

## SUPPORTING STATEMENT - PART A

Recruiting, Retaining, and Promoting Servicemembers who Identify as Hispanic or Latino/Latina – Focus Groups and Survey – OMB Number: 0704-RPSS (exp. XX/XX/XXXX)

### 1. Need for the Information Collection

Over the last several years, the Department of Defense (DoD) and its senior leaders have expressed concern about the force's ethnic composition, including the underrepresentation of Hispanic Servicemembers in the senior grades across the Services. The FY22 National Defense Authorization Act (NDAA), Section 572, also requires a study focused on the recruitment, retention, and promotion of Servicemembers identifying as Hispanic. To address these items covered by the FY22 NDAA, the Under Secretary of Defense for Personnel and Readiness (OUSD P&R) Office for Civil Rights & Equal Opportunity Policy (OCREOP) has contracted with the Center for Naval Analyses (CNA) to conduct a study titled, "Recruiting, Retaining, and Promoting Servicemembers who Identify as Hispanic or Latino/Latina."

Sponsored by Dr. Lisa Arfaa, Director, OCREOP, the goals of this study are to identify gaps in DoD's understanding of the recruitment, retention, and career progression of Hispanic Servicemembers; evaluate past efforts and initiatives by DoD and the Services aimed at increasing Hispanic representation and the challenges associated with those efforts and initiatives; and identify key lessons learned or best practices that should inform future initiatives. As part of this study, CNA will conduct Service-specific focus groups with Active Duty Servicemembers in the Marine Corps, Army, Navy, Air Force, and Space Force and will work with a subcontractor to conduct a survey among a random sample of eligible members of the general U.S. Hispanic/Latino population drawn from publicly available U.S. voter registration records.

### 2. Use of the Information

There are two collection efforts covered by this package: (1) Service-specific focus groups with Active Duty Servicemembers in the Marine Corps, Army, Navy, Air Force, and Space Force, and (2) a survey among eligible members of the general U.S. Hispanic/Latino population drawn from publicly available U.S. voter registration records.

**Focus groups:** CNA will conduct 60-to-90-minute Service-specific focus groups with Active Duty Servicemembers from various locations using a Focus Group Facilitator's Guide (Tab A), which includes questions specific to different participant groups (i.e., junior enlisted Servicemembers, first term enlisted Servicemembers approaching reenlistment decisions, recruiters, and junior officers). This guide includes questions that inquire about focus group participants' opinions and experiences based on their military careers. The purpose of the focus groups is to better understand the challenges that Servicemembers face in their recruitment, retention, and promotion, especially for those who identify as Hispanic.

Focus groups will be held virtually for groups that include participants from multiple locations and in-person for groups that include participants from one location only. CNA

will rely on designated local unit/installation POCs to identify and help recruit eligible Active Duty personnel to voluntarily participate in the in-person focus groups, while designated Service POCs will help with the recruitment efforts for the virtual groups. To help in this process, CNA will send recruitment instructions to the designated POCs (please see Tab B for the “In-Person Focus Group Recruitment Instructions” and Tab C for the “Virtual Focus Group Recruitment Instructions”). Additional details relating to recruitment plans and how in-person and virtual focus groups will be conducted can be found below:

- **In-person focus groups:** The recruitment instructions (Tab B) will ask local unit/installation POCs to identify eligible participants (i.e., junior enlisted (E1-E2) Servicemembers) from their units/installations for the Service-specific in-person focus groups and to send CNA a list containing the following information on eligible personnel from each participating installation: name, email address, pay grade, and whether they are Hispanic or not. CNA will request that POCs ensure that the list of eligible Servicemembers includes representation by ethnicity (Hispanic and non-Hispanic), race, and gender. CNA will work with the POCs to ensure that the lists containing personally identifiable information (PII) are sent to CNA via secure means (e.g., DoD SAFE). CNA will then reach out to eligible individuals to recruit participants for the focus groups. Depending on interest, availability, and population size, the goal is to conduct approximately four Service-specific, in-person focus groups at approximately five locations, with each group consisting of between 8 and 10 eligible Servicemembers, for ease of facilitation and discussion.

To recruit eligible participants, CNA will first circulate a “Recruitment and Invitation Email” (Tab D) to invite eligible personnel, using the lists provided by the local POCs, to participate and to request their availability on specific dates. If CNA does not receive enough responses following the circulation of this first email, CNA will then circulate the “Follow Up Recruitment and Invitation Email” (Tab E). All emails sent to eligible/recruited participants will be sent as individual emails to protect against the sharing of participant names and email addresses.

After CNA has determined the dates and times of in-person focus groups (and at least two weeks prior to the scheduled sessions), CNA will send each recruited in-person focus group participant the “Email reminder/Calendar Invite” (Tab F) to remind them of when and where their session will take place. Attached to the Email reminder/Calendar Invite will be the “Research Consent Information Sheet” (Tab G/L). The purpose of this Research Consent Information Sheet is to provide in-person focus group participants with additional information about the study and their participation in an in-person focus group as part of the study.

