



SECRETARY OF THE AIR FORCE  
WASHINGTON  
INFO MEMO

MAY 11 2018

FOR: SECRETARY OF DEFENSE

DepSec Action \_\_\_\_\_

THROUGH: CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS)

FROM: Heather Wilson

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Armed Forces

- References:
- (a) Memorandum, Secretary of Defense, subject: *Annual Assessment Regarding the Full Integration of Women in the Armed Forces*, 18 Mar 2016
  - (b) Memorandum, Secretary of Defense, subject: *Implementation Guidance for the Full Integration of Women in the Armed Forces*, 3 Dec 2015
  - (c) Memorandum, Under Secretary of Defense (Personnel and Readiness), subject: *Implementation Guidance for Statutory Changes to Occupational Standards*, 2 Mar 2015

- This memorandum and the attachment provide an assessment to the Department of Defense regarding implementation efforts towards the full integration of women in the Air Force.
- In 2016 the Air Force opened approximately 4,097 positions across the Air Force Active Duty, Guard, and Reserve components.
- Information and data contained in the assessment are from fiscal year 2017 and cover the mandated topics as laid out in subject memo: *Implementation Guidance for the Full Integration of Women in the Armed Forces*.

COORDINATION: NONE

Attachment:

2017 Assessment Regarding the Full Integration of Women in the Air Force

Prepared By: Major Hess, AF/A3TS, 703-695-4628

## **2017 Assessment Regarding the Full Integration of Women in the Air Force**

### **Transparent Standards**

*Certification that gender-neutral standards are in place for all Military Occupational Specialties and are in use at all Military Occupational Specialty training and schools.*

*Provide the results of the most recent Air Force Inspector General compliance inspections to assess whether the Air Force's occupational standards, both mental and physical, for selecting, training, and continuing personnel in each individual occupation/rating/specialty, together with implementing methodologies, are in compliance with applicable Public Laws, in accordance with the March 2, 2015, Under Secretary of Defense for Personnel and Readiness direction.*

The Air Force Inspection Agency queried all Air Force deficiencies with zero findings related to integration of women into the Armed Forces during calendar year 2017. The agency certifies gender-neutral standards are in place for all air force specialty codes and in use at all associated training locations and schools. The Air Force uses the RAND Corporation's 6-step process as the foundation in validating gender-neutral standards. The Air Force Inspection Agency will ensure the Air Force equitably applies certified mental and physical standards tied to occupational tasks for each gender within each applicable career field.

Each Major Command's Inspector General office conducts unit effectiveness inspections over a 24 to 30 month period (48 months in the Air National Guard) to assess whether Air Force wings meet service-specific compliance requirements as directed by the March 2, 2015 Under Secretary of Defense for Personnel and Readiness Memo. The Air Force Inspection Agency has reviewed all available data and no known deficiencies or complaints exist concerning the implementation of standards. The Air Force Inspector General will continue to assess and evaluate program management and address any complaints that may arise related to this initiative.

### **Population Size**

*Provide a detailed description of the challenges and mitigation strategies in the event of small numbers of women in newly opened career fields.*

*Provide a detailed description of actions the Air Force has taken to mitigate any equipment sizing, supply, and facility issues.*

The Air Force actively seeks Battlefield Airman recruits, male and female, that meet the intense physical and mental requirements of such a demanding training pipeline. Mitigation strategies in addressing the small number of female volunteers include:

- Athletes: The Air Force pursues a wide-range of qualified female candidates through athletic activities such as swim meets, water polo, gymnastics, CrossFit, track and field, etc.
- Policy: Airmen currently serving in the Air Force in all career fields (regardless of manning level) are able to retrain into Battlefield Airman career fields.

- Screening: The Air Force utilizes the Candidate Development Support Service screening program which helps identify, train and prepare non-prior service recruits for Battlefield Airman career fields.

The Air Force undertook a comprehensive review of equipment sizing, supply and facility issues related to the Tactical Air Control Party career field. Most facilities previously accommodated both genders, making facility updates unnecessary. Mitigation of equipment sizing was an issue for the first female. Originally, clothing was issued in male sizes, often making proper fit difficult. Initial issue of body armor also did not fit correctly. One female reported her first issued body armor was too large and caused bruising on hips and thighs. Recent equipment updates have fixed this with an updated body armor variant. Additionally, recent professional-gear issues for females have either been special ordered for the individual, or obtained through US Army Central Issue Facilities, which stockpile appropriate equipment for both male and female service members. Air Force Material Command also updated its Battlefield Airmen Rapid Refresh and Replenishment software to start tracking equipment and uniforms for both male and female Battlefield Airmen.

### **Physical Demands and Physiological Differences**

*Provide injury rates for male and female Service members in newly opened Military Occupational Specialties in comparison to the last five fiscal years of data that 1) occurred during initial qualification training and 2) occurred during the performance of duties.*

*Provide recommendations and actions the Air Force has taken to mitigate injury rates for all Service members, particularly in occupational fields requiring load-bearing activities.*

*Provide the results or status of on-going studies regarding injury rates and mitigation efforts.*

A comparative analysis of male and female injury rates for service members in newly opened career fields is hindered by a lack of participants. Currently, only one female Air Force member has successfully completed the Tactical Air Control Party preparation course. Three other females entered the course but were eliminated (two self-eliminated, one for medical). No other Battlefield Airman career-fields had women enter training.

There are no females who are currently employed as Battlefield Airmen therefore there are no female operational injury data rates.

The Air Force initiated a number of recent programs placing physical therapists, strength and conditioning coaches, clinical psychologists, athletic trainers, and sports medicine physicians into operational units that include Battlefield Airmen. The on-site physical therapy and individualized athletic training is focused on increasing resiliency against physical and mental stressors while decreasing the number of long-term injuries.

The Air Force recently piloted an embedded medical specialist program in its Basic Military Training program as a means of reducing injury rates among trainees and is currently propagating through all basic training squadrons. Currently, the Battlefield Airman training annex at Lackland Air Force Base employs the embedded medic model on a part-time basis. Plans to stand up enduring clinics at Battlefield Airman training sites and provide these services to the entire Battlefield Airman training population are in development.

For non-prior service applicants, the Air Force uses the Candidate Development Support Service to identify and physically prepare Battlefield Airman candidates for the rigors of Basic Military Training and the subsequent Battlefield Airman training pipeline. The three aforementioned females successfully completed this screening before attending the Battlefield Airman training pipeline.

Moreover, the Consortium for Health and Military Performance at the Uniformed Services University works across the military services to provide evidence-based data to inform policy. They have an injury prevention research laboratory and are beginning a study with Marine Corps Officers at The Basic School at Quantico with certain female-specific aims. The Air Force works collaboratively with the Consortium and will monitor the efforts of its sister services to adopt best practices.

To date, the Air Force has not conducted any studies on injury rates within newly opened occupational specialties.

### **Conduct and Culture**

*Provide a detailed description of integration education and training efforts, to include type and frequency of education and training.*

*Provide the specific steps taken to address sexual assault, harassment, hazing, fraternization, or other unprofessional behavior in newly integrated occupations, units, and platforms.*

With the opening of the seven Battlefield Airmen specialties to females, the Air Force incorporated a number of existing, mature programs that address resilience, mentorship, diversity and integration. Specifically, Air Education and Training Command utilizes a seven-hour training module for all new and current Battlefield Airmen instructors. This training addresses the instructor's role in ensuring a culture of dignity and respect that extends from training to combat operations. Topics include integration concerns, training standards, gender differences, unconscious bias, reinforcement of zero tolerance for sexual harassment and sexual assault, and unprofessional behaviors. The foundation of the module is an understanding that good order, discipline, leadership and accountability are foundational to the Air Force's success in gender integration.

Moreover, a Battlefield Airman Instructor Initial Qualification Training program will be unveiled in 2018 within Air Education and Training Command. This program will develop Battlefield Airmen operators into instructors who understand how to safely implement high risk training while ensuring the elimination of hazing, fraternization and other unprofessional behaviors.

A Battlefield Airmen Preparatory Program started in October 2017 now provides non-prior service students with a team environment where all recruits, male and female, are housed in single open bay dormitories. This is a critical part of team development, necessary in building team cohesion, and the preparatory team is pioneering this integration effort. Additionally, during the eight weeks of the Battlefield Airmen Preparatory Program there are several classes which re-address issues of sexual assault, harassment, hazing and other unprofessional behaviors, first covered in Basic Military Training.



## **Talent Management**

*Provide a detailed description of efforts taken to recruit and retain women into newly opened Military Occupational Specialties, to include numbers of fiscal year female accessions.*

*Provide a detailed description and analysis of male recruiting and retention rates in the newly opened Military Occupational Specialties compared to the five fiscal years previous to integration.*

*Male and female representation numbers in newly opened occupations, units, and platforms in comparison to the previous fiscal year.*

The Air Force conducts recruiting campaigns targeted toward high school and college athletes who possess the physical capacity and mental fortitude necessary to succeed as Battlefield Airmen. Sporting events, such as swimming, water polo, track and field, and CrossFit competitions continue to be good avenues to educate and inspire both males and females to join Battlefield Airman career fields. This effort also includes personal visits by Battlefield Airman operators to the USAF Academy, select Reserve Officer Training Corps detachments (to include the 2017 annual detachment commander training symposium) and outreach to Air National Guard and Air Force Reserve candidates via Officer Training School.

The USAF Academy currently has 16 males and 0 females projected for accession into Battlefield Airmen career fields in 2018. This is compared to 11 males and 0 females in 2017. The USAF Academy has made the following efforts to ensure females are aware and prepared for Battlefield Airmen career field opportunities:

- The Athletic department launched PE 234 “Advanced Functional Fitness” emphasizing the physical preparation components essential to Battlefield Airmen training such as power, speed, agility, and strength.
- The USAF Academy sanctioned a Battlefield Airman Club for those interested in and deliberately training to become Battlefield Airmen. To date, two females have completed the program and there is another currently enrolled.
- In 2017 the USAF Academy hosted seven separate engagements in which representatives from Battlefield Airman career fields spoke to cadets. The Academy also sponsored two separate trips to nearby Fort Carson to expose cadets to special tactics demonstrations. Additionally, the Academy hosted its own live fire event followed by a question and answer session with Battlefield Airman representatives.

For non-prior service active duty applicants, the Air Force established the 330<sup>th</sup> Recruiting Detachment in October 2017, dedicated solely to Battlefield Airman and Combat Support recruiting. The 330<sup>th</sup> utilizes the Candidate Development Support Services screening process, also known as “Scout-Recruit-Develop” to identify males and females with the propensity to succeed as Battlefield Airmen.

Furthermore, the Air Force updated all of its webpages, brochures and other media to ensure maximum diversity and inclusion, conveying the message that Battlefield Airman career fields are open to both genders.

Specific data on recruiting and retention rates in newly opened military occupational specialties can be found in Appendix 1, *BA Recruiting and Retention Rate Data*. This includes male retention rates for recently opened occupations compared to the previous fiscal years. Currently there are no females in any of the recently opened occupations, however there is one female in Tactical Air Control Party (1C4X1) initial skills training.

### **Operating Abroad**

*Provide a detailed description of female integration issues or barriers experienced while women are operating abroad with multinational forces and mitigation of those issues.*

*Provide a list of best practices and lessons learned in the past fiscal year pertaining to women serving abroad in newly opened occupations.*

No Air Force females from newly opened career fields have operated abroad or with multinational forces. The Air Force will closely monitor the other services and continue to develop best practices and make adjustments based on the collective lessons learned on barriers and integration.

### **Assessment and Adjustment**

*Provide additional assessment and adjustment efforts not covered by the above topics.*

*Provide the status and interim results of ongoing longitudinal integration studies.*

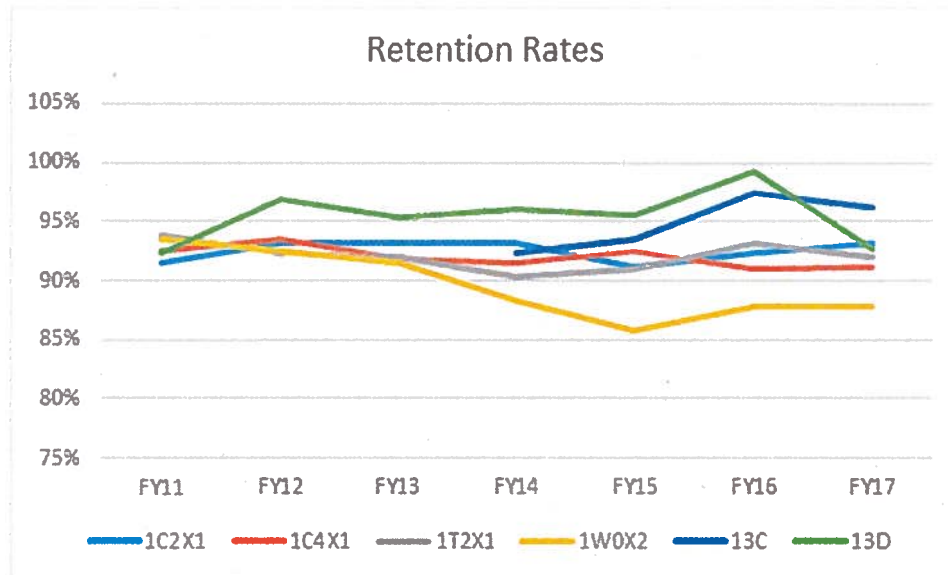
In 2017 the Vice Chief of Staff of the Air Force commissioned a Battlefield Airmen Force Improvement Program requiring a comprehensive review of the entire enterprise. The Force Improvement Program is still underway and encompasses many of the integration efforts listed above.

The Air Force continues to collect data on performance of Battlefield Airmen students. This is used to give leadership quantifiable data on student injury rates, suitability, trainability and development potential. Additionally, the Air Liaison Officer career field, which was integrated three years prior to the guidance memorandum, has successfully graduated three females from the training pipeline. While this data does not fall under the scope of this report, their health statistics and experience in a largely male community are a valuable resource to other Battlefield Airman career fields currently working to fully integrate.

The Air Force is committed to integration throughout the service, and will continue taking active and specific steps toward the full integration of women in its newly opened career fields.

# **APPENDIX 1** **Air Force Battlefield Airman** **Recruiting and Retention Rate Data**

Below are retention rates in the recently opened occupations compared to the five fiscal years previous to integration. Currently there are no females in any of the recently opened occupations, however there is one female in 1C4X1 (Tactical Air Control Party) initial skills training as of Jan 2018.



Enlisted	FY11	FY12	FY13	FY14	FY15	FY16	FY17
AFSCs	Males	Males	Males	Males	Males	Males	Males
1C2X1 Combat Controller	516	562	570	606	634	628	594
1C4X1 Tactical Air Control Party	1158	1242	1286	1301	1290	1236	1247
1T2X1 Pararescue	367	353	382	408	436	460	468
1W0X2 Special Ops Weather	80	82	94	106	106	98	87
Grand Total	2121	2239	2332	2421	2466	2422	2396

Officer	FY11	FY12	FY13	FY14	FY15	FY16	FY17
AFSCs	Males	Males	Males	Males	Males	Males	Males
13C Special Tactics Officer	101	108	108	117	134	139	142
13D Combat Rescue Officer	113	122	138	143	135	147	151
Grand Total	214	230	246	260	269	286	293



PERSONNEL AND  
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
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MAR 18 2016

MEMORANDUM FOR SECRETARIES OF MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
COMMANDER, UNITED STATES SPECIAL OPERATIONS  
COMMAND

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Armed Forces

On December 3, 2015, the Secretary of Defense notified Congress of his intent to open the remaining closed occupations and positions in the Department of Defense to women and directed the development of detailed implementation plans. As stated in the Secretary of Defense's December 3, 2015, memorandum, "Implementation Guidance for the Full Integration of Women in the Armed Forces," the responsibility for implementation is borne in equal measure by the entire force and the military and civilian leadership of the Department of Defense.

In order to meet the Secretary's direction, annual assessments regarding full implementation will be due no later than December 31st of each calendar year; this requirement has no expiration date. Annual assessment details and requirements are listed in the attachment to this memorandum. Assessments will be submitted to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness.

Please contact me directly at 703-697-2121 if you have any questions or concerns. My point of contact is Lieutenant Colonel Robert Jackson, 703-614-2789, robert.j.jackson13.mil@mail.mil.

Brad Carson  
Senior Advisor to the Under Secretary of  
Defense for Personnel and Readiness,  
Performing the Duties of the Principal  
Deputy Under Secretary of Defense for  
Personnel and Readiness

Attachment:  
As stated



**Annual Assessment Requirements – Full Integration of Women in the Armed Forces**

- The Secretary of each Military Department and the Commander, United States Special Operations Command, shall provide, by December 31st of each calendar year, to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness, a written assessment regarding their implementation efforts towards the full integration of women in the Armed Forces. Information and data contained in the assessment will cover the most recent Fiscal Year.
- The assessment shall include information and data on the below topics, as laid out in the Secretary of Defense's December 3, 2015, "Implementation Guidance for the Full Integration of Women in the Armed Forces" memorandum:
  - Transparent Standards
    - Certification that gender-neutral standards are in place for all Military Occupational Specialties and are in use at all Military Occupational Specialty training and schools.
    - Results of the most recent Military Department Inspector General compliance inspections to assess whether the Services' occupational standards, both mental and physical, for selecting, training, and continuing personnel in each individual occupation/rating/specialty, together with implementing methodologies, are in compliance with applicable Public Laws, in accordance with the March 2, 2015, Under Secretary of Defense for Personnel and Readiness direction.
  - Population Size
    - Detailed description of challenges and mitigation strategies in the event of small numbers of women in newly opened career fields.
    - Detailed description of actions each Military Department and Special Operations Command have taken to mitigate any equipment sizing, supply, and facility issues.
  - Physical Demands and Physiological Differences
    - Injury rates for male and female Service members in newly opened Military Occupational Specialties in comparison to the last five fiscal years of data that 1) occurred during initial qualification training and 2) occurred during the performance of duties.

