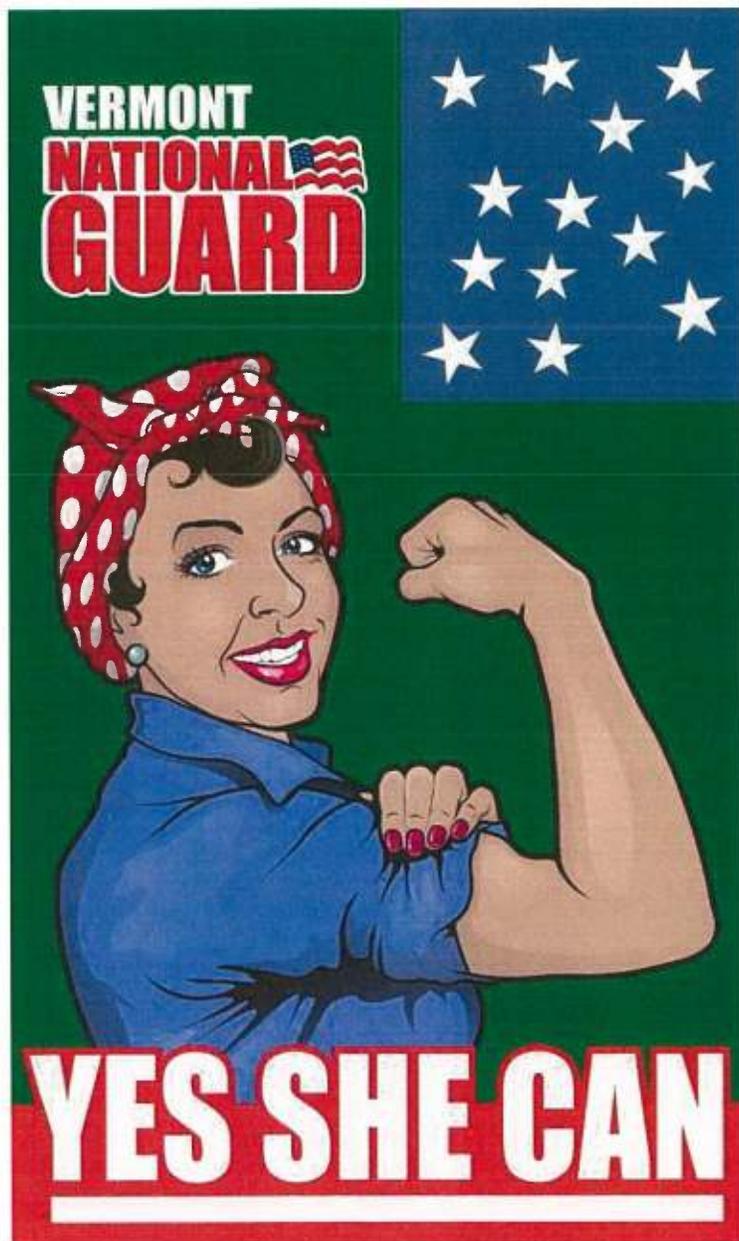


# VTNG Joint Diversity Executive Council Military Women's Program Annual Gender Report 2018



Rosier the Riveter symbolic poster inspired a social movement that increased the number of working American women from 12 million to 20 million in four years from 1940 to 1944. What unified the experiences of these women was that they proved to themselves (and the country) that they could do a "man's job" and could do it well.

The VTNG Military Women's Program YES SHE CAN Campaign is to tell the story. Women can be whatever they want to be without losing who they are. They are not doing a man's job, they are doing an American job.

Women can be an F-35 Fighter Pilot, A Battalion Commander, A First Sergeant or Chief Executive Officer of a Major Company. They can also be feminine, mothers, soft, compassionate and emotional as well as strong, confident, bossy, focused and driven.

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**MWP Mission:** “Enhance readiness by increasing the representation of competent women in all grades and occupations. Develop an exchange of ideas and information to promote cross-cultural harmony and team synergy.”

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### **Introduction**

Women continue to be an under-represented resource for our organization. People work on what they measure and it is important to monitor the professional development pipelines by gender to ensure the power structures in the Vermont National Guard ideally represent the labor pool. The job of defending the State and Nation is an American job for which all citizens are encouraged to contribute to the strength.

**Disclaimer:** Military Women’s Program Managers (MWP) may use offensive language in our attempt to provide the reality of the reality.

The topic of sexually based offenses and acts of gender bias may be crude and make us uncomfortable. Trigger words such as male-dominated, androcentric, sexism, affirmative action and gender balance all have subjective meaning and historical context. We as leaders of change, have a duty to take on the uncomfortable work. Our discussions, although not easy, does not compare to the acts our service members have endured. We must honor the pain they carry, the pain they must heal from and the scars which remain if we are to prevent others from enduring the same. This has everything to do with readiness and the lethality of our force.

We invite you to consider the relationship between sex based offenses and the representation of women in key leader positions. Remember sexism is not just sexual in nature, it is a lack of respect for someone based on their gender identity. Sexism impacts men too however more predominantly women because sexism is about power. Gender bias can show up by acts of exclusion as well as overt acts of disrespect. Gender culture is a reality we can no longer deny, we are not all the same. The history of social roles has evolved over the last century however the growth rate for women in male dominated occupations lags.

The undying faith, respect and gratitude for our military is not negated by the reporting of cultural issues. The issues we bring to light continue to impede progress towards an improved gender balanced militia. Today’s military must be capable of facing global cultural wars with the innovative talent of every member of our society.

Our Force stands on the legacy of the men and women who valiantly defended what all Americans treasure, freedom.

## Executive Summary

The 2018 Vermont National Guard Gender Report has been presented annually to the Vermont National Guard Senior Leaders since 2013. The report has evolved over the years to include additional tables always with the objective to present the data supporting the Vermont Military Women's Program Gender Gap Analysis. In keeping with our mission, we draw perspective and conclusion to develop an exchange of ideas and information to promote cross-cultural harmony and team synergy.

The conclusion always finds the under-representation of women as a readiness issue based on the available labor pool of women in the United States and locally in Vermont. We reference several external books, reports, studies and articles to form a basis for the problem statement of sexism. We also utilize the DoD Sexual Assault Prevention and Response Office (SAPRO) Annual Reports, Army's TRADOC Analysis Center (TRAC), the RAND Institute and studies done by the Defense Advisory Committee on Women in the Services (DACOWITS) to ensure we include the military research regarding inclusion and the prevalence of sexual harassment.

The power dynamics of an organization set the culture, policies, and priorities as well as accountability to meeting mission. The overall joint representation rate of 15% women does not signify as an influential factor contributing to the power dynamics. There is not a specific number which can measure impact however when we segregate power structures of the Vermont National Guard, we often find only one female represented within the group which creates what is known as the 'Only' status; according to a study done by McKinsey & Company, titled "Women in the Workplace 2018". The 'Only' status is twice as common for senior-level women and women 'Onlys' are 1.5 times more likely to leave. People of color or gay people experience this at higher rates. If we are to maintain a diverse pipeline, the work we do to retain women and minorities is our investment in readiness.

Much of the sexism we suggest as the cultural barrier for women is unconscious and unintentional. The military is rooted in androcentric concepts with women not lawfully contributing to the equation for the first One-Hundred and Seventy-Five year history of the U.S. Military. The first female officer was appointed in 1947 and the Service Academies did not allow women to enter until the mid-seventies.

In our analysis we refer to a study done partially financed by The Army Research Institute and the Women's Foundation of Greater Kansas City. In addition to studying explicit policies that officially structure gender inequality, they also investigated the unofficial everyday activities that continue to exclude women from ascending to leadership roles. Overall, they found a great deal of resistance to gender integration in the military. Through the research, they discovered that most of the resistance to integration is rooted in traditional gender stereotypes that are often invisible to military personnel in their daily routines. They refer to this invisibility as gender oblivion. Gender oblivion describes the covert ways that gender stereotypes influence everyday practices of the individual and organization. Most of the time, gender oblivion is not malicious or done to actively exclude or harm women. But the end result is that it does both.

Another source for the Vermont National Guard Military Women's Program Gender Gap Analysis is the case studies, personal stories and focus group discussions on the experiences for women in the National Guard. Much of the source data is expressed in a story base and is unable to be captured as data points which leaders can actualize upon. Female veterans who voice their experiences in documentaries, books, or in social media communities connect similar experiences of feeling like the interloper. Women share of their love for the military, the comradery, the intense bond created through deployments and then express a heartbreak when that trust is broken through the disrespect based on their gender identity. Sexual harassment and assaults are the tragic progression of sexism. The initial sexism begins with what women describe such as isolation, exclusion and disparate treatment no matter how hard they attempt to assimilate to the dominate culture. Negative experiences add up. Micro aggressions can seem small when dealt with one by one. But when repeated over time, they can have a major impact; women who experience micro aggressions view their workplace as less fair and are three times more likely to regularly think about leaving their job than women who don't.

The secondary reasons for the under-representation of women are presented to solidify not everything is about gender. Leadership is what has cemented the American military as the greatest fighting force. Leadership is not gender based yet many of the qualities associated with good leadership have a masculine bias. Studies reveal women who enact masculine traits are judged more negatively by both men and women. In Sheryl Sandberg's book "Lean In - Women, Work, and the Will to Lead", she clearly identifies the way women and men are perceived differently and how they navigate their professions from different lenses. The Lean In message has met controversy suggesting women have the power to succeed if they do the work of leaning in the androcentric society. Lean In as adopted by the VTNG MWP is about all team members leaning in to consider the others reality.

In 2018 the VTNG has continued to maintain gender equality as a strategic imperative. In addition to the annual Gender Report, the MWP reports quarterly to the Adjutant General's Joint Diversity Executive Council (JDEC). At the JDEC, the MWP raises trending issues, reports on the number of EO/EEO cases being processed regarding Gender or Sexual Harassment. The MWP also defines training objectives and observance proposals.

There are several supporting policies well established in the VTNG such as the Lactation Support Policy. Several permanent rooms have been created to accommodate nursing mothers. The policy mandates leaders to create space in armories without permanent rooms as soon as the leadership becomes aware of a female who is expecting. There are also guidelines for field conditions to accommodate pregnant and nursing mothers. The VTNG has a reporting of sexual harassment incident policy. This policy is in addition to the legal procedures for reporting discrimination. The incident reporting requires Commanders at the lowest level to seek Equal Opportunity or Sexual Harassment Assault Response Prevention Program Advocates in responding to any incidents gender or sex based. The incident reports are maintained by the State Equal Employment Manager and Sexual Assault Response Coordinator for one year. These reports assist the program managers in identifying trends, multiple offenders pre-complaint and areas of training focus needed.

During 2018 the VTNG maintained monthly Lean In Circle Sessions facilitated by MWP Managers. The Lean In circle sessions provided a platform for the discussions around gender differences, bias and the countermeasures to sexism early to prevent the spectrum of harm to continue. A two-hour workshop was conducted in March 2018 on Unconscious Bias Training. VTNG leaders support attendance at the Lean In Circles, Vermont Federal Women's Network Training Workshops and other professional development workshops as mission allows.

In every entity of our society, the feminist push has evoked positive change. In our community councils, all levels of Government and in Corporations who are building and doing amazing things. In our conversations with women, we find when women consider the military, they still consider it a masculine occupation and weigh their confidence level to assimilate. The VTNG MWP proposes a bold call to change the story. The Military must be seen as an American job, not masculine. We suggest the occupations within the military are nothing women cannot do nor have not been accomplished by women. The warfighting occupational landscape has been transitioning from ground combat to more technological fields, cyber-warfare and cultural intelligence gathering which expand the opportunities for a new kind of service image.