For all in-person focus groups, CNA will rely on the local POCs to arrange the logistics for the focus groups scheduled at their respective locations. Details about the logistical needs are also detailed in the recruitment instructions.

- **Virtual focus groups:** Service POCs will be asked through the recruitment instructions (Tab C) to identify and help recruit eligible focus group participants to

participate in virtual focus groups. Virtual focus groups will be Service-specific and held with eligible participants from various locations. Separate virtual focus groups will be held with first term enlisted Servicemembers approaching reenlistment decisions (E3-E4), recruiters (E5-E7), and junior officers (O1-O3). Depending on interest, availability, and population size, the goal is to conduct approximately four Service-specific virtual focus groups for each of these populations, with each group consisting of between 8 and 10 eligible Servicemembers, for ease of facilitation and discussion. Each virtual focus group will be comprised of participants from multiple installations (and only from installations where in-person focus groups are not conducted). Also, depending on interest, availability, and population size, CNA plans to hold some virtual focus groups comprised of only Hispanic participants. In addition to requesting that the eligible Servicemembers identified by Service POCs include representation by ethnicity (since there will be separate groups for Hispanic and non-Hispanic Servicemembers), we will also request that the Service POCs ensure representation by race and gender.

Included with the recruitment instructions will be pre-drafted materials that the Service POCs will be asked to circulate to eligible personnel. First, the Service POCs will circulate a "Recruitment Email" (Tab H) to encourage eligible personnel to participate in a virtual focus group. Interested personnel will be asked through the Recruitment Email to respond to an email address for a CNA study team member to express their interest in participating. If CNA does not receive enough responses following the circulation of the first email, CNA will request that the Service POCs then circulate the pre-drafted "Follow Up Recruitment Email" (Tab I).

CNA will continue the recruitment process by reaching out to interested and eligible individuals to schedule participants for specific virtual focus groups. This will be done using the "Email Invitation" (Tab J), which will request participant availability on specific dates. After CNA has determined the dates and times of virtual focus groups (and at least two weeks prior to the scheduled sessions), CNA will send each recruited virtual focus group participant the "Email reminder/Calendar Invite" (Tab K) to remind them of when and where their session will take place. CNA will attach to the Email reminder/Calendar Invite the "Research Consent Information Sheet" (Tab G/L). The purpose of this Research Consent Information Sheet is to provide virtual focus group participants with information about the study and their participation in a virtual focus group as part of the study. All emails sent to eligible/recruited participants will be sent as individual emails to protect against the sharing of participant names and email addresses.

Also included in the "Email reminder/Calendar Invite" for virtual focus group participants will be a link to an online "Intake Form" (Tab M) that participants will be asked to complete prior to their focus group sessions (the link will direct virtual focus group participants to an online version of the Intake Form through the Qualtrics platform). The "Intake Form" asks participants basic questions relating to demographics, background, education, and military occupations and experience. The information collected on this form will be used to provide context for comments

made during the focus group and will only be accessed by the CNA study team. No direct PII will be requested on this form, and completion of any or all intake form questions will be voluntary. All indirect PII provided by focus group participants will be transported through secure means, safeguarded, anonymized, and destroyed at the completion of the study.

If not all virtual focus group participants have the opportunity to complete the online Intake Form prior to the start of their focus group sessions, the CNA focus group facilitator will ask participants to take a moment to complete the form towards the start of the session before asking the first focus group question. For those who are unable to complete the Intake Form prior to their focus group session or at the start of the session, the CNA focus group facilitator will remind participants at the end of the session to please take a moment after the session ends to complete the online Intake Form at their earliest convenience. Procedures for administering the “Intake Form” for the in-person focus groups are described below.

At the start of each in-person and virtual focus group, the CNA facilitator will read through the introductory text and verbal consent that can be found at the beginning of the Focus Group Facilitator’s Guide (Tab A). This text will be used to introduce the facilitator and the note taker (both from CNA); briefly describe CNA, the study, and the purpose of the focus group; explain that participation in the focus group is voluntary; and provide the opportunity for participants to ask any questions and/or leave the group if they do not want to participate. The introductory text will also explain that what is discussed during the focus groups will be documented through the note taker and recording (audio recording for in-person groups and audio/visual recording of the Zoom or Microsoft Teams sessions for virtual groups), but no participant will be identified individually in any report or briefings. The CNA study team will be the only individuals handling focus group notes and recordings, and all information discussed will be summarized and reported by CNA. All recordings will be deleted at the end of this study.

