

**Questions for Stephanie Hammond,
Acting Deputy Assistant Secretary of Defense for Stability and Humanitarian Affairs,
Department of Defense
Questions from Representative Jackie Speier**

July 23, 2020, Hearing: “Empowering Women and Girls and Promoting International Security”
The U.S. Strategy on Women, Peace, and Security (WPS Strategy) states that each Department and agency responsible for executing the strategy should include, “measurable goals, benchmarks, and timetables for their proposed WPS initiatives as part of their implementation plans, in addition to estimating resource requirements.”

In its Women, Peace, and Security Strategic Framework and Implementation Plan, the Department of Defense (DOD) describes 16 interagency metrics for evaluating progress.

1. Has DOD identified Department-specific targets and goals for evaluating the effectiveness of its Women, Peace, and Security activities and programs? Has DOD identified timelines for achieving these objectives?
 - **The Department understands the importance of tracking progress in meeting the objectives of the WPS implementation plan, and we are committed to fulfilling the assessment, monitoring, and evaluation (AM&E) requirements of the statute and the strategy. To develop the metrics for the Strategic Framework and Implementation Plan (SFIP), we started with the interagency-approved metrics to the U.S. Strategy on WPS, which were developed through a robust interagency process. From those metrics, DoD will develop more specific AM&E relevant to the SFIP. To do this, we have hired a dedicated contractor who will collect on the current metrics in the plan as well as help refine our AM&E.**
2. What metrics or targets does DOD use to evaluate whether our own defense policies are consistent with women, peace, and security principles?
 - **DoD is monitoring how each component implements DoD policy consistent with WPS principles by collecting quantitative and qualitative data within areas such as training and education of U.S. personnel on WPS-related principles and integration of WPS-related principles into policy and doctrine.**
 - **We are also working closely with the DoD Personnel and Readiness team, which collects data across the Department on application of WPS-related principles, such as the percentage of women in the Department, the percentage of women serving in Senior Executive Service positions in the Department, and female retention rates across the Department. The Women, Peace, and Security team works closely with the DoD Personnel and Readiness team to support their work to advance the recruitment, retention, and promotion of women within the Department.**
 - **We understand that to remain credible and build influence abroad, the Department must model and implement the WPS-related principles it advises other partner nations to uphold. Therefore, where the Department advocates for women’s meaningful participation in partner**

nation militaries, we must model and advocate for the meaningful participation of women in our own workforce.

In addition, DOD's Strategic Framework and Implementation Plan only states, "The Department will also continue to utilize the resources appropriated by Congress for the implementation of the WPS Act."

3. Has DOD conducted any evaluations or assessments to identify resource requirements to implement the WPS Strategy? If so, are any requirements unmet?
 - **My office is in close communication with the WPS subject matter experts across the DoD components, including at the Combatant Commands, the Military Services, and the Defense Security Cooperation Agency, on what kind of resourcing they require to implement the WPS Strategy successfully. This communication shapes our distribution of WPS funds.**
 - **We will continue to assess and monitor resource requirements regularly across each component and closely work with Congress as we identify resource gaps.**

Objective #1 in DOD's newly-released Women, Peace, and Security implementation plan states that, "The Department of Defense exemplifies a diverse organization that allows for women's meaningful participation across the development, management, and employment of the Joint Force."

Yet in FY2019, the military services received 7,825 reports of sexual assaults involving servicemembers, an increase over 2018 and previous years and likely a significant undercount. According to Protect Our Defenders, 64% of women who reported sexual assault faced retaliation. The rates of sexual harassment of women are soaring, with nearly 1 out of every 4 female servicemembers experiencing one or more incidents or more of sexual harassment in the year preceding FY2018.

Since the Trump Administration assumed office, only 9 of 60 Senate-confirmed positions at DoD have been filled by women. In addition, a May 2020 Government Accountability Office report found that the Military Services "do not have plans that include goals, performance measures, and timeframes to guide and monitor current or future efforts to recruit and retain females."

