades in FY19 by applying a range of force management tools. We project steady retention in FY20 as we continue to implement Sailor 2025 and utilize available force management policies to expand retention opportunity further for the talented force we have. We are maximizing retention efforts for proven performers across the Navy to meet current and future mission requirements.

We remain on an aggressive growth trajectory and, as a result, all ratings and skillsets are experiencing some challenges. While overall enlisted retention in FY19 was among the highest seen in many years, critical skill communities, such as Nuclear Field, Special Warfare, Advanced Electronics, Aviation Maintenance, Information Technology, and the Submarine Force require focused retention efforts to include targeted re-enlistment bonuses. We are focusing our retention efforts in these types of high-risk, high-demand and/or high-investment skillsets. We are also proactively working to manage force structure growth so we can man new units to their operational requirements.

Officer Retention

While officer retention is sufficient to meet milestone requirements in most officer communities, as in years past, we continue to wrestle with meeting our demand signal among aviation warfare officers in specific type/model/series (T/M/S) platforms, nuclear-trained surface warfare officers, submarine officers, and naval special warfare (NSW), specifically Navy SEALs. We continue to apply and refine a combination of monetary and non-monetary incentives to improve retention among these groups.

End Strength and Budget Growth

Navy end strength grew by over 7,000 Sailors in FY19, largely through increasing enlisted accessions and tailoring policies to retain our best Sailors, all while facing a competitive talent market. Retention among first-term Sailors remained near 20-year highs and we continue to apply all available force management policy-levers to grow the force. Yet, we must improve upon our FY19 retention achievements to properly man, develop, and retain our growing Navy. Aggregate retention in FY19 was successful, but we continue to face challenges in recruiting and retaining Sailors in high-demand skill sets, e.g., Nuclear Field, Cyber Warfare, Special Warfare/Operations and certain aviation specialties. Success in these areas will be critical to positioning us to deliver the right Sailor, with the right skill set and training to the right billet, to support a growing force.

Continued investment is required to recruit, train, and manage Navy's talented workforce. The FY20 President's Budget request fully funds growth in Navy's active end strength by an additional 5,100 Sailors over the FY19 authorized end strength level, which is approximately 3,000 over actual FY19 end strength execution. In addition to funding increases in fleet manpower and training, the budget supports growth in special and incentive pays, critical to recruiting and retaining the very best people our Nation has to offer. While Navy will continue

leveraging targeted Skill and Incentive Pays, we are also blending non-monetary incentives into our efforts to meet recruiting and retention mission. Navy end strength and budget growth are essential to increasing fleet lethality and sustained force growth.

Impact of Continuing Resolutions

The effects on Continuing Resolutions will continue to have a drastic impact on recruitment and retention. With the possibility of a significant shortfall in the MILPERS account, several key programs will be affected including the possibility of a drastic reduction in recruit accessions that will impact fleet manning for years to come. Additionally, the potential loss of the ability to issue skill and incentive pays will have an extremely negative effect on retention as will the likelihood of significantly delayed PCS moves. These effects will have a drastic effect on morale, stability, planning, modernization, and recruiting efforts leading to significant attrition.

Conclusion

Staying competitive in today's complex environment and winning the war for talent requires an inclusive organizational culture and work environment that appreciates and respects differences. Our ability to recruit, develop, and retain the best-qualified women and men the Nation has to offer requires that all leaders be committed to ensuring that all members of our enterprise have the opportunity to meet their highest potential.

The Nation's security is ever more reliant on a new Navy, increasingly leveraging people of diverse backgrounds and experiences, critical thinking skills, and the mental agility to operate across the spectrum of change that lies ahead and ready to meet the challenges and uncertainty of a great power era. Our core values --- Honor, Courage, and Commitment --- reinforce our promise to conduct ourselves, as leaders of character and consequence, in the highest ethical manner, to meet the demands of our profession and mission, and to respect all people without regard to race, age, religion, gender, ethnicity, disability, or sexual orientation. Our ability to remain competitive and an employer of choice, is incumbent upon our being a role model for Military Equal Opportunity while fostering a culture of inclusive excellence.

On behalf of the men and women of the United States Navy, thank you for your unwavering support.

Vice Admiral John B. Nowell, Jr.
Deputy Chief of Naval Operations for Manpower, Personnel, Training, and Education, N1,
Office of the Chief of Naval Operations/Chief of Naval Personnel

Vice Adm. John Nowell is a distinguished graduate of the U.S. Naval Academy with a Bachelor of Science in Ocean Engineering and holds a Master of Science in Weapons Systems Engineering from the Naval Postgraduate School.

Nowell's operational tours have spanned the Atlantic and Pacific Fleets to include forward deployed naval forces in Europe and the Western Pacific. He served aboard USS Callaghan (DDG 994), USS Bunker Hill (CG 52), USS Arleigh Burke (DDG 51), and USS The Sullivans (DDG 68). He commanded USS Porter (DDG 78), and Destroyer Squadron 60/Task Force 65. He also served as the maritime force commander (Combined Task Force-Bravo) for Joint Task Force Lebanon, Commander of Task Force West and Central Africa (CTF-365), and commander of the inaugural Africa Partnership Station deployment.

His staff assignments included tours on the staff of the Chief of Naval Operations in the Surface Warfare Directorate (N86), and executive assistant to the Director of Theater Air Warfare (N865); chief of the Theater Air and Missile Defense Branch (J-38); head of the Washington Placement Branch (PERS-441), executive assistant to the Commander, Navy Personnel Command/Naval Personnel Development Command, and director, Surface Warfare Distribution Division (PERS-41). Nowell also served as director of the Navy Senate Liaison Office in Washington D.C.

As a flag officer, Nowell has served as chief of staff and director, Strategy, Resources, and Plans (N5/8) on the staff of Commander, U.S. Naval Forces Europe and Africa/U.S. Sixth Fleet in Naples, Italy; Commander, Amphibious Force Seventh Fleet/Expeditionary Strike Group Seven/Task Force 76 in Okinawa, Japan, and most recently as director, Military Personnel Plans and Policy (OPNAV N13).

Nowell assumed duties as the Navy's 59th Chief of Naval Personnel May 24, 2019. Serving concurrently as the deputy chief of naval operations (manpower, personnel, training and education) (N1), he is responsible for the planning and programming of all manpower, personnel, training and education resources for the U.S. Navy. He leads more than 26,000 dedicated professionals engaged in the recruiting, talent management, training and development of Navy personnel. His responsibilities include overseeing Navy Recruiting Command, Navy Personnel Command and Naval Education and Training Command.

His awards include the Navy Distinguished Service Medal, Legion of Merit (six awards), Bronze Star, and various other personal, unit and campaign awards. Every ship that he has been assigned to has won the Battle Efficiency "E" award, and USS Porter (DDG 78) also won the Anti-Submarine Warfare "Bloodhound" award. Nowell was also the recipient of the 1987 Pacific Fleet Junior Officer Shiphandling Award.

Updated: 20 June 2019

DEPARTMENT OF THE AIR FORCE
PRESENTATION TO THE SUBCOMMITTEE ON MILITARY PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: DIVERSITY IN RECRUITING AND RETENTION

STATEMENT OF:

LIEUTENANT GENERAL BRIAN T. KELLY
DEPUTY CHIEF OF STAFF MANPOWER, PERSONNEL,
AND SERVICES, UNITED STATES AIR FORCE

December 10, 2019

NOT FOR PUBLICATION UNTIL RELEASED
BY THE COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

INTRODUCTION

Chairwoman Speier, Ranking Member Kelly, Distinguished Members of this Committee, thank you for the opportunity to appear before this committee to discuss the Air Force's ongoing efforts to increase diversity. The United States Air Force considers diversity and inclusion a warfighting imperative critical to successful mission execution across the entire range of operations. The challenges we face today are complex, multi-domain, and evolve at an ever-increasing pace. To solve these security challenges, the United States Air Force believes we must attract, recruit, and retain talented Americans from all backgrounds. We must leverage and optimize the diverse sets of ideas, experiences, and perspectives necessary for generating solutions across our spectrum of challenges. Personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, gender, and ethnicity all inform a person's identity and when harnessed provide an asymmetric advantage. As such, the Air Force set a goal to mirror the population of Americans eligible to serve by race, gender, and ethnicity. To track progress toward that goal and the various lines of effort designed to achieve it over time, we've implemented a monthly Diversity and Inclusion Council chaired by the Chief of Staff of the Air Force. The council's permanent membership includes commanders and senior decision makers from the Air Staff, Air Education and Training Command to include Air Force Recruiting Service, the United States Air Force Academy, and Air University including the Commander of the Holm Center (responsible for ROTC and OTS). Advisors include current and retired diverse general officers, members of the Women's Barrier Analysis working group, and officer and enlisted Airmen representing a variety of diverse groups. The current population of Americans eligible to serve includes 57.5% women, 7% African Americans, and 9.5% of Hispanic ethnicity. Our Air Force currently consists of 22% women with a slightly higher percentage of officers versus enlisted Airmen, 15% African Americans (with only 6% in the officer corps), and 13% with Hispanic ethnicity (with 7% in the officer corps). While we've made great strides, as the demographics indicate we have a long way to go to satisfy and maintain this warfighting imperative.

Recruiting

Readiness is foremost about having the right number of capable Airmen within our Air Force. Today only 29% of 17 - 24 year old men and women in the United States are eligible to serve and only one in eight have a propensity to serve in the military. This competitive market for talent places an even greater challenge on attracting and recruiting diverse Airmen into the force. The Air Force has made strides toward improving our diversity with an increase of female Airmen by four percent over the last 10 years and a 5% increase for racially and ethnically diverse Airmen (African American, Hispanic, and others) over the same time. While positive, these modest gains are not keeping pace with the changing demographics of the military eligible population and are

at a slower pace than we desire. Recognizing these facts, our Diversity and Inclusion Council has focused on accelerating our gains and improvements over time.

To help in this regard, the Air Force has moved out on setting up a Total Force recruiting service responsible for recruiting and coordinating efforts across all three components. Under a common commander, with staff and support representation, the Total Force team is working toward integrating common databases to share and hand off leads, common marketing contracts and efforts, and one-stop shopping for adjudication of medical or other accession waivers. In addition, our Air Force Recruiting Service has partnered with our civilian recruiting teams at the Air Force Personnel Center, both located at Joint Base San Antonio-Randolph in Texas, to leverage and conduct joint recruiting events which encompass strategic marketing for diversity in our force. Our ultimate goal is to ensure we are hiring and building a diverse force to best utilize the talents required to maintain a lethal force.

Recognizing our operational career fields, particularly rated career fields associated with aviation, tend to advance to higher ranks at greater proportions, we have embarked on improving diversity representation within these communities. Our pilot force today is only 8% women, 2% African American, and 5% Hispanic officers. The Air Force created a Rated Diversity Improvement (RDI) Strategy to “engage, collaborate, and innovate” across the four primary lines of effort: pre-accessions, accession, initial training, and career. The RDI Action Plan features 20+ unique initiatives and projects with ten of them being funded in FY19 totaling over \$10M.

In 2018, we created a focused detachment under our Air Force Recruiting Service to lead projects on recruiting diverse candidates into operational career fields. One of its projects focuses on exposing under-represented groups to aviation and other operational career fields. Many youth from under-represented groups are not aware of opportunities in aviation and have low natural exposure rates. Air Force Junior ROTC (AFJROTC) teaches Citizenship, Character, Leadership, and Service. AFJROTC Cadets are ten times more likely to join Air Force ROTC (AFROTC) and twenty-five times more likely to enter USAFA compared to non-AFJROTC high school students. The JROTC students are 60% minority students and 40% female. The AFJROTC Flight Academy has increased its diversity of students by 5% over the past two years, currently at 45%. In 2019, 31% minority (3% increase from 2018) and 29% female (8% increase from 2018) joined the Flight Academy. Since standing up in 2018, the AFJROTC Flight Academy classes have already produced 122 new pilots, 28 ROTC scholarships, and 12 Academy appointments. While these numbers are small now, we believe making an investment in today’s youth will prove significant over time.

Another project increased representation from operational and diverse populations within key instructor and recruiting positions. We reinvigorated the rated community into Officer Instructor and Recruiting Special Duty opportunities where officers or airmen from 56 under-represented

groups were selected; 17 ROTC Detachment Commanders (17.6% of selects), 19 ROTC Instructors (5.8% of selects), and 20 AFRS/AU/USAF/BMT Instructors (30% of selects). We also recognize recruits must see an avenue to their future success and must see role models they can aspire to become. Prior to 2016, 99% of the Air Force's positions were already open to women to include flying combat aircraft, which opened in 1993. Since that time, we have had multiple female fighter wing commanders and four female 4-star generals including a female 4-star Combatant Commander and a currently serving female 4-star commander at Air Mobility Command. The percentage of active duty women serving in both combat-related and flying roles is 13.7% (9,027). While we've made progress, to increase the numbers of female Airmen who rise to senior levels within the force we must also increase the overall recruited population.

We have focused on increasing our female applicant pool within the officer accession sources. We set an initial target to achieve growth in applicants to 30% female and achieved that mark at the Air Force Academy for the class of 2023 and we admitted 28.1% of those female applicants. The most recent graduating class in 2019 was more than 25% female, a 4% increase from 2012. Within our ROTC program, we raised our applicant pool to 28% female with an actual cadet class of 25.5% marching toward the initial 30% applicant pool goal. The 2019 ROTC class consisted of 25% female, a 1.5% increase since 2012. Finally, our 2019 OTS classes were 18.7% female, which is a 2.5% increase since 2012.

Recruiting talent is also dependent on our Air Force being an inclusive organization. The Air Force is a standards-based all-volunteer force recruiting all who can meet our rigorous standards regardless of background, race, gender, religion, etc. Since June 2018, we have accessed and made accommodations for over 27 members practicing Sikh, Muslim, Heathen, Jewish, Norse, Easter, and Russian Orthodox to allow these talented Airmen to serve while still respecting their religious dress and appearance requirements. These Airmen serve as role models for other talented Americans who can potentially see themselves serving in our Air Force as well.

Women's Recruiting Initiatives

We have targeted several venues focused on recruiting women into operational career fields. Women in Aviation International (WIA) teamed with Girls in Aviation (GIA) to participate in some special events. Air Force female rated members volunteered to assist with learning stations, answered questions, and provided mentorship to young girls interested in aviation-related careers.

The annual AETC Women's Fly-In had 18 female pilots who met in Fort Worth for professional development and mentorship. The event included engagement with several local ROTC detachments highlighting aviation opportunities for women in the Air Force.

The Aviation-Inspiration-Motivation (A.I.M.) High Outreach Program is designed to engage local youth by inviting them onto base to interact with Air Force role models. It is an innovative

program supporting Rated Diversity Improvement and Total Force Integration through four Lines of Effort: Youth Engagement, Community Outreach, Professional Development, and Networking. The Air Force has opened the application process to accommodate a variety of applicant sizes and heights, removing a barrier that prevented women from applying in larger numbers. Waivers and adjustments by aircraft type are being worked and future aircraft designs are incorporating greater flexibility from the start.