After going through the introductory text and verbal consent, the CNA facilitator for the in-person focus groups will ask participants to voluntarily complete a hard copy version of the “Intake Form” (Tab M) provided to them at the beginning of the session. The intake form for the in-person focus groups will be used to link individual-level characteristics of a focus group participant with comments made by that the individual during the session to provide context to that person’s comments; however, no individual will be identified through this process. Additionally, no installation will be identified by name.

As mentioned previously, after going through the introductory text, the CNA facilitator for the virtual groups will ask participants who haven’t already completed the online Intake Form to take a moment to complete the form online at this time.

We plan to supplement the qualitative data we collect through our focus groups with quantitative data from other sources, such as JAMRS. Recognizing that our focus group sample will not be sufficient to make our findings generalizable to the total population, we will use quantitative sources (such as JAMRS) to supplement our findings. The focus group

inputs will provide additional information that can only be collected using qualitative means; they will provide context for many JAMRS findings. In other words, the use of the quantitative data (JAMRS) along with the qualitative data (focus groups) will be complimentary rather than duplicative: the quantitative data provide findings on the “what” and the focus groups will provide qualitative data that we are hoping will help explain the “why” behind those responses. Additionally, we may consult the JAMRS data after collecting focus group data to identify and analyze any themes that emerge consistently from both data sources.

The results from these focus groups will inform study recommendations from CNA to OUSD (P&R) OCREOP and the Services to help them develop strategies on how to tackle the challenges that DoD faces in the recruitment, retention, and career progression of Hispanic Servicemembers and to ensure that Servicemembers are supported through appropriate and needed resources.

**Survey:** Florida International University (FIU), a subcontractor to CNA on this study, will work with their own subcontractor, ASISA, to conduct a survey among eligible members of the general Hispanic/Latino population in the United States, analyze the survey data, and produce a report detailing findings and recommendations for OCREOP. The intent of the “Recruitment, Retainment, and Promotion of Hispanics/Latinos in the US Armed Forces” survey (see Tab N for the English version and Tab O for the Spanish version) is to examine factors that influence the general U.S. Hispanic/Latino population’s perceptions of military service in the U.S. Armed Services, as they relate to the recruitment, retention, and promotion of individuals who identify as Hispanic/Latino, and, thus, identify the root causes for the notable disparity in their recruitment, retention, and promotion as a population within the U.S. Armed Services. FIU consulted previous surveys on Hispanics/Latinos in the United States from organizations like the Pew Hispanic Research Center and FIU’s Latino Public Opinion Forum to inform the development of the survey instrument to be used in this current study.

**Sample Size and Selection:** The proposed survey will target a nationally representative sample of 1,500 adults in the United States who identify as Hispanic or Latino. The selection will involve stratified random sampling of Hispanic/Latino adults in the United States through publicly available U.S. voter registration records, ensuring adequate representation from various demographic groups. Eligible survey respondents include those who identify as Hispanic/Latino (but not from Spain)<sup>1</sup> in the U.S. voter registration records and are at least 18 years old. Utilizing publicly available voter registration records to conduct a survey will allow the study team to target eligible individuals in their recruitment efforts to ensure that the survey reaches its intended audience. This approach allows for a higher degree of precision in targeting participants, resulting in a more representative and relevant sample.

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<sup>1</sup> Spaniards (or those of Spanish descent) are removed from the population of eligible respondents due to their generally higher socioeconomic status and notably different experiences from the rest of the Hispanic/Latino population (i.e., those who identify as being descendants of Latin American countries).

Please note that because publicly available voter registration data categorize those who identify as Hispanic together with those who identify as Latino, the survey will include respondents who identify as part of either population. However, the survey also includes a question that asks respondents about any non-English language(s) they speak at home as well as another question that asks them to identify their country of national origin/the country in Latin America that they most identify with; these questions will allow us to analyze responses broken out by Hispanic/Latino countries, regions, and/or language, as needed. For example, these questions will allow us to separate responses from Brazilians/Portuguese speakers from those who speak Spanish and/or identify with Spanish-speaking countries.

Recruitment: FIU's subcontractor, ASISA, will first attempt to recruit the desired sample by reaching out to eligible individuals over the phone. Utilizing the Computer Assisted Telephone Interview (CATI) methodology, selection of individuals to be called from the eligible population will be done at random; ASISA researchers will not know who they are talking to during each call, nor will any personally identifiable information (PII) from the individual's voter registration record be documented or tied to the responses they provide. Upon calling each eligible individual, ASISA will recruit participants using a prepared script to describe the study and the survey, to inform the individual of their rights as a voluntary participant in the survey, and to request their informed consent (please see the "Verbal Phone Consent," Tab P and Tab V). The Verbal Phone Consent provides instructions for the researcher on how to determine whether to proceed in English or Spanish and provides corresponding scripts for each language.