4. Based on those statistics, would you say that DOD is meeting its own stated objectives for implementing the WPS Strategy?
 - **The statistics cited demonstrate the Department's transparency in this mission space and stand as a stark reminder that we can and must do more to eliminate sexual assault and sexual harassment from our ranks. The June 2020 Women, Peace, and Security Strategic Framework and Implementation Plan demonstrates the Department's commitment to the importance of diversity equality, inclusion, and gender-informed perspectives in peacetime and in conflict. The plan also seeks to incorporate meaningful participation by women in the development of Department plans and operations. The plan's publication is just one of many steps the Department is taking to create a military free from discrimination, sexual harassment, and sexual assault. The Department remains committed to promoting an environment wherein all servicemembers and civilians can realize their potential, rise to the highest levels of responsibility within the Total Force, and work in an atmosphere of dignity and respect.**

5. How is DOD working to recruit and retain women across the Department and military services?

- **It is important to note that neither the Department of Defense nor the Military Services set recruitment, accession, or retention goals based on race or gender. The Department continually studies the dynamics of recruitment, accession, and retention for all who volunteer to serve, including women. To that end, in 2016 and 2017, the RAND Corporation published two Office of the Under Secretary of Defense for Personnel and Readiness-sponsored studies, titled “Explaining Gender Differences in Officer Career Progression” and “Recruiting Policies and Practices for Women in the Military,” respectively. The results of these studies drove changes to targeting retention of women, such as increased maternity leave. Additionally, the Joint Advertising Marketing Research and Studies activity conducts an ongoing survey and analysis of the dynamics of the current market, including the recruitment of women.**

6. What specific steps is DOD taking to strengthen and improve diversity at senior leadership levels?

- **On June 19, 2020, the Secretary of Defense launched three enterprise-wide initiatives to identify ways to improve equal opportunity diversity and inclusion (enclosed). The initiatives already underway involve: (1) immediate actions; (2) a comprehensive evaluation and assessment of military policies, processes, and practices by an internal DoD Board on Diversity and Inclusion; and (3) the establishment of an enduring Federal advisory committee. In a second memorandum issued on July 14, 2020, Secretary Esper amplified his guidance and directed a number of actions to occur between now and October 1, 2020 (enclosed). These actions include the development of guidance emphasizing the retention of qualified and diverse talent, development of educational requirements to educate the force on unconscious bias, and a review of the effectiveness of Military Service equal opportunity offices.**

Defense Objective #2 reads, “Women in partner nations meaningfully participate and serve at all ranks and in all occupations in defense and security sectors.” This year’s House-passed NDAA includes my amendment to double the percentage of women in the International Military Education and Training program from approximately 8% to 16%.

7. What are some of the challenges our partner forces are encountering when trying to recruit, retain, and promote women?

- **Through our military-to-military engagements, we encourage our allies and partners to allow for women’s active and meaningful contribution to their security sectors so that their militaries can similarly benefit from the diversity of ideas and talent brought to bear when men and women work together. There are barriers across the globe to increasing the participation of women in the military, and many WPS engagements with partner nations focus on how to assess and remove those barriers.**

- **These challenges include the following: institutional restrictions on the roles of women in the military; lack of sufficient training or education opportunities for women to develop the skills necessary to advance; lack of recruitment efforts towards diverse populations; lack of infrastructure to support diverse populations in the military; and lack of institutional capacity to prevent and respond to sexual harassment and assault within militaries. Through our security cooperation engagements, the Department of Defense has worked with partner nations to help identify some of these barriers and build capacity to address them.**

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Questions from Representative Virginia Foxx

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I strongly identify with the Trump Administration's Women, Peace, and Security Strategy goals of reducing barriers that limit opportunities for women to serve in leadership positions. In fact, I offered an amendment to last year's State and Foreign Operations appropriations bill that would have increased funding for gender equality programs that are designed to increase leadership opportunities for women in other countries where discrimination is baked into the laws and policies of those countries.

Unfortunately, the Rules Committee didn't make my amendment in order, but I remain committed to advancing opportunities for women here in the United States and around the world.

As you know, the WPS Strategy's line of effort Four aims to encourage partner governments to adopt policies to improve participation of women in decision-making institutions.

1. My question to all of you is, in your opinions, what would a successful implementation of line of effort four look like by 2023 and in the years beyond?
 - **For the Department of Defense, implementation of line of effort four of the U.S. Strategy on Women, Peace, and Security (WPS) is a significant part of our WPS implementation plan and ongoing activities. Our implementation plan focuses heavily on working with partner nations to recruit, employ, develop, retain, and promote women in their defense and security workforce, and to ensure women are safe and secure and that their human rights are protected, especially during conflict and crisis.**
 - **We are working to institutionalize WPS-related principles throughout our security cooperation enterprise, including integration of gender considerations into security cooperation guidance, training events, and specific engagements. Our objective is to continue this institutionalization and to advance the United States as the partner of choice, to strengthen our relationship with allies and partners around the globe, and to increase the capacity and effectiveness of their militaries with improved recruitment, retention, and promotion of a diverse force. We view success as the full integration of gender analysis and considerations into our global engagements with partner nations.**