

How to Improve the Gender Balance Within the National Armed Forces



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Committee on Women in the NATO Forces (CWINF) Conference 2008

03 June 2008

Women in the Armed Forces



Percentages of Female Soldiers in NATO Nation's Armed Forces



US Armed Forces:

- 1990, women represented **12%** of total force:
11% Active Duty, 13% Reserve
- 2005, women represented **16%** of total force:
14.6% Active Duty, 17.2% Reserve

Country	2007
Belgium	8,25%
Bulgary	~6%
Canada	17,3%
Czech Republic	~12,21%
Denmark	5,4%
France	14%
Germany	7,5%
Greece	5,6%
Hungary	17,3%
Italy	2,6%
Latvia	23%
Lithuania	12%
Luxembourg	~5,71%
The Netherlands	9%
Norway	7,1%
Poland	1%
Portugal	13%
Romania	6,37%
Slovakia	8,65%
Slovenia	~15,3%
Spain	12%
Turkey	~3,1%
United Kingdom	9,3%

An Indication of Change

Most Popular Career Paths



- **Most Common Occupations Among Women in the U.S.**

Armed Forces:



- 1. Logistics**
- 2. Personnel and Administration**
- 3. Medical Specialties and Services**
- 4. Intelligence**
- 5. Signal / Communications**
- 6. Military Police**



Women Serve in 92% of Army Occupations

Female Attrition Rates within U.S.



Female Service Members have a much higher attrition rate during years 5 - 8

Affected by:

- **Demands on family and family planning**
- **Several moves and operational deployments**





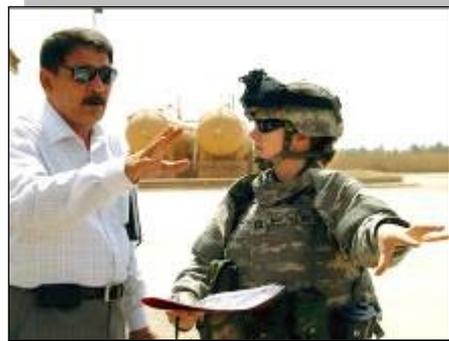
Women in the U.S. Armed Forces



U.S. Branch of Service	Total % of Female Service Members	% of Female Flag Officers	% of Female Senior Officers (04-06)	% of Female Junior Officers (01-03)	% of Female NCOs	% of Females in OIF and OEF
Army	13.7%	4.4%	13.0%	19.3%	12.3%	10.0%
Air Force	20%	15%	8%	21%	21%	5%
Navy	14.7%	4.3%	12%	13.8%	7.4%	*
Marine Corps	6.3%	3.6%	3.1%	7.2%	6.4%	3.7%
Coast Guard**	12.7%	11.4%	9.3%	19.3%	6.8%	10.6%

* The US Navy does not track operational participation by gender, race or ethnicity

** US Coast Guard percentages include Reserve forces



There is No Longer a Front Line or Rear Area



Defense Advisory Committee on Women in the Services (DACOWITS)

- **Established in 1951 by the Secretary of Defense**
- **Provides advice and recommendations on matters and policies to the recruitment, retention, treatment, employment, integration and well-being of highly qualified professional women in the Armed Forces**



Recruitment Best Business Practices



- **Recruitment bonuses / incentives**
- **College scholarships and tuition loan repayment**
- **Direct Reserve accessions program**
- **Accession goals for women in the Navy**
- **“Blue 21” Coast Guard flight program for women**



Retention Best Business Practices



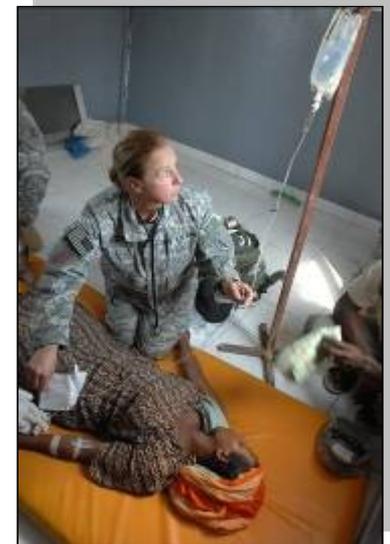
- **Operational deferments when pregnant**
- **Mandatory family-care plans for single parents and dual-military couples**
- **Navy Career Intermission pilot program**
- **Service sponsored child care**
- **Formal prevention of sexual harassment / assault and equal opportunity training and formally trained counselors**





Quality of Life Best Business Practices

- **Navy Task Force “Life:Work”**
- **Websites, newsletters, conferences, etc., dedicated to gender issues**
- **Maternity leave; exemption from physical fitness standards extended to 180 days after delivery**
- **21 days adoption leave**
- **Paternity leave**





Women's voices from the field: *What Works Well*

- All volunteer force; Equal pay for equal work
- Education on career opportunities early on in the recruitment process
- Integrated training as early as possible
- Realistic physical fitness standards; Equal standards in weapons qualification, war fighting training, and field duty
- Deployment rotations with women working side by side with men





Women's voices from the field: *What Needs Improvement*

- **Pregnancy and assignment policies**
- **Excessively long and frequent deployments- cross gender impact**
- **Gender specific health care pre and post deployment**
- **Assignment limitations at senior staff levels**
- **Senior leader development / training**
- **Issues of women civilians and contractors in operations**
- **Military spouse satisfaction**



Summary



- **Integration of women remains a key goal**
- **Time for leaders to act is now**
- **Must educate and inform the Armed Forces to change mindsets, policies and processes in order to leverage talents of women in our Armed Forces**

Not just for women, but for the Armed Forces overall, we must do a better job of telling the good stories that are happening every day in military operations