Minority Recruiting Initiatives

Air Force members teamed with USAFA and Gold Bar recruiters to attend a 100 Black Men Scholarship college fair. Active Duty service members attended sharing their stories. This event made an impact on how students will think about their future, as many did not understand that a career in aviation was possible.

The Air Force sponsored 30 AFROTC cadets (primarily from Historically Black Colleges and Universities (HBCUs)) and 20 Total Force Officers to attend the Black Engineer of the Year Awards (BEYA) in Washington D.C.

The Air Force was also a featured exhibitor at the National Air and Space Museum's annual African-American Pioneers Family Day and our AFJROTC & Civil Air Patrol teams hosted an essay contest on "How do the Tuskegee Airmen still influence the Air Force today?" for approximately 150,000 total AFJROTC and Civil Air Patrol (CAP) Cadets. Capitalizing on our Tuskegee Airmen heritage, we recently renamed the Airfield at the US Air Force Academy the Gen Benjamin O. Davis Field. The naming ceremony was widely attended and now provides prospective USAFA candidates an example and role model of diverse success and inclusion within the Air Force.

The Air Force also participated in the Core4STEM Event held at the DC Hispanic Chamber of Commerce. The event provided middle school students with the opportunity to learn more about science, and inspire them to pursue careers in STEM related fields. The first day focused on Hispanic females and the second day predominantly Hispanic males. The teens were able to fly the VR flight simulator, discuss Air Force career options and commissioning sources, and were inspired to pursue aviation careers in the Air Force.

The Air Force also instituted partnerships with Women in Aviation, Super Girl Pro, TED Women, the National Society of Black Engineers (NSBE), Organization of Black Aerospace Professionals (OBAP), Hispanic STEM Week (HESTEC), SnoCross Racing, and Formula Drift to enhance and attract our diverse populations.

Retention

The Air Force recognizes recruiting is the starting point of the eco-system, with retention playing an equally important role in building a more diverse force. While our overall diverse population and recruiting numbers have improved, we have not been as successful in retaining women and diverse Airmen for longer careers. The retention rate for female officers in years 6-10 of service is 50% of the retention rate for their male counterparts. Likewise, the population of female officers at the O-6 and General Officer ranks is 15% and 8.3%, respectively, compared to 25% at the company grade officer ranks. The population of non-white officers at the O-6 and General Officer ranks is 14% and 6.6%, respectively, compared to 29% at the company grade officer ranks. We have been able to do much better among our enlisted corps where 31% diverse Airmen at E-9 is more comparable to the overall enlisted diverse population in both race and gender. To be an employer of choice, the Air Force must develop and retain our Nation's best and brightest. Recognizing this we have been identifying and addressing barriers; leveraging diverse perspectives; developing innovative solutions; and supporting viable, forward-leaning initiatives to resolve challenges and improve retention among our under-represented groups.

The Air Force created several barrier analysis working groups to identify barriers to retention of women and diverse Airmen. Some of the areas identified for improvement included policies that limited service flexibility, equipment and uniform items that provided unnecessary challenges and annoyances, and development opportunities that need to be fully exploited.

Policy Adjustments

The Air Force has implemented several policy initiatives to assist women in balancing family and career without having to sacrifice one over the other. One policy, 'Child Career Balancing Time' allows new mothers to defer their decision to separate up to 12 months after delivery. This provides an opportunity to experience the programs and resources available to assist with balancing career and family priorities. The program also directs an experienced mentor to help new mothers navigate their challenges. The goal is to provide additional time and experience for new mothers prior to making a retention or separation decision.

The Air Force has also expanded and improved our childcare programs. We have ongoing efforts to reduce wait times, maximize certified employees, increase available space, augment capacity through in-home providers, and offset costs for off-base childcare. We are also providing non-traditional services during irregular duty hours, including 24/7, Missile Care, Deployment Care, and Overseas Community Child Care options.

The Air Force also implemented the FY17 Military Parental [Non-Chargeable] Leave Program, which allows a mother to take six weeks, the family primary caregiver to receive six weeks, and the secondary caregiver to receive 21 days within the first year of birth or adoption. Further, female Airmen are exempt from deployment, PCS, or TDY for 12-months after giving birth unless they

volunteer. AF Guidance Memorandum 2019-36-02 was also published, which requires units to provide nursing mothers access to a lactation facility, e.g. room, pod.

The Air Force continues to utilize the Career Intermission Program (CIP). The program provides flexibility for Airmen looking to pursue goals such as advanced education, raising or starting a family, or aligning career timing for dual military couples. While we are only four years into the program and measuring the effectiveness, it appears to be working. In CY18, 54% of CIP participants were female and 100% of the Airmen (6) who completed the program and their follow-on commitment have elected to stay in the service.

Another new policy identified from a barrier analysis group reduces restrictions on pregnant female Airmen who perform some operational or flight duties. As of 23 September 2019, pregnant remotely piloted aircrew, missile operations duty crews, and certain fully qualified pilots aircrew & ground-controlled Airmen no longer require waivers to return to flying status which allows members to maintain readiness longer and reduces requalification flying hours.

The Air Force expanded the high year of tenure limits for Senior Airmen, Staff Sergeants, and Technical Sergeants to retain technical skills and experience. We also reduced the number of forward deployed 365-day assignments by 20% from the last fiscal year and are projecting to reduce that number an additional 38% in FY20, utilizing reach-back or shortening tours to help stabilize the operational tempo for our Airmen. While these adjustments improve retention for all, they are particularly important in our efforts to retain talented diverse Airmen. In fact, operational tempo and separation from family are among the highest retention barriers identified by our women's barrier analysis working group.

Equipment and Uniforms

Just this past summer, the Air Force began designing flight equipment specifically for female aviators. In conjunction with the Air Force Uniform Office, the Women's Initiative Team led a female fit program (FITMENT) event at Norfolk Naval Air Station. The event outfitted 75 women in the unisex Army Aircrew Combat Uniform (A2CU) flight suit and the Massif 2-piece female flight suit. The data captured in this event was used to develop a 2-piece female flight suit and improved the wear of the current women's one-piece coverall. The Norfolk FITMENT advanced the state-of-the-art aviator bladder relief for both the Air Force and the Navy after receiving feedback on two different bladder relief systems. Lastly, the FITMENT event used the head and face measurements to support the modeling efforts for the Air Force Next-Gen Fixed Wing Helmet and oxygen masks projects.

The Air Force is also working adjustments to female ground combat support equipment, such as ballistic vests, helmets, and other support equipment.

Development Opportunities

Knowing opportunity and advancement have a lot to do with retention, we have increased focus on ensuring exposure for younger officers to key developmental positions such as selection for Aide-de-Camp and Executive Officers for senior leaders. By way of policy, we ensure all selection slates for these key positions have a minimum of one qualified female or qualified diverse candidate for consideration. In a short period under this policy, we have seen a 17% increase in female selections and a 21% increase in African American female selections.

We have also increased our 2019 rated mentoring pairs by 30% over our 2018 participation. Female Airmen involved in mentoring (mentor or mentee) increased by 15%; African-American Airmen increased by 12%. These mentoring pairs, facilitated by our on-line matching tool known as MyVector, are essential in supporting the development of diverse Airmen.

The Department of Veterans Affairs also collaborated with the Department of Defense to implement the first Women's Health Transition Training. The program is an in-person and virtual course designed to provide a female perspective to Active-Duty, Reserve, and National Guard servicewomen who plan to transition to civilian or Reserve/National Guard status. We see this as an important action in retaining women within our Total Force as they transition from one component to another and continue to serve.

CONCLUSION

Diverse, resilient, and ready Airmen, both military and civilian, are the bedrock of the Air Force's readiness and lethality. We believe increasing the overall diversity of our force is a warfighting imperative. Although we are making strides, we still have a long way to go to increase and retain a more diverse force. The Air Force continues to fully operationalize diversity and inclusion to leverage the Nation's greatest strength – its remarkably diverse citizenry – for decisive, lethal advantage.

Your Air Force is evolving to compete, deter, and win with unmatched power through the air, space, and cyber domains. We must ensure our Airmen have the resources, training, development, and tools to meet these demands. We are committed to prioritizing and resourcing what is most important and look forward to partnering with Congress in our endeavors to protect and defend our great Nation. I thank you for your continued support of your Air Force — those in uniform, our civilian professionals, and the families who support them.

Lieutenant General Brian T. Kelly

Lt. Gen. Brian T. Kelly is the Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, the Pentagon, Arlington, Virginia. General Kelly serves as the senior Air Force officer responsible for comprehensive plans and policies covering all life cycles of military and civilian personnel management, which includes military and civilian end strength management, education and training, compensation, resource allocation, and the worldwide U.S. Air Force services program.

General Kelly entered the Air Force in 1989 as a graduate of the University of Notre Dame's ROTC program. He has held several command and staff positions at the base, major command, Air Staff, and Joint Staff levels. His command tours include a Mission Support Squadron, Mission Support Group, Combat Support Wing and the Air Force Personnel Center.

Prior to his current assignment, General Kelly served as the Commander of the AFPC at Joint Base San Antonio-Randolph, Texas.

EDUCATION

1988 Bachelor of Science, Aerospace Engineering, University of Notre Dame, South Bend, Ind.
 1995 Squadron Officer School, Maxwell Air Force Base, Ala., Distinguished Graduate
 2001 Master of Military Operational Art and Science, Air Command and Staff College, Maxwell AFB, Ala.
 2001 Air Command and Staff College, Maxwell AFB, Ala., Distinguished Graduate
 2006 Master of Science, National Resource Strategy, National Defense University, Fort McNair, Washington, D.C.
 2006 Industrial College of the Armed Forces, Fort McNair, Washington, D.C., Distinguished Graduate
 2010 Air Force Enterprise Leadership Seminar, Darden School of Business, University of Virginia, Charlottesville
 2013 Capitol Hill Enterprise Perspective Seminar, Washington, D.C.
 2016 Advanced Senior Leadership Development Program, Strategic Engagement Seminar, Warrenton, Va.
 2017 Driving Government Performance: Leadership Strategies that Produce Results, Harvard University, Cambridge, Mass.

ASSIGNMENTS

January 1989 - January 1993, Mission Control Engineer, Foreign Technology Division, Wright-Patterson Air Force Base, Ohio
 February 1993 - May 1997, Engineer, Program Manager Advanced Tactical Intel Systems, Executive Officer, Classified Duty Location assigned to Los Angeles AFB, Calif.
 June 1997 - June 2000, Program Element Monitor and Chief General Officer Promotion and Policy, Headquarters United States Air Force, the Pentagon, Arlington, Va.
 July 2000 - May 2001, Student, Air Command and Staff College, Air University, Maxwell AFB, Ala.
 June 2001 - July 2003, Commander, 92nd Mission Support Squadron, Fairchild AFB, Wash.
 August 2003 - July 2005, Deputy Director, Civilian Career Management, Air Force Personnel Center, Joint Base San Antonio-Randolph, Texas
 August 2005 - June 2006, Student, Industrial College of the Armed Forces, National Defense University, Fort McNair, Washington, D.C.
 July 2006 - June 2007, Executive Officer to the Deputy Chief of Staff, Manpower and Personnel, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 July 2007 - May 2008, Director of Manpower, Personnel and Administration (J1), Headquarters, U.S. Southern Command, Miami, Fla.
 June 2008 - June 2009, Deputy Director for Human Resources, Resources and Assessments Directorate (J8), Headquarters, SOUTHCOM, Miami, Fla.
 June 2009 - March 2011, Commander, 31st Mission Support Group, Aviano Air Base, Italy

March 2011 - July 2013, Commander, 501st Combat Support Wing, RAF Alconbury, United Kingdom
 July 2013 - January 2014, Director, Manpower, Personnel and Services, Air Combat Command, JB Langley- Eustis, Va.
 February 2014 - September 2014, Director, Force Management Policy, Deputy Chief of Staff, Manpower, Personnel, and Services, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 October 2014 - June 2017, Director, Military Force Management Policy, Deputy Chief of Staff, Manpower, Personnel, and Services, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 June 2017 - August 2018, Commander, AFPC, JB San Antonio-Randolph, Texas
 September 2018 - present, Deputy Chief of Staff, Manpower, Personnel and Services, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.

SUMMARY OF JOINT ASSIGNMENTS

May 2004 - October 2004, Deputy Director of Manpower and Personnel (J1), Multi-National Security Transition Command-Iraq, Baghdad, Iraq, as a lieutenant colonel
 July 2007 - May 2008, Director of Manpower, Personnel and Administration (J1), Headquarters, U.S. Southern Command, Miami, Fla., as a lieutenant colonel and colonel
 June 2008 - June 2009, Deputy Director for Human Resources, Resources and Assessments Directorate (J8), Headquarters, SOUTHCOM, Miami, Fla., as a colonel

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal
 Defense Superior Service Medal
 Legion of Merit with oak leaf cluster
 Bronze Star Medal
 Meritorious Service Medal with three oak leaf clusters
 Joint Service Commendation Medal
 Air Force Commendation Medal
 Air Force Achievement Medal with oak leaf cluster
 Joint Meritorious Unit Award
 Air Force Outstanding Unit Award
 Air Force Organizational Excellence Award with oak leaf cluster
 National Defense Service Medal with bronze star
 Iraq Campaign Medal with bronze star
 Global War on Terrorism Service Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Nov. 11, 1988
 First Lieutenant Nov. 11, 1990
 Captain Nov. 11, 1992
 Major Aug. 1, 1998
 Lieutenant Colonel Feb. 1, 2003
 Colonel Sept. 1, 2007
 Brigadier General June 2, 2014
 Major General Aug. 2, 2017
 Lieutenant General Sep. 4, 2018

(Current as of September 2018)

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HOUSE ARMED SERVICES COMMITTEE

**STATEMENT
OF
LIEUTENANT GENERAL MICHAEL A. ROCCO
DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS
UNITED STATES MARINE CORPS
BEFORE THE
SUBCOMMITTEE ON PERSONNEL
OF THE
HOUSE ARMED SERVICES COMMITTEE
CONCERNING
DIVERSITY IN RECRUITING AND RETENTION
ON
10 DEC 2019**

NOT PUBLIC UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE

INTRODUCTION

Chairwoman Speier, Ranking Member Kelly, and distinguished Members of the Subcommittee, it is my privilege to appear before you today to provide an update on recruiting, retention, and diversity.

Since our founding in 1775, Marines have answered our Nation's call, faithfully serving the American people and maintaining a high standard of military excellence. Then and now, everything starts and ends with the individual Marine. Your Marines are recruited, trained, educated, and retained to win our Nation's battles. They are smart, resilient, fit, disciplined, and able to overcome adversity. Recruiting high quality women and men while retaining the best and brightest whose past service and future potential continues to make the Corps stronger.

The Marine Corps recruits and retains the best Marines, regardless of race, creed, color, or gender. Our overarching goal is combat effectiveness and lethality. Diversity - in background, culture, skills, and thought - is a force multiplier and contributes to the Corps' combat effectiveness and lethality. Diversity not only adds to our readiness and warfighting capability, but also ensures our connectedness with the American people. We are committed to capitalizing on the knowledge, skills, abilities, performance, and potential of every Marine. With your help, we will ensure that we continue to recruit and retain the highest quality Marines for the future fight.