- Recommendations and actions the Military Departments and Special Operations Command have taken to mitigate injury rates for all Service members, particularly in occupational fields requiring load-bearing activities.
- Results or status of on-going studies regarding injury rates and mitigation efforts.
- Conduct and Culture
  - Detailed description of integration education and training efforts, to include type and frequency of education and training.
  - Specific steps taken to address sexual assault, harassment, hazing, fraternization, or other unprofessional behavior in newly integrated occupations, units, and platforms.
- Talent Management
  - Detailed description of efforts taken to recruit and retain women into newly opened Military Occupational Specialties, to include numbers of fiscal year female accessions.
  - Detailed description and analysis of male recruiting and retention rates in newly opened Military Occupational Specialties compared to the five fiscal years previous to integration.
  - Male and female representation numbers in newly opened occupations, units, and platforms in comparison to the previous fiscal year.
- Operating Abroad
  - Detailed description of female integration issues or barriers experienced while women are operating abroad with multinational forces and mitigation of those issues.
  - List best practices and lessons learned in the past fiscal year pertaining to women serving abroad in newly opened occupations.
- Assessment and Adjustment
  - Additional assessment and adjustment efforts not covered by the above topics.
  - Status and interim results of ongoing longitudinal integration studies.
- Additional information deemed appropriate by the Military Department Secretaries and Commander, United States Special Operations Command.



SECRETARY OF DEFENSE  
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WASHINGTON , DC 20301 - 1 000

DEC 03 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
ACTING UNDER SECRETARY OF DEFENSE FOR PERSONNEL  
AND READINESS  
CHIEFS OF THE MILITARY SERVICES  
COMMANDER , U.S. SPECIAL OPERATIONS COMMAND

SUBJECT: Implementation Guidance for the Full Integration of Women in the Armed Forces

In January 2013, the Department of Defense eliminated the "1994 Direct Ground Combat Definition and Assignment Rule," effectively removing the remaining barrier to the integration of women into all military occupational specialties and career fields within the U.S. military. At that time, the Military Services and United States Special Operations Command (USSOCOM) were directed to develop plans to implement the change in policy. Specifically, the Military Services and USSOCOM were instructed to prepare for full implementation by January 1, 2016, or submit an exception to policy if they recommended that an occupation or position remain closed to women.

Over the last three years, the Military Services have opened over 111,000 positions to women and have independently studied, developed, and verified operationally relevant standards for them. After careful review of this work, and informed by the counsel and judgment of the Secretaries of the Military Departments, Chiefs of the Military Services, and the Chairman of the Joint Chiefs of Staff, I have now determined that no exceptions are warranted to the full implementation of the rescission of the "1994 Direct Ground Combat Definition and Assignment Rule." Anyone, who can meet operationally relevant and gender neutral standards, regardless of gender, should have the opportunity to serve in any position.

This simple declaration that opens all career fields to women is, by itself, not sufficient for their full integration. Rather, this is the continuation of a deliberate, methodical, evidence-based, and iterative process that ensures combat effectiveness and protects the welfare of the force. Indeed, the military occupational specialties and positions that were previously closed to women will likely present the most challenging cases to full integration.

Recognizing this, I direct the Secretaries of the Military Departments and Chiefs of the Military Services to provide their final, detailed implementation plans to the Acting Under Secretary of Defense for Personnel and Readiness not later than January 1, 2016. The services will begin to execute the implementation of their approved plans to open all military occupational specialties, career fields, and branches for accession by women as soon as practicable following January 2, 2016 and not later than April 1, 2016. The Deputy Secretary of Defense and Vice Chairman of the Joint Chiefs of Staff will co-chair an Implementation Group to oversee the short-term implementation of this decision and ensure that there are no unintended consequences to the Joint Force following this decision. The Chairman of the Joint Chiefs of Staff and I will receive periodic updates from them. I have confidence in our ability as a learning



OSD014303-15/CMD018856-15

organization to leverage the same thoughtful and professional determination we brought to implementing the Don't Ask, Don't Tell repeal and our extensive integration of women into other combat arms positions over the last two decades.

As the Military Departments implement this decision, they should be mindful of the work that has already been done. The Military Services and USSOCOM conducted extensive examinations of the opportunities, impacts, and implementation issues inherent in achieving successful integration of women into previously closed occupational fields. These studies yielded insights far beyond gender integration. The research and analysis conducted over the last two years have increased our understanding of the physical and physiological demands on Service members and the cultural currents that influence unit cohesion and morale. The studies conducted by the Military Services and USSOCOM highlighted several concerns that will need to be adequately considered as Military Departments finalize their implementation plans. These concerns can be broadly characterized in the following ways, and must be addressed in the detailed implementation of this decision:

Transparent Standards. The Services will continue to apply previously developed and validated operationally relevant and objective standards for all career fields to ensure that leaders assign tasks and career fields throughout the force based on ability, not gender. This approach is integral to preserving unit readiness, cohesion, and morale, and it will continue to form the foundation for full integration.

Population Size. Equal opportunity may not always equate to equal participation by men and women. Small numbers of women in demanding career fields pose challenges that will vary by occupation and Services and will impact the entire Joint Force. Throughout this process, implications for equipment sizing, supply, and facilities have been thoroughly studied and need to continue to be addressed.

Physical Demands and Physiological Differences. Both the Army and Marine Corps studies found that women participating in ground combat training sustained injuries at higher rates than men, particularly in occupational fields requiring load-bearing. These studies also revealed concrete ways to help mitigate this injury rate and the impact to individuals and the teams in which they operate. The sustainability of our combat readiness and our obligation to the welfare of the force means these findings must be addressed in the implementation of the full integration of women in the Armed Forces.

Conduct and Culture. The integration of women may require a cultural shift in previously all-male career fields. We are prepared to meet this challenge. The military assimilates change by relying upon the enduring values of the profession of arms. Concerns about possible reductions in combat effectiveness can be addressed by effective leadership and gender-neutral standards. This has been demonstrated over the past 14 years in combat operations, during which women have played a critical role. The primary factor in developing cohesion is the ability of all members of the team to perform assigned mission essential tasks effectively. To that end, attitudes toward team performance are important and must be addressed through education and training. Sexual assault or harassment, hazing, and unprofessional behaviors are never

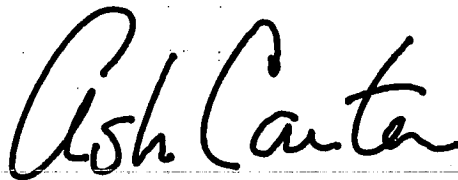
acceptable. Our core beliefs in good order, discipline, leadership, and accountability are foundational to our success in gender integration.

Talent Management. The issue of small numbers is closely coupled with the challenge of maintaining viable career paths for women in fields where physical performance is often not only a baseline entry requirement but also a differentiating factor in promoting leaders. Recruiting, retaining, and advancing talented women in highly physical fields will demand careful consideration -but adherence to a merit-based system must continue to be paramount. As the Military Services and USSOCOM move forward with implementation, leaders must not use special preferences or undue pressure to increase numbers at the expense of merit. Integration provides equal opportunity for men and women who can perform the tasks required; it does not guarantee women will fill these roles in any specific number or at any set rate.

Operating Abroad. The United States is a nation committed to equality and using the talents of its entire population to the fullest. Some areas of the world do not share the same principles. The Military Services and USSOCOM acknowledge that the presence of women in some units may complicate cooperation with allies and partners who are culturally opposed to working with women. We have dealt with this in Iraq and Afghanistan with success, and we will continue to use the best practices learned in those countries and elsewhere, in the future.

Assessment and Adjustment. It is absolutely critical to our warfighting ability and the welfare of our people that we embark on integration with a commitment to the monitoring, assessment, and in-stride adjustment that enables sustainable success. This commitment is not an impediment to integration; rather, it is essential to its long-term success.

The opportunities inherent in full integration can only be realized if the implementation plans from the Military Departments, Services, and USSOCOM are sound. The responsibility for implementation is not borne solely on the shoulders of women, nor by the forces within the newly integrated career fields; it is borne in equal measure by the entire force and the military and civilian leadership of the Department of Defense. We all share the imperative to preserve and improve the finest fighting force the world has ever known.

A handwritten signature in black ink, reading "Ash Carter". The signature is fluid and cursive, with the first name "Ash" and last name "Carter" clearly distinguishable.

cc:

Deputy Secretary of Defense

Chairman of the Joint Chiefs of Staff

Vice Chairman of the Joint Chiefs of Staff



## **Fact Sheet: Women in Service Review (WISR) Implementation**

### **Background: The Road We've Taken**

In light of the outstanding performance of more than 280,000 women who deployed and served alongside men in Iraq and Afghanistan, the Department of Defense in 2011 – 2012 conducted an extensive review of all laws and policies governing the assignment of women in the Armed Forces.

The primary policy restricting the service of female members of the U.S. Armed Forces was the 1994 Direct Ground Combat Definition and Assignment Rule (DGCDAR). It consisted of one overarching prohibition against the assignment of women to units below the brigade level whose primary mission is to engage in direct combat on the ground and four additional discretionary restrictions:

- 1) Berthing and Privacy: Military Departments could restrict positions where the costs of appropriate berthing and privacy agreements were prohibitive.
- 2) Co-Location: Military Departments could restrict units and positions that were doctrinally required to physically co-locate and remain with direct ground combat units that were otherwise closed to women.
- 3) Long Range Reconnaissance and Special Operations Forces: Military Departments could restrict certain positions involving long range reconnaissance operations and Special Operations Forces missions.
- 4) Physically Demanding Tasks: Military Departments could restrict positions, which included physically demanding tasks that would exclude the vast majority of women.

As a result of the 2011-2012 review, the Department rescinded the outdated Co-Location Rule from the 1994 DGCDAR and notified Congress of its intent to open 14,325 positions to women in the Army, Navy, and Marine Corps. In February 2012, Secretary of Defense Leon Panetta followed his decision to open those 14,325 positions with a directive to conduct an additional in-depth review of the remaining gender-based barriers to service.

After an additional nine months of study, the Joint Chiefs of Staff unanimously determined that the time had come to do away with the remaining barriers restricting the service of women in the U.S. Armed Forces and recommended to the Secretary of Defense that he rescind the 1994 DGCDAR.

On January 24, 2013, Secretary of Defense Leon Panetta and Chairman of the Joint Chiefs of Staff Martin Dempsey announced the rescission of the 1994 DGCDAR and directed each Military Service, as well as United States Special Operations Command (USSOCOM), to develop plans to implement the change. Specifically, they were tasked to:

- Review and validate all occupational standards to ensure they are occupationally and operationally relevant;
- Complete all studies by Fall 2015; and
- Ensure full implementation by January 1, 2016, or submit an exception to policy to the Secretary of Defense.

On February 27, 2013, the Acting Under Secretary of Defense for Personnel and Readiness (AUSD(P&R)) directed the Secretaries of the Military Departments and USSOCOM to provide quarterly implementation progress reports to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff and the AUSD(P&R). The Services produced detailed plans outlining how they intended to implement the Secretary's directive. Each Service and USSOCOM articulated a formal process for reviewing any changes that might need to be made to their doctrine, organizations, training and education pipelines, or facilities. Their plans further included strategies for addressing any potential cohesion, morale, or

leadership issues. On May 21, 2013, Secretary of Defense Chuck Hagel reviewed the Military Service and USSOCOM implementation plans and the plans were subsequently provided to Congress and publically released on June 21, 2013.

Since 2013, the Department has provided 14 Congressional notifications, opening 24 occupations and more than 111,000 positions.

#### Implementation Process 2013-2015

Throughout 2013-2015, the Chairman of the Joint Chiefs of Staff held quarterly sessions with the Joint Chiefs of Staff to review Service and USSOCOM progress, while semi-annual updates of the same were provided to the Secretary of Defense. The Office of the Under Secretary of the Defense for Personnel and Readiness, the Military Services, and USSOCOM held regular meetings throughout 2013-2015 to review progress, share best practices and lessons learned, and glean insight from each other's implementation planning progress.

The Services conducted more than 30 primary studies and reviews to inform their implementation of the policy change.

- Primary studies by the Army included the U.S. Army Gender Integration Study, conducted by Army Training and Doctrine Command, which considered institutional and cultural factors associated with gender integration, and the U.S. Army Research Institute of Environmental Medicine task assessment conducted by Army Medical Command, which considered physical factors.
- The Marine Corps conducted various studies and reviews, including the Ground Combat Element Integrated Task Force (GCEITF), which was established to compare the performance of all-male and gender-integrated units in the various ground combat missions performed by Marines. The study was specifically designed to determine the impact of gender integration in small units on mission effects, fatigue, workload, cohesion and readiness.
- The Navy conducted extensive research in their Sea, Air, and Land (SEAL) and Special Warfare Combatant Craft (SWCC) communities. They tasked the Naval Health Research Center, to conduct a series of focus groups and surveys with SWCC and SEAL subject matter experts (SMEs). The SMEs were asked to describe a variety of typical activities during "in-theater" scenarios, identify relevant personality and physical attributes, and determine whether their initial training was relevant to jobs performed in-theater. The Navy used this information to ensure the physical standards required for these positions were operationally relevant.
- USSOCOM conducted three primary studies: a Joint Special Operations Command University study that looked at unit cohesion, a broad analysis of focus group and survey data sponsored by the University of Kansas, and a RAND study that looked at the impact of female integration on combined operations with indigenous forces.
- The Air Force conducted studies regarding and physical fitness tests and standards for Battlefield Airmen, recommended Armed Services Vocational Aptitude Battery standards for Battlefield Airmen, and a validation review and documentation for Combat Rescue Officer, Special Tactics Officer, Combat Control Team, and Special Operations Weather Officer assessment programs.
- Additionally, extensive consultation was conducted with our partners and allies, to include Australia, Canada, and Israel to capture integration lessons learned.

On March 2, 2015, the Under Secretary of Defense for Personnel and Readiness directed the Secretaries of the Military Departments to certify that their occupational standards are occupationally specific, operationally relevant, and in accordance with federal law, pursuant to requirements set forth in the Fiscal Year 2015 National Defense Authorization Act. Additionally, the Secretaries of the Military Departments were directed to require his or her Inspector General to implement a compliance inspection program to assess whether the Services' occupational standards, together with their implementing methodologies, are legally compliant.

On June 21, 2015, the Under Secretary of Defense for Acquisition, Technology, and Logistics issued guidance to the Secretaries of the Military Departments regarding combat equipment for female military members, directing them to take immediate steps to ensure that combat equipment provided to female service members is properly designed and fitted to accommodate their requirements, and that it meets required standards for wear and survivability. They were also directed to continue to monitor and address female sizing and fit issues in current and future combat equipment development and programs of record.

On September 30, 2015, the Secretaries of the Military Departments submitted their final recommendations for those occupations and positions that remained closed to women to the Secretary of Defense, along with certifications of their occupational standards.

The Commandant of the Marine Corps requested two broad exceptions to policy from the Secretary of the Navy and consisted of 48,779 positions in the Active and Reserve Components of the Marine Corps and Navy:

- One for specific military occupational specialties (Infantry Officer, Infantry Weapons Officer, Rifleman, Light Armored Vehicle Crewman, Reconnaissance Man, Machine Gunner, Mortarman, Infantry Assaultman, Antitank Missileman, Infantry Squad Leader, Infantry Unit Leader, Special Operations Officer, Critical Skills Operator, Fire Support Man).
- One for types of units (Infantry Regiments and below, Reconnaissance Battalions, Light Armored Reconnaissance Battalions, Force Reconnaissance Battalions, Marine Raider Companies, Combat Engineer/Assault Companies).

The Secretary of the Navy did not approve the Commandant of the Marine Corps' request, but did forward the requests for an exception to the Secretary of Defense for his review. After careful review and consultation with key leaders, to include the Chairman of the Joint Chiefs of Staff, the Secretary of Defense decided to open all remaining occupations and positions to women with no exceptions.

**Today, the Department is opening to women the remaining approximately 213,600 closed positions spanning some 52 closed military occupational specialties. This announcement culminates nearly five years of extensive research, analysis, and scrutiny.**

#### **Final Implementation Mechanics and Timeline**

Following the required Congressional waiting period, these occupations, positions, and platforms will be available for the assignment of all men or women who meet the validated occupational standards. Anyone, regardless of gender, who can meet operationally relevant standards, will have the opportunity to serve in any position.