As you review the demographics of women in the Vermont National Guard and consider the disparity analysis between what we recruit, maintain and promote, remember we lose men too. The military force is close to retention crisis and calls on us to consider retention as our bottom line. Start-up companies in today's economic climate recruit the best and brightest and often seek a myriad of diverse traits to strengthen the power core. The military cannot recruit to the power core, we must grow our Senior Leaders by building and maintaining a respectful command climate. Eradicating sexist attitudes and acts of disrespect are critical to the military bond because we are preparing for down range. Service members must have total trust they are a valued asset to the mission.

The VTNG Military Women's Program, under the guidance of the VTNG Joint Diversity Executive Council and endorsed by the VTNG Joint Diversity Strategic Plan will develop, enact and monitor specific initiatives towards the MWP objectives of increasing the representation of competent women in all levels and occupations of the VTNG. The annual gender report will be presented to the Joint Senior Leader Council to update MWP progress and obtain the Adjutant General's vision and way forward.

**We have taken the mission seriously and dedicate this annual report to the women of the National Guard that they may embody the spirit of comradery as equals in the fight.**

Chief Warrant Officer Doris J. Sumner  
First Sergeant Bethany Johnson  
Sergeant First Class Shelly Law



### NG Data Snapshot

Here are National Numbers of Gender Representation. Respectfully, we can look at current numbers, last year numbers or even decades ago and the conclusion will remain. We have an under-representation of women in the Armed Forces. Our recruiting markets are shrinking and the need to tap into the female labor pool, which is increasing, is vital to our readiness. The disparity between what we recruit and the representation at Senior Grades reflect a loss of women as they approach competition for leadership positions. Diversity at Senior levels adds value to the team's ability to represent the members of the organization and the labor pool in which we recruit from.

The Vermont Joint Diversity Executive Council (VT-JDEC) represents the vision to achieve an organizational culture that values diversity and inclusion as highly as personnel strength, training, readiness, and combat effectiveness. We know it is the Commanders who set the culture of the organization, they instill their vision, priorities and action plans to prepare our readiness capabilities. If our Command teams lack diversity, we minimize our capabilities. We can't just appoint talent, we must grow talent and build the pipeline of future Commanders, diverse, dynamic and representative of the people we serve.  
**Retention is our readiness tool.**

We may instill exit surveys and analyze why women leave however it doesn't change what we already know, we need to retain women. Let's consider 'minorities' here for the respectful submission diversity is much more than gender, it is much more than race, our Joint Diversity Executive Council (JDEC) programs have continuously, vigorously and respectfully tackled many of the inclusion strategies which are impactful. The focus on gender is because there is a lack of women in power and gender crosses all characteristics of diversity, religion, economic status, national origin and so forth. What we make better for gender, we make better for the diversity of our force.

ARMY	MALE	FEMALE	APPX. TOTAL
Senior Grades	93%	7%	2,700
Strength	83%	17%	338,000

AIR	MALE	FEMALE	APPX. TOTAL
Senior Grades	87%	13%	2,200
Strength	79%	21%	106,000

ARMY	MALE (APPX.)	FEMALE (APPX.)	TOTAL (APPX.)
TAG	35	90%	4
DJS	48	96%	2
06 BDE Cmdr	217	97%	6
05 BN Cmdr	403	93%	31
CSM	932	95%	45
			5%
			977
AIR	MALE (APPX.)	FEMALE (APPX.)	TOTAL (APPX.)
TAG	15	94%	1
Wing Cmdr	95	95%	5
Group Cmdr	315	85%	57
Command Chief	113	81%	27
First Sergeant	584	77%	179
			23%
			763

Ref: ANG PDB Air Readiness Center, ARNG PDB ARNG EO&D, TAG info from D&I CNGB

**VTNG Gender Diversity Status Report**  
 Gender Representation % by Service, ACOM, U.S., State and NG average as of Nov 2018

Area	MALE	FEMALE
Vt Air Guard	81%	19%
Vt Army Guard	87%	13%
86 IBCT	88%	12%
JFHQ	81%	19%
124 <sup>TH</sup> Regiment	85%	15%
GSC	82%	18%
Vt Total Guard	85%	<b>15%</b>
State of Vt July 2018	49%	51%
U.S. July 2018	49%	51%
National Guard total	82%	<b>18%</b>
Air National Guard U.S.	79%	21%
Army National Guard U.S.	83%	17%

Here is a snap shot of the overall representation rate of the VTNG. There has been minimal change in the last year regarding gender representation however we have seen a decrease in overall strength equally. Vermont is below the Service gender representation rate for Army and Air and the joint rate of 18%, Vt. is 15%.

Last year we reported the VTNG had grown 2% in the previous 5 years as compared to the growth rate of 1% for the National Guard as a whole. Although a positive trend, we must move boldly to recruit, retain and capitalize on talent.

- VTANG Gender Representation no change
- VTARNG Gender Representation 1% decrease in female
- VTNG overall loss in strength 3.81% (M4.94 F4.89) about the same loss gender
- VT Army 5.37 loss (M5.17 F6.61) loss more females
- VT Air 3.83 loss (M4.33 F1.63) loss more males
- NG overall loss in strength 3.8%
- NG Males 5.35% loss
- NG Females 3.91% Gain
- NG Army 4.93% loss
- NG Army Males 6.47% loss
- NG Army Female 3.22% Gain
- NG Air .05% loss
- NG Air Males 1.46% loss
- NG Air Females 5.79% gain

**VTNG Gender Diversity Status Report**  
ANG Key Leader Representation by Service

Air Key Leader/Command Positions;  
TAG/AAG/Chief of Staff/Group, Sq/Flt Commanders, State/Wing CCM/CMSgt/J-Staff/1SG

Air Guard as of: November 2018	Male	Female
Assigned	81%	19%
Key Leader/Command Positions	90%	10%

We begin now to dive into the gender demographics and looking at different perspectives. Just an overall percentage of women or minorities is not an indication of inclusion. We begin with a look at the representation of women in key leader positions, first the Air Guard.

*“Key Leader is defined as a position of command or influence and authority over organizational resources.”* The purpose of reviewing key leader metrics is because we know leaders set and maintain the culture. Diversity is important even if we have a homogeneous group who are attune to their bias because people need to see it to believe it, they must see themselves as part of the power structure.

6% Males in Leadership

2.7% Females in Leadership

16% Female Officers

Officers Currently in Command 9% of all Officers

5% of all Female Officers is in Command

10% of all Male Officers is in Command

Officers hold a command or have held a Command 25%

Female Officers hold a command or have held a Command 14%

Male Officers hold a command or have held a Command 27%

**\* DENOTES FEMALE**

**For Air:**

TAG

Chief of Staff Air

Assistant Adjutant General-Air

Director of Air Staff

State Command Chief

**Wing Command:**

Wing Cmdr

Vice Wing Cmdr

Wing Command Chief

ANG Key Leader Representation by Service  
Continued;

**Three (3) Group Commanders**

Operations Group  
Medical Group  
Mission Support Group  
Maintenance Group

**Eight (8) Squadron Commanders**

134<sup>th</sup> Sq  
Maint Sq  
Aircraft Maint Sq  
Logistics Sq  
Security Forces Sq  
Civil Engineer Sq  
229<sup>th</sup> IO Sq

\*158<sup>th</sup> Operations Support Sq: **Lt Col**

**Four (4) Flight Commanders**

Comptroller Flt  
158 Maintenance Operations Flt  
158 Communications Flt  
158 Force Support Flight

**J-Staff (filled by Air);**

Deputy USPFO

**Nineteen (19) Command Chiefs: 21% Female**

**2 Female Senior Master Sergeants in Superintendent Positions**

158 Force Support Flt  
158 Medical Group

**Seven (7) First Sergeants (29%)**

158 MEDICAL GP:  
158 LOGISTICS READINES SQ:  
158 SECURITY FORCES SQ:  
\*158 CIVIL ENGINEER SQ: **1Sgt**  
158 MISSION SUPPORT GP  
158 FIGHTER WG:

\*158 MAINTENANCE SQ: **1Sgt**

**VTNG Gender Diversity Status Report**  
**ARNG Key Leader Representation by Service**

Army Key Leader/Command Positions;  
 TAG/AAG/DAG/Dir of Joint Staff, BDE, BN/CO Commanders/State & BDE CSM/CCWO  
 G-J-Staff and Unit 1SGs

Army Key Leaders as of: November 2018	Male	Female
Assigned	87%	13%
Key Leader/Command Positions	93%	7%

4% of all males in VTARNG are in Key Leader/Command Positions  
 2% of all females in VTARNG are in Key Leader/Command Positions  
 Combat positions opened in 2013> 11, 19, 12, 13 series, newly opened positions in 91 series  
 VTARNG, 1,047 Combat MOS's, 47 filled by women 4%

Now we look at the Army Key leaders. Keep in mind many positions on the VTARNG manning document are in the combat occupational series which were closed to women up until 2016 and federal policies still deter a steady growth rate for representation for women in combat units. Many Operational Meetings, Councils and Boards operate without the representation of women or such a small percentage of women the “only one” experience is still a common experience for women. This is another reason we need diversity even if an all-male or majority male council is attune to their bias.

According to McKinsey & Company, women who are the “Onlys” are having a significantly worse experience than women who work with other women. In their report, over 80% of Onlys are on the receiving end of micro aggressions, compared to 64% of women as a whole. They are more likely to have their abilities challenged, to be subjected to unprofessional and demeaning remarks, and to feel like they cannot talk about their personal lives at work. Most notably, women Onlys are almost twice as likely to have been sexually harassed at some point in their career. Women Onlys have a more difficult time. Because there are so few, they stand out in a crowd of men. This heightened visibility can make the biases faced by women Onlys especially pronounced. While they are just one person, they often become a stand-in for all women---their individual successes or failures become a litmus test for what all women are capable of doing. With everyone’s eyes on them, women Onlys can be heavily scrutinized and held to higher standards. As a result, they most often feel pressure to perform, on guard and left out. In contrast, when asked how it feels to be the sole man in the room, men Onlys most frequently say they feel included.

Being an Only also impacts the way women view their workplace. Compared to other women, women Onlys are less likely to think that the best opportunities go to the most deserving employees, promotion are fair and objective, and ideas are judged by their quality rather than who raised them. Not surprisingly, given the negative experiences and feelings associated with being the odd woman out, women Onlys are also 1.5 times more likely to think about leaving their job.