RECRUITING

All Marine Corps recruiting efforts - officer, enlisted, regular, reserve, and prior-service - fall under the Marine Corps Recruiting Command. This is unique amongst the services. Operationally, this provides us with tremendous flexibility and unity of command, facilitating efforts to meet accession and end strength requirements.

Last fiscal year, we successfully achieved all enlisted and officer recruiting goals for both the active and reserve components, and we expect to do the same this year. We also exceeded all quality goals. The Department of Defense requires 90 percent of enlistees to be in Education Tier 1 (high school diploma or equivalent), and 60 percent of enlistees to score in the Mental Groups I-III A (highest mental aptitudes). Last year, the Marine Corps achieved 99.5 percent for Education Tier 1, and 70.3 percent for Mental Group I-III A. We expect to be at or near these levels in FY20.

To meet the challenges ahead, we remain committed to assigning our best Marines to recruiting duty. We must also continue to adequately fund both recruiting operations and advertising. Our advertising program is vital to building awareness of the Marine Corps among high-quality, diverse population groups that are increasingly disconnected from military service. A strong advertising program enables our recruiting command to attract and recruit the highest quality accession cohorts which, in turn, results in lower first-term attrition and ultimately higher quality Marines.

We appreciate Congress' support for the priority programs that assist us in contracting high quality Marine recruits. Recruiting quality young individuals translates into higher performance, reduced attrition, and improved readiness for the operating forces. Our prioritization of, and investment in, recruiting ensure a high state of readiness for our Corps.

RETENTION

The Marine Corps seeks to retain the very best Marines capable of fulfilling our leadership and operational needs. This is a continuous challenge, especially in a competitive civilian job market. Our officer career designation incorporates a board system that enables leaders to examine officer accomplishments, performance, and future potential. After career designation, the

promotion process continues the evaluation of Marine officers. It is a primary tool by which we promote and retain only the best and most qualified Marines.

For enlisted Marines, a tiered rating system takes into account a number of quantifiable performance factors and includes inputs from both immediate and more senior leaders. After initial reenlistment, the evaluation and continued retention of high-quality enlisted Marines is supported by a detailed and continual performance evaluation system (PES) which is fully integrated with the promotion process. Those Marines with the best proven performance are retained and promoted.

Always striving for improvement, we are working to modernize our PES to provide all pertinent information to selection, retention and promotion boards. Our upgraded PES will improve and simplify the evaluations for our junior enlisted Marines in the ranks of Private through Corporal so we can better identify our highest caliber Marines for retention. Once complete, the PES will better align with our current automated system used to evaluate Sergeants and above and all officers. This modernized PES will ensure a detailed and objective evaluation for all Marines. It will provide leaders a broader and more detailed baseline from which to evaluate future potential, reinforcing our efforts to retain the best and most qualified Marines.

Along with improvements to the PES, the Marine Corps will be implementing an Early Reenlistment Program in FY21, which will allow very high performing Marines to apply to reenlist one year early. Also in FY21, we will be authorizing a delegation of reenlistment authority, which will give Commanding Generals the authority to directly reenlist qualified Marines. These programs will create a more agile and flexible retention process that considers the desires of the individual Marine and provides flexibility to the subordinate commanders in an effort to increase the retention of high-quality Marines.

Incentive pays remain critical to our retention effort, allowing the Marine Corps to fill hard-to-retain positions, such as cyber security technicians, special operators, and counter intelligence

specialists. Selective Reenlistment Bonuses allow us to shape our career force by targeting critical military occupational specialties (MOSs) and supporting lateral movement of Marines to these MOSs. For example, although the Marine Corps has sufficient qualified aviators in all deployable units, there are shortfalls in certain grades of fixed wing and tiltrotor aviators to fill all aviation billet requirements. As a result, the Marine Corps implemented an aviation bonus authority in FY18 to stabilize the population of critical-retention communities and facilitate the proper execution of all aviation staffing demands. We have continued to use this authority in a narrowly-tailored way in FY20 through expanded obligation periods and increased monetary packages. Overall, incentive pays help us recruit and retain the best Marines, especially in critical skills. Retaining qualified Marines in these skills keeps your Marine Corps lethal and prepared to overmatch our adversaries. At only one percent of our Marine Corps personnel budget, these pays provide return on investment many times over.

As we look toward the future, we are focusing efforts on data collection and management and using predictive analytics to guide retention efforts and overall talent management. These efforts include improving current data collection and management; longitudinal accession, retention, and exit surveys; and cognitive and non-cognitive testing with the objective of identifying and fitting the right person, with the right skill, into the optimal billet at the most opportune time for both the individual and the Corps.

DIVERSITY

In the Marine Corps, effective leadership and decision-making is essential to achieving mission success. Diversity and inclusion are critical to this end. Cultural, ethnic, gender, and socioeconomic diversity remain an imperative for the Marine Corps. On top of the necessity to recruit from the largest possible demographic, we must stay closely connected to the American citizenry

whose continued support for the Marine Corps is vital. It is our responsibility to ensure the Marine Corps is manned by the best and brightest from every segment of our diverse society.

The data shows that your Marine Corps is becoming a more diverse organization. In every year since at least 2009, the Marine Corps increased the proportion of Marines who identify as minorities. Today, over 40% of your Marines (enlisted 42%; officer 27%) identify as minorities. And we expect these numbers to continue to rise - 45% of all enlisted accessions and 31% of all officer accessions in FY19 identify as minorities. These increased accessions are a direct result in large part to the hard work of our recruiting force and a robust outreach program with diverse communities and organizations.

Similarly, the percentage of female Marines has risen and now represents 8.9% of the Marine Corps (enlisted 9%; officer 8.5%) up from 6.7% in 2010. These numbers should also continue to rise as, in both FY18 and FY19, females comprised over 10% of all accessions. In fact, in FY19, 12.7% of officer accessions were females, representing the highest percentage, and highest number, of female officer accessions since the establishment of the all-volunteer force. Females are currently represented in all previously-restricted occupational fields, and we recently graduated the first female F35 pilot and first female Reconnaissance Marine. To continue this upward trajectory, the Marine Corps Recruiting Command has increased its female-inclusive marketing (e.g. *A Nation's Call* commercial) and advertising (e.g. 30% of all direct mail is sent to females) to generate awareness and highlight opportunities for females in the Marine Corps.

In regard to retention, the Marine Corps has not experienced difficulties in retaining female Marines. Male and female Marines exhibit different retention behavioral patterns, but the aggregate retention rates are very similar. The data shows that female enlisted Marines retain at a higher rate than males at the first reenlistment opportunity, but they retain at a lower rate at later career

milestones. Retention of female officers is the opposite; they retain at lower rates than males at the early stages of a career, but higher later on (at 12 year mark and beyond).

Quality of life programs are a very important way to positively influence retention, including of diverse members. The adage “we recruit Marines, we retain families” remains as true today as ever. For example, our Child and Youth Programs (CYP) provide eligible families with high quality, accessible, and affordable programs and services for children six-weeks to 18-years of age. Services are offered aboard Marine Corps installations and through contractual partnerships. One part of CYP is our Child Development Programs, which include nationally accredited child care services for eligible children from six-weeks through 12-years of age. In FY18, CDP served 41,385 children at 14 installations in 66 facilities; we expect similar numbers for FY19. For those military families living outside a 15-mile radius of a military installation or on an installation waitlist, we offer Off-Base Child Care Fee Assistance, which provides eligible Marines with assistance paying for private childcare.

High-quality child care is a family-readiness priority for the Marine Corps. Currently, the Marine Corps has a total unmet need of approximately 1,303 spaces, with notable waitlists at Camp Pendleton, MCB Hawaii and MCB Quantico. These are primarily due to a shortage of qualified workers; high turnover/low pay; lengthy hiring/background check process; and seasonal PCS fluctuations. There is also a waitlist at MCB Lejeune/New River due to capacity. We are addressing these issues as part of the DoD Compensation, Recruitment and Retention Working Group and are in the process of implementing a non-competitive child care employee transfer program. The Off-base Fee Assistance program also provides financial support to Marine families who are not in close proximity to a CDC or who are on a waitlist.

All Marine leaders are responsible for leveraging diversity and inclusion through their daily actions and leadership decisions - recognizing the unique attributes of each individual and

integrating their strengths into the Marine Corps. All Marines, Sailors, and civilians are needed for the fight. Diversity must be included in meaningful ways in order to take advantage of the wide array of aptitudes and perspectives necessary to maintain our current and future warfighting excellence. We are committed to capitalizing on the knowledge, skills, abilities, performance, and potential of every Marine.

CONCLUSION

The Marines of our Corps represent the individuals of our Nation who have stepped forward and sworn to defend and protect it. Through recruiting, training, education, and retention of men and women of character who take up our challenge to become one of “the Few and the Proud,” we will enhance the quality of our Corps and our overall combat effectiveness. By ensuring that we take care of all Marines and their families, we fulfill our responsibility to keep faith with the honor, courage, and commitment they have so freely given.

Our individual Marines are our most precious asset. They are proud of what they do. They are proud of the “Eagle, Globe, and Anchor” and what it represents to our Nation. With your support, a vibrant Marine Corps will continue to meet our Nation’s call.

Thank you again for the opportunity to be here today.

Lieutenant General Michael A. Rocco
Deputy Commandant for Manpower and Reserve Affairs,
Headquarters, U.S. Marine Corps

Lieutenant General Rocco received his Bachelor of Science Degree in Business Administration from St. Johns University in New York and was commissioned a Second Lieutenant in May 1983. After graduating from The Basic School in February 1984, he was meritoriously augmented and he reported to Naval Aviation Training Command, Pensacola, Florida, for flight training. Upon designation as a Naval Aviator in February 1986, Lieutenant General Rocco was assigned to HMLA-367 as an AH-1J pilot where he served in the Logistics Department.

He deployed to Okinawa, Japan, and was promoted to Captain in May 1988. He subsequently served in a variety of billets to include Training Officer, Flight Officer, NATOPS Officer, and Weapons and Tactics Instructor for Marine Light Attack Helicopter Squadron 367 (HMLA).

In August 1990, HMLA-367 deployed to Saudi Arabia in support of Operation Desert Shield/Desert Storm. Lieutenant General Rocco was assigned as a Flight Leader and led over 40 combat missions. Upon his return in March 1991, he was assigned as the Director of Safety and Standardization for HMLA-367.

In August 1992, Lieutenant General Rocco reported to Amphibious Warfare School (AWS) in Quantico, Virginia. While at AWS, he received the Marine Corps Aviation Association Lieutenant Colonel Robert J. Johnson Award, given to the outstanding aviation student. Upon graduation from AWS in May 1993, Lieutenant General Rocco reported to Fleet Marine Forces Europe for further assignment to the Royal Marine Exchange Program in Yeovilton, England. He deployed twice to Bardufoss, Norway, and made numerous deployments throughout Europe with the Royal Marines. Upon completion of the exchange tour, he was selected to attend the Naval Command and Staff Course at the Naval War College, Newport, Rhode Island, where he received a Master of Arts Degree in National Policy and Strategic Studies.

Graduating from the Naval War College in May 1996, Lieutenant General Rocco received orders to 3d Marine Aircraft Wing (MAW) and was assigned to HMLA-369. In February 1997, Lieutenant General Rocco was assigned as the Operations Officer of Marine Medium Helicopter Squadron 164 (HMM) (Reinforced) and sailed with the 13th Marine Expeditionary Unit (MEU (SOC)) in August 1997.

Once back from deployment, Lieutenant General Rocco assumed the post of Executive Officer of HMLA-369. In February 1999, he assumed the post of Executive Officer of Marine Helicopter Training Squadron 303 (HMT). Later that same year, he was assigned to Headquarters 3d MAW, where he served as Staff Secretary for the Commanding General of 3d MAW. In June 2000, Lieutenant General Rocco was assigned as the Executive Officer of Marine Aircraft Group 39 (MAG). In March 2001, Lieutenant General Rocco assumed Command of HMLA-369 and after a successful deployment to Okinawa in support of the Unit Deployment Program, he relinquished command of the Gunfighters in January 2003.

In February 2003, he deployed with MAG-39 Headquarters in support of Operation Iraqi Freedom (OIF). Upon returning from OIF, he attended the Industrial College of the Armed Forces in Washington, D.C., and received a Master of Science Degree in National Resource Strategy. In June 2004, he was assigned to the Office of the Secretary of Defense for Personnel and Readiness. In January 2007, he was transferred back to 3d MAW for refresher training and served as the Commanding Officer, MAG-39 from June 2007 to June 2009.

In August 2009, he was promoted to Brigadier General and served as the Deputy Director, J-3, U.S. European Command, Patch Barracks, Stuttgart, Germany, until July 2011. Lieutenant

General Rocco then served as the Director, Strategies and Plans Division, Plans, Policies, and Operations Directorate (PP&O), Headquarters, U.S. Marine Corps in Washington, D.C. from July 2011 until June 2014. In June 2014, Lieutenant General Rocco assumed command of the 3d Marine Aircraft Wing, and remained in command until July 2016. From August to December 2016, he served as the Director, Manpower Plans and Policy Division, and from January to August of 2017, he served as the Director, Manpower Management Division, Headquarters, U.S. Marine Corps. In August of 2017, Lieutenant General Rocco was promoted to his current rank and assumed the duties of his current position as the Deputy Commandant for Manpower and Reserve Affairs.

His personal decorations include the Defense Superior Service Medal with Gold Star, Legion of Merit, Distinguished Flying Cross with "V", Meritorious Service Medal, Air Medal with "V", Air Medal with numeral 2, Navy Commendation Medal, and Navy Achievement Medal with Gold Star.

He is married to Susan Rocco and they have three children, Michael, Matthew, and Mara.

DECEMBER 10, 2019

TESTIMONY BEFORE THE HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON MILITARY PERSONNEL

Hearing on Diversity in Recruiting and Retention: Increasing Diversity in the Military –
What the Military Services are Doing

Increasing Diversity in the Military: Recruiting and Retaining Talented Women

BY

Kayla Williams

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I. Boots-on-the-Ground Assessment

Chairwoman Speier, Ranking Member Kelly, distinguished members of the Committee, thank you for the opportunity to discuss a topic I believe is of vital importance to the long-term strength of United States military. I want to begin with some personal examples of what drove me to enlist in the Army in 2000 – and then to not reenlist when my term was up in 2005.

A combination of factors inspired my military service. I grew up with a single mom; our precarious financial situation meant we were occasionally on food stamps and I got free or reduced price school lunches. The anxiety and shame of growing up in poverty was coupled with gratitude that the nation had invested in me. As a young adult, the military not only offered me enhanced financial stability, through both military training in valuable skills and access to higher education in the civilian sector via the GI Bill, but it also provided a way for me to repay the country for the lifeline it offered when I was a child. My deep appreciation for the social safety net has guided me toward a life of service and deepened my commitment to equality for all.