The Secretary of Defense has directed the Secretaries of the Military Departments and Chiefs of the Military Services to provide their final, detailed plans to the AUSD(P&R) no later than January 1, 2016, detailing their timelines for integrating newly opened occupations and positions using their existing recruiting, accession, training, and assignment procedures. Positions will be open for accession as soon as

practicable following the congressional notification period and in accordance with final approved service implementation plans. The Services will be prepared to execute those plans not later than April 1, 2016. Deputy Secretary Bob Work, and Vice Chairman of the Joint Chiefs General Paul Selva, will work with the services and AUSD/P&R office to oversee the final implementation.

The Military Departments will be mindful of the extensive work that has already been completed towards this effort. Moving forward, the Military Department efforts will consider seven overarching concerns: transparent standards, population size, physical demands and physiological differences, conduct and culture, talent management, operating abroad, and periodic assessment and adjustment.

The Department's goal is to ensure that the mission is carried out by the best-qualified and the most capable Service members and that mission effectiveness be retained. The Department will continue to proceed in a measured and responsible way that ensures the success of individual service members and preserves the unit effectiveness, readiness, cohesion, and quality of the All-Volunteer Force.

###

## **WOMEN IN SERVICE REVIEW STUDIES**

1. Office of the Under Secretary of Defense for Personnel and Readiness: RAND report regarding Establishing Gender-Neutral Standards for Closed Occupations.
2. United States Army: Gender Integration Study conducted by Training and Doctrine Command.
3. United States Army: Medical Command (MEDCOM) United States Army Research Institute of Environmental Medicine task assessment.
4. United States Army: Medical Command Injury & Attrition Rates Working Group.
5. United States Army: U.S. Army Sergeants Major Academy Risk Assessment & Suitability Analysis.
6. United States Army: One-time Pilot program at U.S. Army Ranger School.
7. United States Marine Corps: Marine Corps Operations Analysis Division – Line of Effort 1 Thematic Research, Expanded Unit Assignments Study.
8. United States Marine Corps: Marine Corps Training and Education Command Line of Effort 2 Research Assessment and Findings Final Report.
9. United States Marine Corps: Marine Corps Operational Testing and Evaluation Activity Line of Effort 3 - Ground Combat Element Integrated Task Force Experimental Assessment Report Final Report.
10. United States Marine Corps: University of Pittsburgh Ground Combat Element Integrated Task Force Research Final Report.
11. United States Marine Corps: Center for Naval Analyses - An Analysis of Female Representation and Marines' Performance in Aviation and Logistics Occupations.
12. United States Marine Corps: RAND Implications of Integrating Women into the Marine Corps Infantry Report.
13. United States Marine Corps: Michigan State University Gender Diversity in Male-Dominated Teams – The Impact of Compositional Configurations Over Time.
14. United States Marine Corps: Marine Corps Operations Analysis Division – The Experience of Female Combat Engineers and Explosive Ordnance Disposal Technician Study Results
15. United States Marine Corps: U.S. Naval Behavioral Health Needs Assessment Survey Report.
16. United States Marine Corps: Marine Corps Operations Analysis Division Smart Adaptations for the Gender-Integrated Marine Corps Final Report.
17. United States Marine Corps: Center for Naval Analyses – A Quick-Look Analysis of the Ground Combat Element Integrated Task Force Baseline Climate Survey.
18. United States Marine Corps: Center for Strategic and International Studies Red Team analysis of Marine Corps research and analysis on gender integration.



19. United States Marine Corps: Center for Naval Analyses - Assessing How Delayed Entry Program Physical Fitness is Related to In-Service Attrition, Injuries, and Physical Fitness.
20. United States Marine Corps: Center for Naval Analyses - Relationship between Initial Strength Test (IST) and Attrition, Injury, and Physical Performance.
21. United States Marine Corps: Center for Naval Analyses - An Analysis of Marine Corps Female Recruit Training Attrition.
22. United States Marine Corps: Center for Naval Analyses - Implementing Force Integration: Issues and Challenges.
23. United States Marine Corps: Naval Health Research Center - Analysis in Support of the Women in Service Restriction Review Study.
24. United States Marine Corps: Military Medicine - Changes in Combat Task Performance Under Increasing Loads in Active Duty Marines.
25. United States Marine Corps: Marine Corps Force Innovation Office – International Studies (United Kingdom, Israel, Canada, Australia).
26. United States Navy: Center for Naval Analyses Enlisted Women in Submarine Task Force study to provide analytic support on sustainability of female submariners and consider effect of integration of women in submarines on the rest of the Navy.
27. United States Navy: Naval Health Research Center evaluation and validation of gender neutral standards for the selection of Sea, Air, and Land and Special Warfare Combatant Craft candidates along with conducting a comprehensive analysis of the physical demands for Sea, Air, and Land and Special Warfare Combatant Craft operations.
28. United States Air Force: Air Education and Training Command study to develop and validate occupationally-specific, operationally-relevant, science-based criterion physical fitness tests and standards for Battlefield Airman specialties.
29. United States Air Force: Air Force Personnel Center study on recommended Armed Services Vocational Aptitude Battery standards for Battlefield Airman specialties.
30. United States Air Force: Air Force Personnel Center validation review and documentation for Combat Rescue Officer, Special Tactics Officer, Combat Control Team, and Special Operations Weather Team assessment programs.
31. United States Special Operations Command: Joint Special Operations University study on Special Operations Forces Mixed-Gender Elite Teams.
32. United States Special Operations Command: RAND report on Implications of Indigenous Cultures on Mixed-Gender Teams.
33. United States Special Operations Command: University of Kansas Project Diane study exploring potential barriers and benefits of integrating females into Army Special Forces positions closed to females.



PERSONNEL AND  
READINESS

**UNDER SECRETARY OF DEFENSE**  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

MAR 2 2015

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
UNDER SECRETARY OF DEFENSE FOR POLICY**

**SUBJECT: Implementation Guidance for Statutory Changes to Occupational Standards**

In accordance with the January 24, 2013, memorandum, "Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule" (Attachment 1), each Military Department and United States Special Operations Command have been validating the physical and mental occupational performance standards for all Military Occupational Specialties, with an emphasis on those occupations that remain closed to women.

Public Law 113-291, section 524(a) "Removal of Artificial Barriers to the Service of Women in the Armed Forces" (Attachment 2), modifies occupational standard criteria and requires the Secretary of Defense to ensure that Military Department occupational standards accurately predict performance of actual, regular, and recurring duties of a military occupation and are applied equitably to measure individual capabilities.

Attachment 3 to this memo provides implementing guidance for Public Law 113-291, Section 524(a). The Military Departments will provide a report providing the details laid out in the attachment no later than September 30, 2015.

If you have any questions regarding this matter, please contact my lead, Lt Col Robert Jackson, at 703-614-2789 or robert.j.jackson13.mil@mail.mil.

  
Jessica L. Wright

Attachments:  
As stated

cc:

Chairman of the Joint Chiefs of Staff

Chief of Staff, Army

Chief of Naval Operations

Chief of Staff, Air Force

Commandant of the Marine Corps

Commander, United States Special Operations Command

Inspector General of the Department of Defense

Assistant Secretary of Defense for Special Operations & Low Intensity Conflict

Assistant Secretary of the Army (Manpower and Reserve Affairs)

Assistant Secretary of the Navy (Manpower and Reserve Affairs)

Assistant Secretary of the Air Force (Manpower and Reserve Affairs)

Deputy Chief of Staff for Personnel, U.S. Army

Director, Navy Staff

Deputy Chief of Staff for Personnel, U.S. Air Force

Deputy Commandant Manpower and Reserve Affairs, U.S. Marine Corps

Director, Manpower and Personnel, The Joint Staff



JAN 24 2013



MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
ACTING UNDER SECRETARY OF DEFENSE FOR PERSONNEL  
AND READINESS  
CHIEFS OF THE MILITARY SERVICES

SUBJECT: Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule

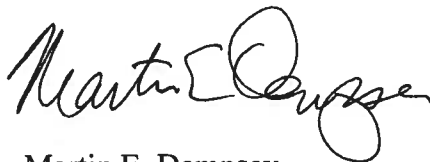
We are fully committed to removing as many barriers as possible to joining, advancing, and succeeding in the U.S. Armed Forces. Success in our military based solely on ability, qualifications, and performance is consistent with our values and enhances military readiness. Today, women make up 15% of the U.S. military and are indispensable to the national security mission. In fact, thousands of women have served alongside men in Iraq and Afghanistan, and like men, have been exposed to hostile enemy action in those countries. However, many positions in our military remain closed to women because of the 1994 Direct Ground Combat Definition and Assignment Rule.

In February 2012, in collaboration with the Joint Chiefs of Staff, we modified the 1994 Rule, thereby opening up over 14,000 positions previously closed to women. Subsequently, the Joint Chiefs of Staff reviewed the 1994 Direct Ground Combat Definition and Assignment Rule and they now propose a way forward that will fully integrate women without compromising our readiness, morale, or war-fighting capacity. We agree with their approach and guiding principles, and the milestones they propose. A copy of the memorandum explaining the advice of the Joint Chiefs of Staff is attached.

Therefore, the 1994 Direct Ground Combat Definition and Assignment Rule excluding women from assignment to units and positions whose primary mission is to engage in direct combat on the ground is rescinded effective immediately. Currently closed units and positions will be opened by each relevant Service, consistent with the guiding principles set forth in the attached memorandum and after the development and implementation of validated, gender-neutral occupational standards and the required notifications to Congress. The Military Departments shall submit by May 15, 2013, to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness, their detailed plans for the implementation of this directive. Their plans shall be consistent with the guiding principles, and goals and milestones contained in the attached memorandum.

Integration of women into newly opened positions and units will occur as expeditiously as possible, considering good order and judicious use of fiscal resources, but must be completed no later than January 1, 2016. Any recommendation to keep an occupational specialty or unit closed to women must be personally approved first by the Chairman of the Joint Chiefs of Staff, and then

by the Secretary of Defense; this approval authority may not be delegated. Exceptions must be narrowly tailored, and based on a rigorous analysis of factual data regarding the knowledge, skills and abilities needed for the position. The Military Departments shall submit quarterly progress reports on their implementation of this memo to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness.



Martin E. Dempsey  
General, USA  
Chairman of the Joint Chiefs of Staff



Leon E. Panetta  
Secretary of Defense

Attachment:

As stated

cc:

Under Secretary of Defense for Acquisition, Technology, and Logistics

Under Secretary of Defense for Policy

Under Secretary of Defense for Intelligence

General Counsel of the Department of Defense

Assistant Secretary of Defense for Legislative Affairs

Assistant Secretary of Defense for Public Affairs





CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
WASHINGTON, DC 20318-9999

INFO MEMO

CM-0017-13  
9 January 2013

FOR: SECRETARY OF DEFENSE

FROM: General Martin E. Dempsey, CJCS

*Martin E. Dempsey* 18

SUBJECT: Women in the Service Implementation Plan

The time has come to rescind the direct combat exclusion rule for women and to eliminate all unnecessary gender-based barriers to service. The Joint Chiefs of Staff unanimously join me in proposing that we move forward with the full intent to integrate women into occupational fields to the maximum extent possible. To implement these initiatives successfully and without sacrificing our warfighting capability or the trust of the American people, we will need time to get it right.

- We recognize the bravery and contributions of women in combat. We have made tremendous progress in expanding service opportunities for women since your February 2012 announcement, which officially notified Congress of the Department's intent to rescind the co-location restriction and to implement Exceptions to Policy (ETP) allowing women to be assigned to select positions in ground combat units at the battalion level. Recently, the Services opened 13,139 positions under co-location and an additional 1,186 positions under Exceptions to Policy.
- Guiding Principles. To successfully integrate women into the remaining restricted occupational fields within our military, we must keep our guiding principles at the forefront. We are driven by:
  - Ensuring the success of our Nation's warfighting forces by preserving unit readiness, cohesion, and morale.
  - Ensuring all Service men and women are given the opportunity to succeed and are set up for success with viable career paths.
  - Retaining the trust and confidence of the American people to defend this Nation by promoting policies that maintain the best quality and most qualified people.
  - Validating occupational performance standards, both physical and mental, for all military occupational specialties (MOSs), specifically those that remain closed to women. Eligibility for training and development within designated occupational fields should consist of qualitative and quantifiable standards reflecting the knowledge, skills, and abilities necessary for each occupation. For occupational specialties open to women, the occupational performance standards must be gender-neutral as required by Public Law 103-160, Section 542 (1993).

- Ensuring that a sufficient cadre of midgrade/senior women enlisted and officers are assigned to commands at the point of introduction to ensure success in the long run. This may require an adjustment to our recruiting efforts, assignment processes, and personnel policies. Assimilation of women into heretofore "closed units" will be informed by continual in-stride assessments and pilot efforts.
- Goals and Milestones. The following goals and milestones will support the elimination of unnecessary gender-based barriers to service:
  - Services will expand the number of units and number of women assigned to those units—based on ETP—and provide periodic updates on progress each quarter beginning in 3rd quarter, FY 2013.
  - The Navy will continue to assign women to afloat units as: (1) technical changes and modifications for reasonable female privacy and appropriate female berthing arrangements are completed; (2) female officer and enlisted leadership assignments can be implemented; and (3) ships' schedules permit. Integration will be expeditiously implemented considering good order and judicious use of fiscal resources.
  - Services will continue to develop, review, and validate individual occupational standards. Validated gender-neutral occupational standards will be used to assess and assign Service members not later than September 2015.
  - The Services and U.S. Special Operations Command (USSOCOM) will proceed in a deliberate, measured and responsible way to assign women to currently closed MOSs as physical standards and operational assessments are completed and as it becomes possible to introduce cadres as described above. The Services and USSOCOM must complete all studies by 1st quarter, FY 2016, and provide periodic updates each quarter beginning in 3rd quarter, FY 2013.
  - If we find that the assignment of women to a specific position or occupational specialty is in conflict with our stated principles, we will request an exception to policy.
- This deliberate approach to reducing gender-based barriers to women's service will provide the time necessary to institutionalize these important changes and to integrate women into occupational fields in a climate where they can succeed and flourish. Ultimately, we will ensure the success of our military forces and maintain the trust of the American people.

1 **SEC. 524. REMOVAL OF ARTIFICIAL BARRIERS TO THE**  
2 **SERVICE OF WOMEN IN THE ARMED FORCES.**

3 (a) **ROLE OF SECRETARY OF DEFENSE IN DEVELOP-**  
4 **MENT OF GENDER-NEUTRAL OCCUPATIONAL STAND-**  
5 **ARDS.**—The Secretary of Defense shall ensure that the  
6 gender-neutral occupational standards being developed by  
7 the Secretaries of the military departments pursuant to  
8 section 543 of the National Defense Authorization Act for  
9 Fiscal Year 1994 (Public Law 103–160; 10 U.S.C. 113  
10 note), as amended by section 523 of the National Defense  
11 Authorization Act for Fiscal Year 2014 (Public Law 113–  
12 66; 127 Stat. 756)—

13 (1) accurately predict performance of actual,  
14 regular, and recurring duties of a military occupa-  
15 tion; and

16 (2) are applied equitably to measure individual  
17 capabilities.

18 (b) **FEMALE PERSONAL PROTECTION GEAR.**—The  
19 Secretary of Defense shall direct each Secretary of a mili-  
20 tary department to take immediate steps to ensure that  
21 combat equipment distributed to female members of the  
22 Armed Forces—

23 (1) is properly designed and fitted; and

24 (2) meets required standards for wear and sur-  
25 vivability.

1       (c) REVIEW OF OUTREACH AND RECRUITMENT EF-  
2 FORTS FOCUSED ON OFFICERS.—

3           (1) REVIEW REQUIRED.—The Comptroller Gen-  
4 eral of United States shall conduct a review of Serv-  
5 ices' Outreach and Recruitment Efforts gauged to-  
6 ward women representation in the officer corps.

7           (2) ELEMENTS OF REVIEW.—In conducting the  
8 review under this subsection, the Comptroller Gen-  
9 eral shall—

10           (A) identify and evaluate current initiatives  
11 the Armed Forces are using to increase acces-  
12 sion of women into the officer corps;

13           (B) identify new recruiting efforts to in-  
14 crease accessions of women into the officer  
15 corps specifically at the military service acad-  
16 emies, Officer Candidate Schools, Officer Train-  
17 ing Schools, the Academy of Military Science,  
18 and Reserve Officer Training Corps; and

19           (C) identify efforts, resources, and funding  
20 required to increase military service academy  
21 accessions by women.

22           (3) SUBMISSION OF RESULTS.—Not later than  
23 October 1, 2015, the Comptroller General shall sub-  
24 mit to the Committees on Armed Services of the  
25 Senate and the House of Representatives a report



1 containing the results of the review under this sub-  
2 section.