Ref: McKinsey & Company, Lean In, 2018 Women in the Workplace: The Uneven Playing Field

4.3% Males in Leadership  
 2.1% Females in Leadership

ARNG Key Leader Representation by Service Continued;

**\* DENOTES WOMEN**

**Eighteen (18) Key Staff Army Positions; (5% Key Staff are Females)**

AAG

DAG

Dir of Joint Staff

State CSM

CCWO

HRO

**\* I.G.** (Example of an "Only" experience, Ref: 2018 Women in the Workplace Study)

G1

G2

G3

G4

J5

G6

J3/J7

USPFO/J8

MED DET CMDR

AASF CMDR

State C&FMO

**Three (3) BDE CMDRs:**

RT

GSC

86 IBCT (Combat Arms)

**Eleven (11) BN CMDRs; (9% Female BN Cmdrs)**

R&R

2<sup>nd</sup> BN 124<sup>th</sup> Reg

3<sup>rd</sup> BN 124<sup>th</sup> Reg

AMWS

86 Troop Command

CST Cmdr

3-126 AVNG BN

HHT 1-172 CAV (combat arms)

HHC 572 Engineer

HHC(-) 3BN 172 (combat arms)

**\* HHC 186<sup>TH</sup> BSB:** (Example of an "Only" experience, Ref: 2018 Women in the Workplace Study)

**Twenty-Eight (28) Unit CMDRrs: (11% Female Commanders)**

JFHQ:

124 RTI

2<sup>nd</sup> BN OCS Cmdr

DET 1 GSC

86 Troop Command

172D MP LAW Enforcement Det

40 Army Band

172 PAD

DET 1 D CO 1-224 AVN S&SBN

ARNG Key Leader Representation by Service  
Continued;

HQ 86 IBCT

HHT 1-172 CAV (combat arms)

TRP A 1-172 CAV (combat arms)

TRP B 1-172 CAV (combat arms)

TRP C 1-172 CAV (combat arms)

Co D(-) (FSC RSTA) 186 BSB

HHC 572<sup>nd</sup> Engineer

CO A 572<sup>ND</sup> ENG BN

B BTRY 1BN 101<sup>st</sup> (combat arms)

CO B 572<sup>nd</sup> ENG

\* Co E(-) (EN FSC) 186 BSB 86 IBCT

HHC (-) 3BN 172 (combat arms)

Co A (-) 3BN 172 (combat arms)

D Co 3 BN 172 (combat arms)

\* Co G (IN FSC) 186 BSB

HHC 186<sup>TH</sup> BSB

Co A (-) (Dist) 186 BSB

\* Co B (Maint) 186 BSB

Co C (MED) 186 BSB

**Twenty-Seven (27) 1SGs; (7% Female 1SGs)**

JFHQ

AMWS

\* DET 1 GSC

86<sup>th</sup> Troop Command

\* 40<sup>th</sup> Army Band

Co C 3-126 Avn BN

VTARNG 15<sup>TH</sup> CST

\* VTARNG MED DET

HQ (-) 86 IBCT

HHT 1-172 CAV (combat arms)

Trp A (-) 1-172 CAV (combat arms)

TRP B 1-172 CAV (combat arms)

TRP C 1-172 CAV (combat arms)

CO D (-) (FSC RSTA) 186 BSB 86IBCT

HHC 572 ENG

Co A (-) 572<sup>nd</sup> EN 86<sup>th</sup> IBCT

B Btry 1BN 101<sup>st</sup> FA (combat arms)

Co B (-) 572<sup>nd</sup> EN 86<sup>th</sup> IBCT

Co E (-) (IN FSC) 186 BSB

HHC (-) 3BN 172 86<sup>th</sup> IBCT (combat arms)

CO A (-) 3 BN 172 IN (combat arms)

D Co 3 BN 172 IN (combat arms)

CO G (IN FSC) 186 BSB 86TH IBCT

HHC 186<sup>th</sup> BSB

Co A (-) (Dist) 186 BSB

Co B (Maint) 186 BSB

Co C (Med) 186 BSB

ARNG Key Leader Representation by Service  
Continued;

**Ten (10) CSM:**

R&R

124<sup>th</sup> Regiment

86<sup>th</sup> IBCT(MTN) (combat arms)

1-172<sup>nd</sup> CAV (combat arms)

572<sup>nd</sup> ENG

HHC (-) 3BN 172 (MTN) (combat arms)

HHC 186TH BSB 86TH IBCT (MTN)

HHC 572D ENGINEER BN

HQ Garrison Support Command

86<sup>th</sup> Troop Command CSM

**NOTE: Currently: 0 of 7 - S3 positions filled w/Female**

**1 of 45-Platoon SGT positions filled w/Female** (Example of an "Only" experience, Ref: 2018 Women in the Workplace Study) 17 of the Plt Sgt positions are in combat arms MOSs.

**Combat Position data on slide 24**

11B Females assigned in INF BN 1.3%

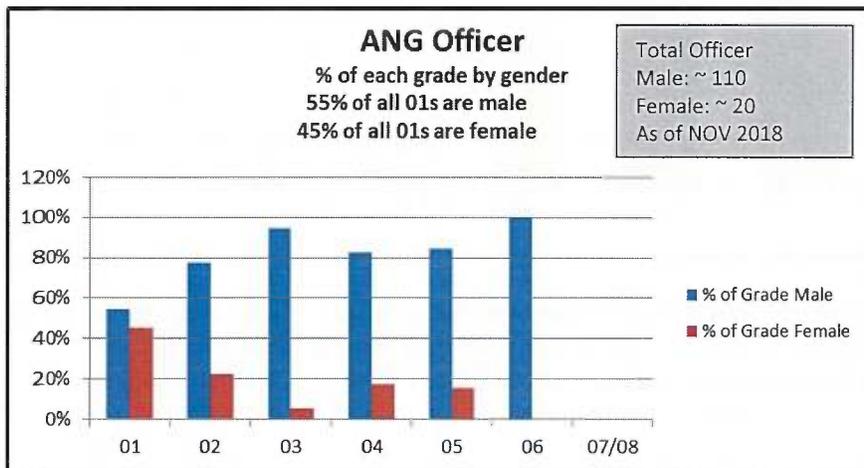
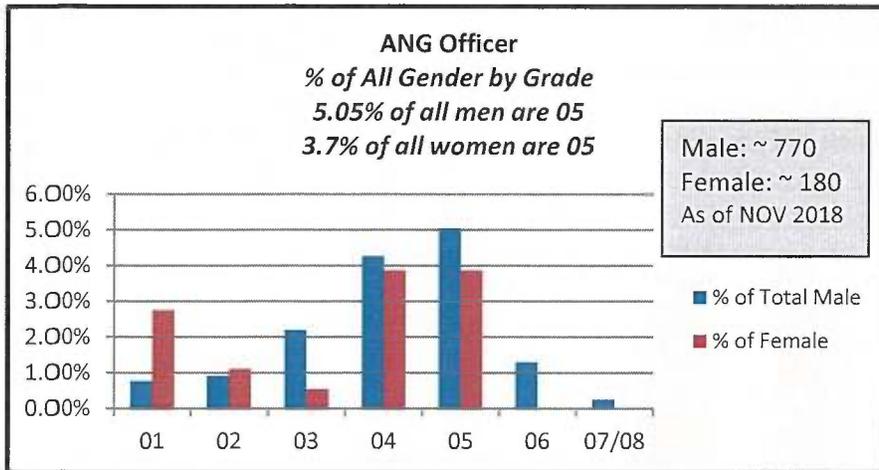
19D Females in the 19 series 1.3%

Females in CAV BN 4%

Source Document is UMR SIDPERS and Commanders Report.

Key Leader is defined as a position in the VTNG of command or influence and authority over organizational resources.

## VTNG Gender Diversity Status Report Air Grade Representation, Officer

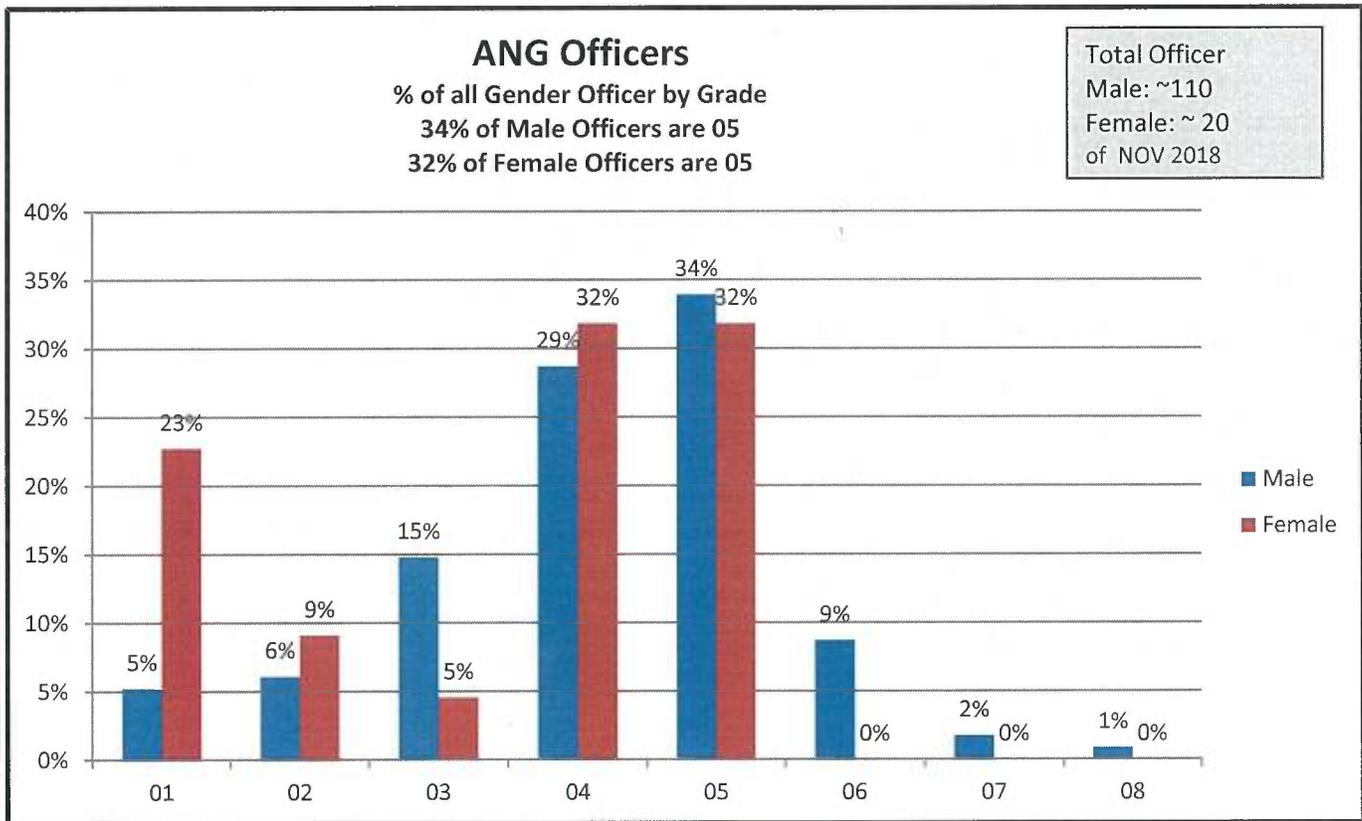


The next 4 slides (pages) are the representation of women Officers and Enlisted in the VTANG. We show rates in each grade to highlight the true representation among peers, among the grade and among the overall force. Representation within these structures is essential in optimizing operational climate.

No women 06-07-08

High % of women 04&05, increase in female Lts.  
32% of women are 04 and 05, higher than representative rate.