Luckily, I was able to meet accession standards for enlistment, something that today only 1 in 4 young people can do. And because the key disqualifiers – obesity, lack of a high school diploma, and criminal backgrounds – are more prevalent in poor communities, those who would potentially benefit the most from the military's promise of a pathway out of poverty are least likely to be able to join. This is reflected in the socioeconomic backgrounds of those who serve today: those in the lowest income quintile are underrepresented compared to those in the middle class.

During my five years in the Army, which included a year-long deployment to the Middle East during Operation Iraqi Freedom, I acquired both tangible skills such as knowledge of Arabic and life-saving first aid, and invaluable intangible attributes such as perseverance and confidence. The latter, unfortunately, were often developed at great cost; the stresses of military life can enhance long-term resilience. Two particularly challenging areas that contributed to my choice not to continue serving disproportionately affect women: experiencing sexual misconduct and frustratingly outdated policies.

Sexual Assault, Sexual Harassment, and Gender Discrimination in the Military

As a woman, I faced chronic and pervasive gender discrimination and sexual harassment. This ranged from the relatively subtle, such as snide comments about women's physical weakness as demonstrated by differential physical fitness standards, to the somewhat more obvious, including being required to participate in offensive cadences like "A Yellow Bird." There were also unavoidably inappropriate experiences, such as being repeatedly sexually propositioned by a peer who was not held accountable after I reported the incident. In the most egregious example I personally experienced, while in Iraq, a fellow soldier tried to force me to touch his penis, which technically qualifies as unwanted sexual contact though I personally characterized it as an extreme example of sexual harassment. Given the inaction when I had formally reported in the past, I chose to raise this incident informally with his front-line supervisor. He was moved to a different location with nothing in his permanent record; I experienced social retaliation when he spread malicious rumors about me. I also had to live with gnawing regret for not taking stronger action, fearing I had put other women at risk of his behavior escalating.

My examples from over a decade ago may seem to no be longer relevant. Regrettably, that is not the case. The estimated rate of past-year sexual assault of Active Duty women in 2018, at 6.2 percent, was barely down from 2006, when it was 6.8 percent. It was over six times higher than the rate for men, at 0.7 percent. Sexual assault rates are worse for LGB servicemembers at 9.0 percent of LGB women and 3.7 percent of LGB men, compared to 4.8 percent and 0.4 percent of non-LGB women and men, respectively. DoD also estimated that nearly one in four Active Duty women experienced sexual harassment in 2018, and 16 percent experienced gender discrimination. Reporting remains low, and retaliation high.¹ A recently released report on organizational culture in the Marine Corps, which has the

highest rates of assault and harassment of the services, contains a number of first-person anecdotes that give valuable context to these dry statistics. Depressingly, women serving today, nearly fifteen years after I left the military, continue to report similar experiences to my own.²

My negative experiences in this realm of behavior were a contributing factor when I was weighing whether to reenlist. In this, too, I was not unique. The RAND Military Workplace Study, for which I was a contributing author, found that of service members who had experienced sexual harassment or gender discrimination in the past year, 42 percent said the events had made them “want to leave the military;” among women with these experiences, roughly a quarter indicated they were “very unlikely” to stay on active duty, compared to 11 percent who had not had those experiences.³ The ongoing scourges of sexual assault, harassment, and discrimination in the military harms retention.

For many years, military leadership has publicly proclaimed a zero-tolerance policy for sexual assault in the ranks. That has not been reflected in decreased rates or increased successful prosecution. Women often report the perception that when they report, the paramount concern is protecting the career of the perpetrator. The specter of false accusations (which in reality are extremely rare) potentially ruining a man’s career also looms large in the list of possible “downsides” to vigorously taking on this problem. The data does not support that fear, however. Men who have been credibly accused of serious sexual misconduct may have had some damage done to their reputations but still occupy some of the most influential positions of power in this country. In order for progress to truly be made on this issue, leaders must acknowledge that careers *are* being ruined – women’s careers. Particularly given that a very small percent of men commit sexual assault – but those that do tend to be repeat offenders – leaders must put more importance on retaining qualified women than criminal men. The time for excuses is over. Rigorous and sustained efforts at culture change coupled with seriously accountability within the military works. For example, only 0.7 percent of military personnel reported using any illicit drug in the past year compared to 16.6 percent of U.S. adults. Why? Because within the military, drug use is not culturally condoned and is swiftly punished. In comparison, if rates of sexual assault within the military are at all comparable to rates in the civilian sector, it clearly demonstrates that far more potential perpetrators believe it is tacitly culturally condoned at the local level, that they will not get caught, and that they would not get punished if they did. They must be proven wrong on each count.

Extensive coverage of this ongoing concern could affect recruiting as well. Anecdotally, I have been approached by many young women – as well as parents of young women – asking me to candidly share my experiences and inquiring whether I would recommend military service specifically given this risk. In surveys, women are also far less likely to report considering the military as a possible career path.

Outdated Policies

My husband and I met and married while still on Active Duty. This is not unusual: of married military women, nearly half are in dual-military marriages. Watching my husband deteriorate with inadequate support from either his chain of command or the military medical system after he sustained a penetrating traumatic brain injury and subsequently developed post-traumatic stress disorder, major depressive disorder, and substance use disorder was the other major contributing factor to my decision to leave the Army. It was quite clear to me that he needed more support than I would be able to provide while also balancing the intense time demands of a military career. Once he was stabilized, however, at that time there was no easily accessible pathway by which I could resume service.

Women are more likely to face caregiving demands from parents, spouses, and children, and the stresses related to balancing family demands with military careers have been linked to women’s higher rates of attrition.⁴ Changing economic realities and cultural norms also mean that the retention challenges associated with inadequate flexibility and support, particularly for those in dual-military marriages, will increasingly be a concern for both sexes.⁵ However, today they still disproportionately affect women – and the strain shows not only in decreased retention but also in higher divorce rates for military women. The services should continue to aggressively move forward with

implementation of recently authorized, modernized policies that enhance career flexibility, ensuring those who take advantage of them do not experience harm to their promotion potential.

These are not the only types of policies that disproportionately affect women in a negative way. Those who exceed height-weight standards – which frequently includes athletic, muscular women who score highly on physical fitness tests – are subjected to “tape tests” to determine their body fat percentage, a problem that will likely be exacerbated by new physical fitness tests that have higher standards. The tape tests are known to be highly inaccurate, particularly for women and African Americans. Military body fat standards were set in 1984 and have not been subjected since to rigorous scientific review despite advances in understanding of variations across populations. The act of being called out as exceeding weight standards and pulled aside to be taped is embarrassing, even for obviously fit women who intellectually understand these problems. These even lead some to resort to unhealthy measures such as restricting food and liquid intake in the days leading up to testing in hopes of shaving off a few precious pounds, which harms performance and ultimately health. Military pilots are held to a narrow range of acceptable iron levels; when women’s levels temporarily dip during menstruation they must request a waiver from their typically male commanders to continue flying, a conversation that is also quite embarrassing.

Equipment is also often ill-fitting for women. When we deployed to Iraq, one of my team members was forced to wear black, non-breathable jump boots because there were no desert boots available in her size. An employee at the clothing issue facility actually told her they did not believe her feet were that small and that she would have to go to the hospital to get a foot x-ray to prove her shoe size. Socks available for troops to purchase in Iraq were only ever size large. Problems with body armor not designed to accommodate women’s body shapes are well-documented.

Each of these small indignities alone is minor and easy to ignore. Cumulatively, they constitute a barrier that contributes to driving down women’s retention. A friend who serves on DACOWITS calls it “death by a thousand cuts:” the combination of near-daily personal interactions, waiver requirements, and outdated policies that serve as a constant reminder that as a woman you are “other,” outside who was being considered when norms were established, forced to struggle to fit yourself into an institution designed for men.

II. The Way Forward

The services should swiftly and decisively move to modernize recruiting efforts and retain diverse talent. Recruiting strategy modernization efforts, while shifting in the right direction, are moving at a snail’s pace; it appears the Air Force and the Navy are thinking most critically about these issues. The services face a public uninterested, unknowledgeable, and misinformed about both the military and the realities of service. To recruit not only the best talent, but to build strength through diversity, each service will need to work harder and smarter at communicating with the public, youth populations, and their own ranks about the value proposition and needs of the military long term. Challenges in recruiting diverse populations in particular, either demographic or skillset, is largely due to the services’ internal reticence to challenge their sense of self.

For instance, there is no reason that services cannot or should not set significantly more aggressive goals for recruiting women – and raise them again once they are met. In the past, constraints on throughput of trainees set artificial limits on the number of women by branch or field. Lack of ambition sets its own limits. For example, once the Marine Corps met its goal of having women make up 10 percent of aviators, growth froze. The services should seek continual improvement to ensure a more representative force. Why not strive for 50 percent female representation? Other than occasionally fielding an ad featuring a woman, outreach has not significantly changed. Leadership often says women “vote with their feet,” yet do little to address well-documented concerns unique to the female youth population.⁶ Recent recruiting efforts have focused on the nebulous “cyber” market. The failure of these existing initiatives despite the services’ desperate need for technical talent illustrate overarching difficulties. First, the services fail to understand the market and how to attract individuals with a cyber skillset.⁷ Second, the services fail to meet potential recruits where they are.

Because each service is focused on its legacy and perceived identity, each has been unable to rethink recruiting in a way that will drive true change. Allies such as Australia have recognized gaps in recruiting women and minorities and responded by creating specific programs to bring interested individuals up to speed, either with educational attainment or physical fitness. The United Kingdom fielded ads that spoke to the concerns of the youth generation and saw great initial success.⁸ Congress has awarded the military immense provisions to bring in talent, yet the services are far from fully embracing these provisions. Pilot programs should challenge existing recruiting practices to be more flexible, and DoD should review medical disqualifications for the modern age.⁹ The services should also heed DACOWITS' thoughtful, well-researched, and carefully-considered recommendations to improve both recruiting and retention of women, of which members of this committee are certainly aware.

While this hearing is devoted to what the services are doing and can do, I would be remiss to not also mention the role Congress can play – within and beyond the military. The school lunch program that helped me was established shortly after WWII, inspired in part by military testimony that 8 percent of potential recruits were rejected from or placed in limited service due to malnutrition or undernourishment. Today, over 30 percent of young Americans are disqualified from military service due to obesity, but this administration has rolled back efforts to make school lunches healthier and more nutritious. Congress can use its power of legislation and appropriation to expand the pool of young people who qualify to access into the military by reducing obesity, increasing physical fitness, continuing educational gains, and tackling criminal justice reform to end the toxic school-to-prison pipeline – all problems that disproportionately affect poor and minority communities. Congress can also refuse to allow discriminatory policies such as the ban on military service by transgender individuals, which not only directly excludes transgender personnel but also sends a message to all young people that the military is unwelcoming to diverse populations and does not align with their values on inclusivity and acceptance.

Our nation's diversity is its greatest strength, and it is imperative that our military be representative of the population it serves. This is not simply a warm and fuzzy platitude. It is also coldly rational. Diverse teams perform better, and the military should compete for top talent across all demographic sectors in a rapidly diversifying nation. While I have focused primarily on women today, these issues are broad-ranging and intersectional. Additionally, recent Army challenges in meeting recruiting goals demonstrate very clearly that we risk critical failure should there be a national security need to dramatically expand the size of the force. It is imperative that we increase the percent of the population that can meet military standards, improve recruitment so troops better reflect our nation, and dramatically enhance efforts to retain talented personnel once they are serving.

Thank you.

¹ DoD Office of People Analytics, "2018 Workplace and Gender Relations Survey of Active Duty Members Overview Report," May 2019, https://www.sasip.mil/sites/default/files/Annex_1_2018_WGRLA_Overview_Report.pdf

² Marine Corps Organizational Culture Research Project Report to Personnel Studies and Oversight Office, "Marines' Perspectives on Various Aspects of Marine Corps Organizational Culture," https://www.usmcu.edu/Portals/5/USC-DOCS/News/MCOWITS%20Report%20on%20PCS%20Mar18_wOcm_Final.pdf?ver=2019-09-05-135501-060

³ "Sexual Assault and Sexual Harassment in the U.S. Military, Volume 2: Estimates for Department of Defense Service Members from the 2014 RAND Military Workplace Study," available at https://www.rand.org/pubs/research_reports/RR2702.1.html pages 48-49.

⁴ See for example RAND studies on both the Air Force https://www.rand.org/pubs/research_reports/RR2073.html and Coast Guard https://www.rand.org/pubs/research_reports/RR2770.html.

⁵ For a deep dive into these challenges as well as proposed solutions, see Tom Banon's "To Retain Today's Talent, the DoD Must Support Dual-Professional Couples" at <https://www.dfas.org/publications/commentary/to-retain-todays-talent-the-dod-must-support-dual-professional-couples>.

⁶ Taylor Farley, "An Overview Prepared for the Defense Advisory Committee for Women in the Services (DACOWITS)," *Defense Advisory Committee on Women in the Services*, December 2017, <https://dacowits.defenses.gov/Portals/48/Documents/General%20Documents/RF%20Docs/Coc2017/CPA%20DF%202.pdf?ver=2017-12-05-100540-760>; Army Enterprise Marketing Office, "DACOWITS December 2019 Quarterly Meeting," *Defense Advisory Committee on Women in the Services*, December 5, 2019, <https://dacowits.defenses.gov/Portals/48/Documents/General%20Documents/RF%20Docs/Dac2019/USA%20DF%202.pdf?ver=2019-11-25-135925-723>.

⁷ Nina Kolars and Emma Moore, "Every Marine a Blue-Haired Quasi-Fireperson?" *War on the Rocks*, August 21, 2019, <https://warontherocks.com/2019/08/every-marine-a-blue-haired-quasi-fireperson/>.

⁸ Emma Moore, "What The US Army Should Learn From the British Army's Punchy Recruiting Campaign," *Task & Purpose*, January 30, 2019, <https://taskandpurpose.com/us-army-british-army-recruiting-campaigns>.

⁹ Elsa Kania and Emma Moore, "Greatest Power Rivalry Is Also a War For Talent," *Defense One*, May 19, 2019, <https://www.defenseone.com/ideas/2018/05/greatest-power-rivalry-also-war-talent/157103/>; Emma Moore, "The Army may have hit this year's recruiting goal, but the service still has a long way to go," *Task and Purpose*, October 1, 2019, <https://taskandpurpose.com/army-recruiting-problems>.

Kayla M. Williams

Kayla M. Williams is a Senior Fellow and Director of the Military, Veterans, and Society Program at the Center for a New American Security (CNAS). She previously served as Director of the Center for Women Veterans at the Department of Veterans Affairs, where she was the primary adviser to the Secretary on department policies, programs, and legislation affecting women veterans.

Kayla spent eight years at the RAND Corporation researching servicemember and veteran health needs and benefits, international security, and intelligence policy. Ms. Williams was enlisted for five years as an Arabic linguist, serving in a Military Intelligence company of the 101st Airborne Division (Air Assault). She is the author of *Love My Rifle More Than You: Young and Female in the U.S. Army*, a memoir about her deployment to Iraq, and *Plenty of Time When We Get Home: Love and Recovery in the Aftermath of War*, about her family's journey from war trauma to healing.