If ASISA is unable to reach an eligible individual during the first phone call attempt, ASISA will leave a voicemail, if possible, using the prepared "Voicemail Script" in either English or Spanish, as appropriate (Tab Q). The voicemail script briefly informs the voicemail recipient about the survey, lets them know that the study team will attempt to reach them one additional time, and provides a phone number that the individual may call if they have any questions.

If ASISA is unable to recruit the full survey sample using the CATI methodology as described above, FIU will work through the online survey platform Qualtrics to field the survey online, using the same survey instrument (Tab N for the English version and Tab O for the Spanish version). Through this method, Qualtrics will field the online survey through survey panels made up of eligible individuals who provide their email addresses in the publicly available U.S. voter registration records. Those who are eligible and are drawn through a new random sample from publicly available voter registration records will receive an "Online Survey Email Invitation" in English and Spanish (Tab R), inviting them to participate in the online survey. The online Qualtrics sample will be a new sample that is different from the sample used through the CATI system. This new Qualtrics sample will not include those who failed to respond through the CATI system. Recipients of the email invitation will be able to access the online survey by clicking on the URL within the email invitation (or copying and pasting the URL into their internet browser). Each eligible individual who is part of this Qualtrics sample will receive a unique URL to participate in the online survey. This ensures that only those who are eligible can access the survey. Use

of unique URLs also helps to ensure that respondents can only complete the survey one time; after submitting their completed survey, they will not be able to re-enter the survey and participate more than once.

The email invitation will direct the participant to a URL containing the “Research Subject Consent Information Sheet” in the appropriate language (see Tab S for the English version and Tab T for the Spanish version). This consent sheet provides eligible individuals with information about the study and their participation in the survey as part of the study. Those who consent to participate will be directed to the survey instrument in the applicable language. Eligible individuals who do not participate in the online survey within a specific period (e.g., one or two weeks) will receive the “Online Survey Follow Up Email Invitation” in English and Spanish (Tab U), which will also include the URL for the online survey and the “Research Subject Consent Information Sheet,” again in the appropriate language.

If their team is unable to collect a sufficient number of respondents through the use of CATI and the Qualtrics online survey, FIU will pull a second round of samples to repeat the procedures explained above (starting with a second round of CATI and, if necessary, a second round of the Qualtrics survey). Supporting Statement B contains details about how the samples will be identified.

**Data Collection:** The survey should take each respondent approximately 15 minutes to complete over the phone or online. This approach accommodates diverse participant preferences and enhances accessibility. The survey will consist of structured questions focused on identifying factors that influence the general U.S. Hispanic/Latino population’s perceptions of military service in the U.S. Armed Services, as they relate to the recruitment, retention, and promotion of individuals who identify as Hispanic/Latino.

Before receiving the first survey question, each respondent will be asked two filter questions to ensure that only those who are eligible can participate in the survey (the filter questions ask whether respondents identify as Hispanic/Latino and whether they are at least 18 years of age). Those who are found to be ineligible, based on their answers to the filter questions, will be thanked for their time and interest and will exit the survey. Those who are eligible based on their answers to the filter questions will be directed to the survey questions. Once in the survey, participants may skip any questions they prefer not to answer. Additionally, participants will have the right to withdraw from the survey at any point without facing consequences. They can also request the removal of their data from the study if desired.

**Data Analysis:** Through use of the CATI methodology for the phone-based survey and Qualtrics for the online survey, no PII will be documented or tied to survey responses. ASISA will store data collected through the phone-based version of the survey on a secure server and will securely transfer data (no PII involved) to FIU. ASISA will destroy their data after the secure data transfer to FIU is complete. FIU will store data collected by Qualtrics through the online version of the survey (no PII involved) on a secure server, along with the data received from ASISA. FIU will securely share individual-level survey data with CNA

via DOD SAFE. FIU will securely store their data for a period of three years before destroying it. Below is some additional information about how the data will be securely stored and transferred.

No individual's identity will be revealed in any public or internal documentation, minimizing the risk of personal data exposure. Secure methods for data collection will be employed, whether through secure online platforms or over the phone. Data will be collected using encrypted connections and stored in secure servers to prevent unauthorized access. Access to collected data will be restricted to authorized personnel directly involved in the survey's administration, analysis, and reporting. Multi-factor authentication and strict role-based access controls will be enforced to ensure that only those with a legitimate need can access the data. Data will be encrypted during storage and transmission to prevent unauthorized interception. Strong encryption protocols will be used to ensure the confidentiality and integrity of the data. Regular security audits will be conducted to identify and address any vulnerabilities. For electronic transport, data will be encrypted using robust encryption algorithms during transfer. Secure file transfer protocols (such as SFTP or HTTPS) will be used to ensure data integrity and confidentiality. Data will be split into smaller, manageable chunks to facilitate quicker transfers, reducing the time in transit. Additionally, data transfer will occur during off-peak hours to optimize network performance and minimize any potential disruption. In terms of hard copy records, any forms will be stored in locked and secure facilities. Only designated personnel will have access to these documents, and access will be monitored and logged. Once the data is digitized, the physical copies will be securely destroyed following proper data destruction procedures. Electronic data will be stored on a laptop issued by FIU to the FIU study principal investigator (PI) and on the FIU secure server. Data will be retained only for the duration required for analysis and reporting purposes only until the end of the study's period of performance. After the period of performance, data will be securely archived and deleted in accordance with data retention policies.