3 **Subtitle D—Military Justice, In-**  
4 **cluding Sexual Assault and Do-**  
5 **mestic Violence Prevention and**  
6 **Response**

7 **SEC. 531. TECHNICAL REVISIONS AND CLARIFICATIONS OF**  
8 **CERTAIN PROVISIONS IN THE NATIONAL DE-**  
9 **FENSE AUTHORIZATION ACT FOR FISCAL**  
10 **YEAR 2014 RELATING TO THE MILITARY JUS-**  
11 **TICE SYSTEM.**

12 (a) REVISIONS OF ARTICLE 32 AND ARTICLE 60,  
13 UNIFORM CODE OF MILITARY JUSTICE.—

14 (1) EXPLICIT AUTHORITY FOR CONVENING AU-  
15 THORITY TO TAKE ACTION ON FINDINGS OF A  
16 COURT-MARTIAL WITH RESPECT TO A QUALIFYING  
17 OFFENSE.—Paragraph (3) of subsection (c) of sec-  
18 tion 860 of title 10, United States Code (article 60  
19 of the Uniform Code of Military Justice), as amend-  
20 ed by section 1702(b) of the National Defense Au-  
21 thorization Act of 2014 (Public Law 113–66; 127  
22 Stat. 955), is amended—

23 (A) in subparagraph (A), by inserting  
24 “and may be taken only with respect to a quali-  
25 fying offense” after “is not required”;

Department of Defense Implementation Guidance for Public Law 113-291 [Carl Levin and Howard P. "Buck" McKeon National Defense Authorization Act for Fiscal Year 2015], Section 524(a)

- The Secretary of each Military Department shall provide, by September 30, 2015, to the Secretary of Defense, through the Under Secretary of Defense for Personnel and Readiness, a written report regarding their validation of individual occupational standards to include:
  - Complete listing of all officer and enlisted military occupations/ratings/specialties and date the occupational standards associated with each were validated.
  - Explanation of the methodology used to validate occupational standards, both mental and physical, for selecting, training, and continuing personnel in each individual occupation/rating/specialty.
  - Statements certifying the following:
    - Occupational standards are gender-neutral, in accordance with Public Laws 103-160 and 113-66.
    - Occupational standards for each occupation/rating/specialty meet criteria outlined in Public Law 113-291, Section 524. Specifically, that occupational standards “accurately predict performance of actual, regular, and recurring duties of a military occupation; and are applied equitably to measure individual capabilities.”
    - Validated occupational standards are in use, or will be in use by September 30, 2015, at Military Occupational Specialty schools and training.
- The Secretary of each Military Department shall require his or her Inspector General to implement a compliance inspection program to assess whether the Services’ occupational standards, both mental and physical, for selecting, training, and continuing personnel in each individual occupation/rating/specialty, together with their implementing methodologies, are in compliance with Public Laws 103-160, 113-66, and 113-291. Such compliance inspections shall be conducted no less frequently than every three years, with the first such inspection to be conducted in Fiscal Year 2016.



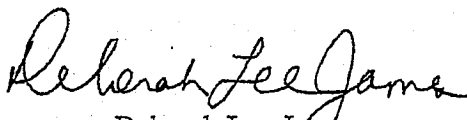
SECRETARY OF THE AIR FORCE  
WASHINGTON

DEC 29 2015

MEMORANDUM FOR ACTING UNDER SECRETARY OF DEFENSE (PERSONNEL AND  
READINESS)

SUBJECT: Air Force Final Implementation Plan for Full Integration of Women in the Air Force

As directed by the December 3, 2015 Secretary of Defense memorandum, *Implementation Guidance for the Full Integration of Women in the Armed Forces*, the final implementation plan for full integration of women in the Air Force is provided for your review.

  
Deborah Lee James

Attachments:  
As stated



**Final Implementation Plan  
For  
Full Integration of Women in the Air Force**

**Introduction**

On December 3, 2015, the Secretary of Defense (SecDef) announced opening to women the remaining approximately 213,600 closed positions spanning some 52 closed military occupational specialties across the Department. This announcement culminates nearly three years of extensive research, analysis and scrutiny under the Women In Service Review (WISR).

As of 1st Qtr, FY16, the Air Force had approximately 4,099 closed positions: 2,929 active duty (AD), 176 Air Force Reserve (AFR), and 994 Air National Guard (ANG), to include closed positions in open occupations that served with previously closed Army Ranger and Special Forces units. There are six Air Force specialty codes (AFSC) previously closed and include: 13CX (special tactics officer (STO)), 13DX (combat rescue officer (CRO)), 1C2X (combat control (CCT)), 1C4X (tactical air control party (TACP)), 1T2X (pararescue (PJ)), and 1W0X2 (special operations weather enlisted) (Tab 1).

Per SecDef guidance, *Implementation Guidance for the Full Integration of Women in the Armed Forces*, dated December 3, 2015, the Services will provide final, detailed implementation plans to the Acting Undersecretary of Defense for Personnel and Readiness (USD (P&R)) no later than January 1, 2016. Services will execute implementation of approved plans to open all remaining positions in all specialties to women applicants as soon as practicable following January 2, 2016 and no later than April 1, 2016.

**Purpose**

This document provides USD (P&R) with the Air Force's final implementation plan for full integration of women into all Air Force occupations and positions. This plan is part of the deliberate, methodical, evidence-based, and iterative process that will ensure the Air Force's continued combat effectiveness. This plan addresses the integration concerns identified in the SecDef's guidance and details the Air Force's timelines for integrating newly opened occupations and positions using our existing recruiting, accession, training and assignment procedures. Air Force actions will be guided and informed by our studies, as well as the research and analysis conducted by our Sister Services and USSOCOM under the Women in Service Review. **The success of gender integration will take time and requires a focus on standards, policy, education, and engaged leadership at all levels across the Total Force.**

**Timelines:**

**Classification:** Effective January 4, 2016, AF Enlisted and Officer Classification Guides will be updated to reflect all AF occupations are open to women.

**Recruiting/Accessions:** The Air Force is currently advertising with images of men and women since 99% of our occupations are open to all genders. There is currently no advertising content in use to depict women in Battlefield Airmen (BA) and Special Operations Forces (SOF) direct

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ground combat specialties; however, there is advertising content that includes women in physically demanding occupations such as Explosive Ordnance Disposal (EOD), Survival, Evasion, Resistance, and Escape (SERE), and Fire Protection (FP), which can be used to create visual linkages to BA/SOF direct ground combat specialties in the interim. Recruiting will be a challenge since there will be tremendous competition for the limited cohort of qualified volunteers amongst the services and other government or private agencies. In addition, the Reserve component is faced with unique restrictions based on need to recruit locally, further reducing the pool of qualified members to fill unit vacancies.

On January 4, 2016, recruiting, educating, informing and advertising that BA/SOF occupations are open to females will begin. A wider pool of potential applicants will be available to tap into which may require additional materials and travel for recruitment. The AF will utilize the current Physical Ability Stamina Test (PAST) for entry into BA career fields.

**Nonprior Service (NPS):** Recruiters will ensure NPS RegAF enlisted members, males and females, take part in the Air Force Special Operations/Combat Support Candidate Development Support Services (CDSS) aka "Scout/Recruit/Develop" program prior to entering Basic Military Training (BMT) and Technical Training. The AF Reserve process is slightly different since they recruit locally to fill unit vacancies and access members to the SelRes at time of enlistment, so members may participate with his/her unit to improve physically and mentally prior to entering BMT. For all newly opened BA career fields, except TACP, female NPS will be scheduled no earlier than July 1, 2016. Female Air Liaison Officers have already gone through the TACP training pipeline and had no issues. For the other BA career fields, this maximizes opportunities for more senior Airmen (NCOs and CGOs) to enter the training pipeline with the junior enlisted Airmen to help mitigate concerns with initial gender integration, provides time for the training pipeline to transition for gender integration, and allows females time to prepare prior to entering the training pipeline.

**Prior Service (PS) and Currently Serving in the AF:** Career Field Managers, leaders, recruiters will inform, engage, and help recruit PS and currently serving enlisted and officer, males and females. The Air Force recently completed a BA Propensity Survey internally across the Total Force. Members, both officer and enlisted, males and females, that demonstrated a desire to cross-train into BA career fields will be contacted and provided additional information on potential career paths available to them, as well as guidance on how to cross-train/retrain into BA/SOF occupations.

**Officer Accessions:** The AF will continue to conduct recruiting campaigns targeted toward high school/college athletes, males and females, who possess the physical capacity and mental fortitude necessary to complete the demanding training. This may include personal visits by BA/SOF operators to USAF Academy, select Reserve Officer Training Corps (ROTC) detachments and outreach to ANG and AF/RE candidates via Officer Training School (OTS). Female cadets at the USAF Academy and ROTC will follow the AF's standard process in applying for BA/SOF occupations (Phase I). Per the process already in-place, AF/A1 allows a one-time consideration for reclassification into BA occupations, where desired, for CY2016 senior male and female cadets who were classified prior to their ability to attend the Phase II selection, a one-week preassessment course.

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The schedule of CY16 BMT start dates and Initial Skills Training (IST) Start Dates and Approximate Date Entering Operational unit are provided (Tab 2).

### **Training:**

**Enlisted Initial Skills Training/Technical Training:** Sister Service's gender integration lessons learned have shown positive outcomes in having senior females present when junior females enter a unit. Where possible, there will be a combination of senior female(s) with junior female(s) together in technical training. However, female applicants will not be deliberately delayed solely in order to meet this desired state.

**Retraining/Cross-training (Officer and Enlisted; prior service and currently serving in AF):** On January 4, 2016, Air Force Personnel Center (AFPC) will update the Retraining Advisory Board website to reflect newly opened BA occupations to females. In accordance with the standard AF process, candidates will submit application packages (Phase I) for STO, CRO, and retraining into CCT and SOWT. Applicants selected in Phase I will be invited to attend Phase II, a one-week preassessment course conducted by ACC or AFSOC to determine eligibility for entry into the training pipeline. Preassessment courses for STO, CRO and PJ retraining are scheduled for March 2016 and October 2016. Preassessment courses for CCT/SOWT retraining are scheduled for April 2016 and August 2016. Each BA occupations' training pipeline length and course breakout is provided (Tab 3).

### **Training contents and methods at Initial Skills Training/Technical Training:**

Training content and training methods have been addressed in preparation for gender integration, (Tab 4). The Air Force will continue to review processes and mitigation procedures to ensure our male and female Airmen receive effective, professional training.

### **Assignments:**

As with the AF standard process, assignments are deliberate and in accordance with AF needs. Due to the length of TACP Technical Training length, there is a potential for the first female TACP(s) to be assigned to an operational unit in CY2016. Due to the length of other BA Technical Training which can be 2 or more years, it will take longer before females are assigned to an operational unit. Assignments will be in accordance with the AF's standard assignment process.

### **Assignment Policy for positions serving w/ Ranger Regiment and Special Forces Unit.**

Though positions in the Special Tactics Squadrons are opened for Airborne-Qualified Weather Officers, Air Liaison Officers, and Rated Air Liaison Officers, assignments to these positions will be available after coordination with the US Army and in accordance with their gender integration implementation plan.

**Concerns** (SecDef memorandum dated December 3, 2015)

- Transparent Standards
- Population Size
- Physical Demands and Physiological Differences
- Conduct and Culture
- Talent Management
- Operating Abroad
- Assessment and Adjustment

**1. Transparent Standards:** *The Services will continue to apply previously developed and validated operationally relevant and objective standards for all career fields to ensure that leaders assign tasks and career fields throughout the force based on ability, not gender. This approach is integral to preserving unit readiness, cohesion, and morale, and it will continue to form the foundation for full integration.*

**HQ USAF OPR:** AF/A3

**OCR(s):** AF/A1P, SAF/PA, AETC, ACC, AFSOC, USAFE, PACAF, AFPC, AFRS, AF/RE NGB, USAFA, ROTC Dets, Holm Center, Commanders at all levels

**AF Planned Actions:**

a. Action: Education and communication on standards, occupational standards and predictive physical standards (Tab 5)

Due date: April 1, 2016 and recurring as needed

**Standards Talking Points:**

The Air Force has not changed, raised, or lowered standards as part of opening up our battlefield airman career fields to women. The mental and physical standards in place prior to opening to women will be the exact same standards in place and in use after we open the career fields to women. Any Airman or recruit wishing to enter these BA career fields (regardless of gender) will be accessed and qualified using the currently validated standards.

Our occupational physical standards are linked to our operational mission requirements which are our most critical physical tasks. If an individual meets these standards and wants to be a BA, he or she will have the opportunity based on skill and ability, not gender. There will be no quotas, critical mass, or special preference based on gender.

Most importantly, occupational physical standards are our anchor and tie directly to tasks on the battlefield, e.g., physical ability to climb a rope ladder in full gear or the ability to carry a combat casualty across the battlefield. These occupational physical standards were measured and studied in detail by the Air Force Fitness Testing and Standards Unit along with BA operators across the Total Force; and were certified by the Secretary of the Air Force as being gender-neutral, operationally relevant and occupationally specific. These occupational physical standards all have direct ties to battlefield tasks and will not change unless the actual missions and tasks required of our BA change.

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In FY12, the Air Force initiated an in-depth study to scientifically develop and validate predictive physical fitness tests and standards (i.e. min # pulls ups, run time, swim time, etc.) to best predict success/non-success at occupationally-specific, operationally relevant BA physical tasks and requirements. This study took a holistic approach to measuring the power, agility, muscular strength, muscular endurance, anaerobic metabolism, and aerobic fitness required to accurately predict an Airmen's ability to accomplish the occupational tasks.

Our current predictive physical fitness tests and standards are valid, operationally relevant, gender neutral, and tied to the occupational standards. However, the AF continually seeks opportunities to optimize predictive physical fitness tests and standards in order to ensure that our Airmen have the best, most relevant standards in place to not only accomplish the mission, address long-term health, but also improve training efficiency and reduce attrition. The Air Force will follow its normal established processes and timelines for implementing changes or adjustments, if any.

b. Action: Current predictive mental and physical standards are to be applied at recruiting/accessions, training, and operational units, using the same standards for females and males

Due date: January 4, 2016

**2. Population Size:** *Equal opportunity may not always equate to equal participation by men and women. Small numbers of women in demanding career fields pose challenges that will vary by occupation and Services and will impact the entire Joint Force. Throughout this process, implications for equipment sizing, supply, and facilities have been thoroughly studied and will continue to be addressed.*

**HQ USAF OPR:** AF/A3

**OCR(s):** AFMC, AF/A4

AETC, ACC, AFSOC, USAFE, PACAF, AFRS, AF/RE NGB

**AF Planned Actions:**

Action: Initial review of training and operations logistical requirements (facilities, equipment, gear) indicated MAJCOMs ability to accommodate a small number of females (Tab 6). MAJCOMs will monitor and address facility, supplies, equipment and gear needs at training and operational units, as well as costs, as integration continues and if the number of females grows beyond MAJCOM capability to support. In addition, Air Force Materiel Command is in the process of updating the Battlefield Airman Management System (BAMS) used to supply individual BA equipment and has been made aware of the requirement to provide equal quality and standardization to all BA.

Due date: Recurring

**3. Physical Demands and Physiological Differences:** *Both the Army and Marine Corps studies found that women participating in ground combat training sustained injuries at higher rates than men, particularly in load-bearing occupational fields. These studies also revealed concrete ways to help mitigate this injury rate and the impact to individuals and the teams in which they operate. The sustainability of our combat readiness and our obligation*

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*to the welfare of the force means these findings must be addressed in the implementation of the full integration of women in the Armed Forces.*

**HQ USAF OPR:** AF/SG

**OCR(s):** AETC, AF/A3, AF/A1, AFPC, ACC, AFSOC, USAFE, PACAF, AF/RE, NGB

**AF Planned Actions:**

a. Action: AF currently collects data on types of injuries and injury rates at BMT and IST, and will continue to do so and provide to Air Staff, HAF as required.

Due date: Recurring

b. Action: Utilize and develop medical programs to help identify injuries sustained by BA, such as over use, load bearing and technique driven injuries such as shallow water blackout, then to develop prevention strategies that do not compromise the training or operational mission. Some training and operational BA units have programs that aim to embed rapid rehabilitative and preventive assets such as physical therapists, strength and conditioning coaches, clinical psychologists, and athletic trainers, and sports medicine physicians. On-site physical therapy and individualized athletic training has proven to increase resilience against physical and mental stressors, while at the same time decreasing the amount of long-term injuries suffered by BA. Additionally, the program is ideally suited to help BA return from previous injuries, previous medical conditions, and pregnancy by helping to minimize the amount of time they are physically unable to perform the mission. Preventive medicine assets are key to the data collection of injuries and illnesses and analysis of this data to develop operationally relevant preventive strategies to reduce occurrences. Data Reports are developed out of Defense Health Agency (DHA), the main source of all large medical data queries in the Air Force. Preventive medicine can work collaboratively with DHA and will be instrumental at assisting in the structuring those queries. Sister Services' studies have further indicated potential use of iron supplements and other preventive physical care/exercises/nutrition to strengthen the musculoskeletal system, minimize sprains, etc. for consideration. Studies can be reviewed at <http://www.defense.gov/News/Publications/WISR-Studies>

Due date: Recurring

**4. Conduct and Culture:** *The integration of women may require a cultural shift in previously all-male career fields. We are prepared to meet this challenge. The military assimilates change by relying upon the enduring values of the profession of arms. Concerns about possible reductions in combat effectiveness can be addressed by effective leadership and gender-neutral standards. This has been demonstrated over the past 14 years of combat operations, during which women have played a critical role. The primary factor in developing cohesion is the ability of all members of the team to perform assigned mission essential tasks effectively. To that end, attitudes toward team performance are important and must be addressed through education and training. Sexual assault or harassment, hazing, and unprofessional behaviors are never acceptable. Our core beliefs in good order, discipline, leadership, and accountability are foundational to our success in gender integration.*

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**HQ USAF OPR: AF/A3**

**OCR(s):** AETC, AFPC, AF/A1, SAF/PA, ACC, AFSOC, USAFE, PACAF, AFRS, AF/RE NGB, Profession of Arms Center of Excellence (PACE), US Air Force Academy, Holm Center, ROTC, OTS, Commanders at all levels

**AF Planned Actions:**

a. Action: Communication of Conduct and Culture by leaders at all levels (see above for talking points)

Due date: January 4, 2016 and recurring

b. Action: Education and Utilization of AF Resources and Leadership Toolkit. Part of the AF's culture is reiterating and emphasizing the importance and necessity of professionalism, dignity, respect, and living by the AF core values. This is the foundation of our AF culture and is taught in basic training, initial skills training, instructors' courses, all professional military education, commanders' courses, chiefs' courses, as well as unit training across the Total Force. AF culture provides a number of protective factors for gender integration. There are a number of existing, mature programs in place that address resilience, mentorship, diversity and inclusion, as well as a number of other elements to ensure that Airmen continue to uphold a Wingman culture that is in line with AF core values. Websites to reference and capitalize on include [www.Wingmantoolkit.org](http://www.Wingmantoolkit.org) (also a smart phone app), *the Profession of Arms Center of Excellence*, *MyVector*, *AFMentoring* (both on the AF Portal), [www.AF.mil](http://www.AF.mil), etc.