Kayla graduated cum laude with a BA in English Literature from Bowling Green State University and earned an MA in International Affairs with a focus on the Middle East from American University. She is a former member of the VA Advisory Committee on Women Veterans and the Army Education Advisory Committee, a 2013 White House Woman Veteran Champion of Change, and a 2015 Lincoln Award recipient.

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Hearing Date: December 10, 2019

Hearing Subject:

Diversity in Recruiting and Retention: Increasing Diversity in the Military - What the Military Services are Doing

Witness name: Kayla M. Williams

Position/Title: Senior Fellow and Director, Military, Veterans, & Society Program

Capacity in which appearing: (check one)

☒ Individual

☐ Representative

If appearing in a representative capacity, name of the organization or entity represented:

Center for a New American Security

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2019

Federal grant/ contract	Federal agency	Dollar value	Subject of contract or grant
HQ003419C0066	Department of Defense	\$353,287.98	Assessment of the Indo-Pac
HQ003419C0149	DOD, OSD Net Assess	\$313,000	Wargaming Information
SISNCT19CA0012	Department of State	\$264,771	Combatting North Korea's Illi
SGECPD18CA00	Department of State	\$199,864.94	Assessing China's Economic
SISNCT19CA0024	Department of State	\$150,000	Combatting North Korea's Illi

2018

Federal grant/ contract	Federal agency	Dollar value	Subject of contract or grant
SISNCT18CA0045	Department of State	\$926,695	Combatting North Korea's Illi
HQ003418C0152	DOD, OSD Net Assess	\$148,887	Trends/Opportunities in Defe
Intragovernmental P	Department of Defense	\$99,592	Personnel at the Departmen
HQ0034-17-C-0060-	DOD, OSD Net Assess	\$91,722	Warfighting Ability in the Uni
H92222-16-D-0013	Gemini Industries Inc.	\$25,000	Sovereign Challenge Confer

2017

Federal grant/ contract	Federal agency	Dollar value	Subject of contract or grant
GS00F002CA	Science Applications In	\$594,214	Quick Reaction Capability
HQ0034-17-C-0060-	DOD, OSD Net Assess	\$91,722	Warfighting Ability in the Uni
HQ0034-16-C-0085	DOD, OSD Net Assess	\$155,079	The Return of Marco Polo's V
HQ0034-16-C-0079	DOD, OSD Net Assess	\$99,608	Long-term Security Risks of
N00244-15-1-0056	PASCC/DOD, NAVSUF	\$149,645	Managing Escalation and Lir

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2019

Foreign contract/ payment	Foreign government	Dollar value	Subject of contract or payment
Addendum to the Ac	Royal Norwegian Minis	\$60,000	Revitalizing Transatlantic Ma
VII C 1 - 20 61 05 /28	Government of German	\$173,224	People to People
Accepted Proposal fo	Taipei Economic and C	\$200,000	Evaluating U.S. Relations wi
Agreement dated 4 S	Embassy of Japan	\$163,152	Forging an Alliance Innovatio
Research support Ag	Embassy of Japan	\$36,000	Regular updates on CNAS re

2018

Foreign contract/ payment	Foreign government	Dollar value	Subject of contract or payment
Academic Collaborat	Royal Norwegian Minis	\$57,974	Revitalizing Transatlantic Ma
Research Support Ag	Denmark Ministry of De	\$50,000	Testing NATO's New Comma
Agreement dated 10	The Republic of Korea:	\$36,122	Towards a Common North K
Contract No. 810554	The Swiss Confederati	\$20,000	The Future of U.S. Policy To
Assessing the Evolvi	Taipei Economic and C	\$210,000	Assessing the Evolving State

2017

Foreign contract/ payment	Foreign government	Dollar value	Subject of contract or payment
MOU	Government of France	\$30,000	Testing Possible Challenges
Agreement dated 1 A	Government of Japan	\$181,819	Building Capabilities for the f
Accepted proposal fo	Taiwan Economic and C	\$210,000	CNAS-TECRO Partnership
MOU	Government of the Unit	\$25,000	Testing Possible Challenges
MOU	Royal Norwegian Minis	\$39,960	Testing Possible Challenges

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Contract/grant/ payment	Entity	Dollar value	Subject of contract, grant or payment

Chairwoman Jackie Speier
Subcommittee on Military Personnel
House Armed Services Committee

Pamela Campos-Palma

Tuesday, Dec 10, 2019

Thank you Chairwoman Speier, Ranking Member Kelly, and members of this committee for the opportunity to speak before you today.

My name is Pamela Campos-Palma. I served in the United States Air Force as an operations intelligence analyst from 2006 to 2016 on active duty and as a Reservist. While on active duty I served overseas in Germany, Iraq, Kyrgyzstan and Afghanistan.

I was born and raised in a working-middle class town near Boston. My mother immigrated there from Honduras; she was the one who pushed me to enlist when I was 18 years old after a school administrator dissuaded me from applying for college based on her racial bias that "someone like me wouldn't succeed there." Not having any connections to college-educated people and having no familiarity with the US military, my mother took me to the recruiters office and had me enlist for money for college, a chance at upward mobility, and the opportunity to serve. I chose the intelligence career field knowing nothing about it except it required high ASVAB scores and was among the most difficult military jobs to get into. I assumed it would grant me the best chance to work in a secure environment and have better job prospects.

My military career was full of challenges. Some grew me in incredible ways and others were rooted in systemic failures that resulted in unjustified harms, avoidable inequities, and made it largely untenable for me to serve to the best of my ability.

I count myself lucky that my career started with a Senior Intelligence Officer (SIO) at my first unit who showed me what made a good military leader- he modeled respect & integrity, pushed personal/professional development & mentorship, encouraged ingenuity, and most importantly, cultivated a culture of accountability.

I worked hand in hand with high level commanders, law enforcement, and aircrews, was responsible for briefing complex attacks, highly sensitive analysis, and recommending courses of action. In addition to this extremely demanding, high-stakes job during a high operations tempo (at the time ranked #1 for suicides), my military service as a queer woman of color was marked by several additional issues.

Throughout my military career, sexual violence, harassment, and gendered hostility were and remain part and parcel to military service. In addition to seeing and supporting peers who'd been raped or intervening in various near rape encounters, I myself experienced assault multiple times. One assault was a homophobic retaliation by an Airman who resented I wouldn't return his advances. The feeling of being preyed upon and undermined from within made an already difficult role harder.

Despite the military's pluralism, the Armed Forces' personnel management and policies fail to recognize and modernize to the needs and long-term wellness of its diverse force. Personnel policies that touch on health, physical fitness, career development, naturalization, inclusive service, and family planning are broken or biased against women, parents, people of color, and LGBTQ service members and set us up for failure. Standards set by and for white men as the defaulting starting point fails to see the whole force picture and we know has resulted in terrible uniforms and gear design for women, dysfunctional promotion pipelines, body dysmorphia and eating disorders, depression, misdiagnosed women's health issues to name a few.

The foremost reason I left active duty was the issue of unchecked toxic leadership and the culture of impunity and lack of oversight that enables them. One bad leadership transition is all it took for my unit, once awarded for top excellence, to become rife with fraud, waste, abuse. I was a target of outright racial and sexist discrimination and retaliation. I saw junior officers' performance reports and careers held hostage to dissuade them from intervening or whistleblowing. Most importantly functional or trusted mechanisms to meaningfully defend or protect myself felt scarce. Over the course of my career I saw significant brain drain of the best leaders decisively leaving, in large part because of the high tolerance for corruptive behavior, especially at the highest echelons. In the end, it is irresponsible to rely on targeted recruitment of people of color, women, and working class people as prospective enlistees, into an enterprise that cannot offer the most basic workplace accountability, securities, and retention.

Timely and related, a more diverse military does not solve the retention problem that service members are burned out by endless deployments, costly training, and taxing personal and familial hardship for questionable, never-ending wars. This is an increasingly growing sentiment as training accidents continue, lives are lost, suicide rates have not substantively gone down, and moral injury grows.

In addition to urgent action towards military justice reform, research sanctioned by Congress that specifically surveys minority groups. Specific objectives around enlisted women with distributed race representation across branches, transgender/gender non-conforming troops currently in and those discharged within the last 5 years, troops of color, and religious minorities is vital to get direct insights and assess the scope and scale of structural and cultural gaps. More assertively partnering with our allies like Australia, Canada, and the United Kingdom on their research design and work around these problems is essential.

I joined the Reserves specifically wanting to make a change from inside even if in a small part. Although it was a more safe and healthy environment with much sadness I realized I outgrew

institutional and cultural limitations and had to continue service to my country in a different capacity.

Thank you for the opportunity to testify today, I look forward to any questions you may have.

Pam Campos-Palma

Pam Campos-Palma is an impactful political strategist and movement builder focused on peace and security, justice for all, and defeating rising ethno-nationalist populism at home and across borders. She has been internationally recognized for her leadership, and has been a trusted, catalyzing force, building and diversifying military veterans' voices, representation, and organizing. She is well known for crafting inside-outside strategies and expertly bridging grassroots and grassroots worlds to win lasting change. As an independent consultant, Pam currently partners with national-level leaders, campaigns, organizations and think tanks in the US and internationally, and brings foreign policy & national security to life through base building, developing leaders, and political organizing. Her core passion is building power among the most disenfranchised for systems-change, transforming foreign policy and national security as a "people's issue", and being an active practitioner in transnational movement building to tackle our world's toughest threats.

Pam served in the U.S. Air Force for over a decade as an operations and anti-terrorism intelligence analyst working in Germany, Kyrgyzstan, Iraq and Afghanistan. She began her career in the immigrant rights movement, served as a gubernatorial appointee for the state of Oregon, and as a consultant to international NGO's and social impact ventures. She is 2019 Atlantik-Brücke's Young Leader, was named a "Top 40 Under 40 Latinos in Foreign Policy" by Huffington Post, and a 2018 Champion of Change by the UN. Pam has been featured on NBC, CNN, BBC, and NPR, among others, and holds a Masters of Public Administration from NYU with a focus in International Policy and Management. She is a Defense Council member of the Truman National Security Project, an Advisory Board member of Women of Color Advancing Peace and Security (WCAPS), and a member of the Women's March Steering Committee

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Hearing Date: December 10, 2019

Hearing Subject:

Diversity in Recruiting and Retention: Increasing Diversity in the Military - What the Military Services are Doing

Witness name: Pamela Campos-Palma

Position/Title: US Air Force Veteran

Capacity in which appearing: (check one)

☒ Individual ☐ Representative

If appearing in a representative capacity, name of the organization or entity represented:

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2018

Federal grant/ contract	Federal agency	Dollar value	Subject of contract or grant

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Chairwoman Speier, Ranking Member Kelly, Distinguished members of this Committee, thank you for holding this hearing and for the opportunity to provide this testimony.

In the early morning of September 11, 2001, I walked out of my National Security Law seminar with a close friend and fellow West Point cadet. As we turned the corner, we came across a young instructor, a Major, who was transfixed by footage displayed by his projector. Inexplicably, a jetliner had crashed into a tower in the Financial District of Manhattan – the World Trade Center, he told us. The instructor, my fellow cadet, and I were dumbfounded. How could such a horrific accident take place? Then, together, we watched as the second plane crashed into the South Tower, erupting in flames. The Major glanced over his shoulder in our direction and then back to the screen.

"Well, gentlemen," he told us, "it looks like we're going to war."

We graduated June 1st of the following year – 2002. By February 2003, I was in the Anbar Province of Iraq for my first of two deployments. But I was no stranger to service. My mother was a career educator in South Carolina, and my father, who was drafted and received the Bronze Star in connection with his service in Vietnam, spent his career helping veterans find work through the South Carolina Department of Employment and Workforce. Notwithstanding their upbringing in a segregated south, **they always stressed the importance of giving back to both our community and our country.**

But when my father was recruited to attend Officer Candidate School, he declined. Though he excelled in the military—men from his 1st Cavalry unit, all white, have reached out to me to praise him—my father saw an Army with leadership that did not seem to value men of color equally.

Although the military has made remarkable strides toward a true meritocracy since my father's era, serious problems linger. I am immensely grateful for the opportunities my military service provided. I would not be sitting before this committee today had it not been for what I learned and achieved in the military. My appreciation and love for this service is, in fact, why I believe it is so important for this committee to engage in this discussion. The fact is that had I been afforded more direct mentorship and more examples of leaders who reflected my own life experience, I would have been more likely to remain a member of the Army. Like my father a half century before me, I decided to seek out other ways to continue serving my community and country.

Before addressing the challenges, we face and potential solutions, I'd like to establish why diversity of our military forces matters. First, it fosters cohesion. A report from Cornell University states, **"Some studies have found that higher overall levels of**

cohesion are associated with individual benefits of increased job satisfaction, retention, and better discipline outcomes.” This suggests that promoting inclusivity and respect within the ranks is not only the right thing to do morally **but also a matter of national security:** a more cohesive unit is a stronger fighting force. Moreover, in order to address a diverse set of threats across the globe, we must strive to include a diverse set of life experiences and perspectives. The young, female intelligence analyst from Oakland will view the world through a different lens than her male teammate from Biloxi or her older leader from Sante Fe, and this diversity helps overcome groupthink or tunnel vision, which in war can prove fatal.

With regard to retention, the Cornell report points out, “[V]arious studies and surveys have found that **part of what attracts individuals to organizations and encourages retention is the individual’s perception of how they will fit into the organization. In this regard, diversity in leadership is considered by some to be a key element in attracting and retaining a diverse workforce.”**

Insufficient diversity and representation continue to hamper recruitment and retention. For instance, a snapshot of West Point’s matriculation between 2014 and 2019 demonstrates a well-intentioned effort to create a more diverse culture, but the numbers fluctuate, with the Academy failing to meet its targets for African Americans from 2015 to 2017 while meeting or exceeding its goals in 2014, 2018, and 2019. The Academy has also established a variety of key efforts focused on minority communities—for example, the Office of Diversity, Inclusion, and Equal Opportunity as well as an emphasis on diversity and inclusion within the Academy’s strategic plan. It’s important to note that while these cadets will enter into an Army whose ranks are about one-third people of color, they represent less than ten percent of officer corps—its leaders. Given the importance of diversity to our national security interests, we must do better.

It’s also important to note that some of the current discourse in American society and some of the current administration’s policies could be affecting interest in serving, especially among minorities. The militarization of our nation’s southern border; the deportation of veterans; the potential rescission of the Parole in Place program; tenuous status of Dreamer service members and veterans; the transgender service ban; the fact that many major military bases are still named after Confederate leaders; the ongoing worries about white nationalism in the military’s ranks; and the fact that an individual who holds extreme views on race, continues to serve at the highest level of immigration policy-making—these factors risk causing a detrimental impact on our military’s ability to recruit and retain new and diverse talent. These factors have likely influenced the current sentiment among active duty service members. In a recently published report by research fellows at the National Defense University, a survey of 900 West Point cadets and senior military officers indicated that 73 percent of African-

American service members expressed pride in their military service, but only 45 percent said they would encourage a young person close to them to join the military today. This was nearly 20 percentage points lower than the next closest demographic. This is a trend that, if continued, would likely be devastating to readiness of our military.