Air Grade Representation, Officer  
Continued;

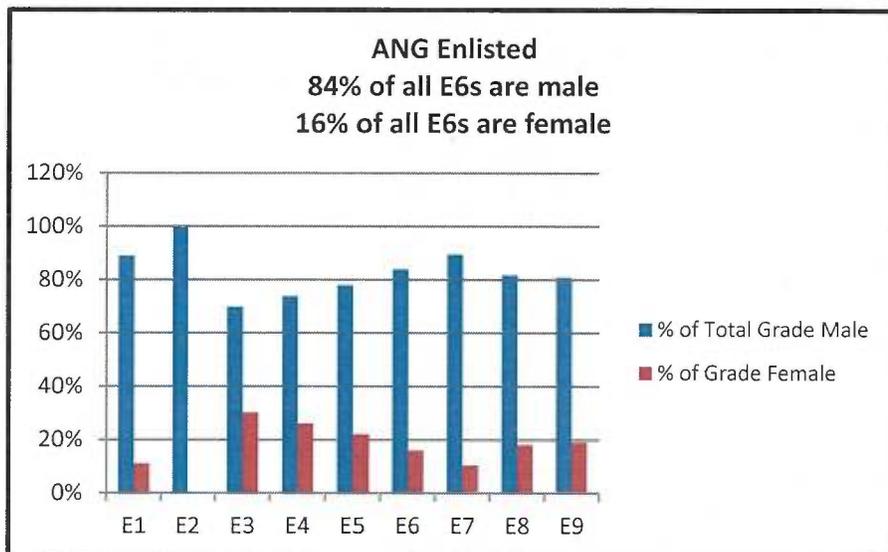
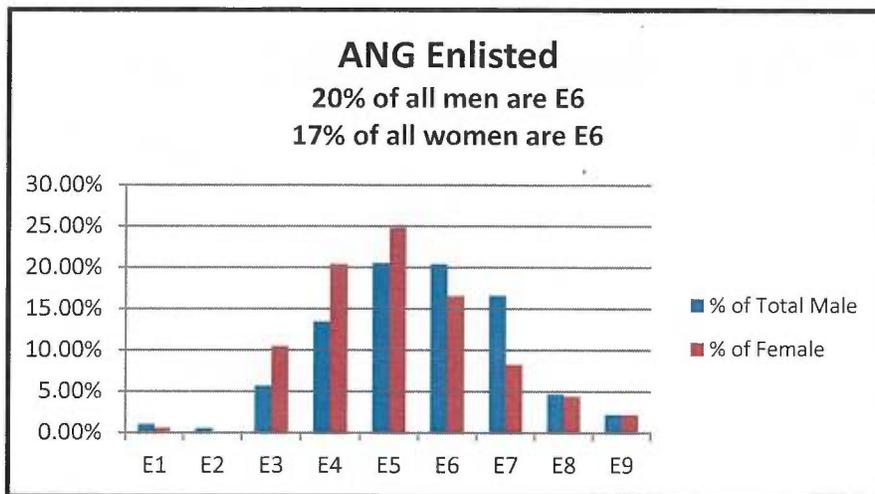


Here we can clearly see a fairly equal representation of officers in the grade of 05 and no representation in the higher grades. Consider what the organization can do to increase the pipeline for qualified applicants for promotion to higher grades because the lack of diversity impairs our optimization.

No women 06-07-08

High % of women 04&05, increase in female Lts.  
32% of women are 04 and 05, higher than representative rate.

## VTNG Gender Diversity Status Report Air Grade Representation, Enlisted



In the Air Guard, there is an equal percentage of females in E8 & E9 with a higher % of men in E7. This reflects women are achieving the highest level of enlisted rank at a higher rate than men. Consider if we are utilizing these Senior Females in command positions where they have influence over climate and policy.

18% of females are E8, 19% of females are E9 equal to overall representation rate.

4% loss 1.6% loss 3.95% loss over the last year, we have lost less females.

**VTNG Gender Diversity Status Report  
Air Senior Grade Female Officer**

Unit Name	Grade	AFCS	Branch	Race	Command Status
158 OPERATIONS SUPPORT SQ	LTC	C14N3	Intelligence	WHITE	Previously Commander
158 MEDICAL GP FFMQV0	LTC	-42G3	Physician Asst	WHITE	
158 MEDICAL GP FFMQV0	LTC	-46N3	Clinical Nurse	WHITE	
VERMONT ANG HQ FFMQN0	LTC	-38F4	Force Support	WHITE	Previously Commander
158 MEDICAL GP FFMQV0	LTC	-44M3	Internist	WHITE	
158 MEDICAL GP FFMQV0	LTC	-42G3	Physician Asst	WHITE	
VERMONT ANG HQ FFMQN0	LTC	-38F4	Force Support	WHITE	Previously Commander
158 MEDICAL GP FFMQV0	MAJ	-46N3	Clinical Nurse	WHITE	
158 MEDICAL GP FFMQV0	MAJ	-46N3E	Clinical Nurse	WHITE	
158 OPERATIONS SUPPORT SQ	MAJ	-14N3	Internist	WHITE	
229 INFO OPNS SQ FFMQS0	MAJ	T14N3	Intelligence	WHITE	
158 FIGHTER WG FFMQP0	MAJ	-52R3	Chaplain	ASIAN	
158 FIGHTER WG FFMQP0	MAJ	-38F3	Force Support	WHITE	
158 FIGHTER WG FFMQP0	MAJ	-97E0	Ex Off	WHITE	

Command time is a critical component for military officers' professional development. The snapshot of officers including command status provides leaders with oversight on the appointment of commanders. In the Air Guard, rated officers (pilots) generally are selected for command appointments. In the history of the Air Guard there has been minimal female pilots. The organization must consider how to attract more female pilots to diversify our flying force.

1.6% of all females have had command, 14% of all female officers  
Currently 12 Males in Command Positions (Officer)

3.8% of all males have had command Male, 27% of all male officers

SOURCE: HISTORICAL DAFSC Officer.xls in FWP/GENDER BRIEF/Gender Brief FY18 for FY19.

**Army Female Officers Senior Grades (04/CW4>) as of Nov 2018**

Unit Name	Grade	PMOS	Branch	Secondary	Race	Command Status
3BN 124TH REG (IO) 124TH RTI	MAJ	30A	Info Opns		WHITE	Previously Co Cmd
CO C (MED) 186 BSB 86TH IBCT	MAJ	65D	Medical		WHITE	
HHC 186TH BSB 86TH IBCT (MTN)	LTC	90A	Logistics		WHITE	BN CMR
HQ GARRISON SUPPORT COMMAND	LTC	35D	Mil Intel		WHITE	Previously Co Cmd
HQ GARRISON SUPPORT COMMAND	MAJ	42H	AG	31A MP	WHITE	Previously Co Cmd
STAFF JOINT FORCE HQ VTARNG	LTC	51Z	Acq	36A Fin	WHITE	Previously BN Cmd
STAFF JOINT FORCE HQ VTARNG	LTC	90A	Logistics		WHITE	Previously BN Cmd
STAFF JOINT FORCE HQ VTARNG	LTC	90A	Logistics		WHITE	Previously Co Cmd
STAFF JOINT FORCE HQ VTARNG	MAJ	50A	Force Mgt	12A Eng	WHITE	Previously Co Cmd
STAFF JOINT FORCE HQ VTARNG	MAJ	90A	Logistics		WHITE	Previously Co Cmd
STAFF JOINT FORCE HQ VTARNG	CW4	42A	AG		WHITE	
VTARNG MEDICAL DETACHMENT	LTC	05A	Medical	65D Med	WHITE	
VTARNG MEDICAL DETACHMENT	LTC	66H	Medical		WHITE	Previously Co Cmd
VTARNG MEDICAL DETACHMENT	MAJ	42H	AG		WHITE	
VTARNG MEDICAL DETACHMENT	MAJ	66H	Medical		WHITE	

**29% of Female Officers have had a Command, 33% of Male Officers have had a Command**

The next eight slides (pages) provide a thorough snapshot of the Army gender representation. The report shows, Officers to include the Warrant Officer Corps and the enlisted status.

Like the Air Guard, the data shows the number of women Officers and their command status. The Army's organizational barrier (for centuries) has been the combat exclusion rule which barred women from working in certain occupational series and even assignment to combat units with qualified occupations. A key element of the military's integration plan is the concept of "**Leaders First,**" which is defined as a minimum of two leaders (either officer or NCO (E-5 or above)), of the same career field in the same company/UIC, prior to the assignment of female junior enlisted Soldiers (E-4 and below).

Perhaps intended to ensure a core group of women were within operational vicinity to provide mentoring the policy has instead prevented the growth necessary to build up representation.

Army Female Officers Senior Grades (O4/CW4+) as of Nov 2018

Continued;

Federal 'Leader First' is especially impactful in the Vermont Guard because over half of the occupations in our 86<sup>th</sup> Infantry Brigade Combat Team (IBCT) are combat MOSs. 23% of Command Positions were closed to women and a majority of positions within the pipeline for women to ascend. Despite this barrier, women have been able to serve in Command Positions at a high rate with many females serving as Battalion Commanders over the last decade. Vermont only has 3, O6 level Command Positions, one is the 86<sup>th</sup> IBCT requiring an Infantry Branched Officer to Command.

31% of all Females are Officers

4 In a Company Command, one is a Battalion Commander 7%

10 Previously held Company Commands 18%

2 Previously held BN Cmd 3.5%

40 Never had Command 71%

***3% of ea. gender commanded a BN, Less than 1% of current Male Officers Commanded a BDE***

**VTNG Gender Diversity Status Report  
Combat Arms**

**VTARNG Combat Military Occupations**

4% Women in Combat MOS	11 Infantry		12 Engineer		13 Artillery		91 Ordnance		19 Calvary	
	Male	Female	Male	Female	Male	Female	Male	Females	Male	Females
Enlisted;										
Junior Grades E5<	100%	0%	98%	2%	84%	16%	91%	9%	99%	> 1%
Mid-Grade E6-E8	100%	0%	99%	> 1%	100%		95%	5%	100%	
Senior Grade E9	100%	0%	100%						0	
Officers;										
Junior Officer 01-02	100%	0%	99%	> 1%	80%	20%	66%	33%	95%	5%
Mid-Officer 03-04	100%	0%	60%	40%	66%	33%			100%	
Senior Officer 05>	100%	0%	100%							
Warrant Officer	0%	0%	100%	0%						
	100%	0%	88%	12%	86%	14%	91%	9%	99%	> 1%
<b>Total Strength % Female</b>	0%		8%		14%		9%		1.30%	

We have provided a snap shot of women serving in occupational series which were previously closed to women or are primarily within combat units which women still can't be assigned to unless we meet the federal Leader First requirements. As stated, this policy is an organizational deterrent to increasing the representation of women in the combat arms.

Federal Policy opens the door for members however remember it is the culture which empowers our members to stay.

Females assigned in INF BN of 145 1.3%

Females in the 19 series (1.3%).

Females in CAV BN 4%

**Army Female Captains as of November 2018**

Unit Name	Grade	PMOS	Branch	Secondary	Race	Command Status
86TH TROOP COMMAND	CPT	70B	Health Svc		WHITE	
CO B (MAINT) 186 BSB 86TH IBCT	CPT	31A	Mil Police		WHITE	Current Co Cmdr
CO C (MED) 186 BSB 86TH IBCT	CPT	70B	Health Svc		WHITE	
CO G (IN FSC)186 BSB 86TH IBCT	1LT	92A	Qtr Mstr		WHITE	Current Co Cmdr
HHC 186TH BSB 86TH IBCT (MTN)	CPT	70K	Health Svc		BLACK	
HHC 186TH BSB 86TH IBCT (MTN)	CPT	92A	Qtr Mstr		WHITE	
HHC 186TH BSB 86TH IBCT (MTN)	CPT	90A	Logistics		WHITE	
HHC 572D ENGINEER BN 86TH IBCT	CPT	65D	Medical		WHITE	
HHT 1-172 CAV RSTA 86 IBCT MTN	CPT	42B	HR		WHITE	
HQ (-) 86 IBCT (MTN)	CPT	90A	Logistics		WHITE	Current Co Cmdr
HQ (-) 86 IBCT (MTN)	CPT	12A	Engineer		WHITE	
HQ (-) 86 IBCT (MTN)	CPT	35D	Intelligence		HISPANIC	Previously Co Cmd
OCS / WOCS TRAINING COMPANY	CPT	12A	Engineer		WHITE	
OCS / WOCS TRAINING COMPANY	CPT	91A	Ordnance		WHITE	
STAFF JOINT FORCE HQ VTARNG	CPT	92A	Qtr Mstr		WHITE	
VTARNG MEDICAL DETACHMENT	CPT	70F	Health Svc		WHITE	Previously Co Cmd
VTARNG MEDICAL DETACHMENT	CPT	65D	Medical		WHITE	

*36% of Female Captains have had commanded, 44% of Male Captains have Commanded*

41 Command Positions -79% Open  
9 are combat MOS/BR 11A, 19A, 13A

The VTARNG has done a very good job of appointing female commanders at par with the representation available. We know an officer development program detailing specific assignments and developmental tracks are beneficial for all officers regardless of gender. The draw back for Female Company Commanders is the lack of women officers to network or bond with. As we referenced earlier, the 'only' status increases the likelihood of women who will leave the organization. A heightened awareness on how men and women are different is important.