In addition to existing AF resources, further information specifically on gender integration will also be utilized as part of the Leadership Toolkit. This will include Public Affairs guidance on strategic communication, media rules of engagement, talking points, and other communication resources for leaders at all levels.

Information to assist with gender integration will be done through a central repository utilizing an existing website or information sheets/handouts with focus groups inputs on gender integration lessons learned such as advice on BA followership and leadership, drinking environment scenarios, unit culture, positive encouragement, hygiene and resources available such as Female Support Cadre, Commanders, Superintendents, First Sergeant, Chaplains/Clergy and peers of either sex. Other information will include access to results of WISR studies and gender integration mitigation strategies. These resources and tools should continue to be utilized and expanded upon to assist with gender integration.

Due date: February 1, 2016 and recurring

c. Action: Pipeline Instructor Training. Attitudes toward team performance are important and must be addressed through education and training. The Air Education and Training Command (AETC) has already built a seven-hour training module for the Basic Instructor Course (BIC) that will be given to all new and current AETC BA instructors. The training emphasizes gender integration concerns, mitigation strategies and how sexual assault/sexual harassment, hazing, and unprofessional behaviors are never acceptable. Our core beliefs are that good order, discipline, leadership and accountability are foundational to our success in gender integration.

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Due-date: January 4, 2016 to start implementation of 7-hr module in BIC

d. Action: Female Support Cadre Plan and Execution Guidance (Tab 7). As a Female Support Cadre, this individual needs to know she could be the first line of communication with a new BA female, in some cases above all other connections, and that her role to liaison needs to be deliberate.

Due date: Begins January 4, 2016

**5. Talent Management:** *The issue of small numbers is closely coupled with the challenge of maintaining viable career paths for women in fields where physical performance is often not only a baseline entry requirement but also a differentiating factor in promoting leaders. Recruiting, retaining, and advancing talented women in highly physical fields will demand careful consideration-but adherence to a merit-based system must continue to be paramount. As the Military Services and USSOCOM move forward with implementation, leaders must not use special preferences or undue pressure to increase numbers at the expense of merit. Integration provides equal opportunity for men and women who can perform the tasks required; it does not guarantee women will fill these roles in any specific number or at any set rate.*

**HQ USAF OPR:** AF/A3

**OCR(s):** AETC, AFPC, AF/A1, ACC, AFSOC, USAFE, PACAF, AF/RE, NGB, Commanders at all levels

**AF Planned Actions:**

a. Action: Education and Communication. The AF places performance as the basis for evaluations and promotions. It is emphasized above all else in the revised enlisted and officer performance reports. All leaders must continue to educate Airmen on the merits of performance and how there will be no favoritism due to gender. Leaders must not use special preference or undue pressure to increase numbers at the expense of merit. Leaders must educate Airmen on tokenism (being identified as the only or the outsider) and that it is through a person's competency and ability to meet standards that a person will no longer be seen by gender, but as a fellow BA. It must be reiterated that advancement is based on merit and performance.

Due date: January 4, 2016 and recurring

b. Action: Monitor viable career path. The AF has ensured no barriers exist for female career paths and females will follow the career paths established for all BA. There are some circumstances, such as Sister Services' integration plans for positions that women may not initially be able to be assigned to or with other countries who do not work with women, that may lessen opportunities that male counterparts have. Leaders must continue to monitor so that opportunities available to BA females still lead to a viable career path.

Due date: Recurring

**6. Operating Abroad:** *The United States is a nation committed to equality and using the talents of its entire population to the fullest. Some areas of the world do not share the same principles. The Military Services and USSOCOM acknowledge that the presence of women in some units may complicate cooperation with allies and partners who are culturally*

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*opposed to working with women. We have dealt with this in Iraq and Afghanistan with success, and we will continue to use the best practices learned in those countries and elsewhere, in the future.*

**HQ USAF OPR:** AF/A3

**OCR(s):** CCDRs, ACC, AFSOC, USAFE, PACAF, AF/RE, NGB, Commanders at all levels

**AF Planned Actions:**

Action: Follow guidance and lead from SOCOM and other Combatant Commanders (CCDRs). As AF currently does in meeting mission requirements, considering (lessons learned) operating with partner/friendly/other foreign nations and in joint environments, leaders must recognize how most advantageous to best utilize certain genders or mixed genders in missions. As with AF standard process, selection for various missions is based on competency, leadership, maximizing talents, and needs for the mission. The presence of women in some units may complicate cooperation with allies and partners culturally opposed to working with women, and conversely, the addition of women has the potential to enhance operations in those same societies

Due date: Recurring

**7. Assessment and Adjustment:** *It is absolutely critical to our warfighting capability and the welfare of our personnel that we embark on integration with a commitment to the monitoring, assessment, and in-stride adjustment that enables sustainable success. This commitment is not an impediment to integration; rather, it is essential to its long-term success.*

**HQ USAF OPR:** SAF/IG

**OCR(s):** AF/A1, AF/A3, AETC, AFPC, ACC, AFSOC, USAFE, PACAF, AFRS, AF/RE, NGB, Commanders at all levels

**AF Planned Actions:**

**a.** Action: SAF/IG review and conduct continued assessment that standards are in compliance with public law; can be conducted in conjunction with Unit Effectiveness Inspection (UEI)

Due date: Not to exceed every 3 years

**b. Action:** Sharing of gender integration issues and mitigating actions. With instructors, Female Support Cadre, leaders, BA MAJCOMs and Air Staff, communication is key in sharing information with gender integration issues and mitigation actions. This will assist in whether to reassess and adjust policy, procedures, or processes. One requirement as identified in the Female Support Cadre Plan is a gender integration assessment report that will provide feedback on gender integration. This feedback will be used to provide MAJCOMs inputs to send AF/A3 and AF/A1 when requested, to follow up on integration efforts and to share with other units in the event they may encounter similar situations. A sample report is provided (Tab 8).

Due date: As requested by MAJCOMs and Air Staff

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**Sustainability and Future:** Until all genders being in all Air Force occupations and positions is a cultural norm, this implementation plan will be used to assist with full gender integration. This plan is flexible and there may be challenges and situations that were not foreseen so would result in adjustments to the plan. In addition, as science and technology continue to advance, improve, and optimize our BA, we may find ways to minimize concerns that we have yet to know.

As the BA/SOF occupations mature with female and male Airmen, there will most likely be future data calls on retention, quality of life, promotions, separations and retirement, etc. as requested and studied with Airmen in various other occupations. What will remain through and through is the success of gender integration will take time and requires a focus on standards, policy, education, and engaged leadership at all levels across the Total Force. As SECDEF mentioned in his December 3, 2015 memo, "We all share the imperative to preserve and improve the finest fighting force the world has ever known."



**DEPARTMENT OF THE AIR FORCE**  
**HEADQUARTERS UNITED STATES AIR FORCE**

DEC 07 2015

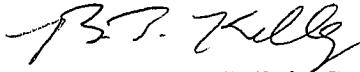
MEMORANDUM FOR AFSOC/A1, AFSOC/A3, ACC/A1, ACC/A3, PACAF/A1, PACAF/A3,  
USAFE/A1, USAFE/A3, AETC/A1, AETC/A3, AFPC, NGB/A1, NGB/A3,  
AF/RE

FROM: AF/A1P and AF/A35

SUBJECT: Execution of AF Female Support Cadre Gender Integration Plan

1. On 3 December 2015, the Secretary of Defense announced the opening to women the remaining approximately 213,600 closed positions spanning some 52 closed military occupational specialties across the Department. This announcement culminates nearly five years of extensive research, analysis, and scrutiny.
2. Following the required Congressional waiting period, these occupations, positions, and platforms will be available for the assignment of all men or women who meet the validated occupational standards. Anyone, regardless of gender, who can meet operationally relevant standards, will have the opportunity to serve in any position.
3. The Air Force has been directed to provide our final, detailed implementation plan to OSD no later than January 1, 2016, detailing our timeline for integrating newly opened occupations and positions using existing recruiting, accession, training, and assignment procedures. Positions will be open for accession as soon as practicable following the congressional notification period and in accordance with final approved implementation plans. The Air Force will be prepared to execute our plan not later than April 1, 2016.
4. The near-term requirement for Female Support Cadre will be in the Battlefield Airmen (BA) training pipeline (AETC) and at assessment and selection program locations for Combat Rescue Officers (ACC), Special Tactics Officers (AFSOC), and Combat Control and Special Operations Weather enlisted retrainee applicants (AFSOC). Request AETC review current female BA military training leader (MTL) manning and time on station to ensure availability of female MTLs beginning in summer 2016 and formulate strategies for meeting requirements outlined in the attached plan. If there is not an adequate number of female MTLs in affected pipelines, AETC should consider PCA options and/or coordinate with AFPC on Developmental Special Duty requirements. Regardless of when female students enter the BA training pipeline, it will be beneficial to have Female Support Cadre in place to develop an understanding of the BA culture and training climate.
5. Due to the time necessary to recruit, access, select, and train BA, the first female BA assigned to operational units will not be immediate. However, operational units should begin planning and identifying females in their units or projected to be in their units to be Female Support Cadre when the first female BA trainees enter the pipeline. MAJCOMs may supplement the AF Female Support Cadre Gender Integration Plan as necessary.

6. Points of contact are Lt Col Veronica V. Senia, AF/A1PT, DSN 222-5577, [veronica.v.senia.mil@mail.mil](mailto:veronica.v.senia.mil@mail.mil) and Lt Col Travis L. Woodworth, AF/A35, DSN 227-8037, [travis.l.woodworth.mil@mail.mil](mailto:travis.l.woodworth.mil@mail.mil).



BRIAN T. KELLY, Brig Gen, USAF  
Director, Military Force Management Policy



MARTIN WHELAN, Maj Gen, USAF  
Director of Future Operations

Attachment:  
AF Female Support Cadre Gender Integration Guidance,



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE

DEC 07 2015

MEMORANDUM FOR AFSOC/A1, AFSOC/A3, ACC/A1, ACC/A3, PACAF/A1, PACAF/A3, USAFE/A1, USAFE/A3, AETC/A1, AETC/A3, AFPC, NGB/A1, NGB/A3, AF/RE

FROM: AF/A1P and AF/A35

SUBJECT: AF Female Support Cadre Gender Integration Plan

1. The Chairman, Joint Chiefs of Staff provided Guiding Principles to successfully integrate women into the remaining restricted occupational fields within our military (Tab 1). One of the Guiding Principles was "Ensuring that a sufficient cadre of midgrade/senior women enlisted and officers are assigned to commands at the point of introduction to ensure success in the long run..."
2. In accordance with the CJCS Guiding Principles and AF High Level Implementation Plan (Tab 2), this AF Female Support Cadre Gender Integration Plan will apply to all Battlefield Airmen (BA) training units as well as operational units at AETC, AFSOC, ACC, PACAF, USAFE, Guard and Reserve.
3. Female Support Cadre, as referenced in this memo, refers to females identified to assist training units and operational units with gender integration, and does not refer to instructors trained and qualified in BA AFSC.
4. Identification of Female Support Cadre:
  - a. In the AETC-led BA training pipeline, at associated AETC led pipeline training locations, e.g., Keesler, Lackland, Panama City, and at the 3-level AFSC-awarding schools, Female Support Cadre will consist of assigned female Military Training Leaders (MTLs) selected through the Developmental Special Duty process. *(Ratio of Male-Female MTLs will follow AETC current guidance and MTLs are nominated, screened, selected and trained to execute the duties as outlined in Tab 3).* Commanders may identify mid- to senior-grade women assigned at 3-level awarding schools to perform as Female Support Cadre as an additional duty. Availability of additional duty Female Support Cadre does not affect the assignment of female MTLs.
  - b. In all other BA units, including assessment and selection program locations and field training units, Female Support Cadre will consist of currently assigned female military personnel. This will be performed as an additional duty.
  - c. Since the AF has no units completely closed to women, commanders will identify mid- to senior-grade women already assigned to affected units to fill the Female Support Cadre role.
5. Roles and responsibilities of Female Support Cadre are to:
  - a. Provide advice and assistance to all members of the unit to help facilitate gender integration.
  - b. Provide female leadership that is an accessible resource to all in the unit addressing gender integration issues related to, but not limited to: facilities, equipment, medical issues, unit cohesion, communication, perceptions, fair and equitable treatment, harassment, professional and interpersonal matters.
  - c. Facilitate integration by working closely with unit leadership to identify and address concerns.

d. Advise the unit commander at least quarterly and provide feedback on integration and/or any issues and provide potential mitigation/recommendations for resolution. This feedback will be used to provide MAJCOMs inputs to send to AF/A3 and AF/A1 when requested, to follow up on the gender integration efforts, and to share with other units in the event they may encounter similar situations.

6. Selection criteria and requirements for Female Support Cadre in BA Units (non-MTLs):

a. Each operational unit will identify and designate at least one currently assigned female member to fill this role prior to arrival of inbound female BA. MAJCOMs will ensure female cadre presence within the unit through local PCA actions if necessary or through a memorandum of agreement among units. Consideration of females from units with associated career fields, but are not limited to, include: rated, medical tech, air traffic control, weather, SERE, ALO, EOD, FP, etc. MAJCOMs may supplement this guidance as necessary to accommodate any Command-unique situations.

b. Members selected/identified by unit commanders as Female Support Cadre will meet all of the following criteria:

(1) Hold the rank of E-5 or higher (for enlisted) or Capt or higher (for officer)

(2) Display a high degree of professionalism and maturity

(3) Have a thorough understanding of BA occupation and unit mission

(4) Remain current with evolving AF/A3 and AF/A1 policy in regard to Women in Service review efforts in order to assist Commanders and Instructors to address potential gender integration issues

7. Points of contact are Lt Col Veronica V. Senia, AF/A1PT, DSN 222-5577, [veronica.v.senia.mil@mail.mil](mailto:veronica.v.senia.mil@mail.mil) and Lt Col Travis L. Woodworth, AF/A35, DSN 227-8037, [travis.l.woodworth.mil@mail.mil](mailto:travis.l.woodworth.mil@mail.mil).



BRIAN T. KELLY, Brig Gen, USAF  
Director, Military Force Management Policy



MARTIN WHELAN, Maj Gen, USAF  
Director of Future Operations

3 Attachments:

1. CJCS Guiding Principles, 9 Jan 13
2. AF High Level Implementation Plan, 24 Apr 13
3. Military Training Leader (MTL) Description





JAN 24 2013



MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
ACTING UNDER SECRETARY OF DEFENSE FOR PERSONNEL  
AND READINESS  
CHIEFS OF THE MILITARY SERVICES

SUBJECT: Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule

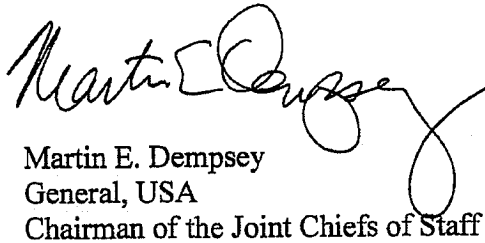
We are fully committed to removing as many barriers as possible to joining, advancing, and succeeding in the U.S. Armed Forces. Success in our military based solely on ability, qualifications, and performance is consistent with our values and enhances military readiness. Today, women make up 15% of the U.S. military and are indispensable to the national security mission. In fact, thousands of women have served alongside men in Iraq and Afghanistan, and like men, have been exposed to hostile enemy action in those countries. However, many positions in our military remain closed to women because of the 1994 Direct Ground Combat Definition and Assignment Rule.