Even the recent decision to intervene in three legal cases on behalf of those accused or convicted of war crimes could damage military recruitment. **As two fellow veterans, Joseph Kristol and Stephen Petraeus, recently wrote in a Washington Post op-ed, “[E]ven as the war in Afghanistan nears the end of its second decade, more than 70 percent of Americans express confidence in the military — a higher level than for any other American institution, according to Gallup. The president’s pardoning of those who dishonored the uniform threatens to erode this high level of confidence.”** A continued assault on the values, principles, and standards held dear by the military and by America will ensure that many people from marginalized communities remain distrustful of and disinterested in military service.

While this issue is admittedly complex and involves a myriad of dependent and independent variables, congressional action can play a stabilizing role.

Congress should pass legislation to address policies that have a negative impact on service members and their families. For example, Representative Jason Crow of Colorado, an Army veteran, recently introduced the Military Family Parole in Place Act, which would legally formalize a program that provides undocumented family members of military service members one-year reprieves from deportation. This type of action is a prime example of steps that can be taken to reassure service members from diverse communities that they are valued. By passing this legislation, Congress would send this message to not only current service members but also prospective ones.

Next, Congress should undertake a comprehensive review of the demographics of those applying for congressional nominations and those receiving them. The congressional nomination process serves as a barrier for those who are uninformed as to how to navigate it or who may not have requisite support from family or school systems. A review would help to identify gaps and determine the best way to fill them. Congress should conduct a similar review of ROTC statistics based on regional and demographic considerations. These types of reviews, which Congress has done in the past, should be conducted with strong bipartisan support.

There is no shortage of issues for Congress and this subcommittee to address. It was not my intent to provide an exhaustive list of what might be affecting minority recruitment and retention, but to instead highlight top concerns based on my own experiences and expertise.

Here, just a few days removed from the anniversary of Pearl Harbor, we are reminded of the sacrifices made by our military in service to this great nation. Investments in young people of color and women must be made at the outset of the recruitment process. Efforts to reach these communities cannot be an afterthought. Rather, they must be a central element of the Department of Defense's overall strategic plan, and Congress should exercise its powers to help ensure that our forces are equipped with the most capable and talented individuals this country has to offer.

Thank you for your time, and I look forward to your questions.

Bishop Garrison

Director, National Security Outreach

As the Director of National Security Outreach, Bishop Garrison is Human Rights First's chief ambassador to the national security community. He leads Human Rights First's efforts to build partnerships with members of the military and national security communities as well as national security-focused think tanks and research institutions. He also leads the project, Veterans for American Ideals, a nonpartisan movement of military veterans who advocate American leadership on human rights.

He attended the United States Military Academy at West Point graduating in 2002. He served two tours in Iraq with the U.S. Army. Following his service, he graduated from the William and Mary School of Law in Williamsburg, VA. He served in the Obama 2012 Re-election Campaign and later in the administration in a variety of national security roles. Following his time in the administration, he served as the Deputy Foreign Policy Adviser on the presidential campaign of Secretary Hillary Rodham Clinton.

Bishop is the recipient of two Bronze Stars, a Meritorious Service Medal, and a Combat Action Badge. His civilian accolades and awards include the Office of the Secretary of Defense Medal for Exceptional Public Service as well as several citations from DHS and the Obama administration. Bishop also received the 2017 Taylor Reveley "Citizen Lawyer" Award from the College of William and Mary Law School.

Currently, he resides in Arlington, Virginia with his family. He enjoys reading, creative writing, exercising, playing sports, and watching football.

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Hearing Date: December 10, 2019

Hearing Subject:

Diversity in Recruiting and Retention: Increasing Diversity in the Military - What the Military Services are Doing

Witness name: Bishop Garrison

Position/Title: Director, National Security Outreach

Capacity in which appearing: (check one)

☒ Individual ☐ Representative

If appearing in a representative capacity, name of the organization or entity represented:

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2018

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None			

2017

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None			

**WITNESS RESPONSES TO QUESTIONS ASKED DURING
THE HEARING**

DECEMBER 10, 2019

RESPONSES TO QUESTIONS SUBMITTED BY MS. SPEIER

General SEAMANDS. Of the three main uniforms worn by Army personnel, the Female uniforms are approximately \$30 less than the unisex uniforms.

New enlisted personnel are provided an initial issue of Army personal clothing items, commonly referred to as the "Clothing Bag". The female clothing bag costs \$1,573.24; the male clothing bag is \$1,606.61. The difference in cost is because the male Soldier is issued undergarments; female Soldiers receive a cash allowance to procure the undergarments that best suit their individual needs.

Female Soldiers receive a \$291.75 cash allowance to purchase undergarments, a handbag, and athletic socks when they first enter the Army. Male Soldiers receive undergarments as part of their initial issue and a \$7.99 cash allowance to purchase athletic socks.

To maintain the required uniforms and other personal clothing items during the time of enlistment, Soldiers receive an annual Clothing Replacement Allowance (CRA). For the first three years of enlistment, Female Soldiers receive a Basic CRA rate of \$322.49 vice the male rate of \$330.41. After three years of service Soldiers receive a Standard CRA. The Female Standard CRA is \$472.01, and the Male Standard CRA is \$460.71. [See page 17.]

Admiral NOWELL. On the average, female specific mandatory uniforms are less expensive than equivalent mandatory male uniforms. The exception is the female O-4 through O-10 Dinner Dress Jacket Uniform, which is more than the equivalent male uniform.

Uniform Ensemble—Male Female Uniform Ensembles Cost

E1-E6 Service Uniform \$176.23 \$158.38

E1-E6 Service Dress Blue \$330.89 \$321.87

E1-E6 Service Dress White \$147.53 \$132.88

E7-E9 Service Khaki \$317.64 \$313.59

E7-E9 Summer White \$282.17 \$282.17

E7-E9 Service Dress Blue \$562.28 \$550.87

E7-E9 Service Dress White \$422.77 \$422.51

E7-E9 Prescribable Outerwear \$230.39 \$224.81

WO-O10 Service Khaki \$321.22 \$317.17

WO-O10 Summer White \$302.64 \$302.64

WO-O10 Service Dress Blue \$550.79 \$539.38

WO-O10 Service Dress White \$469.84 \$469.58

O4-O10 Dinner Dress Blue Jacket \$465.55 \$465.68

O4-O10 Dinner Dress White Jacket \$483.10 \$428.27

WO-O10 Prescribable Outerwear \$424.11 \$424.11

[See page 17.]

General KELLY. [Answer in original form retained in committee files.] [See page 17.]

General ROCCO. All items have a useful life, and some are longer than others. For example, all Marines are required to own the \$100 All Weather Coat, but the coat generally lasts for a Marine's whole career and is rarely ever replaced. The same can be said for many of the items Marines are required to maintain (e.g. blue dress coat, service coat, duffel bag ...). New officers incur a \$600(+) upfront cost to purchase the officer sword and accessories; it too is considered a one-time purchase item. Some items wear out more quickly than others (e.g. footwear, socks, undershirts) and have to be replaced more frequently. There is really no way to determine how much a Marine is spending annually on uniforms, as Marines replace their uniforms as needed based on their individual wear patterns.

An annual clothing replacement allowance (CRA) is paid to Active Duty enlisted Marines, based on the item cost divided by the useful life of each required item. Officers receive a one-time cash payment of \$400 upon commissioning for the purchase of uniforms. Warrant officers do not receive a CRA once promoted to the officer ranks, but do receive the \$400 upon commissioning.

Some items are available commercially and via the Defense Logistics Agency (DLA). The DLA price will always be less expensive. Officers, for a lot of items, have the option to buy the DLA item, but many purchase their uniforms as packages

from commercial entities, and the price is often higher. Many officers and SNCOs prefer the more expensive/higher quality commercial item, but for the purposes of this comparison, when possible, the DLA prices were used.

Marine Corps Warrant Officers (WO-CWO5) are considered company grade officers.

Because they came up through the enlisted ranks, most only replace their enlisted uniforms with officer uniform items when there is a design difference (size of the ornamental stripe on the slacks, the braid on the frame cap, pockets on the male service coat, lack of red piping on the blue dress coats, necktie clasp ...). So even though their cost comparison is the same as the company grade officer, while they had some up front expense with the transition to warrant officer, they in fact did not have to purchase a whole new wardrobe they became officers.

The Marine Corps is currently in the process of transitioning to the more expensive Female Blue Dress Coat (FDBC), but won't complete the transition until October 2022. For this comparison, the more expensive FDBC was used. The cost of the new enlisted FDBC/white belt/waistplate is \$180.94. The cost of the old enlisted Women's blue dress coat and white shirt was \$156.40. The cost of the new officer FDBC (with the white strip collar) is \$384, while the old coat/white shirt/red necktab was \$346.50.

Marine Corps Uniform Cost Comparisons

Rank	Men's	Women's	Note(s)
E2	\$1,924 Annual CRA: Standard-\$650.28 Basic-\$455.16	\$2,041 Annual CRA: Standard-\$658.20 Basic-\$460.80	
E7	\$1,982 Annual CRA: Standard-\$650.28	\$2,017.80 Annual CRA: Standard-\$658.20	SNCOs are required to maintain blue-white dress uniform items (Women: 1 skirt, 1 slacks; Men: 1 trousers), E5 and below are not. The Marines are provide a one-time cash (upon promotion to E6) allowance for the purchase of the white items (\$136 Women and \$58 Men).
O2	\$3,527	\$3,568	
O5	\$4,320	\$4,185	O4s and above are required to maintain the evening dress uniform and have ornamentation on their frame cap, necessitating the purchase of the more expensive frame cap at promotion to O4.
CWO3	\$3,527	\$3,568	Warrant Officers do not have to replace all their enlisted uniforms, but will have to replace some. They do not have the same evening dress requirements as the field grade officers.
Female Blue Dress Coat			
Old Coat		New Coat	
Enlisted (156.40)		Enlisted (180.94)	
Officer (346.50)		Officer (384.0)	

***As of Jan 15, 2020*

[See page 17.]

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

DECEMBER 10, 2019

QUESTIONS SUBMITTED BY MS. SPEIER

Ms. SPEIER. Does your service research how the traits you look for in recruits and retention correlate with success throughout a service member's military career? Please share any such research. Have you tested whether other traits correlate with success?

General SEAMANDS. Our personnel research organization longitudinally tracks recruits up to their first 10 years of service to examine how well their cognitive, non-cognitive (e.g., motivation), and physical attributes are related to success at multiple points in a career. In addition to looking at retention, they examine how these attributes relate to training success, performance in the first term of service (enlisted) or the active duty service obligation (officers), and performance as Noncommissioned Officers or Field Grade Officers. The research has found that attributes in each of the categories are statistically related to later success and, when considered in combination, are even better indicators of success. The researchers continually investigate attributes that may contribute to success and integrate the promising attributes into the existing assessments. With the fielding of the Integrated Pay and Personnel System-Army (IPPS-A), we will capture data to include a list of 25+ knowledge, skills, and behaviors and be able to track throughout the Soldier's career to facilitate research.

Ms. SPEIER. Do your services have research groups equivalent to the Marine Center for Advanced Operational Culture Learning? What projects have they completed within the last three years? What are they currently working on?

General SEAMANDS. The Army has an organization with a similar, though not exact, mission to that of the Marine Center for Advanced Operational Culture Learning. The Cultural and Areas Studies Office (CASO) as part of the Army Command and General Staff College (CGSC), in conjunction with partner organizations, provides a mechanism to engage all CGSC constituencies concerning the importance of cultural, political, economic, and social factors in shaping the operational environment.

CASO has worked on several projects, with various diverse academic panels, over the last three years including:

25 Sep 2019—"Cultural and 'Soft Power' Influences of China, Russia, and France in Africa."

21 May 2019—"Leveraging Culture and Language in 'Influence' Operations."

28 March 2019—"Cultural and 'Soft Power' Influences of China and Russia in the Americas."

14 January 2019—"Cultural and 'Soft Power' Influences of Iran and Russia in Syria."

30 April 2018—"Cultural Perspectives, Geopolitics, and Energy Security of the Koreas."

12 September 2017—"Cultural and Regional Implications of Russian Power Projection in the 'Grey Zone.'"

CASO published an anthology of essays by panelists, speakers, and members of the CGSC faculty on "Cultural Perspectives, Geopolitics & Energy Security of Eurasia: Is the Next Global Conflict Imminent?" (Fort Leavenworth, KS: CGSC Press, 2017).

CASO is currently working jointly with the National Intelligence Council and The American Enterprise Institute on a presentation, "Cultural Dynamics of U.S.-Iran Relations: Is Conflict Imminent?" scheduled for Thursday, 23 January, 2020, 1-3 p.m. (CST).

CASO is completing the second, expanded volume of the anthology with leading scholars from CGSC and across the nation in support of U.S. National Security and Defense Strategy to be published this year. It focuses on "Cultural Perspectives, Geopolitics & Energy Security: Competition for Influence in Eurasia, the Americas and Africa," adding two more strategically important regions and authors/scholars across the nation with related areas of expertise.

Ms. SPEIER. Please provide the gender and ethnicity of recruiters across the services and in any higher DOD headquarters activity that is related to recruiting activities.

General SEAMANDS. The breakout by gender and ethnicity for Army active and Army reserve recruiters is as follows:

	Female	Male	Total
Asian	87	516	603
Black	594	1866	2460
Caucasian	304	5427	5731
Hispanic	205	1746	1951
Other	35	155	190
Total	1225	9710	10935

Ms. SPEIER. Please provide the average cost of female uniforms compared to male uniforms.

General SEAMANDS. New enlisted personnel are provided an initial issue of Army personal clothing items, commonly referred to as the Clothing Bag. In fiscal year 2020, the female clothing bag cost is \$1,573.24; the male clothing bag cost is \$1,606.61. The difference in cost is because male Soldiers are issued undergarments and female Soldiers receive a \$291.75 cash allowance to purchase undergarments that best suit their individual needs, a handbag, and athletic socks.

The average cost of the Female Army Combat Uniform (ACU) is \$97.54. The unisex ACU is \$98.07. The Female Army Service Uniform (ASU) is \$432.88 compared to the male uniform at \$439.72. The Female Army Physical Fitness Uniform (APFU) is \$112.61 and the unisex APFU is \$113.13.

Ms. SPEIER. Does your service research how the traits you look for in recruits and retention correlate with success throughout a service member's military career? Please share any such research. Have you tested whether other traits correlate with success?