CNA will securely transfer the individual-level survey data to OCREOP via DOD SAFE; however, no names or contact information will be included. Any findings or reports generated from the data will be aggregated and presented in a manner that prevents the identification of individual participants. Group trends and patterns will be emphasized over individual responses. Collected data will be analyzed using quantitative methods. Descriptive statistics will provide an overview of trends, while thematic analysis of open-ended responses will uncover nuanced insights. This approach will yield a comprehensive understanding of the issues faced by individuals who identify as Hispanic/Latino in the general U.S. public.

The knowledge that may reasonably be expected to result from this national survey of individuals who identify as Hispanic/Latino regarding recruitment, retention, and promotion in the U.S. Armed Services holds significant importance. This survey will provide valuable insights into the general U.S. Hispanic/Latino population's perceptions of military service in the U.S. Armed Services. The information collected can offer a comprehensive understanding of the factors potentially influencing the decisions of individuals who identify as Hispanic/Latino to join, stay, and/or advance within the U.S.



Armed Forces. This knowledge is crucial for identifying barriers, gaps, and opportunities for improvement in recruitment strategies, retention efforts, and promotion practices. By addressing the unique needs and concerns of individuals who identify as Hispanic/Latino, the U.S. Armed Forces can enhance diversity, equity, and inclusion, thereby fostering a more representative and cohesive military community. Additionally, the survey's findings can inform policy changes, training initiatives, and targeted interventions that lead to a more inclusive and supportive environment for all personnel.

### 3. Use of Information Technology

**Focus groups:** Depending on the group, focus groups will be held virtually for groups that include participants from multiple locations or in-person for groups that include participants from one location only. Microsoft Teams, with a dial-in option, will be used to conduct the virtual focus groups, and we expect that approximately 75% of focus group participants will participate in virtual focus groups.

**Survey:** ASISA will attempt to recruit the full survey sample using a phone-based version of the survey (the CATI methodology will be used to implement this version of the survey). If ASISA cannot achieve the desired response rate using the phone-based survey, FIU will use the online survey platform Qualtrics to field an online version of the survey.

### 4. Non-duplication

The information obtained through this collection (including the focus groups and the survey) is unique and is not already available for use or adaptation from another cleared source.

### 5. Burden on Small Businesses

This information collection (including the focus groups and the survey) does not impose a significant economic impact on a substantial number of small businesses or entities.

### 6. Less Frequent Collection

**Focus groups:** The focus groups included in this study will be conducted one time with each of the participating Services.

**Survey:** The survey included in this study will be conducted one time.

### 7. Paperwork Reduction Act Guidelines (1 sentence)

This collection of information (including the focus groups and the survey) does not require collection to be conducted in a manner inconsistent with the guidelines delineated in 5 CFR 1320.5(d)(2).

However, we do request an exemption from using Figure 1 in Statistical Policy Directive 15 Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity

(SPD 15) to allow for this collection to use Figure 2 to collect race and ethnicity data. This exemption is requested to minimize risk of identification due to low cell sizes, unreportable data, undue burden on respondents, and a potential decline in data quality.

Specifically, related to questions around race/ethnicity, the focus group and survey collections should receive an exemption from the requirement to use Figure 1 in the (SPD 15). We do not have enough respondents to report these race/ethnicity categories as described in Figure 1 and any attempt to report findings at this level of granularity would risk identifying study participants. The focus group intake form and survey both ask respondents the following question:

What is your race and/or ethnicity?

Select all that apply.

a. **American Indian or Alaska Native**

*For example, Navajo Nation, Blackfeet Tribe of the Blackfeet Indian Reservation of Montana, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, Aztec, Maya, etc.*

b. **Asian**

*For example, Chinese, Asian Indian, Filipino, Vietnamese, Korean, Japanese, etc.*

c. **Black or African American**

*For example, African American, Jamaican, Haitian, Nigerian, Ethiopian, Somali, etc.*

d. **Hispanic or Latino**

*For example, Mexican, Puerto Rican, Salvadoran, Cuban, Dominican, Guatemalan, etc.*

e. **Middle Eastern or North African**

*For example, Lebanese, Iranian, Egyptian, Syrian, Iraqi, Israeli, etc.*

f. **Native Hawaiian or Pacific Islander**

*For example, Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshallese, etc.*

g. **White**

*For example, English, German, Irish, Italian, Polish, Scottish, etc.*

The data for racial and ethnic subcategories collected using Figure 1 would almost certainly result in small cell sizes and not be reportable. It is deceiving to ask this level of detail of respondents and not be able to report it out. Implementing Figure 1 would also increase survey burden on an already lengthy survey for little to no return in reportable data. Additionally, asking detailed racial/ethnic categories may have the unintended consequence of making respondents less likely to want to answer our other sensitive questions or participating at all given concerns about being identified which we already know has been an issue historically on DOD surveys containing sensitive questions. Thus, if we are required to use the detailed question, we may have more missing data, lower data quality overall, and potentially lower response rates than we already have.