Army Female Captains as of November 2018

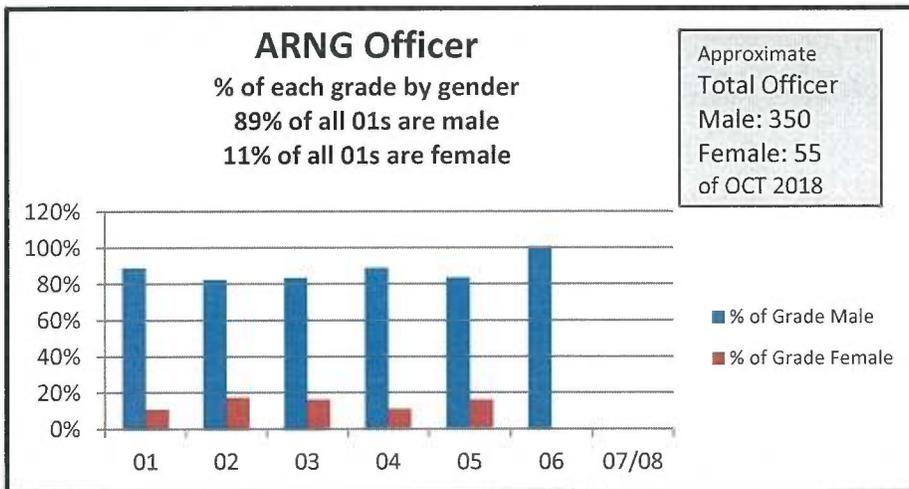
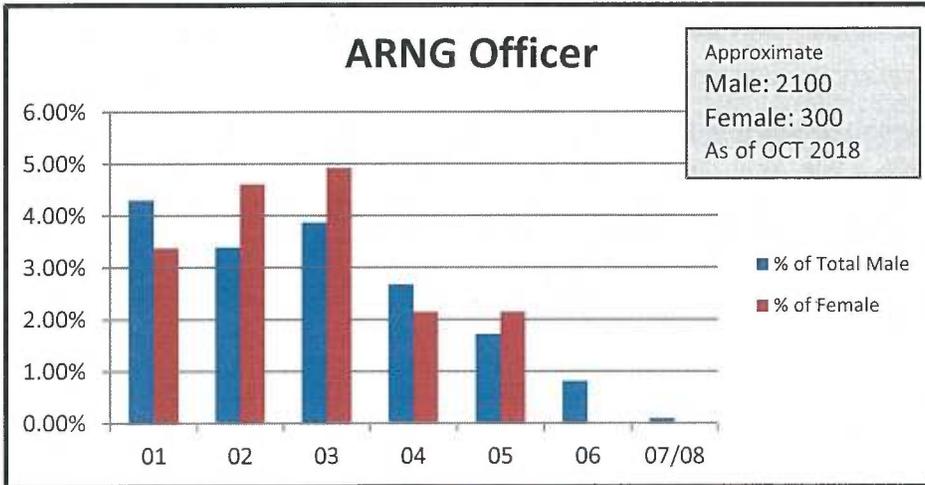
Continued;

Consideration for differences ensures performance assessments are fair. Mentoring and honest feedback builds confidence and encourages service members to see themselves as future Senior Commanders.

Women especially seek feedback because women tend to elicit discussion and employ “collective intelligence” to the task of discovering a way out. Women are usually more concerned about how problems are solved than merely solving the problem itself. For most men, solving a problem presents an opportunity to demonstrate their competence, strength of resolve, and their commitment to a relationship. How the problem is solved is not nearly as important as solving it effectively and in the best manner (McKinsey & Company, 2018).

These gender nuances are important to ensure entrenched stereotyping is not impacting operational climate.

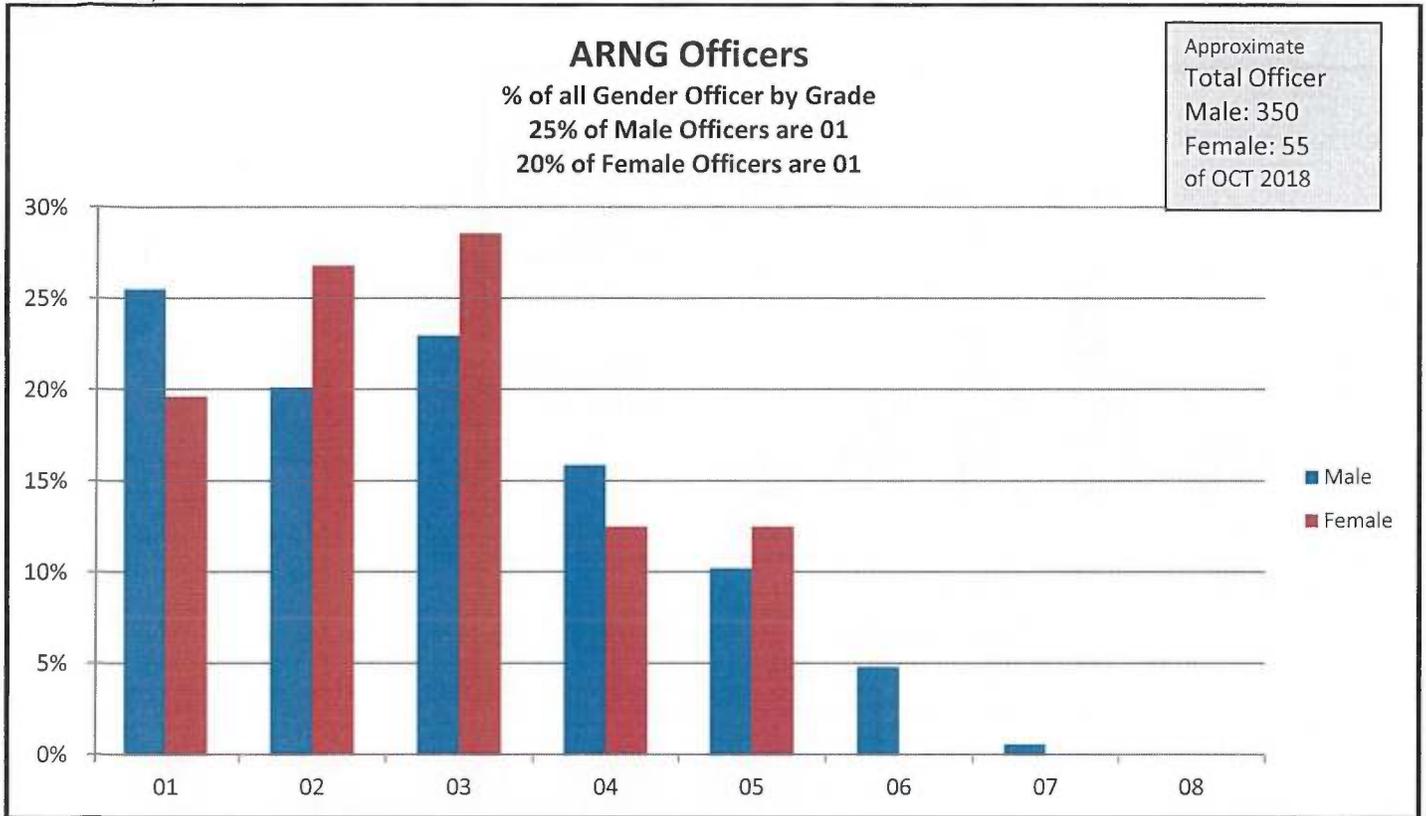
VTNG Gender Diversity Status Report  
Army Grade Representation, Officer



As with the Air Guard, the representation for women in top grades of 06/07/08 are minimal. We do have a high percentage of women LTCs. We have a big drop of women from 03 to 04 so retaining talent is key to maintaining the pipeline for Senior Leaders grades.

SOURCE: Army Working Excel Document for PPT Graphs.xls in FWP/GENDER BRIEF/Gender Brief 2017 fy18 folder.

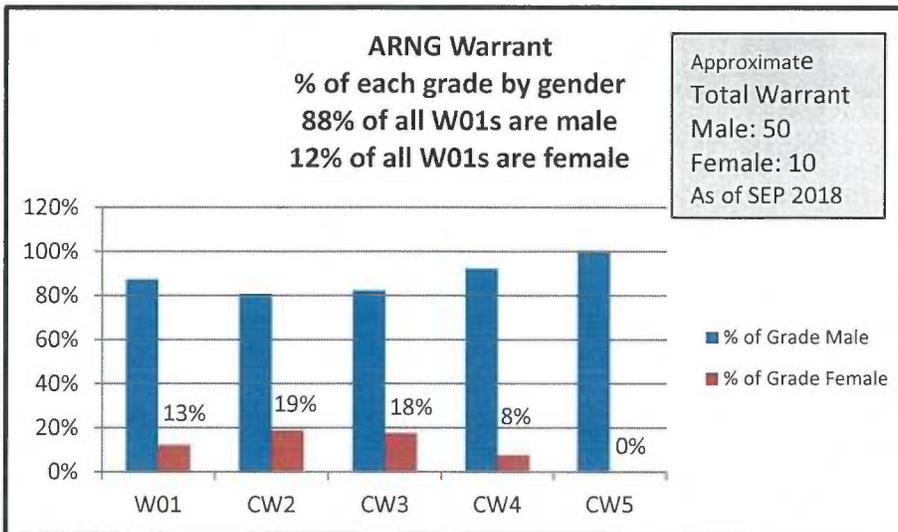
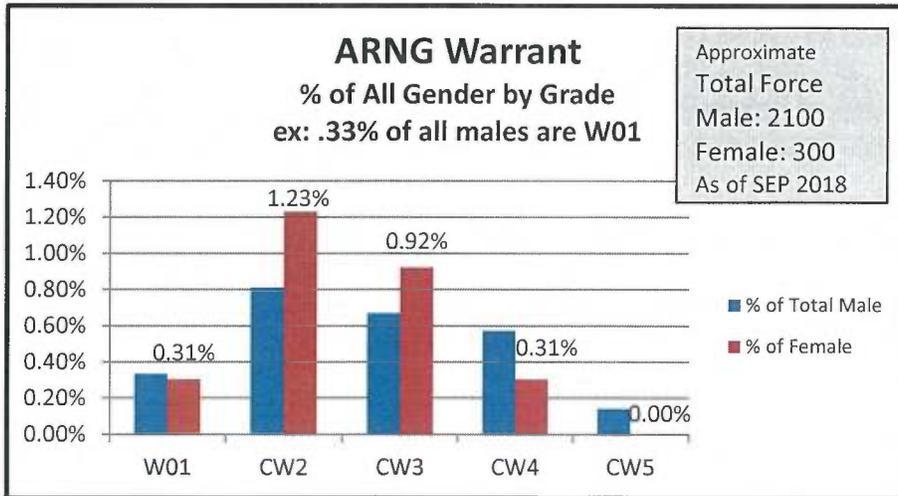
Army Grade Representation, Officer  
Continued;



The nature of our business, will most likely always have more males than females in each grade for many more years to come. It is important we understand where the core of our opportunities are. Regardless of gender, our young officers need a path they can target and have confidence of their ability to achieve their professional goals.