In February 2012, in collaboration with the Joint Chiefs of Staff, we modified the 1994 Rule, thereby opening up over 14,000 positions previously closed to women. Subsequently, the Joint Chiefs of Staff reviewed the 1994 Direct Ground Combat Definition and Assignment Rule and they now propose a way forward that will fully integrate women without compromising our readiness, morale, or war-fighting capacity. We agree with their approach and guiding principles, and the milestones they propose. A copy of the memorandum explaining the advice of the Joint Chiefs of Staff is attached.

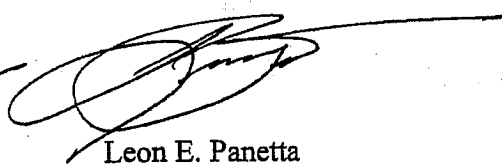
Therefore, the 1994 Direct Ground Combat Definition and Assignment Rule excluding women from assignment to units and positions whose primary mission is to engage in direct combat on the ground is rescinded effective immediately. Currently closed units and positions will be opened by each relevant Service, consistent with the guiding principles set forth in the attached memorandum and after the development and implementation of validated, gender-neutral occupational standards and the required notifications to Congress. The Military Departments shall submit by May 15, 2013, to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness, their detailed plans for the implementation of this directive. Their plans shall be consistent with the guiding principles, and goals and milestones contained in the attached memorandum.

Integration of women into newly opened positions and units will occur as expeditiously as possible, considering good order and judicious use of fiscal resources, but must be completed no later than January 1, 2016. Any recommendation to keep an occupational specialty or unit closed to women must be personally approved first by the Chairman of the Joint Chiefs of Staff, and then

by the Secretary of Defense; this approval authority may not be delegated. Exceptions must be narrowly tailored, and based on a rigorous analysis of factual data regarding the knowledge, skills and abilities needed for the position. The Military Departments shall submit quarterly progress reports on their implementation of this memo to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness.



Martin E. Dempsey  
General, USA  
Chairman of the Joint Chiefs of Staff



Leon E. Panetta  
Secretary of Defense

Attachment:  
As stated

cc:  
Under Secretary of Defense for Acquisition, Technology, and Logistics  
Under Secretary of Defense for Policy  
Under Secretary of Defense for Intelligence  
General Counsel of the Department of Defense  
Assistant Secretary of Defense for Legislative Affairs  
Assistant Secretary of Defense for Public Affairs



CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
WASHINGTON, DC 20315-9999

INFO MEMO

CM-0017-13  
9 January 2013

FOR: SECRETARY OF DEFENSE

FROM: General Martin E. Dempsey, CJCS

*Martin E. Dempsey* 18

SUBJECT: Women in the Service Implementation Plan

The time has come to rescind the direct combat exclusion rule for women and to eliminate all unnecessary gender-based barriers to service. The Joint Chiefs of Staff unanimously join me in proposing that we move forward with the full intent to integrate women into occupational fields to the maximum extent possible. To implement these initiatives successfully and without sacrificing our warfighting capability or the trust of the American people, we will need time to get it right.

- We recognize the bravery and contributions of women in combat. We have made tremendous progress in expanding service opportunities for women since your February 2012 announcement, which officially notified Congress of the Department's intent to rescind the co-location restriction and to implement Exceptions to Policy (ETP) allowing women to be assigned to select positions in ground combat units at the battalion level. Recently, the Services opened 13,139 positions under co-location and an additional 1,186 positions under Exceptions to Policy.
- Guiding Principles. To successfully integrate women into the remaining restricted occupational fields within our military, we must keep our guiding principles at the forefront. We are driven by:
  - Ensuring the success of our Nation's warfighting forces by preserving unit readiness, cohesion, and morale.
  - Ensuring all Service men and women are given the opportunity to succeed and are set up for success with viable career paths.
  - Retaining the trust and confidence of the American people to defend this Nation by promoting policies that maintain the best quality and most qualified people.
  - Validating occupational performance standards, both physical and mental, for all military occupational specialties (MOSs), specifically those that remain closed to women. Eligibility for training and development within designated occupational fields should consist of qualitative and quantifiable standards reflecting the knowledge, skills, and abilities necessary for each occupation. For occupational specialties open to women, the occupational performance standards must be gender-neutral as required by Public Law 103-160, Section 542 (1993).

- Ensuring that a sufficient cadre of midgrade/senior women enlisted and officers are assigned to commands at the point of introduction to ensure success in the long run. This may require an adjustment to our recruiting efforts, assignment processes, and personnel policies. Assimilation of women into heretofore "closed units" will be informed by continual in-stride assessments and pilot efforts.
- Goals and Milestones. The following goals and milestones will support the elimination of unnecessary gender-based barriers to service:
  - Services will expand the number of units and number of women assigned to those units—based on ETP—and provide periodic updates on progress each quarter beginning in 3rd quarter, FY 2013.
  - The Navy will continue to assign women to afloat units as: (1) technical changes and modifications for reasonable female privacy and appropriate female berthing arrangements are completed; (2) female officer and enlisted leadership assignments can be implemented; and (3) ships' schedules permit. Integration will be expeditiously implemented considering good order and judicious use of fiscal resources.
  - Services will continue to develop, review, and validate individual occupational standards. Validated gender-neutral occupational standards will be used to assess and assign Service members not later than September 2015.
  - The Services and U.S. Special Operations Command (USSOCOM) will proceed in a deliberate, measured and responsible way to assign women to currently closed MOSs as physical standards and operational assessments are completed and as it becomes possible to introduce cadres as described above. The Services and USSOCOM must complete all studies by 1st quarter, FY 2016, and provide periodic updates each quarter beginning in 3rd quarter, FY 2013.
  - If we find that the assignment of women to a specific position or occupational specialty is in conflict with our stated principles, we will request an exception to policy.
- This deliberate approach to reducing gender-based barriers to women's service will provide the time necessary to institutionalize these important changes and to integrate women into occupational fields in a climate where they can succeed and flourish. Ultimately, we will ensure the success of our military forces and maintain the trust of the American people.



SECRETARY OF THE AIR FORCE  
WASHINGTON

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Michael B. Donley *MBD* APR 24 2013

SUBJECT: Air Force Implementation Plan for Integrating Women into Career Fields Engaged in Direct Ground Combat

- The plan for the Air Force to fully integrate women into seven previously closed career fields is attached for your review at TAB A. The Air Force has been on the forefront of this issue since its inception, and this plan keeps us on that positive trajectory. Over 99 percent of our positions are currently open to women and this plan will guide the Air Force in opening the rest no later than January 1, 2016 and complies with the guiding principles of the January 24, 2013 memorandum.
- The Air Force is firm in its belief that removing any remaining restrictions to service will improve its ability to defend the Nation and carry out our mission to Fly, Fight, and Win. The initiative will improve our readiness and capability, and it will allow us to do more to attract and retain women who will continue to make contributions to the Air Force in the years and decades ahead.
- The Air Force will lean forward on this initiative. We have only 7 remaining career fields not currently open to women, less than 5,000 positions across the Total Air Force of over 500,000 personnel. We will partner with United States Special Operations Command (USSOCOM), the other Services, and your office to achieve this worthy goal.
- We will provide you quarterly updates on our progress, as the Air Force executes our implementation plan and moves toward success.

COORDINATION: NONE

Attachment:  
As stated

Prepared by: Lt Col Kurt Konopatzke, AF/AIPPR, DSN 227-7007

# **Air Force High Level Implementation Plan on Gender Integration**

## **Introduction**

In January 2013, the Secretary of Defense (SECDEF) rescinded the 1994 Direct Ground Combat exclusion rule for women, which previously restricted women from assignments in special operations and long range reconnaissance units. The SECDEF further directed the Services to submit a detailed implementation plan consistent with the guiding principles as outlined in the January 24, 2013, memorandum to the Service secretaries.

As of April 2, 2013, the Air Force had 4,686 previously closed positions: 3,470 active duty (AD), 178 Air Force Reserve (AFR), and 1,038 Air National Guard (ANG) (see Attachment 1). These positions span seven Air Force specialty codes (AFSC), and include 13CX (special tactics officer (STO)), 13DX (combat rescue officer (CRO)), 15WXC (special operations weather (SOWT)) officer), 1C2X (combat control team (CCT)), 1C4X (tactical air control party (TACP)), 1T2X (pararescue (PJ)), and 1W0X2 (special operations weather enlisted). The AFR employs personnel in four of seven AFSCs (no special operations weather officers/enlisted or special tactics officers in the AFR inventory.)

As directed by the Chairman of the Joint Chiefs of Staff's (CJCS) January 9, 2013, memorandum, the Air Force will review and validate physical and mental standards for all open Air Force specialties no later than (NLT) the fourth quarter of fiscal year 2015 (FY15) in accordance with the timeline at Attachment 3.

## **Purpose**

This plan provides the Undersecretary of Defense for Personnel and Readiness (USD (P&R)) and CJCS with the Air Force's high level implementation plan for integrating women into previously closed career fields. In accordance with the SECDEF's guiding principles, this plan outlines timelines for opening each career field, as well as specified and implied tasks to ensure that the Air Force timeline meets the suspenses contained in CJCS, USD (P&R), and SECDEF guidance.

## **Guiding Principles (SECDEF memorandum dated January 24, 2013)**

- Ensure the success of our Nation's warfighting forces by preserving unit readiness, cohesion, and morale;
- Ensure all Service men and women are given the opportunity to succeed and are set up for success with viable career paths;
- Retain the trust and confidence of the American people to defend this Nation by promoting policies that maintain the best quality and most qualified people;
- Validate occupational performance standards, both physical and mental, for all military occupational specialties (MOS), specifically those that remain closed to women. Eligibility for training and development within designated occupational fields should consist of qualitative and quantifiable standards reflecting the knowledge, skills, and abilities necessary for each occupation. For occupational specialties open to women, the

occupational performance standards must be gender-neutral as required by Public Law 103-160, Section 542; and

- Ensure a sufficient cadre of midgrade/senior women enlisted and officers are assigned to commands at the point of introduction to ensure success in the long-run.

### **Timelines**

This plan complies with all suspenses in the SECDEF memo. (Note: Air Force-specific timelines are detailed in later sections of the plan.)

- 15 May 2013 Military Departments submit Service plans implementing CJCS guidance to the SECDEF through the CJCS and USD (P&R).
- 30 Jun 2013 Services and U.S. Special Operations Command (USSOCOM) begin quarterly reporting on progress towards integrating women into previously closed positions (NLT than 10 days after the end of each quarter); quarterly reports continue until integration is complete or December 1, 2015, whichever is earlier.
- 30 Sep 2015 Services develop, review, and validate occupationally-specific, operationally-relevant, gender-neutral physical performance tests and standards used to assess and assign service members.
- 30 Sep 2015 Services submit exceptions to policy (ETP) to open positions/career fields on a case-by-case basis.
- 1 Jan 2016 Services and USSOCOM complete their respective physical standards reviews, operational assessments, and all other prerequisites to fully integrate women into newly opened positions.

### **Air Force Planning Facts (F) and Assumptions (A)**

(A) The Air Force will open all previously closed AFSCs in accordance with (IAW) established deadlines. Should one or more of the Services or USSOCOM request an ETP to keep certain occupational specialties or positions closed to women, the Air Force will evaluate the rationale and determine whether the exception dictates an Air Force decision to: 1) request an ETP or 2) close specific positions – by unit – after considering career development implications, operational requirements, number of positions affected, and other potential impacts to the Air Force.

(A) The Air Education and Training Command physical performance tests and standards study will be used to: 1) develop and validate occupationally specific, operationally relevant, and gender-neutral Air Force physical performance tests and standards for all seven previously closed AFSCs and 2) establish the Air Force precedent and methodological process for the previous step for all other physically-demanding AFSCs. Each career field will remain closed until physical tests and standards for each AFSC have been validated for operational relevance and approved for implementation by the Headquarters Air Force Director of Force Management Policy.



(F) Active recruitment of women into previously closed career fields cannot commence until gender-neutral standards are validated and the congressional notification/waiting period has expired.

#### **Tasks to Subordinate Units**

**Task 1:** Eliminate gender-specific policies and assignment restrictions for positions in units with the seven previously closed AFSCs.

a. Review and modify (where necessary) all accession, assignment, and career field classification policies to eliminate restrictions against assigning women to previously closed ground combat positions/units. Office of primary responsibility (OPR): AF/A1P; Office of coordinating responsibility (OCR): Air Force Personnel Center (AFPC) and AF/A3O (Estimated completion date (ECD): third quarter (3Q) FY16).

b. Modify officer and enlisted classification guides to remove assignment restrictions. OPR: AFPC; OCR: AF/A1P and AF/A3O (ECD: 3Q FY16)

c. In coordination with the other military Departments and USSOCOM, open positions as specific portions (i.e., by AFSC) of the physical performance tests and standards study are completed. OPR: AF/A1P; OCR: AETC/A3T, AFSOC/A1, ACC/A1, and AFPC (ECD: NLT 4Q FY15).

**Task 2:** Develop and validate occupationally specific, operationally relevant, and gender-neutral physical performance tests and standards.

a. Complete Air Force physical performance tests and standards study. OPR: AETC/A3T; OCR: AF/A3O, AFSOC/A3T, and ACC/A3T (ECD: 3Q FY15)

b. Implement validated tests and standards into all phases of recruitment, selection, technical training, mission qualification training (MQT), and operator testing. OPR: AF/A1P; OCR: Air Force Recruiting Service (AFRS), AF/A3O, AETC/A3, AFSOC/A3, and ACC/A3 (ECD: 4Q FY15)

**Task 3:** Integrate women into previously closed AFSCs, considering each aspect of the personnel lifecycle (recruit, assess, select, train, and develop).

a. (Recruit) Develop strategic messages/themes to: 1) advertise expanded opportunities for potential enlisted accessions and officer candidates and 2) enable recruiters to expand the candidate pool for all recruiting and commissioning sources, to include active duty crossflow, sources of commissioning, direct accessions pipeline, etc. OPR: AFRS; OCR: AF/A1P, AF/A3O, USAFA/A1, and Holm Center (ECD: 2Q FY15)

b. (Recruit) Following expiration of waiting period after congressional notification, release Air Force public affairs message announcing opening of specific career fields to women. OPR: SAF/PA; OCR: AFPC and AF/A1P (ECD: 3Q FY15)

c. (Assess/select/train) Incorporate validated physical performance tests and standards in all training content and methods from accessions through MQT and operator testing. OPR: AF/A1P; OCR: AETC/A3, AFRS, AFSOC/A3, and ACC/A3 (ECD: 4Q FY15)

d. (Train) Conduct training review for pipeline instructors on integration expectations. OPR: AETC/A3; OCR: AF/A3O, AFSOC/A3, and ACC/A3 (ECD: 2Q FY16)

e. (Train) Within existing unit manpower resources, identify, train, and place female support cadre in each training pipeline and/or operational unit to facilitate integration. Support personnel should be augmented with a female liaison officer (e.g., a senior non-commissioned officer (SNCO)/first sergeant), and include (to the maximum extent possible) medical personnel (e.g., independent duty medical technician (IDMT) or equivalent) and an operations psychologist. All personnel will be pre-screened and provided extensive familiarization with the ground combat training environment. OPR: AETC/A1; OCR: AF/A1P, AETC/A3, and AFPC (ECD: 4Q FY15)

f. (Train) Review logistical requirements for all training pipelines, considering unique requirements for berthing, restrooms, equipment, hygiene, medical/psychological support, etc. Any concerns or deficiencies shall be identified to AF/A1P for resolution. OPR: AETC/A3; OCR: AF/A3O, AFSOC/A3, ACC/A3, and AETC/SG (ECD: 2Q FY14)

g. (Train) Review training content and methods used at all training sources (from formal schools to unit-level programs) for all initial and enduring/recurring mission qualification requirements. Resolve all identified concerns or deficiencies. OPR: AF/A1P; OCR: AETC/A3, AF/A3O, AFSOC/A3, and ACC/A3 (ECD: 1Q FY14)

h. (Develop) For career development purposes, it is assumed that female officers and enlisted personnel assigned to these seven AFSCs may cross flow between special operations forces (SOF) and non-SOF assignments throughout their careers, and may employ/deploy jointly with sister Service SOF and conventional components. Some AFSCs (specifically CRO, PJ, and TACP) align against both Combat Air Forces (CAF) and SOF operational assignments. All specialties are subject to potential assignment in supporting or supported non-SOF commands. As a result, the developmental pyramid for all affected AFSCs will be identical; female officers and enlisted personnel will need to complete a combination operational, staff, and career broadening assignments (many of which reside in or support SOF) in order to assume positions of greater rank and responsibility (see Attachment 2). In the event that one (or more) of the other Services and/or USSOCOM requests an ETP to restrict certain occupational specialties and/or positions to women, the Air Force will carefully evaluate these situations on a case-by-case basis to avoid assigning women to career fields where career progression/upward mobility is restricted.