## 8. Consultation and Public Comments

## Part A: PUBLIC NOTICE

A 60-Day Federal Register Notice (FRN) for the collection published on Monday, December 18, 2023. The 60-Day FRN citation is 88 FRN 87413.

No comments were received during the 60-Day Comment Period.

A 30-Day Federal Register Notice for the collection published on Friday January 17, 2025. The 30-Day FRN citation is 90 FRN 5837.

## Part B: CONSULTATION

No additional consultation apart from soliciting public comments through the Federal Register was conducted for this submission.

### 9. Gifts or Payment

No payments or gifts are being offered to focus group or survey respondents as an incentive to participate in the collection.

### 10. Confidentiality

A Privacy Act Statement is not required for this collection because we are not requesting individuals to furnish personal information for a system of records.

A System of Record Notice (SORN) is not required for this collection because records are not retrievable by PII.

A Privacy Impact Assessment (PIA) is not required for this collection because PII is not being collected electronically.

Maintained in accordance with DAA-0330-2021-0008-0001. Cut off upon completion of research project. Destroy 30 year(s) after Cut off.

**Survey:** ASISA will destroy data from the phone-based version of the survey (no PII involved) after the secure data transfer to FIU is complete. FIU will store data collected by Qualtrics through the online version of the survey (no PII involved) on a secure server, along with the data received from ASISA. The individual-level survey data will be transferred to CNA and the sponsor; any transfer of data between FIU, CNA, and the sponsor will be done securely, via DOD SAFE. FIU will securely store their data for a period of three years before destroying it. Data will be retained at CNA only for the duration required for analysis and reporting purposes only until the end of the study's period of performance. After the period of performance, data will be securely archived and deleted in accordance with data retention policies.

## 11. Sensitive Questions

**Focus groups:** The Focus Group Facilitator's Guide includes questions that inquire about participants' experiences related to recruitment, retention, and career progression within the military. Some questions ask about reasons/motivations for joining/reenlisting in the military and for choosing their occupation/specialty, including financial considerations and being inspired by others who previously served. There are also questions for recruiters relating to how their recruiting experiences differ across demographic groups, with emphasis on experience recruiting Servicemembers who identify as Hispanic. These questions are necessary for this information collection because they will provide data needed to meet the goals of this study: to identify gaps in DoD's understanding of the recruitment, retention, and career progression of Hispanic Servicemembers; to evaluate past efforts and initiatives by DoD and the Services aimed at increasing Hispanic representation and the challenges associated with those efforts and initiatives; and to identify key lessons learned or best practices that should inform future initiatives.

The Intake Form includes two demographic questions asking about a participant's race and ethnicity. The information collected through the Intake Form will be used to provide context for comments made during the focus groups and is needed to examine Service-specific trends and differences in recruitment, retention, and career progression experiences among the focus group population.

No direct PII will be requested during the focus groups or through the Intake Form. All indirect PII provided by focus group participants will be transported through secure means, safeguarded, anonymized, and destroyed at the completion of the study. Responses to any or all focus group questions and completion of any or all Intake Form questions will be voluntary. As mentioned previously, the CNA study team will be the only individuals handling focus group notes and recordings, and all information discussed will be summarized and reported by CNA. All recordings will be deleted at the end of this study.

**Survey:** The survey includes questions that inquire about the participant's perceptions of military service in the U.S. Armed Services, as they relate to the recruitment, retention, and promotion of individuals who identify as Hispanic/Latino. These questions are necessary for this information collection because they will provide data needed to meet the goals of this study: to identify gaps in DoD's understanding of the recruitment, retention, and career progression of Hispanic/Latino Servicemembers; to evaluate past efforts and initiatives by DoD and the Services aimed at increasing Hispanic/Latino representation and the challenges associated with those efforts and initiatives; and to identify key lessons learned or best practices that future initiatives should follow.

The survey also includes questions asking about the respondent's race, whether the respondent is "of Hispanic or Latino origin or decent," their national origin/the country in Latin America that they most identify with, if they were born in the United States, and, if they were not born in the United States, how long they have been in the United States. These questions and their answer choices are needed to examine trends and differences in opinions and perceptions among the surveyed population.