SOURCE: Army Working Excel Document for PPT Graphs.xls in FWP/GENDER BRIEF/Gender Brief 2017 fy18 folder.

**VTNG Gender Diversity Status Report**  
Army Grade Representation, Warrant Officer

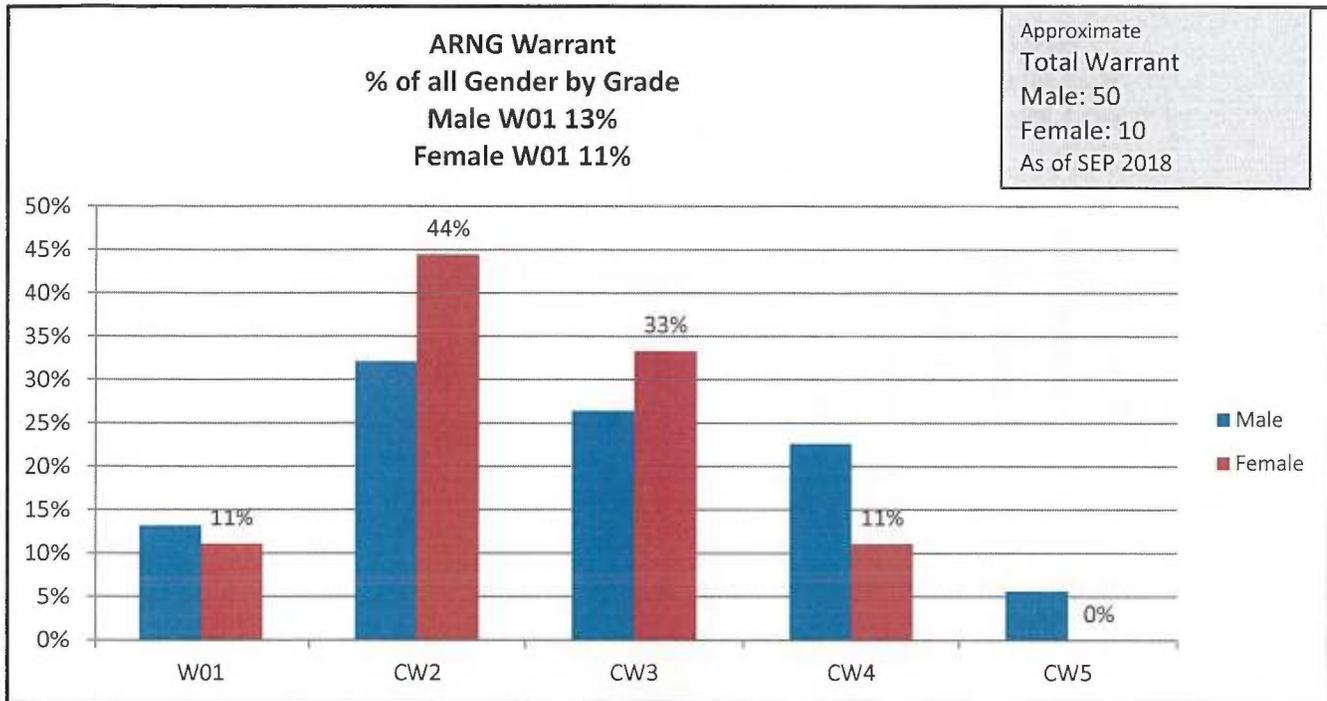


3% of each gender are warrant officers in the VTNG. We have had female CW5s, recently our Command Chief position was filled by a female. Because so many of the senior grade enlisted positions were combat arms, the warrant officer career path gives females an excellent opportunity to rise in rank and develop professionally. Warrants focus their skills in specific career fields such as logistics, aviation or human resources. The Warrant Career levels from W01 to CW5 depend upon completing academic requirements and demonstrating excellence within the career field. A majority of Warrant Officers come from internal sources and must meet requirements relative to the branch they want to serve in. Our Warrant Officer Strength Manager has an aggressive recruitment plan to seek out high performing NCO's, interstate transfers and the community members who are seeking an Aviation Warrant.

2.7% of our Females are Warrant Officers.  
2.5 % of our Males are Warrant Officers.

SOURCE: Army Working Excel Document for PPT Graphs.xls in FWP/GENDER BRIEF/Gender Brief 2017 fy18 folder.

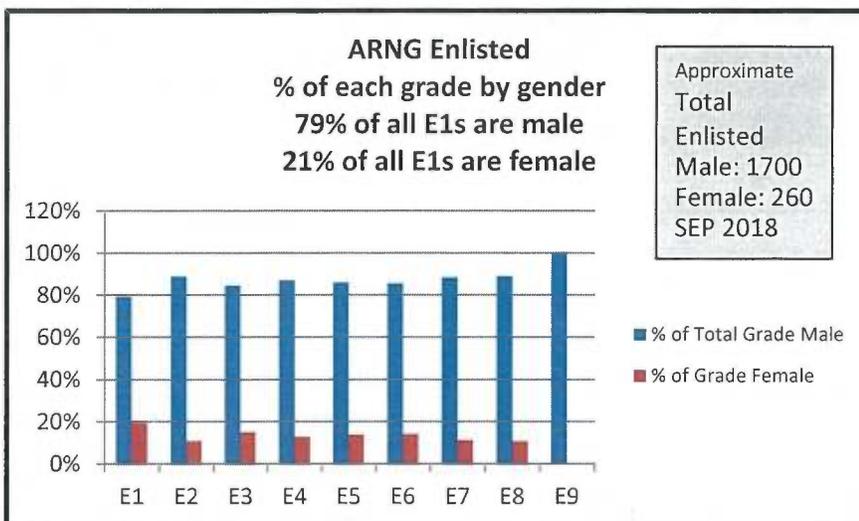
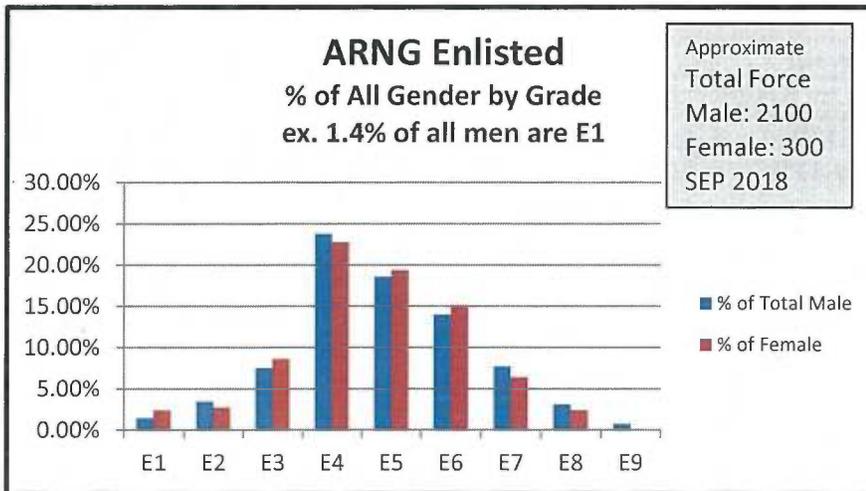
Army Grade Representation, Warrant Officer  
Continued;



Warrant Officer Career path can take close to 20 years to be a CW5, with 5 years between promotions after the first level. You spend a long time developing your skills and improving techniques to be the subject matter experts NCOs and Commands rely on.

SOURCE: Army Working Excel Document for PPT Graphs.xls in FWP/GENDER BRIEF/Gender Brief 2017 fy18 folder.

**VTNG Gender Diversity Status Report**  
Army Grade Representation, Enlisted

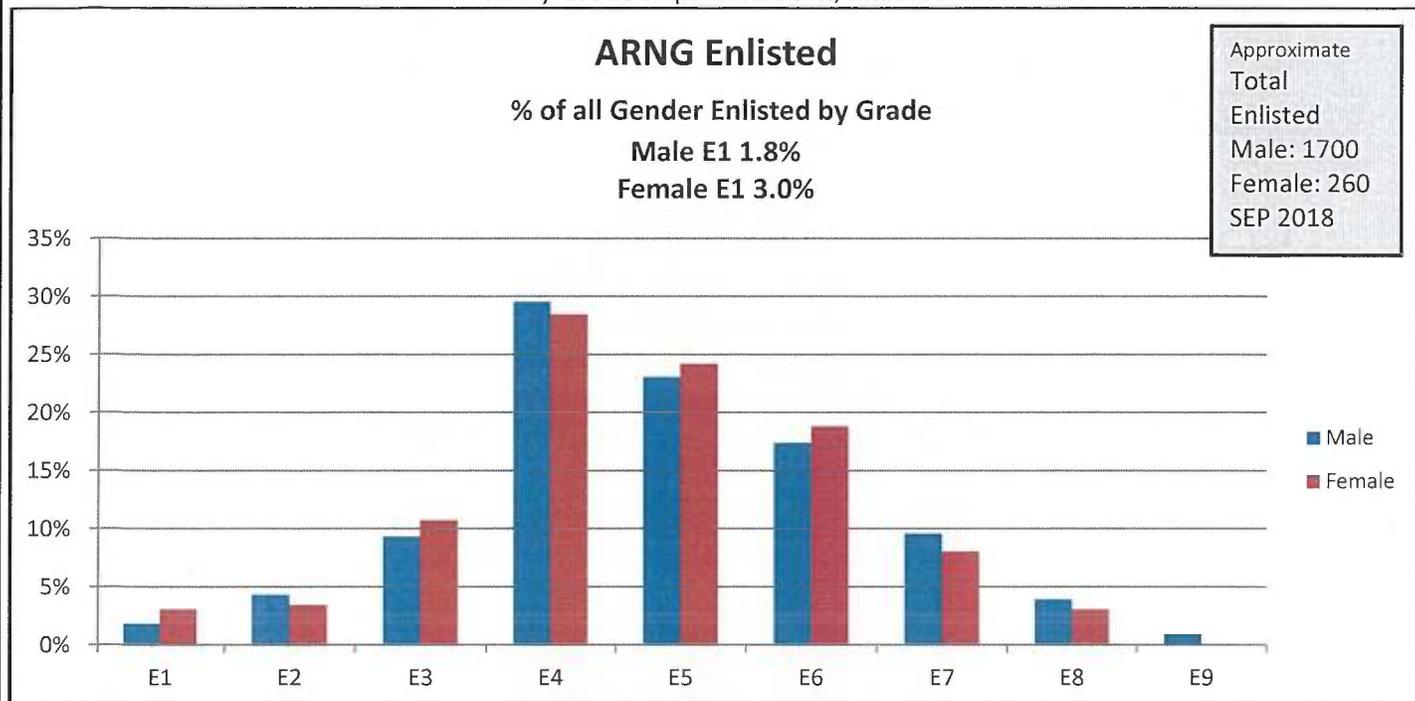


Most of the force (80%) is made up of the enlisted soldiers. The enlisted soldiers are the boots to ground strength and accomplish the Commanders vision to meet missions.

The wide range of occupations on a manning document depends on the overall mission of the State. In Vermont, our 86 IBCT is the predominant brigade making up 70% of our total strength. The challenges for women in the VTNG are finding an occupation within the vicinity of their home of record and the limiting career paths for non-combat occupations. When the 2012-2013 policy changes began to allow women to serve in combat units and combat MOSs, there was an increase in the interest for women joining the guard, however recruiters were challenged to find occupational vacancies within their living or work area. As we spoke of earlier, the Leader First Policy has been the major block to recruiting women. There continues to be a lack of incentive for women to switch branches or MOS's and take on assignments in combat units. Most Officers or Enlisted who qualify as a leader according to the policy are women who have completed their Career Courses and are just beginning to develop confidence at their craft. They have already invested in time away at professional development schools. Without female leaders assigned to a combat unit, recruiters are unable to recruit young interested women into the combat vacancies.