Admiral NOWELL. Yes, Navy researches identifiable personnel traits which are correlated with positive outcomes such as completing enlistment contracts, reenlistments, and future career progression. From a recruiting perspective, Navy leverages the Armed Services Vocational Aptitude Battery (ASVAB), physical fitness test scores, and types of waivers granted (medical or conduct related) as some of the preliminary indicators of completing an initial enlistment. Navy employs the Rating Identification Engine (RIDE) program correlating individual's ASVAB scores to specific Navy jobs for which the applicant has aptitude. Navy also uses Job Opportunities In the Navy (JOIN), a non-cognitive and culturally fair assessment of each applicant's interest in specific Navy career fields. RIDE and JOIN align the aptitudes and interests of prospective Sailors and research shows JOIN scores are significantly related to key career outcomes such as lower first term attrition, higher reenlistments, and increased likelihood of promotion to E-6 after 9 years. Army is launching a 3-year pilot to assess the effectiveness of Tailored Adaptive Personality Assessment System (TAPAS) for operational use. TAPAS is a non-cognitive assessment, and preliminary research suggests that TAPAS may provide small but consistent improvements in the ability to predict future attrition. Navy is collecting and sharing information with Army, and TAPAS may potentially augment ASVAB, RIDE, and JOIN in the future as tools for selection and classification of military recruits. Navy has 7 studies from the Center for Naval Analyses (CNA) focusing on internal Navy factors which can impact reenlistment. It is important to note that there are external factors beyond Navy's control, which can also influence an individual's reenlistment decision. These include overall unemployment or world events like the 9/11 attacks. Additionally, there are 32 CNA studies which focus only on external factors or a combination of internal and external factors. Navy continuously examines results of personnel policies, including promotions and advancements, to identify positive trends and commonalities to assist Sailors in achieving success in their career and to avoid any unintended or undue bias in Navy's policies and processes including recruitment, retention, or promotion with regard to gender, racial, or ethnic diversity.

Ms. SPEIER. Do your services have research groups equivalent to the Marine Center for Advanced Operational Culture Learning? What projects have they completed within the last three years? What are they currently working on?

Admiral NOWELL. The Center for Language, Regional Expertise, and Culture (CLREC) in Pensacola, Florida is Navy's equivalent for developing and providing operationally relevant education and training resources for Fleet use. Over the last three years, CLREC has created a number of informative cultural training products formatted as electronic courses, PowerPoint presentations, and narrated videos with learning objectives aligned to Department of Defense and Navy doctrine and instructions. To ensure accuracy, content is developed under contract with academic institutions. CLREC is expanding access to its products via Navy's Global Deployer Application for mobile devices. Sailors completing culture training via this application are awarded credit in Navy training databases, and CLREC provides language-learning material to individuals and resources language classes for Sailors at fleet concentration centers in Japan, Korea, Italy, Spain, and Bahrain. In 2020, Arabic and French programs will be established in Djibouti. Additionally, CLREC has access to other research resources, such as the Center for Naval Analyses, which it contracted to conduct a study, scheduled to publish in 2020, of Russian-Chinese Maritime Cooperation in the Indo-Pacific Area of Operations. By optimizing access to culture material and language learning, CLREC ensures Navy has access to resources required for mission support.

Ms. SPEIER. Please provide the gender and ethnicity of recruiters across the services and in any higher DOD headquarters activity that is related to recruiting activities

Admiral NOWELL. The table below displays the fiscal year 2019 demographic makeup of Navy Recruiting Command by gender and ethnicity.

Diversity FY19 EnlistedAC (%)RC (%) African-American:21.527.2 Asian-Pacific Islander:10.012.4 Hispanic:18.319.8 Female:24.434.3 OfficerAC (%)RC (%) African-American:10.07.8 Asian-Pacific Islander:15.212.5 Hispanic:12.07.7 Female:25.923.9

Ms. SPEIER. Please provide the average cost of female uniforms compared to male uniforms.

Admiral NOWELL. On the average, female specific mandatory uniforms are less expensive than equivalent mandatory male uniforms. The exception is the female O-4 through O-10 Dinner Dress Jacket Uniform, which is more than the equivalent male uniform.

Uniform Ensemble—Male Female Uniform Ensembles Cost

E1-E6 Service Uniform	\$176.23	\$158.38
E1-E6 Service Dress Blue	\$330.89	\$321.87
E1-E6 Service Dress White	\$147.53	\$132.88
E7-E9 Service Khaki	\$317.64	\$313.59
E7-E9 Summer White	\$282.17	\$282.17
E7-E9 Service Dress Blue	\$562.28	\$550.87
E7-E9 Service Dress White	\$422.77	\$422.51
E7-E9 Prescribable Outerwear	\$230.39	\$224.81
WO-O10 Service Khaki	\$321.22	\$317.17
WO-O10 Summer White	\$302.64	\$302.64
WO-O10 Service Dress Blue	\$550.79	\$539.38
WO-O10 Service Dress White	\$469.84	\$469.58
O4-O10 Dinner Dress Blue Jacket	\$465.55	\$465.68
O4-O10 Dinner Dress White Jacket	\$483.10	\$428.27
WO-O10 Prescribable Outerwear	\$424.11	\$424.11

Ms. SPEIER. Does your service research how the traits you look for in recruits and retention correlate with success throughout a service member's military career? Please share any such research. Have you tested whether other traits correlate with success?

General KELLY. Although the Air Force does not research how the traits we look for in recruits and retention correlate with success throughout a service member's military career, we successfully accomplish personality trait research tied to training outcomes (e.g., attrition, course and leadership grades, order of merit). The Air Force uses the DOD-administered Tailored Adaptive Personality Assessment System (TAPAS) v5 for enlisted accessions, and has a second test in development, the Self-Description Inventory (SDI; see DTIC ADA364039), that is included in the Air Force Officer Qualifying Test (AFOQT). The SDI will be validated against Air Force officer job performance as part of the AFOQT validation to be completed by 2023. Both tests utilize the 5-factor model of personality as their base (Openness to Experience, Conscientiousness, Extroversion, Agreeableness, and Neuroticism).

Personality trait research includes the following:

PERFORMANCE OUTCOMES Barron, Carretta, & Bonto-Kane (2016) found pre-accession assessment of personality a significant predictor of Officer Performance Reports rank-order of officers (stratification) (see DTIC AD1024062). This was fol-

lowed-up with a report on manned and unmanned aircraft pilots in 2016 with similar findings (see DTIC ADA631777).

RETENTION/ATTRITION Maury, Stone, Carretta (2010) found weak but significant effects of pre-accession assessment of personality on re-enlistment decisions at 4 and 8 years, with current biodata measures (marital status, number of dependents and enlisted grade) showing stronger relationships than personality (see DTIC ADA520666).

TRAINING OUTCOMES Rose, Manley & Weissmuller (2013) demonstrated that TAPAS facets, along with Armed Forces Vocational Aptitude Battery (ASVAB) and physical ability, predicted completion of training for Special Warfare trainees (link: TAPAS is currently included in the selection model for SW enlisted career fields (see DTIC AD1007586). A 2014 cross-service study demonstrated that facets of the SDI had small but significant effects on Remotely Piloted Aircraft training performance and academic grades (see DTIC ADA613545). An unpublished AFPC study (Barron et al, 2014) demonstrated that SDI facets had significant effects on leadership grades and order of merit in samples from Officer Training School and the US Air Force Academy. A 2016 study (Manley, Schwartz, & Weissmuller, 2016) demonstrated that several SDI facets significantly predicted 17D Cyber officer technical training performance and attrition (see DTIC AD1007590). We have not tested other traits; however, we abide by DOD's successful first term enlisted quality benchmark indicators for accessions. The qualitative distribution benchmarks for accessions within a fiscal year are 60 percent Armed Forces Qualification Test (AFQT) Category I-III and 90 percent high school diploma graduates.

Ms. SPEIER. Do your services have research groups equivalent to the Marine Center for Advanced Operational Culture Learning? What projects have they completed within the last three years? What are they currently working on?

General KELLY. (1) Yes, the Air Force has the Air Force Culture and Language Center (AFCLC) at Air University, located at Maxwell Air Force Base, Alabama. In addition to the AFCLC, the Air Force Expeditionary Center at Joint Base McGuire-Dix-Lakehurst in New Jersey and the Air Force Special Operations University at Hurlburt Field, Florida, conduct courses in Cross-Cultural Communication.

(2) The Air Force Culture and Language Center has several programs enabling the Air Force to further cultural competence, global perspective, and an acumen for diversity as it applies to operations.

- The Language Enabled Airman Program (LEAP) has grown in the past three years, from approximately 2,000 scholars to 3,253. Current inventory consists of 95 languages, with overseas immersions conducted in 86 countries. In 2019, the University of Maryland conducted an Air Force-sponsored research effort to determine overall effectiveness of LEAP and determined that LEAP is achieving comparable results with many Department of Defense and civilian full-time resident language programs with under one-third the contact time. Lastly, 736 special experience identifiers (SEIs) have been awarded through the program.
- The Foreign Area Officer (FAO) Pipeline Qualification Training program managed in-region and strategic engagement training for 198 FAOs. It provided sustainment for 121 FAOs through its on-line platform and planned 233 overseas sustainment immersions.
- In addressing education needs, the Center faculty has grown from four to seven PhD faculty members. It provided undergraduate education through the conduct of two associate-level courses as part of the Community College of the Air Force, with 948 completions. At the graduate level, the faculty teaches core and elective courses at Air War College and Air Command & Staff College. The Center prepares general officers for key leader engagements with senior political, military, and tribal leaders overseas.
- The Center also produces Expeditionary Culture Field Guides; over the past 3 years, AFCLC has produced 16 guides for a total of 60 since 2006. It developed a mobile phone app which was recognized in an August 2018 edition of the Wall Street Journal as the #1 selection of "The 6 Indispensable Apps for Business Travelers."
- The Center teaches cross-cultural communication twice a year for UN Military Observer Missions.

(3) Presently, the Language Enabled Airman Program (LEAP) is building cohorts for an experiment in developing skills in African languages using Airmen from LEAP as well as Reserve, Air National Guard, and active duty Airmen who are not part of LEAP. Part of this experiment will be testing the online learning platform as a contingency response model in addition to deliberate development. In education efforts, the Center will be expanding general officer immersions for the Central Command, Africa Command, and Pacific Command areas of responsibility. The Center will continue teaching leadership for cultural property protection through exer-

cises and developing curriculum for intelligence officer qualifications. They are investigating development of a monthly podcast on cultural topics, and have developed a new pre-assignment course for Air Force Office of Special Investigations agents. Upcoming research projects include the topics of cultural property protection, working with tribal cultures, interagency cooperation, corruption in cultural context, gender in Arab Muslim communities, radicalism and extremism, communication for leaders, and colonial powers in East Asia.

Ms. SPEIER. Please provide the gender and ethnicity of recruiters across the services and in any higher DOD headquarters activity that is related to recruiting activities.

General KELLY. [Answer in original form retained in committee files.]

Ms. SPEIER. Please provide the average cost of female uniforms compared to male uniforms.

General KELLY. [Answer in original form retained in committee files.]

Ms. SPEIER. Does your service research how the traits you look for in recruits and retention correlate with success throughout a service member's military career? Please share any such research. Have you tested whether other traits correlate with success?

General ROCCO. Yes, the service is conducting ongoing research to understand how the various recruitment traits (Armed Services Vocational Aptitude Battery Scores, Initial Strength Tests, educational levels etc.) lead to the successful completion of various career milestones. Beginning in the summer of 2018, the Marine Corps implemented the Tailored Adaptive Personality Assessment System (TAPAS) for enlisted applicants. TAPAS is a non-cognitive personality assessment that tests various personality traits/facets. The Marine Corps expects to see a correlation between personality facet, cognitive metrics, and physical fitness capabilities that help to better understand a Marine's success at the various milestones throughout the Human Resources Development Process (HRDP). Our research into this area is relatively new and still in progress but should yield more formal results by approximately FY23. All Marine Corps efforts in this area are synchronized with similar Secretary of Defense Accession Policy initiatives.

Ms. SPEIER. What projects is the Marine Center for Advanced Operational Culture Learning currently working on? What projects has it recently completed? How have its staffing levels changed since the release of the report on gender issues in the Marines? Why have those levels changed?

General ROCCO. CAOCL's Organization and Role The Center for Advanced Operational Culture Learning (CAOCL) was created to serve as the Marine Corps' central organization for language, regional expertise, and culture (LREC) training, education, and institutionalization. In doing so, CAOCL has equipped Marines to understand the motivations and behaviors of adversaries, partners, and noncombatant populations, enabling Marines to operate effectively in culturally complex environments. CAOCL has achieved this mission synergistically through five core functions, including mission essential LREC training, distance and resident Professional Military Education (PME), support to operating/deployed units, institutionalization of LREC capability, and a social science research capability. CAOCL's small, multidisciplinary team of social scientists, the Translational Research Group (TRG), was established to support CAOCL's LREC mission and provide research and advising on topics of interest to the Marine Corps.

CAOCL's Past and Present Projects

- CAOCL continuously tailors pre-deployment training for COCOMs, Task Force Southwest (Afghanistan), and multiple deployed forces. CAOCL's latest courses include the Cognitive Dimension of Key Adversaries and LREC in Planning. These courses increase Marines' lethality and survivability by understanding how culture influences the adversary's intent, motivation, and ethical constraints in developing and employing future warfighting tactics and technologies.
- To complement training, CAOCL developed an accredited total force, career-long regional and culture distance education program updated on a two-year cycle to provide a foundation of knowledge for Marines to incorporate LREC into planning, make informed decisions in foreign environments, and understand second and third order consequences of operations. At present, the training audience is 56,000 Marines. Additionally, portions of CAOCL's Regional and Culture Studies are utilized by both the U.S. Army John F. Kennedy Special Warfare Center and School and the Defense Institute of Security Cooperation Studies.
- CAOCL, responding to the need for managing various biases associated with an increasingly diverse force and complex operations, developed courses de-

voted to instilling cross-cultural competence and identifying and mitigating biases for the individual Marine. These courses improved Marines' self-awareness and provided tools to improve objectivity through education on perception checking, attributional complexity, and cultural perspective taking. Currently, these courses are taught throughout residence formal schools. These periods of instruction have been well-received throughout the Services and have formally been incorporated into the Marine Corps' Uniformed Victim Advocate Program.

- In mid-2017, after misconduct was discovered in social media groups such as Marines United, Manpower and Reserve Affairs (M&RA) requested that CAOCL's research group conduct research on Marine perspectives on the Marine Corps' culture. The intent of the project was to inform discussions about policy and programs and shape any future quantitative data gathering efforts.
- CAOCL's research group has reduced its original analytic plans for the MCOCR Project. Thus far, the research group has produced two additional reports from the project, one on concepts of equality and one on pregnancy loss. The group currently is focused on a small number of additional analyses from MCOCR on issues selected in consultation with Marine Corps leadership. The group also is working on efforts related to CAOCL's LREC mission.
- Recently completed research efforts by CAOCL's research group include assessing the value of culture-related training and education with the 7th Marine Regiment, a professional military education project drawing lessons learned from other professional education sectors, and research on the role of the military in the response to the Ebola virus disease outbreak in West Africa in 2014–2015.
- In May 2019 the MROC decision of divestment of CAOCL resulted in an asset of \$32.2M over the POM–21 FYDP. This divestment allows the Marine Corps to invest in force modernization in line with the National Strategy/Defense Planning Guidance.
- In preparation for divestment in June 2020, CAOCL's research group has not taken on any new projects; the training team has not scheduled events beyond April 2020; and the transition of the distance education Regional and Culture Studies Program is under development. Archiving and preservation of material and lessons learned over 14 years is underway.