The survey poses no more than minimal risk due to its intent to gather insights and perspectives from this demographic group. The survey aims to provide valuable information about the opinions, experiences, and needs of this community. Designed with respect for cultural nuances and privacy safeguards, the survey may foster understanding and engagement while minimizing any potential negative impacts. By adhering to best practices in survey methodology and ensuring voluntary participation, the survey may contribute positively to research and decision-making without imposing significant risks on the surveyed population.

## 12. Respondent Burden and its Labor Costs

### Part A: ESTIMATION OF RESPONDENT BURDEN

#### 1) Collection Instrument(s)

[Focus Group Collection (including Intake Form)]

##### a) Number of Respondents: 640 total across the Services

###### a. Junior enlisted (E1-E2): 200

i. Army: 40

ii. Air Force: 40

iii. Navy: 40

iv. Marine Corps: 40

v. Space Force: 40

###### b. First term enlisted approaching reenlistment decision (E3-E4): 150

i. Army: 30

ii. Air Force: 30

iii. Navy: 30

iv. Marine Corps: 30

v. Space Force: 30

###### c. Recruiters (E5-E7): 90

i. Army: 20

ii. Air Force: 20

iii. Navy: 20

iv. Marine Corps: 20

v. Space Force<sup>2</sup>: 10

###### d. Junior Officers (O1-O3): 200

i. Army: 40

ii. Air Force: 40

iii. Navy: 40

iv. Marine Corps: 40

v. Space Force: 40

##### b) Number of Responses Per Respondent: 1

##### c) Number of Total Annual Responses: 640 total across the Services

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<sup>2</sup> Due to the small number of recruiters within the Space Force population, we will be conducting focus groups with a smaller number of Space Force recruiters (10 rather than 20), to help protect confidentiality and to reduce the overall respondent burden on that population. Please note that focus groups with recruiters will be conducted virtually, so we will not know their locations (i.e., it will not be possible to identify which recruiters participated).

- a. Junior enlisted (E1-E2): 200
- b. First term enlisted approaching reenlistment decision (E3-E4): 150
- c. Recruiters (E5-E7): 90
- d. Junior Officers (O1-O3): 200
- d) Response Time:
  - a. Junior enlisted (E1-E2): 1.5 hours
  - b. First term enlisted approaching reenlistment decision (E3-E4): 1.5 hours
  - c. Recruiters (E5-E7): 1 hour
  - d. Junior Officers (O1-O3): 1.5 hours
- e) Respondent Burden Hours: 915 hours total across the Services
  - a. Junior enlisted (E1-E2): 300 hours
  - b. First term enlisted approaching reenlistment decision (E3-E4): 225 hours
  - c. Recruiters (E5-E7): 90 hours
  - d. Junior Officers (O1-O3): 300 hours

["Recruitment, Retainment, and Promotion of Hispanics/Latinos in the US Armed Forces" survey]

- a) Number of Respondents: 1,500
- b) Number of Responses Per Respondent: 1
- c) Number of Total Annual Responses: 1,500
- d) Response Time: 0.25 hours
- e) Respondent Burden Hours: 375 hours

- 2) Total Submission Burden (Summation or average based on collection)
  - a) Total Number of Respondents: 2,140
  - b) Total Number of Annual Responses: 2,140
  - c) Total Respondent Burden Hours: 1,290 hours

#### Part B: LABOR COST OF RESPONDENT BURDEN

##### 1) Collection Instrument(s)

[Focus Group Collection (including Intake Form)]

- a) Number of Total Annual Responses: 640 total across the Services
  - a. Junior enlisted (E1-E2): 200
  - b. First term enlisted approaching reenlistment decision (E3-E4): 150
  - c. Recruiters (E5-E7): 90
  - d. Junior Officers (O1-O3): 200
- b) Response Time:
  - a. Junior enlisted (E1-E2): 1.5 hours
  - b. First term enlisted approaching reenlistment decision (E3-E4): 1.5 hours
  - c. Recruiters (E5-E7): 1 hour
  - d. Junior Officers (O1-O3): 1.5 hours
- c) Respondent Hourly Wage:

- a. Junior enlisted (E1-E2): \$11.73
- b. First term enlisted approaching reenlistment decision (E3-E4): \$14.70
- c. Recruiters (E5-E7): \$24.28
- d. Junior Officers (O1-O3): \$33.46
- d) Labor Burden per Response:
  - a. Junior enlisted (E1-E2): \$17.60
  - b. First term enlisted approaching reenlistment decision (E3-E4): \$22.05
  - c. Recruiters (E5-E7): \$24.28
  - d. Junior Officers (O1-O3): \$50.19
- e) Total Labor Burden: \$19,050.70 total across the Services
  - a. Junior enlisted (E1-E2): \$3,519.00
  - b. First term enlisted approaching reenlistment decision (E3-E4): \$3,307.50
  - c. Recruiters (E5-E7): \$2,185.20
  - d. Junior Officers (O1-O3): \$10,038.00

["Recruitment, Retainment, and Promotion of Hispanics/Latinos in the US Armed Forces" survey]

- a) Number of Total Annual Responses: 1,500
- b) Response Time: 0.25 hours
- c) Respondent Hourly Wage: \$34.00
- d) Labor Burden per Response: \$8.50
- e) Total Labor Burden: \$12,750.00

2) Overall Labor Burden

- a) Total Number of Annual Responses: 2,140
- b) Total Labor Burden: \$31,800.