#### **Air Force Integrated Timeline/Milestones (see Attachment 3)**

- 31 May 15 TACP (1C4X) physical standards validated, congressional notification

- 30 Jun 15 SOWT officer and enlisted (15WX, 1W0X2) physical standards validated, congressional notification
- 31 Jul 15 STO, CRO, CCT, and PJ (13CX, 13DX, 1C2X, 1T2X) physical standards validated, congressional notification
- 30 Sep 15 TACP AFSC open, begin recruit/assess/select phase (one year)
- 31 Oct 15 SOWT AFSC open, begin recruit/assess/select phase (one year)
- 30 Nov 15 CCT/PJ/STO AFSCs open, begin recruit/assess/select phase (one year)

**Attachment 1**  
**Affected Air Force Specialty Codes (AFSC)**

- The following AFSCs were previously closed to women due to the 1994 Direct Ground Combat definition and assignment rule (DCAR), which was based on engagement in long range reconnaissance operations and special operations forces missions:

- 13DX (combat rescue officer)
- 13CX (special tactics officer)
- 15WXC (special operations weather officer)
- 1C2XX (enlisted combat controller)
- 1C4XX (enlisted tactical air command and control party)
- 1T2XX (enlisted pararescue)
- 1W0X2 (enlisted special operations weather)

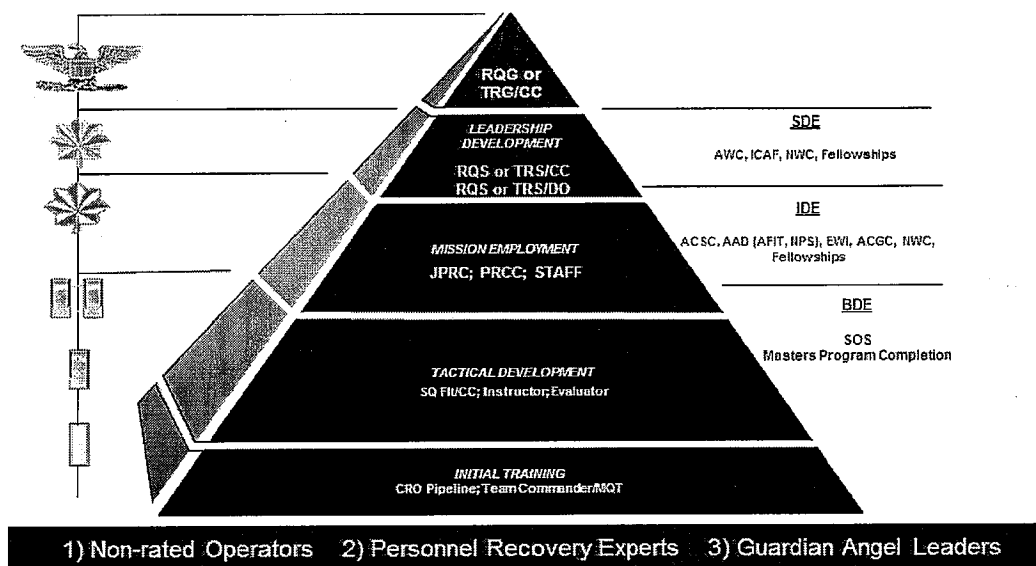
**Total Force Authorizations by Major Command (MAJCOM)**

	13CX	13DX	15WXC	1C2XX	1C4XX	1T2XX	1W0X2	Totals:
<b>ACTIVE</b>	121	144	18	604	1,870	578	135	3,470
<b>GUARD</b>	8	39	6	64	732	147	42	1,038
<b>RESERVES</b>		39		2	5	132		178
Totals:	129	220	18	671	2,561	856	176	4,686

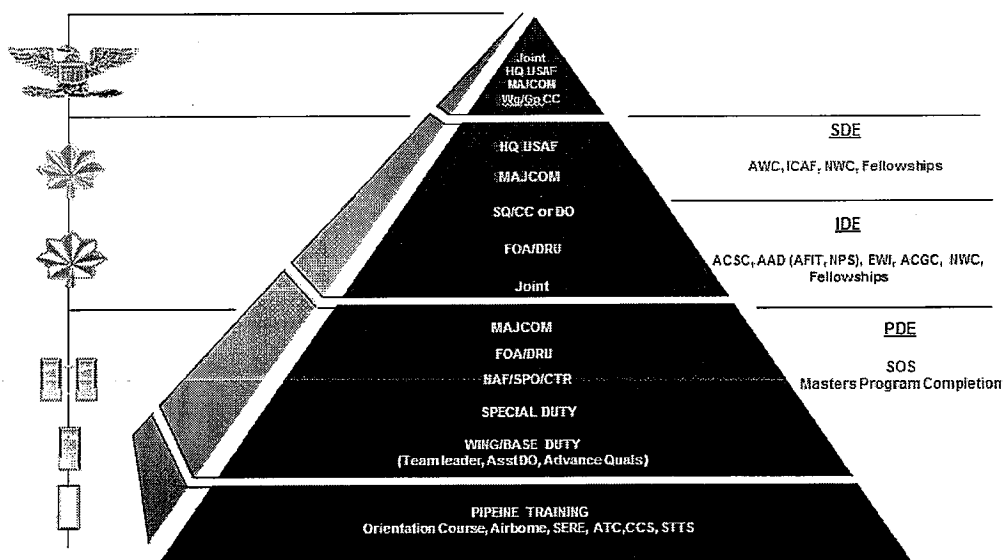
Data current as of 15 Apr 2013

## Attachment 2 Career Development Pyramids

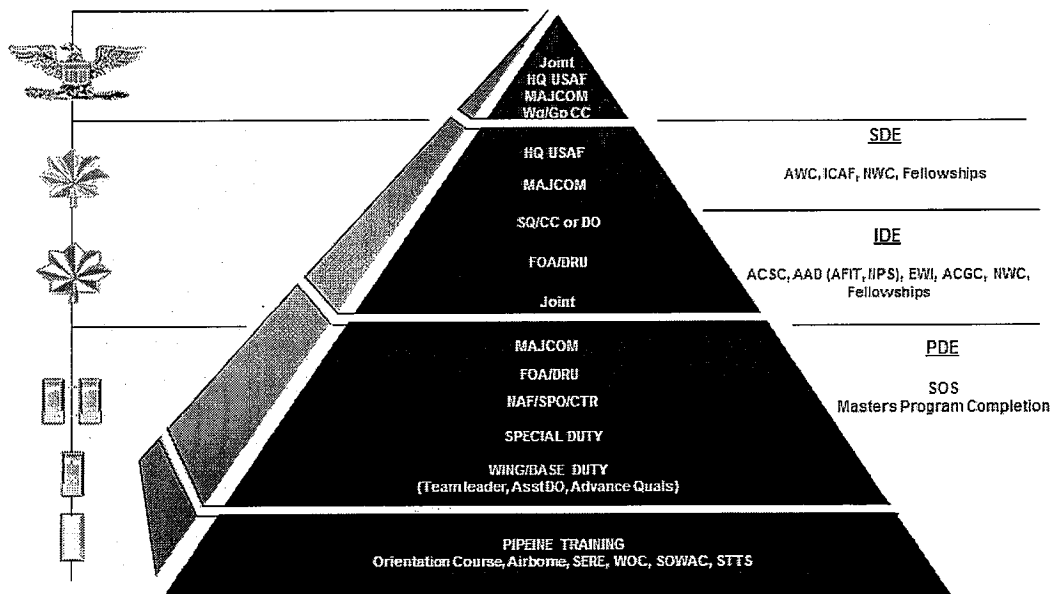
### Combat Rescue Officer (CRO)



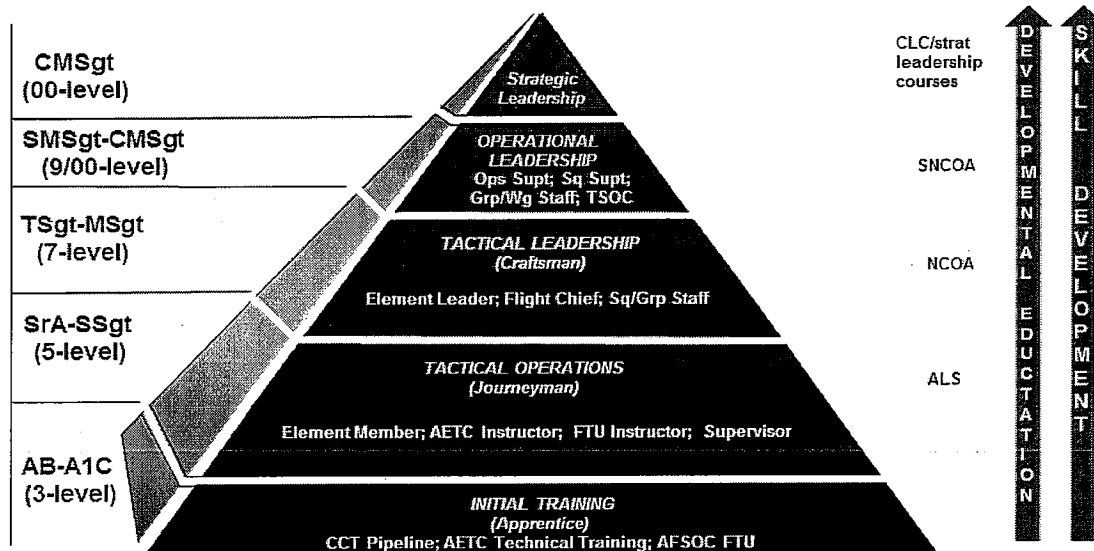
### Special Tactics Officer (STO)



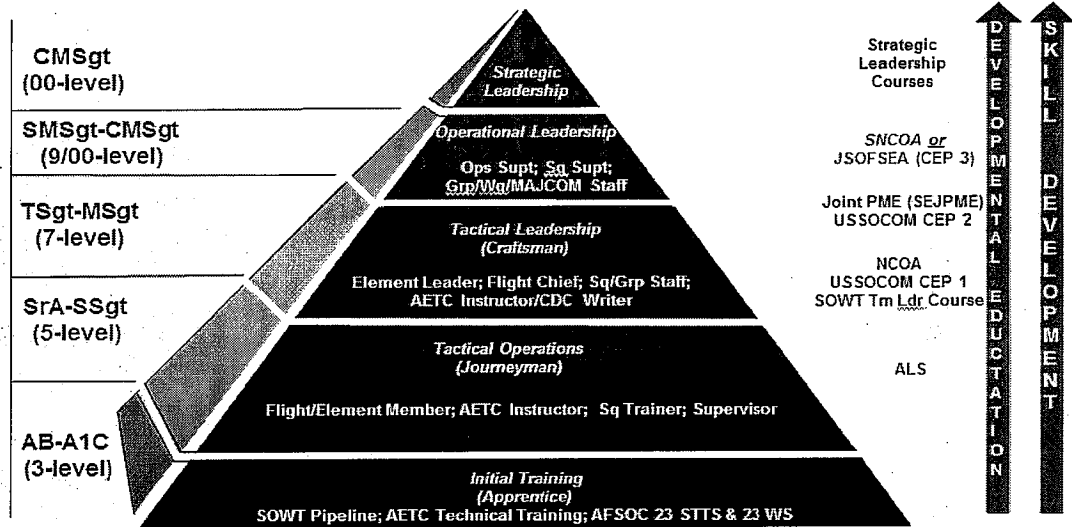
## Special Operations Weather Officer (SOWT-O)



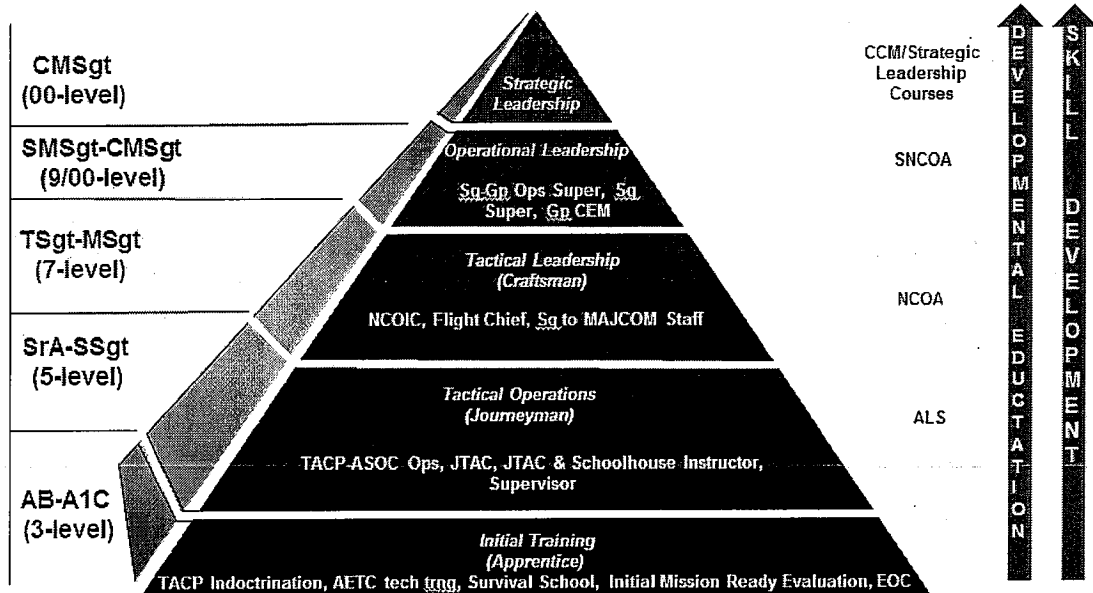
## Combat Control (CCT)



## Special Operations Weather Enlisted (SOWT-E)



## Tactical Air Control Party (TACP)

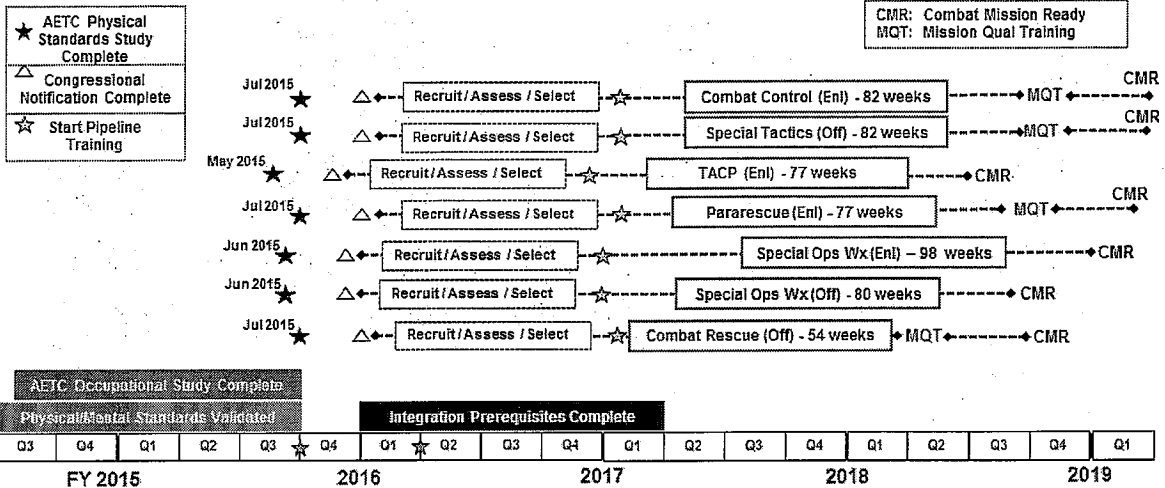


## Attachment 3 Air Force High Level Timeline



# High Level AF Timeline

U.S. AIR FORCE



*Note: Training pipelines are dependent upon accession source, application process timelines, selection of qualified candidates, course schedules, seat availability, etc. For purposes of standardization, all pipelines depicted above assume immediate entry upon selection and no extraordinary breaks in training.*



SDI 8B100

**MILITARY TRAINING LEADER**  
(Changed 30 Apr 15, ★ Effective 15 Dec 14)

**1. Special Duty Summary.** Supervises all assigned non prior service Airmen during technical training; includes Air National Guard (ANG) Liaisons assigned to basic military and technical training locations. Evaluates standards of conduct/performance, military bearing and discipline while scheduling and conducting military training functions. Related DoD Occupational Subgroup: 101200.

**2. Duties and Responsibilities:**

- 2.1. Advises and counsels students. Establishes and conducts incoming, outgoing, and student entry briefings. Conducts individual and group interviews. Motivates personnel to develop military attitudes, effective human relations, and social skills for improving interpersonal and military relations. Assists students in their personal adjustment to military life. Applies counseling techniques and military experience to counsel airmen with training, military bearing, and behavior problems. Refers students to the appropriate staff agency. Identifies airmen unfit or unsuitable for retention in the Air Force.
- 2.2. Plans, organizes, and directs military education instruction. Monitors and conducts military training within the unit. Determines appropriate instruction methods considering the group size and subject matter. Conducts instruction using demonstration-performance and lecture methods. Maintains thorough knowledge of and instructs personnel in drill, parades, retreats, and reviews. Provides supplemental military training.
- 2.3. Ensures students maintain military standards. Guides and assists in selecting, training, and evaluating student leaders. Monitors safety in formations, dormitories, and sports. Ensures students maintain personal appearance and order in military formations. Monitors and controls grounds maintenance assigned to unit. Maintains duty rosters and forms, and assures squadron details are distributed fairly. Ensures students maintain discipline and Air Force standards in dormitories. Ensures students comply with directives.
- 2.4. Prepares and maintains files and records on military education and counseling matters. Prepares statistical reports and records about student accountability. Accounts for assigned students and maintains general military training forms.
- 2.5. ANG Liaisons coordinate all delays, order modifications and student actions impacting training IAW direction of the ANG Liaison Superintendent.