The Army is aware of the limited growth rate for women into NG Combat Units and our National Guard Bureau Joint Diversity Executive Councils continues to encourage changes which will open additional opportunities.

**VTNG Gender Diversity Status Report**  
**Army Grade Representation, Enlisted**



The competition is real even for men in the military. In the National Guard, you build promotion points based on factors determined by the Enlisted Promotion Management System (EPMS). The Senior Enlisted Council meets annually to set, change or remove measures which can identify soldier development and rank soldiers according to merit. It is important to note, the VTARNG Senior Enlisted Council has been predominately men since inception.

The evaluations done to document performance are called NCOERs (Officers are OERs). As we will discuss, gender bias is a concern regarding fair assessments. Soldiers can also earn points for education, awards, weapons qualification and the annual fitness test. Some of these areas can give men the advantage, such as weapons qualification scores. If men are in the combat units who have more access to weapons and practice time, they should generally score better whereas women in support units with only one drill a year for weapons familiarization may have lower scores. The Sergeant Major Council review and management of EPMS is essential to a fair promotion system.

In the VTNG history, only 5 women have achieved the rank of Sergeant Major and only 1 was in a Command Sergeant Major Position. The first SGM in the country was in 1985, she later came to Vermont and was appointed to the Ethan Allen Training site in the Command Sergeant Major Position; her name was SGM Ruth Dean.

A soldier must meet point requirement for a position and then complete the challenging Sergeant Major Academy to pin on the rank. SGMs and CSMs are the most influential leaders for the military because they command the troops, they set the standard, instill discipline and have overall responsibility for each service member within their control.

We can't just appoint SGMs, we must grow them and it takes 20 years. Inclusion is our retention tool, if women do not believe they are valued, or utilized for their skillset, they leave. Women still take on approximately 40% more of household and childcare chores even in dual couple homes. This extra work must be considered by male leaders. Often gender bias contributes to the decision making process and more negatively impacts women. For example, when women request time off for childcare issues, often they are judged as not being committed to the mission whereas when men ask for time off for childcare issues, they are seen as a positive caring family man. This is a generalization and certainly any parent asking for time off to care for family, should be considered respectfully however, women generally have an increased call for nurturing and take on more of the duties associated with childcare especially in the early years.

If we want to retain women, we must accommodate the culture they value and develop a gender balanced approach to human resource management.

**VTNG Gender Diversity Status Report  
Key Leader Representation by Service**

Other Key Positions (Air & Army)\*denotes filled by female

**(AS OF NOV 2018):**

State Chaplain

\*Wing Chaplain

State Judge Advocate

**\*I.G. Inspector General**

Chief Safety Officer

Human Resource Officer

State Army Aviation Officer

State Construction & Facilities Management Officer

G1-Joint Staff, Personnel

**\*Army G1 Enlisted Program Manager (E9)**

J2-Intelligence Directorate of Joint Staff

J3-Plans, Operations & Training Officer

J4-Logistics Management Officer

J5-Strategic Plans and Policy Officer

J6-Supervisory IT Specialist

J7-Joint Civil-Military Operations

J8-USPFO Directorate

JFHQ, Deputy G1

State Command Chief

Command Chief Warrant Officer

Here we highlight other key positions in the organization which are influential to the command climate and readiness.

Often times for these federal positions, military grade and experience is associated with the job advertisement. If we lack senior women in our military force, then we have a minimal diverse pool of qualified applicants for consideration.

Remember it is the leader who sets the culture of the operational climate, they instill their vision, priorities and action plans to prepare our readiness capabilities.

VTNG Gender Diversity Status Report  
Technician/AGR Representation by Service

	Female %	Male %
<b>Vermont Air National Guard</b>		
AGR	25%	94%
Tech	12%	73%
Civ	47%	53%
Total	16%	84%
Military Strength	19%	81%
<b>Vermont Army National Guard</b>		
AGR	16%	84%
Mil-Tech	17%	83%
Civ	46%	54%
Total	19%	81%
Military Strength	13%	87%

The full time force mission is to set the stage for traditional guardsmen to hit the ground running when they report for duty. Logistics, maintenance, personnel readiness, finance, training and operational plans must be efficiently managed between training assemblies for optimization of valuable time and resources. The full time employees who provide these services are essential to the overall readiness of the VTNG.

A majority of the Federal labor pool working full time are guard members however over the last year we have transitioned 12% of our positions to title 5 employees who have no obligation to be in uniform. We provide a snapshot of our full time force which includes Active Guard Reserve (AGR), Title 32 (uniform) Technicians as well as the Title 5 Civilian Technicians.

We have a higher percent of women in the Army full time force and much is credited towards the occupational requirements in support staff. The Air Guard technician representation of women is lower than the AGR or Civilian Title 5 representation because many of the excepted service technician positions are aircraft maintenance where we have a lower representation of women.

Reference: Obtain data from HRO DCPDS Manager.

File name in SEEM Folder, FWP/GENDER/BRIEF/Gender Brief FY18 for FY19: DCPDS 2018 VT\_ALPHA-ROSTER\_Gender.xlsx

**VTNG Gender Diversity Status Report  
Recruiting & Retention Rates - Army**

In FY18 the Army recruited 15% females and 95% males. Through attrition, we lose both men and women at an equal rate; however, because the raw number of women is much lower to begin with, this has a greater impact on the total female representation in the organization. The Army Recruiting Battalion has 21% women assigned. Army recruiters are majority male although the RRB assigns female recruiters or female support staff in efforts to reach and interest women in joining. In FY18, 15% of all recruits were female. Recruiters report some concerns from parents of women regarding the risk of experiencing sexual harassment or questions on the prevalence. The military institute's core values, the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity Personal Courage and the Air Force values of Integrity First, Service Before Self and Excellence in all We Do. There are accountability processes for those who fail to live the service standards of conduct.

The prevalence for experiencing a sex based crime in the military is difficult to compare with other sub-cultures. Considerations; the military is predominantly men, sex based offenses are about power, men have the majority status power in the military (there are more of them) therefore the prevalence for sex based offenses may be higher. The military has instituted the most aggressive prevention of sexual harassment program which continues to evolve to include additional survivor care and accountability processes. Prevention is our retention tool so therefore eradicating sex based offense early is essential to readiness.

We lose equal number of men and women however the loss of women greatly minimizes the pool of qualified candidates for senior positions. It is important the public trust the organization and women see themselves as substantial contributors to the mission regardless what occupation interest them. Trust is critical because we put our lives in the hands of our comrades.

Reference VT ONLINE J1 DPRO, Leadership Reports, and Losses by Reason 12 months  
File name in SEEM Folder, FWP/GENDER/BRIEF/Gender Brief FY18 for FY19: 2018 Male vs Female Retention Rate Excel Reference.xlsx

**VTNG Gender Diversity Status Report  
Recruiting & Retention Rates - Air**

In FY18 the Army recruited 28% females and 72% males. Through attrition, we lose both men and women at an equal rate; however, because the raw number of women is much lower to begin with, this has a greater impact on the total female representation in the organization. The Air Recruiting mission is a small group. Although there are no limitations to the occupations women can apply for, the 158<sup>th</sup> Fighter Wing is in one central location and thus only attracts those who choose to join and travel to South Burlington for unit assemblies.

Reference: File name in SEEM Folder, FWP/GENDER/BRIEF/Gender Brief FY18 for FY19: 2018 Male vs Female Retention Rate Excel Reference.xlsx  
Obtain Data from Air Guard Recruiter, MSgt David Diaz, 11/30/2018.

## Gender Gap Analysis

The Military Culture is the Primary Reason for the under-representation.

Secondary reasons for under-representation;

Lack of Interest

Pregnancy, family care

Institutional barriers

Networking & mentoring

If we alter the culture – we anticipate change

We've done a thorough job of highlighting the number disparities between the men and women in the guard.

The Gender Gap Analysis has been formed by Vermont's Military Women's Program. Vermont has an outstanding reputation as a leader in diversity initiatives regarding gender. The State Equal Employment Manager has been an appointed leader in National Councils for the past 4 years and previously held Regional Council Chair positions. The issues regarding gender equality and sexism are consistent across the 54 States and Territories. Despite all of these efforts, it may still take up to 15 years to realize these gains because we must grow our senior leaders through the pipeline.

We claim it is the **Military Culture** as the primary reason for the under-representation.

We base this on Gender Diversity research, Unit Climate Assessments, Focus Groups, After Action Reports from trainings, case studies, and the hundreds of informal stories and conversations.

Let's review the secondary reasons for the under-representation many of us naturally accept as the major reasons:

**Lack of Interest in joining:** The historic nature of the military's bar against women joining has the nostalgic narrative of being a male job and perpetuated the lack of female interest. Yet women have always wanted to serve and continuously fought for the right to serve and the opportunity to serve in all occupations. It is important we change the story **BOLDLY**, the military is an *American's* job.

**Pregnancy, family care:** Women have babies and the need to accommodate motherhood is an investment in the entire military family. Just like Corporations we must create policies to ensure we retain talented young women who will remain within the organization long after the heightened period of childrearing. Statistically, Women still do 40% more of the home and child management even in dual parent homes. So what we as an organization can do to support mothers matters. It matters with regard to retention and our return on investment so we may build the pipeline for diverse leaders. Not just through policy but culturally, the stigma of judging women for pregnancy, maternity leave, child care management and her ability to manage extra associated duties postpartum negates any policy accommodation. Lactation policies may be in place however women still report a lack of cultural respect and often not having access to clean, respectful spaces to accommodate nursing mothers.

**Institutional Barriers:** We recognize the combat arms occupations previously excluded women from competing for many command positions and upward mobility. We know much of the under-representation is due to those manning requirements which excluded representation.

We accept it will take years to grow women in the combat occupations however we cannot grow women if they are not interested in joining or are not accommodated for the unique aspects of being women. Policies alone do not change culture. Some of the policies put in place for the transition of women into combat arms has set a tone of distrust and unfairness.

## Gender Gap Analysis Continued;

- The National Leader First Policy requires females Soldiers to have two females in leadership positions within a unit before a female Soldier can be assigned to the unit. It has proven challenging for the Vermont National Guard to create a pathway for females to reach combat arms leadership positions without first serving as a junior Soldier within that unit.
- The institution of the Occupation Physical Assessment Test ([OPAT](#)), although improves the ability to measure occupational readiness, the timing of this new policy blatantly emphasized the disparate judgment between men and women. When men were serving in combat arms, no test was necessary, they were judged during Military Occupation Series (MOS) qualification and assumed to maintain their readiness for the job based on the Annual Performance Fitness Test (APFT). However when women were considered to serve in combat arms, a new occupational agility test was developed.
- The Selective Service requirement for males only entrenches the stereotype that the National Security of our Nation is the responsibility of men.

Policies put in place to improve the organization should be gender neutral and the intent accurately reported.

**Networking & mentoring:** Since women are the minority, they lack the networking and mentoring the majority have been privileged to receive. For too long, the skepticism of men and women having professional relations has minimized the opportunities for women. We know relationship building helps establish our competencies and advance our career track. Not talking is not working. Sexual harassment and gender bias play an important aspect to the lack of networking and mentoring. Men need to professionally and respectfully mentor women so they feel appropriately prepared and confident to compete for leadership positions.

The secondary reasons are plenty of barriers for the under-representation, however, we claim the **Military Culture** is the primary reason for the Gender Gap. What is it about the **Military Culture** that results in under-representation?

