

UNCLASSIFIED

Integration Implementation Oversight for the Continued Full and Effective Integration of Women into Previously Closed Combat Positions

June 3, 2016

Objective: Provide information regarding integration implementation oversight for the continued full and effective integration of women into previously closed combat positions.

- Following the rescission of the Direct Ground Combat Definition and Assignment Rule in 2013, the Department opened more than 111,000 previously closed positions to women.
- On December 3, 2015, the Secretary of Defense notified Congress of the Department's intent to open the remaining approximately 213,000 previously closed positions, occupations, and platforms to the assignment of women, following nearly five years of extensive research, analysis, and scrutiny.
 - The statutorily required (U.S.C. 10, Section 652) Congressional "notice-and-wait" period for all but ~5,000 submarine positions expired on January 2, 2016.
 - The statutorily required (U.S.C. 10, Section 6035) Congressional "notice-and-wait" period for ~5,000 submarine positions expired on March 7, 2016.
- The Secretary of Defense's December 3, 2015 memorandum, "Implementation Guidance of the Full Integration of Women in the Armed Forces" (available at <http://www.defense.gov/News/Publications>), directed the following actions:
 - Secretaries of the Military Departments and Chiefs of the Military Services provide their final, detailed implementation plans to the Acting Under Secretary of Defense for Personnel and Readiness. (available at <http://www.defense.gov/News/Publications>)
 - The Deputy Secretary of Defense and the Vice Chairman of the Joint Chiefs of Staff co-chair an Implementation Group to oversee short-term implementation.
 - Services begin to execute the implementation of their plans as soon as practicable following January 2, 2016 and not later than April 1, 2016.
- The Services and United States Special Operations Command briefed their implementation plans to the Implementation Group in early 2016, following a thorough review and vetting by the Office of the Under Secretary of Defense for Personnel and Readiness.
- On March 9, 2016, the Secretary of Defense approved the Service and United States Special Operations Command implementation plans (available at <http://www.defense.gov/News/Publications>).
- On March 18, 2016, the Office of the Under Secretary of Defense for Personnel and Readiness issued a memorandum (TAB A) outlining requirements for the Secretaries of the Military Departments and the Commander, United States Special Operations Command to provide annual assessments regarding the full integration of women in the Armed Forces.

- Annual Assessment requirements stem from the Secretary of Defense’s seven implementation tenets outlined in his December 3, 2015 memorandum, “Implementation Guidance for the Full Integration of Women in the Armed Forces”: Transparent Standards, Population Size, Physical Demands and Physiological Differences, Conduct and Culture, Talent Management, Operating Abroad, and Assessment and Adjustment.
- Assessments will be provided to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness, and will be provided by December 31st of each calendar year, with no expiration.

Attachments: As stated.

TAB A



PERSONNEL AND
READINESS

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

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.