**★3. Special Duty Qualifications:**

- 3.1. Knowledge. Knowledge is mandatory of: military training learning processes, counseling methods, and training evaluation and techniques.
  - 3.1.1. Education. Mandatory CCAF degree and SNCO Academy in correspondence for RegAF and AFR MSgts; Airman Leadership School for SSgts. ANG members must have Professional Military Education commensurate with grade.
- 3.2. Training. For retention of this SDI, completion of the Military Training Leader course is mandatory and certified within 6 months of completion.
- 3.3. Experience. N/A
- 3.4. Other. The following are mandatory as indicated:
  - 3.4.1. For entry into this SDI, the following are mandatory:
    - 3.4.1.1. Approved candidate on the developmental special duty nomination list.
    - 3.4.1.2. E-5 through E-7 and must be able to obtain 4 or more years retainability prior to HYT. E-5s must have a minimum of one year Time-in-Grade (TIG) and 5 years' service by the end of the assignment cycle.
    - 3.4.1.3. Skill-level commensurate with grade.
    - 3.4.1.4. Overall EPR rating of 5 on last three performance reports.
    - 3.4.1.5. Outstanding in appearance, military bearing, professional military image, and conduct both on/off duty.
    - 3.4.1.6. Demonstrated ability to lead and have empathetic understanding of the problems of young Airmen away from home in a new environment.
    - 3.4.1.7. Applicants must have scored an 80 or above twice in the last 12 months on the AF PT test; or 90 or above once in the last 12 months. Must not have PT failures during the last 12 months for any portion of the PT test. No current PT exemptions; except deployment and/or pregnancy. ANG members must have above an 80 in the last twelve months.
    - 3.4.1.8. Complete the Minnesota Multi-Phase Personality Inventory (MMPI-2), Shipley IQ test; interview and favorable recommendation by a psychologist or psychiatrist. ANG members will complete when selected for assignment.
    - 3.4.1.9. Never been permanently decertified from military training leader duties.
    - 3.4.1.10. No record of disciplinary action resulting in an Article 15 or Unfavorable Information File for the past three years.
    - 3.4.1.11. See attachment 4 for additional mandatory entry requirements.
  - 3.5.2. For entry and retention of this SDI:
    - 3.5.2.1. Ability to speak distinctly.

- 3.5.2.2. No record of emotional instability, personality disorder, or other unresolved mental health problems that interfere with the ability to perform military training leader duties.
- 3.5.2.3. No record of substance abuse, domestic violence, or child abuse.
- 3.5.2.4. Never been convicted by a general, special, or summary courts-martial.
- 3.5.2.5. No record of court-martial, non-judicial punishment, or administrative action (Letter of Reprimand, Letter of Admonishment, Letter of Counseling, or Record of Individual Counseling) reflecting a lack of character or behavioral/emotional control.
- 3.5.2.6. No record of court-martial, non-judicial punishment, or administrative action (Letter of Reprimand, Letter of Admonishment, Letter of Counseling, or Record of Individual Counseling) based on sexual assault, sexual harassment, physical abuse or unprofessional or inappropriate relationship as defined in AFI 36-2909, *Professional and Unprofessional Relationships* and/or AETCI 36-2909, *Recruiting, Education and Training Standards of Conduct*.
- 3.5.2.7. No record of court-martial, non-judicial punishment, or Letter of Reprimand for verbal abuse, as defined in AETCI 36-2216, *Administration of Military Standards and Discipline Training*, or financial irresponsibility.
- 3.5.2.8. Never been convicted by a civilian court of Category 1, 2, or 3 offenses, nor exceeded the accepted number of Category 4 offenses. Category 3 and 4 traffic offenses alone are not disqualifying. **NOTE:** Categories of offenses are described and listed in AFI 36-2002, *Regular Air Force and Special Category Accession, Uniform Guide List of Typical Offenses*.
- 3.5.2.9. Must maintain local network access IAW AFMANs 33-152, *User Responsibilities and Guidance for Information Systems* and 33-282, *Computer Security*.
- 3.5.3. For award and retention of this SDI, Airmen must meet the qualification requirements in AETCI 36-2202, *Faculty Development and Master Instructor Programs*.

**Assessment regarding implementation efforts towards the  
full integration of women in the Air Force**

**December 2016**

**Transparent Standards**

*Certification that gender-neutral standards are in place for all Military Occupational Specialties and are in use at all Military Occupational Specialty training and schools.*

*Provide the results of the most recent Air Force Inspector General compliance inspections to assess whether the Air Force's occupational standards, both mental and physical, for selecting, training, and continuing personnel in each individual occupation/rating/specialty, together with implementing methodologies, are in compliance with applicable Public Laws, in accordance with the March 2, 2015, Under Secretary of Defense for Personnel and Readiness direction*

OPR: SAF/IG;

OCRs: (AF/A1, AF/A3, ACC, AETC, AFRC, AFSOC, NGB, AF/RE, PACAF, USAFE, AFPC, AFRS)

SAF/IG certifies gender-neutral standards are in place for all AFSCs and in use at all associated training locations and schools (TAB 2). The Air Force has and will continue to use the RAND 6-step process as the foundation in validating gender-neutral standards. SAF/IG will ensure the Air Force equitably applies certified mental and physical standards to both genders, and these standards remain tied to the occupational tasks required for each career field.

MAJCOM IGs conduct Unit Effectiveness Inspections (UEIs) over a 24 to 30 month (48 months ANG) period to assess whether Air Force wings meet service-specific compliance requirements as directed by the March 2, 2015, Under Secretary of Defense for Personnel and Readiness Memo. Additionally, installations conduct local inspections under the Commander's Inspection Program (CCIP). These inspections occur as a part of the organization's normal battle rhythm. To date, no known deficiencies or complaints exist concerning the implementation of standards. The Air Force Inspector General will continue to assess and evaluate program management and will address any complaints that may arise related to this initiative.

**Population Size**

*Provide a detailed description of the challenges and mitigation strategies in the event of small numbers of women in newly opened career fields.*

*Provide a detailed description of actions the Air Force has taken to mitigate any equipment sizing, supply, and facility issues.*

OPR: AF/A3

OCRs: (AF/A4, ACC, AETC, AFMC, AFRC, AFSOC, NGB, AF/RE, PACAF, USAFE, AFRS)

The greatest challenge the Air Force faces with all Battlefield Airman occupations is finding volunteers, male and female, that are both qualified and interested in these demanding ground combat AFSCs. As females graduate the training and are assigned to operational units, we anticipate that they will often be the only female operator in the organization for a short period of time.

The primary challenge associated with the small numbers of women in the newly opened career fields is finding volunteers who meet the mental and physical requirements. Mitigation strategies related to how the AF is addressing recruiting female, as well as male, volunteers who can meet requirements for these newly opened career fields are:

Advertising: Leverage existing efforts to pursue a wide-range of candidates (in swim meets, water polo, gymnastics, CrossFit, track, etc.).

Career Field Managers followed up with males & females currently serving in the Air Force who participated in AF BA Propensity Survey who were interested in retraining or finding out more info about the BA career fields.

Policy updated: On 25 April 2016, Brig Gen Kelly, AF/A1P, signed the Memo: *Clarification of Crossflow/Retraining Policy* (TAB 3) that permits currently serving Airman to retrain into Battlefield Airman career fields, regardless of their current AFSC manning level.

Non-Prior Service- Utilize the AF Scout, Recruit, Develop program designed to prepare candidates for Battlefield Airmen training requirements. Although newly implemented, the initial results show promise in the program's ability to prepare BA candidates for successful completion of their Courses of Initial Entry.

In mitigating equipment sizing, supply, and facility issues, MAJCOMs have continued to monitor, and there are no current changes required for FY16. In addition, Air Force Material Command is updating the Battlefield Airman Management System (BAMS) used to supply the highest quality standardized BA equipment for males and females. In the training pipelines, AETC has ensured supplies such as female swimsuits, and training facilities such as dorm rooms, locker rooms/showers, etc., continue to meet female needs, and they continue to monitor to determine if additional funds or facility modifications are required.

### **Physical Demands and Physiological Differences**

*Provide injury rates for male and female Service members in newly opened Military Occupational Specialties in comparison to the last five fiscal years of data that 1) occurred during initial qualification training and 2) occurred during the performance of duties.*

*Provide recommendations and actions the Air Force has taken to mitigate injury rates for all Service members, particularly in occupational fields requiring load-bearing activities.*

*Provide the results or status of on-going studies regarding injury rates and mitigation efforts*

OPR: AF/SG

OCRs: (AF/A1, AF/A3, ACC, AETC, AFRC, AFSOC, NGB, AF/RE, PACAF, USAFE, AFPC)  
As of 30 Sep 2016, ~~have been~~ <sup>have been</sup> no females assigned to operational units in the newly opened occupational specialties. Therefore there is no injury data to collect, report or compare. Data reports are developed by the Defense Health Agency, the main source of all large medical data queries in the Air Force.

The Air Force has developed programs under which medical assets (physical therapists, clinical psychologists, sports medicine physicians) and others (strength and conditioning coaches, athletic trainers) are embedded with operational units to mitigate physical and mental stressors and increase resilience in order to prevent injuries and decrease long-term injuries experienced by Battlefield Airmen. The Air Force will continue to collaborate across medical and operational functions as well as monitor Sister Service efforts to adopt best practices as applicable.

To date, the Air Force has not conducted any studies on injury rates for the newly opened occupational specialties. However, many units participate in human performance research efforts conducted by the 711th Human Performance Wing. The 711th HPW is the Air Force Center for Human Performance Research.

## **Conduct and Culture**

*Provide a detailed description of integration education and training efforts, to include type and frequency of education and training.*

*Provide the specific steps taken to address sexual assault, harassment, hazing, fraternization, or other unprofessional behavior in newly integrated occupations, units, and platforms.*

OPR: AETC

OCRs: (AF/A3, AF/A1, SAF/PA, ACC, AFRC, AFSOC, NGB, AF/RE, PACAF, USAFE, AFRS, AFPC, Profession of Arms Center of Excellence, USAF Academy, Holm Center, ROTC, OTS, SAPR, EO)

The Air Force has a number of existing, mature programs in place that address resilience, mentorship, diversity and inclusion, as well as a number of other elements to ensure that Airmen continue to uphold a Wingman culture in-line with AF core values. Specifically, Air Education and Training Command (AETC) developed a seven-hour training module for the Basic Instructor Course given to all new and current AETC BA instructors (TAB 4). This training course addresses the instructor's role in ensuring a culture of dignity and respect that will continue through to combat operations. Topics included integration concerns, training standards, gender differences, unconscious bias, reinforcement of zero tolerance for sexual harassment and sexual

assault, and how unprofessional behaviors are never acceptable. The foundation of the module is the understanding that good order, discipline, leadership and accountability are foundational to the Air Force's success in gender integration.

In addition, further information specifically on gender integration was provided to leadership under the internal Air Force website "Telling the Air Force Story" hosted on the Air Force portal. This included Public Affairs guidance on strategic communication, media rules of engagement, talking points specifically for WISR and Diversity and Inclusion, and other communication resources for Airmen and leaders. Additionally more gender integration resources are being compiled in a form of a Women in Service Review (WISR) Handbook. This will be a living document that can be pulled up at any time and updated as more information and feedback is received.

The newly integrated training and operational units will adhere to the Air Force's standardized sexual assault prevention and response (SAPR) training. All Airmen receive annual SAPR training at their units. New recruits receive four (4) hours of SAPR training during Basic Military Training (BMT), as well as two (2) hours of SAPR training at their Technical School. Additionally, the Air Force is examining current BMT course curriculum and will explore tailored requirements for tech training.

### **Talent Management**

*Provide a detailed description of efforts taken to recruit and retain women into newly opened Military Occupational Specialties, to include numbers of fiscal year female accessions.*

*Provide a detailed description and analysis of male recruiting and retention rates in the newly opened Military Occupational Specialties compared to the five fiscal years previous to integration.*

*Male and female representation numbers in newly opened occupations, units, and platforms in comparison to the previous fiscal year.*

OPR: AF/A1 (AFRS)

OCRs: (AF/A3, SAF/PA, ACC, AETC, AFRC, AFSOC, NGB, AF/RE, PACAF, USAFE, AFPC, AF Academy, Holm Center, ROTC, OTS)

Efforts taken to recruit women into newly opened career fields included:

- The Air Force uses sporting events such as swimming, water polo, track and CrossFit competitions to educate and inspire, both males and females, to join the Battlefield Airmen career fields.
- The Air Force updated all of its webpages, brochures and other media to ensure full dissemination of the message that all career fields are open to all genders
- For Nonprior Service (NPS) Active Duty: Recruiters ensured enlisted members, males and females, took part in the Air Force Special Operations/Combat Support Candidate Development Support Services (CDSS) aka "Scout/Recruit/Develop" program prior to

entering Basic Military Training (BMT) and Technical Training. As of 30 Sept 2016, the Air Force has no NPS females that have qualified to serve in the newly opened positions.

- Career Field Managers, leaders, recruiters informed, engaged, and helped recruit prior service and currently serving enlisted and officer, males and females. The Air Force completed a BA Propensity Survey internally across the Total Force in Nov 2015 and in the beginning of 2016, members, both officer and enlisted, males and females, that stated a desire to cross-train into BA career fields were contacted and provided additional information on potential career paths available to them, as well as guidance on how to cross-train/retrain into BA/SOF occupations. As of 30 Sep 2016, there were 5 females who passed the Physical Aptitude Stamina Test required by each of the newly opened Battlefield Airmen career fields for retraining (enlisted) or crossflow (officers). One female enlisted entered the Air Force training program for Tactical Air Control Party, but sustained a knee injury and was medically removed from training, with the option to return once healthy (this is the same policy as for all trainees). One female officer interested in crossflow into Combat Rescue Officer (CRO) passed the initial physical fitness test but decided not to pursue an application for Phase I selection. Three female officers interested to crossflow into Special Tactics Officer (STO) also passed the initial physical fitness test but failed to meet the standards at Phase 2 (a 1-week officer pre-assessment course held the week of 24 Oct 2016).
- The AF continued to conduct recruiting campaigns targeted toward high school/college athletes, males and females, who possess the physical capacity and mental fortitude necessary to complete the demanding training. This included personal visits by BA/SOF operators to USAF Academy, select Reserve Officer Training Corps (ROTC) detachments and outreach to ANG and AF/RE candidates via Officer Training School (OTS).
- AF/A1 allowed a one-time consideration for reclassification into BA occupations at the USAF Academy and ROTC after the opening of the career fields. There were no takers.
- USAF Academy opened their BA club and opened Phase 0 prep to females before the career fields were opened. As of 1 Oct 2016, no females have shown interest.

With the exception of 1T2X (Pararescue), male recruiting and retention rates over the past five years have remained constant. The Air Force has generally been able to meet its recruiting goals for 1C2X (Combat Control) and 1C4X (TACP) in each of the previous 5 years. By accepting only recruits with a reasonable chance on success making through the training the Air Force Recruiting Service's Scout Recruit and Develop initiative cut the number of Pararescue recruits by 50%.

## **Operating Abroad**

*Provide a detailed description of female integration issues or barriers experienced while women are operating abroad with multinational forces and mitigation of those issues.*

*Provide a list of best practices and lessons learned in the past fiscal year pertaining to women serving abroad in newly opened occupations.*

OPR: AF/A3

OCRs: (ACC, AFRC, AFSOC, NGB, AF/RE, PACAF, USAFE)

No Air Force females from the newly opened career fields have operated abroad with multinational forces. The Air Force will closely monitor the other services, follow guidance and lead from USSOCOM and other Combatant Commanders, and make adjustments based on the collective lessons learned on barriers and integration issues.

#### **Assessment and Adjustment**

*Provide additional assessment and adjustment efforts not covered by the above topics.*

*Provide the status and interim results of ongoing longitudinal integration studies.*

OPR: AF/A3

OCRs: (AF/A1, SAF/IG, ACC, AETC, AFRC, AFSOC, NGB, AF/RE, PACAF, USAFE, AFPC, AFRS)

As AF training and operational units undergo gender integration, commanders, instructors, and Female Support Cadre will provide feedback on the integration efforts through assessment reports to MAJCOMs, AF/A3 and AF/A1 as outlined in the AF Female Support Cadre Plan.

Additional efforts not covered by the above topics:

The Air Force Implementation plan has undergone two separate Red Team analyses, one conducted by Female Airmen who experienced integration in their career fields first-hand and one by the Institute of Defense Analysis. There were several areas of concern outlined by the Red Teams and the Air Force is currently working to further define the gaps identified in the Implementation Plan and determine what the best mitigation strategies are.

#### **Longitudinal Integration Studies:**

The Air Force has just begun a new effort to collect previously untracked data on performance of students in the Pararescue and Combat Rescue Officer Pipelines. This data will be used to give leadership quantifiable data on student injury rates, suitability, trainability and development potential. If successful, the system will be expanded for use throughout Battlefield Airman training and into the operational units.

The Air Force has made positive efforts in preparation for full integration, but this effort will take time and patience with the recruiting challenges, long training pipeline, high attrition rates which are part of the issues that come with these elite, small career fields in the Air Force, regardless of the gender integration piece.