It is not the military life, the day to day operational readiness, the monthly training drills, the annual trainings, or the deployments that deter women from considering the military. The work being done is nothing women can't do but if they do not perceive an attractive culture they will not join at the rate we need in order to achieve a diverse and successful level of operational readiness.

Prevalence of sexist cultures – 1991 Tailhook, 1997 Aberdeen, 2012 Invisible War Documentary, 2016 U.S. Virgin Island, 2017 Marines United Scandal

Sexism – prejudice or discrimination based on sex. Gender Bias – same as sexism.

1997 Report done, 7% Men, 22% Women experience sexual harassment

2017 Report done, 7% Men, 22% Women experience sexual harassment

**Sexism is a cultural issue. It is an inclusion issue. It is a readiness issue.**

Reference: 1997 Army Study, Project Diane Report, Army – Gender Integration Study 3 April 2015, RAND 2017 Study on Sexual Assault & Sexual Harassment

SEXISM is the Problem. Words matter and sexism accurately describes a cultural problem at large and the problem for women in the military.

This word may trigger a notion we are speaking only of sexual harassment or assault however sexism is not just sexual in nature, it is the lack of respect for a person based on their sex. Sexism can be subtle forms of exclusion or unconscious judgment based on entrenched stereotyping or the bias we all have. However sexism absolutely includes the sexual harassment and assault which has plagued our fighting forces.

We cannot have acts of sex discrimination or assault if we don't have a sexist culture. **Reference the 2017 RAND Study:** *If sexual harassment or gender discrimination contribute to the risk of sexual assault, this would make reductions in sexual harassment important not just for reducing violations of DoD MEO policies, improving DoD working conditions, and possibly improving readiness, recruitment, and retention, but also because those reductions would also reduce sexual assaults.*

The SHARP/SAPR programs have focused primarily on ***solving the response*** to sexual assault. However, no military program has targeted sexism as a tool for ***preventing*** sexual harassment and sexual assault. In 1997 after the Aberdeen Proving Ground Sexual Harassment Scandal, the Army Research Institute conducted a study, findings reported 7% of men and 22% of women experienced sexual harassment. In the 2017 RAND study, they find large numbers of men and women who have experiences that constitute sexual harassment (7 percent of men and 22 percent of women). They also documented gender discrimination (2 percent of men and 12 percent of women) within a year. Sexual harassment and gender discrimination in the military is widely recognized among service members, with 77 percent of women and 49 percent of men in the active component describing them as “common” or “very common” occurrences. And although I could not find a Guard Study to validate the Active Components reality, a 2018 National Study on Sexual Harassment and Assault found 81% of American women and 43% of American men experience sexual harassment.

Combatting sexism in the military is imperative to us because we must have the trust of our brothers and sisters since we'll be going down range at some point.

Document References for our analysis are listed on the last page of this report. MWP also develops perspectives based on a totality of years of experience and engagement with female service members.

**It is time to claim SEXISM as the problem.** Sexism is difficult to discuss culturally, we talk about the

consequences due to sexism. We spend significant time and resources focused on sexual harassment and assault yet the topic of gender culture and the cause of sexism is not discussed.

It's hard to talk about gender differences because many consider we are all different. They conclude it is not a gender issue and dismiss the cultural differences perpetuating sexist acts. Sheryl Sandberg in her book, "LEAN IN, Women, Work, and The Will To Lead" excellently points out how men and women are different.

The under-representation of women is related to sexism because women do not want to be in sexist organizations. And because the military is 85% men and sexual offenses occur predominantly against women, the prevalence for sexual offense is higher.

The very nature of male dominated environments gives the perception of a heightened probability for sexual offenses to occur. This is a reality for women considering the Armed Forces and it shouldn't be.

Many will say sexist attitudes are in the past but the data claims it is not. We are *not* just what we recruit, we assimilate our citizens to the Military Culture through our set of values. When we consider the reports between 1997 and 2018; we cannot ignore a 21 year history of maintaining a consistent rate of sexual harassments. We need to change the story.

### **Sexism is a cultural issue. It is an inclusion issue and it is a readiness issue.**

National Guard overall strength numbers;

Female Army + Air = 79,695 x 26% = 17,533 women reported sexual harassment

Male Army + Air = 364,966 x 7% = 5,578 men reported sexual harassment

23,111 total number harassed

444,661 total NG Air and Army 5%

However many reports document 70% of sexual harassments go unreported. The actual number may be 70,000 acts of sexual harassment, just about 16% of the total force.

## What is Sexism?

**BIAS:** Inflexible beliefs about whole categories of people that keep us from seeing others accurately, from making fair and appropriate decisions, and from building the kind of harmonious relationships that make our organizations more successful.

**Gender Oblivion** - Gender oblivion describes the covert ways that gender stereotypes influence everyday practices of the individual and organization.

Conscious and Unconscious Bias is a Reality backed by Science.

Most sexism does not rise to the level for an official report. Many service members survive the moment with coping strategies;

### **Humor, Sarcasm, Avoidance, Ignore, Block Out, Assimilate, Wait Game The Status Quo Remains**

Many young women believe we live and operate in an equal environment and they are proud of their defense skills to be heard and respected whenever they encounter sexism. We applaud and encourage their voice because these efforts impact the cultural change needed. However simultaneously there must be efforts to eradicate the sexism from the power structure itself, acts of sexism are about asserting power, taking away someone else's power.

We can't combat sexism after it has taken place. Just consider, the U.S. Equal Employment Opportunity Commission has found that 70% of sex based or gender based offenses go unreported. The EEOC states that nationally, 75% of people who reported to first line supervisors say they experience reprisal for reporting. The EEOC also states that 67% of sex based cases formally processed are unsubstantiated. Holding someone accountable after the offense is a difficult and painful process. Most people, pack it in their duffle bag and carry on.

As stated earlier, much of our contribution to a sexist culture is very much unintentional and unconscious. We adopt survival skills, humor, sarcasm, avoidance, ignore, block out, the wait game and assimilate. These techniques do not rid our formations of a sexist culture.

Many people don't even recognize sexist acts occurring. The Army Research Institute and the [Women's Foundation of Greater Kansas City](#) produced a report titled Project Diane, they studied gender integration and looked at the unofficial everyday activities that continue to exclude women from ascending to leadership roles. They found a great deal of resistance to gender integration in the military. Most of the resistance to integration is rooted in traditional gender stereotypes that are often invisible to military personnel in their daily routines.

They refer to this invisibility as gender oblivion. Gender oblivion describes the covert ways that gender stereotypes influence everyday practices of the individual and organization. Most of the time, gender oblivion is not malicious or done to actively exclude or harm women. But the end result is that it does both.

If we can't recognize the problem, we can't combat it. Service members can feel exclusion or a lack of respect but often times have a hard time naming it. Many women describe themselves as an interloper. People have been socialized to survive sexism but not how to reject it. Many consider they are rejecting sexism as we shut a person down for a rude offensive or objectifying comment. The offender may humbly grow from the intervention only for them to experience another act from someone else or the offender continues on never really changing their actions.

The VTNG State Equal Employment Manager, Chief Warrant Officer Doris J. Sumner personal experience note; Throughout my tenure I have hundreds of stories which highlight how a sexist remark can rob a service person, especially women, of power, serenity and safety. This impacts a person's readiness and ultimately impacts our organizational readiness.

I want to give you several examples to illustrate how sexism shows up at the operational level. Senior Officers are often shielded from the nastiness of investigations, only reading the conclusions and recommendations. Vulgar, rude, offensive language that is widely accepted in field operations as something necessary to motivate and encourage esprit de corps is not challenged. But it is this acceptance which provides a camouflage for those persons with tendencies to commit acts of sexual offenses or treat women with less respect. They seek climates where their sexist attitudes will go unnoticed and often unchallenged.

The examples provided have been altered to protect anonymity and are not Equal Opportunity case related;

*\*While waiting to ascend the rappel tower, I wondered out loud to several of my classmates why one instructor still slapped my rear end and all the rest only slapped my thigh. It was a random comment, not meant to go anywhere. One of my classmates took it upon himself to report my comment to the head instructor. From that moment forward, I was completely blacklisted. None of the instructors talked to me at all after that.*

*\*A female Lieutenant was with colleagues at Annual Training when a soldier from her old unit walked by and said, "Hey, there's the best XO I ever had." After he walked away, she commented, "that was nice" and one of her co-workers said, "He just said that because he wants to sleep with you." She told me how later she thought about what he said and pondered, did he just say that or did he mean it?*

*\*I love my brother in arms, they are like family and we all click, then when I got promoted to E6, some of them said to me, who did you sleep with to get it? I said frankly – the Enlisted Promotion System!!! I was hurt and it took time to earn their respect and have them treat me like an E6 who deserved the rank.*

*\*I had a headache, asked my male 1SG for help and he said let me drive you to the store to get some aspirin, we walk across the drill hall and he yells out to the guys, "don't talk about us while we're gone now" ha ha ha. I was devastated and embarrassed, I have been trying to gain respect from the team and his one comment stripped a lot of that away. I'm sure he had no idea how that comment impacted me.*

*\*A male enlisted thought he had hung up his phone after leaving a business related voice message for a Senior Enlisted Female who had recently instructed at his unit. On the message she could hear him discussing sexual objectifying things to a fellow unit member about her and her body.*

*These are a few stories but comments such as;*

*"You should get with her", "Ma'am, you're making me feel a certain kind of way", "Oh no, get the vagina wipes out", and Blow Me, F-Off or the B word are phrases streaming our units. Words matter, they set the tone and culture.*

## Summary

Balanced Leadership requires a new definition of good leadership. A definition that values both heart and head. It must go beyond the **traditional view of overvaluing predominantly masculine qualities and undervaluing predominantly feminine qualities**. Both are present and available on a spectrum in every individual.

Integrating masculine and feminine values and qualities in leadership allows leaders to tap into the **full potential** of their subordinates as individuals.

We work on what we measure.

Combating sexism means holding people accountable for sexist behavior. We need to create cultures where it is unacceptable to use objectifying terms or act out on a gender bias – being interrupted, overlooked, rejected, passed over, left out of the loop etc. When women bring this to male leadership, it is seen as complaining. We need leaders to take perspectives seriously and utilize trained Equal Opportunity Leaders to assist.

A gender balanced culture will positively impact the command climate for men and women.

It is harder, and it does take deliberate and intentional leadership.

According to the Women in the Workplace 2018 Study, below are 6 actions companies should take to make progress on gender diversity;

1. Get the basics right – targets, reporting, and accountability
2. Ensure that hiring and promotion are fair
3. Make senior leaders and managers champions of diversity
4. Foster an inclusive and respectful culture
5. Make the “Only” experience rare
6. Offer employees the flexibility to fit work into their lives

## References

Women in the Workplace 2018, McKinsey & Company  
Sodexo's Gender Balance Study 2018  
Project Diane: Women's Foundation of Greater Kansas City Final Report  
RAND 2017 Study on Sexual Assault and Sexual Harassment  
ODMEO Slides on Gender Discrimination June 2018  
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Lean In, Women, Work, and The Will To Lead, Author: Sheryl Sandberg  
Athena Rising, How and Why Men Should Mentor Women, Authors: W. Brad Johnson, PhD & David Smith, PhD  
[www.eeoc.gov](http://www.eeoc.gov)  
2005-2018 Vermont National Guard Sexual Harassment Case Studies  
2013 Vermont National Guard Military Women's Workshop After Action Report  
2016 Lean In Focus Groups After Action Reports  
Hundreds of personal shares from the men and women of the Vermont National Guard

<https://www.youtube.com/watch?v=18uDutyIDa4>

15:48 length

Also Ms. Sandberg at the Pentagon;

<https://www.youtube.com/watch?v=LTZPvLi3Hdc>