**Focus groups:** The focus group respondent hourly wage is the weighted average salary for each rank group. Wage salary by rank was determined by using the DFAS pay tables at <https://www.dfas.mil/MilitaryMembers/payentitlements/Pay-Tables/Basic-Pay/EM/>

**Survey:** The survey respondent hourly wage was determined by using the Department of Labor Wage Website ([Table B-3. Average hourly and weekly earnings of all employees on private nonfarm payrolls by industry sector, seasonally adjusted - 2023 M10 Results \(bls.gov\)](https://www.bls.gov/publications/m10/private-nonfarm-payrolls-by-industry-sector-seasonally-adjusted-2023-m10-results))

13. Respondent Costs Other Than Burden Hour Costs

There are no annualized costs to focus group or the survey respondents other than the labor burden costs addressed in Section 12 of this document to complete this collection.

14. Cost to the Federal Government

Part A: LABOR COST TO THE FEDERAL GOVERNMENT

- 1) Collection Instrument(s)  
[Focus Group Collection (including Intake Form)]
  - a) Number of Total Annual Responses: 640
  - b) Processing Time per Response: 0 hours
  - c) Hourly Wage of Worker(s) Processing Responses: \$0
  - d) Cost to Process Each Response: \$0
  - e) Total Cost to Process Responses: \$0

The cost for processing of focus group responses for this iteration of this data collection is assumed in the \$1.65M CNA contract with OUSD (P&R) OCREOP. There is no additional cost per participant for processing the focus group results.

["Recruitment, Retainment, and Promotion of Hispanics/Latinos in the US Armed Forces" survey]

- a) Number of Total Annual Responses: 1,500
- b) Processing Time per Response: 0 hours
- c) Hourly Wage of Worker(s) Processing Responses: \$0
- d) Cost to Process Each Response: \$0
- e) Total Cost to Process Responses: \$0

The cost for processing of survey responses for this iteration of this data collection is assumed in the \$115,353.70 FIU subcontract with CNA on this study for OUSD (P&R) OCREOP. There is no additional cost per participant for processing the survey results.

- 2) Overall Labor Burden to the Federal Government
  - a) Total Number of Annual Responses: 2,140
  - b) Total Labor Burden: \$0

The cost for processing of focus group and survey responses is assumed in the \$1.65M CNA contract with OUSD (P&R) OCREOP. There is no additional cost per participant for processing the focus group or survey results.

## Part B: OPERATIONAL AND MAINTENANCE COSTS

- 1) Cost Categories
  - a) Equipment: \$0
  - b) Printing: \$0
  - c) Postage: \$0
  - d) Software Purchases: \$0
  - e) Licensing Costs: \$0
  - f) Other: \$750,000.00
- 2) Total Operational and Maintenance Cost: \$750,000

## Part C: TOTAL COST TO THE FEDERAL GOVERNMENT



- 1) Total Labor Cost to the Federal Government: \$750,000  
CNA has a contract with OUSD (P&R) OCREOP for \$1,650,000. Of that amount, we estimate the cost of this data collection to be \$750,000, of which the cost for processing responses is assumed within.
- 2) Total Operational and Maintenance Costs: \$750,000.  
Operational and Maintenance costs are assumed within the general scope of the CNA contract with OUSD (P&R) OCREOP. The estimated cost of this project of which the total operational and maintenance cost would be assumed within is \$750,000. Funding is not specifically allocated for operations and maintenance.
- 3) Total Cost to the Federal Government: \$750,000.  
All costs are assumed within the estimated cost of \$750,000, and there are no additional or exclusive costs imposed to the Federal government to implement, process, or analyze responses for this collection.

15. Reasons for Change in Burden

This is a new collection with a new associated burden.

16. Publication of Results

The results of this information collection (including the focus groups and the survey) will be published because this study is being conducted in response to an NDAA requirement and the results are of public interest. However, the analytic dataset used in conducting this study will not be made available to the public. The information collection for this study will occur around Spring/Summer 2025, and the results will be published at the end of the study 28 Dec 25.

17. Non-Display of OMB Expiration Date

We are not seeking approval to omit the display of the expiration date of the OMB approval on the collection instrument.

18. Exceptions to “Certification for Paperwork Reduction Submissions”

We are not requesting any exemptions to the provisions stated in 5 CFR 1320.9.