CAOCL's Staffing Level Changes

- Since the Marine Corps' decision to divest CAOCL, the Center's contractor-heavy staff has steadily declined in anticipation of its June 2020 closing. To date, one of eight government employees has relocated and not been backfilled, while the military staffing has remained steady to facilitate divestment activities through the summer. CAOCL's current efforts include support requirements not exceeding summer 2020.

Way ahead

- Capabilities provided by CAOCL will continue to be available to the Marine Corps. Marine forces will be able to access these capabilities either through their transfer to the developing Region and Culture Studies center within MCU (distance and resident PME) or through a soon to be awarded IDIQ contract (training and research) which users will self-fund.

Ms. SPEIER. Question for: Lieutenant General Michael Rocco 12) Please provide the gender and ethnicity of recruiters across the services and in any higher DOD headquarters activity that is related to recruiting activities

General ROCCO. [Answer in original form in committee files.]

Ms. SPEIER. Please provide the average cost of female uniforms compared to male uniforms.

General ROCCO. [See table next page.]

Value of the Minimum Clothing Requirement (by Gender and Grade) and Annual Clothing Replacement Allowance (CRA)

Marine Corps Uniform Cost Comparisons

Rank	Men's	Women's	Note(s)
E2	\$1,924 Annual CRA: Standard-\$650.28 Basic-\$455.16	\$2,041 Annual CRA: Standard-\$658.20 Basic-\$460.80	
E7	\$1,982 Annual CRA: Standard-\$650.28	\$2,017.80 Annual CRA: Standard-\$658.20	SNCOs are required to maintain blue-white dress uniform items (Women: 1 skirt, 1 slacks; Men: 1 trousers), E5 and below are not. The Marines are provide a one-time cash (upon promotion to E6) allowance for the purchase of the white items (\$136 Women and \$58 Men).
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CWO3	\$3,527	\$3,568	Warrant Officers do not have to replace all their enlisted uniforms, but will have to replace some. They do not have the same evening dress requirements as the field grade officers.

***As of Jan 15, 2020*

Ms. SPEIER. Mr. Garrison, I understand you wish to clarify some details regarding the timeline of your deployments while serving as an Army officer. Would you be able to provide that clarification to the subcommittee?

Mr. GARRISON. Chairwoman, thank you for the opportunity for this clarification. In my testimony, both oral and written, I made the following statement: "By February 2003, I was in the Anbar Province of Iraq for my first of two deployments." To clarify, in February 2003, my unit, the 3d Armored Cavalry Regiment stationed out of Fort Carson, CO, received its deployment orders. In April 2003, we were physically in theater staging in Kuwait, and in May 2003 we entered the Anbar Province for the remainder of our 11.5-month deployment. My testimony should have read that I was on my way to the Anbar Province at that time rather than already being in the province. I did not want to lead one to believe I was physically in country during that month. It was a mistake due to maintaining multiple drafts of my testimony. I apologize for the error.

QUESTIONS SUBMITTED BY MR. BROWN

Mr. BROWN. According to the September 2019 Active Duty Master File, only 12% of enlisted personnel or warrant officers in SOCOM are black or African American, despite blacks and African Americans comprising 20% of all enlisted personnel. What is your service doing to ensure that our elite units represent not only the diversity of the nation, but also the diversity of our enlisted personnel?

General SEAMANDS. Any Applicant or Soldier who can meet the standards of an officer or enlisted specialty is afforded the opportunity to serve in that specialty, regardless of gender or race. Army accessioning agencies specifically educate women, minorities, and other demographic groups on the opportunities the Army provides to ensure a diverse and healthy all volunteer force. Our elite units represent the diversity of the Nation. The United States Army recruits from the Qualified Military Available (Age 17–24) population; of that population 10.3 percent are African American. Accordingly, 12 percent African American enlisted personnel or warrant officers in USASOC exceeds the diversity of the nation. Because of the nature of the Special Operations missions, we look for diversity or thought, experience, and background. Within the Army Special Operations community we have increased outreach through the Special Operations recruiting and our marketing campaign of "What's Your Warrior?" is aimed at diversity in all fields, including our Special Operations Forces.

Mr. BROWN. According to the September 2019 Active Duty Master File, only 2.3% of military aviators are black or African American, despite blacks and African Americans comprising 20% of all enlisted personnel and 8.3% of our officer corps. This

trend worsens when we examine fighter and bomber career paths, with blacks and African Americans comprising only 1.5% of our elite pilots. What is your service doing to ensure that our military ranks represent not only the diversity of the nation, but also the diversity of our enlisted personnel and officer corps?

General SEAMANDS. The Army Aviation Center of Excellence does not have a targeted diversity recruiting effort for African American (AA)/Blacks, but does have a Branch Awareness Program that markets aviation career fields to prospective applicants, regardless of race, gender, ethnicity, etc. As part of its outreach efforts, Aviation Branch actively recruits minorities and females during airshows, unit visits, campus visits, and other venues. Minority and female pilots and NCOs frequently work in Army aviation static-displays (as role models) with the most recent being the 2019 EAA AirVenture and Helicopter Association International (HAI) Heli-Expo air shows. Aviation Branch also partners with the US Army Recruiting Command (USAREC), US Army Cadet Command, and the US Army Military Academy during outreach events to provide information and career opportunity information to prospective candidates.

From data received in recent ROTC and USMA branching processes, AA/Black cadets selected in aviation branch increased from 1% to 4% and 2% to 6% respectively over the last 3 years. In comparing the 2019 Aviation Warrant Officer Selection Board process to the 2015 process, the number of AA/Black applicants more than doubled (2015—29 vs. 2019—64), while the percentage of AA/Black applicants increased from 5.6% to 7.1%. While the numbers and percentages of AA/Black officer and warrant officers lag behind overall accessions and commissioning rates, recent data indicates the Army is trending in the right direction for AA/Black warrant officer aviators. The Army acknowledges it has room for improvement with AA/Black aviation officers and continues to work to ensure a diverse board makeup as part of an equitable and inclusive aviator selection process.

Finally, the Army is updating its diversity, equity, and inclusion strategic plan which will place greater emphasis on benchmarking and monitoring Army demographics to provide Army senior leaders outreach proposals aimed at enhancing diversity recruiting across the Total Force.

Mr. BROWN. According to the September 2019 Active Duty Master File, only 12% of enlisted personnel or warrant officers in SOCOM are black or African American, despite blacks and African Americans comprising 20% of all enlisted personnel. What is your service doing to ensure that our elite units represent not only the diversity of the nation, but also the diversity of our enlisted personnel?

Admiral NOWELL. Navy continues to build a more inclusive culture and diverse workforce across the Fleet and recognizes the importance of inclusion and diversity across all elite units. To recruit the highest-quality talent, Navy's diverse workforce invests in marketing and outreach strategies that appeal to all demographics of the U.S. population. Navy's diverse recruiting force begins with its recruiters and accessions, which are more demographically diverse than ever before.

Navy Recruiting Command (NRC) oversees numerous outreach programs to target diverse individuals to serve within special operations rates. Warrior Challenge (WC) is the primary program to target individuals who are qualified and interested in the challenge of serving in special operations rates. The WC Mentor Program is a key part of Navy recruiting efforts to identify and develop those unique people who are in high demand, to serve as technical specialists and dependable teammates.

Additionally, our focus encompasses multiple programs to support demographic measures of race, gender, and ethnicity by using the following outreach programs:

Faces of the Fleet: Documentary series highlighting Sailors' stories of their service, family, and life. Of the 15 episodes currently live, there are 11 that highlight diverse Sailors.

Navy Promotional Days: Promotes awareness/active recruitment efforts at Minority Serving Institutions (Historically Black Colleges, Hispanic-serving institutions, Tribal Colleges, Women Colleges) to build strategic networks within diverse and under-represented communities.

Affinity Group Partnerships: Partnership with affinity organizations that provide direct access to high-achieving prospects and key influencers with multiple touchpoints year-round.

Senior Minority Assistance to Recruiting Program, or SEMINAR: The SEMINAR program was established to assist the Navy in its effort to recruit more African American, Hispanic, and Asian/Pacific Islander applicants and to enhance Navy's image in these communities. SEMINAR temporarily returns highly qualified African American, Hispanic, and Asian/Pacific Islander officers and senior enlisted personnel to their home communities for 20 days to meet with local influential community members and to discuss the vast educational, career, and advancement opportunities the Navy offers.

Education Orientation Visits: An actively-engaged, compactly-organized, two-day in-port tour of various Navy commands and installations to key Center-of-Influence (COI) civilians with the overarching purpose of increasing their understanding of life in today's Navy.

As part of the Navy's Leader Development Framework, the Naval Special Warfare Commander annually briefs Navy leadership on his community specific efforts to demonstrate progress in achieving a culture of excellence that espouses our Core Values of Honor, Courage, and Commitment. The NSW Commander emphasizes developing a common understanding and a sense of identity and belonging in the special operations community through pre-leadership milestone courses, deck plate leadership engagements and continuing leadership development efforts.

The Navy remains committed to recruiting a force that will be representative of the general population both at accession and in the future. Navy's inclusive culture allows our leaders to capitalize on Sailors' diversity, leveraging different perspectives and ideas to achieve maximum possible performance in our elite units.

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Admiral NOWELL. Navy continues to build a more inclusive culture and diverse workforce across the Fleet and recognizes the importance of inclusion and diversity across all TYPE/MODEL/SERIES platforms. Commander Naval Air Forces (CNAF) outreach program supports multiple demographic affinity groups to address under-represented groups and has partnerships with the Organization of Black Aerospace Professionals, and many others across the country to inspire our youth to FLY NAVY. Further, as a CNAF initiative, we have included implicit bias training into every major symposium and commander training event. We believe change starts from within and are actively pursuing cultural progress through the CNO's Culture of Excellence initiative, a Navy-wide campaign dedicated to strengthening our mission effectiveness by instilling toughness, trust, and connectedness in Sailors to achieve warfighting excellence. Our focus encompasses a much broader definition of diversity beyond the traditional demographic measures of race, gender, and ethnicity. Sailors bring their own experiences and personalities to the Fleet and we seek out these future Sailors with diverse backgrounds, critical thinking skills, and mental agility. By showing young men and women from across the country what Navy has to offer, Navy attracts Sailors with diverse experiences, thoughts and perspectives. A few examples are: Faces of the Fleet: Documentary series highlighting Sailors' stories of their service, family, and life. Of the 15 episodes currently live, there are 11 that highlight diverse Sailors. Navy Promotional Days: Promote awareness/active recruitment efforts at Minority Serving Institutions (Historically Black Colleges, Hispanic-serving institutions, Tribal Colleges, Women Colleges) to build strategic networks within diverse and under-represented communities. Senior Minority Assistance to Recruiting Program (SEMINAR): Navy uses volunteers from the officer and enlisted community to participate in SEMINAR—targeted towards African American, Hispanic, and Asian/Pacific Islander, but participation is open to other minorities who volunteer in pay grades E-6 through O-6. Additionally, we partner with influencers in African American communities, work with affinity groups who prioritize mentoring, coaching and sponsorship, and publicize the accomplishments of African American exemplars both within and outside the Navy. This provides Navy direct access to high-achieving prospects and key influencers with multiple touchpoints year-round. Today, Navy's inclusive culture allows our leaders to capitalize on Sailors' diversity, leveraging different perspectives and ideas to achieve maximum possible performance. By including all Sailors' voices and ideas Navy can increase its lethality, readiness and ability to solve problems in innovative and unique ways, harnessing the exponential creative power of diversity.

Mr. BROWN. According to the September 2019 Active Duty Master File, only 12% of enlisted personnel or warrant officers in SOCOM are black or African American, despite blacks and African Americans comprising 20% of all enlisted personnel. What is your service doing to ensure that our elite units represent not only the diversity of the nation, but also the diversity of our enlisted personnel?

General KELLY. Air Force Special Warfare (AFSPECWAR) recruiters are entrenched in various cities with multiple ethnic backgrounds and economic statuses. The special operations forces component within AFSPECWAR is taking a holistic approach to assess and select personnel in order to maximize the recruiting and talent pool available for critically manned career fields. The 330th Recruiting Squad-

ron (RS) recently filmed commercials featuring minority (to include female) SW Airmen. Additionally, several of our largest recruiting engagements are in highly diverse locations (e.g. Miami Air Show during “Urban Week”) and have hosted multiple Athlete Leadership Bootcamps with HBCUs (Historically Black College/University) athletic programs, Surfer-Girl Pro and at South-Texas Air Shows to Target Hispanic populations. Additionally the 330th RS successfully baselined entrance requirements to give all applicants, regardless of prior aquatic comfort/access to pools an opportunity to succeed. The AFSPECWAR Development program is also designed to train candidates during the pre-accession process to help them prepare, prior to entering the grueling pipeline.

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General KELLY. The Chief of Staff of the Air Force has declared diversity and inclusion a joint warfighting imperative. The Chief established and chairs a monthly diversity council to provide personal oversight over this priority challenge. The Air Force has enacted the Chief’s-directed Rated Diversity Improvement effort with a targeted focus on increasing demographic representation of minorities and women in our rated community through four lines of effort: 1) Pre-Accessions; 2) Accessions; 3) Initial Training; and 4) Rated Career Retention. For example, the service established the Air Force Recruiting Service Detachment 1 to directly support pre-accessions and accessions lines of effort and act as the tactical execution arm. Through constant and recurring engagements as well as strategic partnerships, the Air Force is making strides towards increasing the diverse applicant pool for rated (e.g. pilots, navigators) officers.

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General ROCCO. The Marine Corps is a standards-based organization and seeks to recruit and retain the best Marines regardless of race or sex. The Marine Corps takes great effort in identifying and recruiting the best-qualified Marines for Marine Special Operations Command. To that end, all Marine Special Operators volunteer and are recruited from within the Marine Corps. All entities from recruiting, career counseling, training, and policy development are invested in ensuring our Raiders represent the Marine Corps’ most qualified applicants as well as, increasing the Marines’ interest in applying and volunteering for these specialized billets.

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General ROCCO. The Marine Corps is a standards-based organization and seek to recruit and retain the best Marines regardless of race or sex. Nevertheless, we are working to be more inclusive—to actively seek out underrepresented groups. Our Recruiting Command partners with a whole host of organizations to find the best future Marines. All Marine Corps aviators come from the commissioned officer ranks. Commissioned officers are required to have a bachelor’s degree. We find opportunities to bring our Marine Corps Leadership Seminar to Historically Black Colleges and other universities to increase interest in the Marine Corps by underrepresented groups within our Corps. Additionally, the Marine Corps actively participates in various Outreach and affinity group events specifically focused on aviation and Science, Technology, Engineering, and Math throughout the year to expand awareness of the opportunities the Marine Corps has to offer. Qualified individuals contract with the Marine Corps for the opportunity to attend pilot training. Those who successfully complete the training become Naval Aviators.