

DACOWITS Quarterly Business Meeting

Gender Integration

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RFI #2: Gender Integration

- The Committee requests a briefing on the policies, programs, and messaging to integrate women into previously closed positions.
 - Specifically, would like details on “women in leadership first” policy towards integration efforts (i.e., women being placed in officer and/or NCO leadership positions prior to junior officers and/or junior enlisted women being integrated into a unit).
 - Include the following: policy intent; execution; saturation points; cases in which women leaders leap frogged over similarly and/or more qualified men; the messaging of these policies; and the intended and actual outcomes of these policies.



Agenda

- Background
- Female Leaders Policy
- Female Leaders Assignments
- Messaging
- Conclusion



Background

- SecDef decision memorandum (Dec 2015) identified guiding principles to address during implementation
 - Population Size: Small numbers of women in demanding career fields pose challenges
 - Conduct and Culture: The integration of women may require a cultural shift in previously all-male career fields
 - Talent Management: Issue of small numbers is closely coupled with the challenge of maintaining viable career paths for women
 - Assessment and Adjustment: Essential to long-term success
- Marine Corps Integration Implementation Plan (MCIIP) (Feb 2016) includes the assignment of female leaders prior to junior Marines arrival at previously restricted units
- SecDef approval memo (Mar 2016) determined that all Service plans adequately address his guiding principles



Female Leader Assignment Policy

- At least 2 female leaders in a previously restricted unit, 90 days prior to junior enlisted female Marines arriving
 - Informed by successes during Marine Corps Force Integration Plan (MCFIP) research efforts within Entry-Level Training (ELT)
 - Officers and Staff Non-Commissioned Officers constitute Leaders
 - Perform the duties of their assigned billet (MOS)
 - Assignments triggered by female recruits in the ELT pipeline

- Intent
 - Demonstrate performance/leadership in their assigned billet
 - Act as advisors to commanders regarding female perspectives
 - Available to mentor both male and female Marines
 - Help to acculturate previously all-male units

- Policy to continue until units are acculturated to female Marines presence or sufficient cohorts of female officers and SNCOs are produced in previously restricted MOSs



Female Assignments to Previously Restricted Units

Unit Type	Total Unit Type (#)	Female Leadership Assigned (# units)	Female Leadership Assigned (% units)	Total Females Assigned (#)
Infantry Regiment	8	1	13	4
Infantry Battalions	24	2	8	20
Reconnaissance Battalions	3	0	0	0
Combat Engineer Battalions	2	2	100	11
Combat Assault Battalion	1	1	100	2
MARSOC Raider Battalions	3	3	100	18
Artillery Battery Headquarters	3	3	100	65
Artillery Battalions	8	8	100	50
Tank Battalions	2	2	100	16
Assault Amphibian Vehicle Battalions	2	2	100	15
Air Naval Gunfire Liaison Companies	3	3	100	10
Light Armored Reconnaissance Battalions	3	3	100	14
Low Altitude Air Defense Battalions	2	2	100	29
Total:	64	32	50	254



Female Leaders Assigned to Previously Restricted Units

Occupational Assignment	Officer					Enlisted				Total
	O4	O3	O2	O1	W2	E9	E8	E7	E6	
Personnel and Administration		6	6	3			1	2	4	22
Intelligence		1							1	2
Logistics		11	3	3				3	2	22
Communications	1		4					1	11	17
Field Artillery			3	4						7
Engineer	1		1	2						4
Tank				2						2
Ground Ordnance Maintenance					1					1
Ammunition									1	1
Supply Admin and Operations		1	3	5				1	6	16
Food Service							1		1	2
Motor Transport								2		2
Recruiting and Retention								2	2	4
CBRN Defense					1					1
Low Altitude Air Defense			1							1
Sergeant Major/ First Sergeant						1	2	1		4
Total:	2	19	21	19	2	1	4	12	28	108



Messaging

- MCIIP distributed Corp-wide
- Mobile Training Team visited all major installations
- Briefings to the Executive Off-Sites, General Officer Symposiums, Sergeants Major Symposiums, Commanders Courses, and PME Schools
- Recruiters trained on changes and opportunities
- Manpower Management (Monitors) attempt to match individual desires with Service requirements



Conclusion

- Although a year and a half since SecDef approval of the MCIIP, we are still early in execution
- Assigning female leaders has been successful so far, with no unintended consequences noted
- Long-term MCIIP research and analysis effort is underway to ascertain effectiveness of policies and ensure they remain supportive of female integration



Questions?