



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

February 22, 2019

MEMORANDUM FOR SECRETARY OF THE NAVY

MR 2/24

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Navy

References: (a) SECDEF memo of 18 Mar 16
(b) SECDEF memo of 3 Dec 15
(c) NAVINSGEN memo of 4 Oct 16

Enclosure: (1) Physical Demands, Physiological Differences and Talent Management

1. This annual assessment is submitted in support of the Department of the Navy and the Secretary of the Navy reporting requirements outlined in references (a) and (b).

2. Executive Summary. Navy employs best practices and monitors and assesses areas of concern prescribed in reference (a). Navy is committed to ensuring Service Members have the opportunity to serve their country in any capacity for which they are qualified.

3. Annual Assessment. The following topics provide relevant information on requirements highlighted in reference (a) and cover the most recent fiscal year (FY).

a. Transparent Standards. I certify that Navy's gender-neutral occupational standards for each designator, rating and Navy Enlisted Classification (NEC) are in use at schools and training. The most recent Naval Inspector General compliance inspection, reference (c), states Navy's occupational standards, both mental and physical, for selecting, training and continuing Navy personnel, comply with public law. The Naval Inspector General will conduct the next triennial review of Navy occupational standards in 2019.

b. Population Size

(1) Challenges and Mitigation Strategies

(a) Naval Special Warfare (NSW) has been an integrated force with women working in critical roles with Special Operations Forces teams since the 1990s. In January 2016, when all military occupations and positions were opened to women without exception, NSW removed all barriers for women in the force and women continue to fulfill many roles and functions at NSW. At this time, there are no women in the NSW basic training pipeline to become a Sea Air and Land (SEAL)/Special Warfare Combatant-craft Crewmen (SWCC)¹.

¹ SEAL/SWCC is a collective term used to describe SEAL Officers, Special Operators (SO) and Special Boat Operators (SB). SBs comprise Special Warfare Combatant-craft Crewmen (SWCC).

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Navy

(b) The Submarine Force's integration plan remains intact, calling for twenty percent of an integrated submarine crew to be women. Twenty percent is based on other Navy communities' lessons learned and the 2011 Center for Naval Analysis (CNA) Integration of Women in Submarines study as the optimal level to mitigate challenges commonly experienced when integrating women into previously all-male occupations.

1. Population Summary, Training Pipeline Members:

a. There are no women in the SEAL/SWCC training pipeline. One female SWCC candidate attrited on 30 October 2017 and no women have graduated or been assigned to a unit from the SEAL/SWCC training pipeline.

b. Enclosure (1) contains the number of service members in the submarine training pipeline.

2. Population Summary, Qualified Service Members: NSW has one SWCC operator that recently transitioned to female gender, to monitor, evaluate and track. Enclosure (1) contains the number of submarine qualified service members.

(2) Equipment Sizing, Supply and Facility Issues

(a) All required NSW facility, supply and staff preparation requirements have been met and prepared for the arrival of female SEAL and SWCC candidates.

(b) NSW leadership has developed policies for all training and berthing sites, as well as medical facilities for male and female use. Procurement and installation of closed circuit television security camera systems for berthing and common areas is ongoing. Currently awaiting FY-19 funding for completion of security camera systems in one final building.

(c) The Submarine Force evaluated all submarine platforms and is executing a plan for modification and assignment of women to SSBNs, SSGNs and SSNs.

c. Physical Demands and Physiological Differences

(1) Injury Rates During Initial Qualification Training

(a) NSW defines an injury as a medical condition requiring removal from course, to include either rolling to a subsequent class or dropping from the program. NSW tracks injury rates for all candidates. Injury rates for female candidates will be tracked and compared with male injury rates once data is available (no data currently). For FY-18, there were 300 medical set-backs among male candidates, 282 (19.0%) were SEAL candidates and 18 (9.7%) were SWCC candidates. The most common injuries and injury rates are depicted below.

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Navy

Table 5: Most Common Injuries in SEAL/SWCC Training Pipeline 2014-2018

TOP INJURIES	2014	2015	2016	2017	2018
Lower Extremity Soft Tissue	6.2%	6.0%	3.7%	2.2%	5.6%
Swimming Induced Pulmonary Edema/Pneumonia	2.3%	3.3%	3.1%	3.0%	1.5%
Stress Fracture	2.4%	3.0%	1.4%	4.1%	3.6%
Upper Extremity Soft Tissue	1.3%	1.4%	.08%	1.4%	-
Heat Injury	-	-	-	-	1.7%

(b) All Submarine Force billets, officer and enlisted, are gender neutral. The Submarine Force validated that there are no physical demands or physiological differences (based on gender) that would negatively affect a Sailor's health or limit a Sailor's ability to perform any submarine-related task. Enclosure (1) contains the injury rates of submariners' during initial qualification training.

(2) Injury Rates During Performance of Duties

(a) NSW reported no injuries for the female SWCC Service Member.

(b) Enclosure (1) contains the injury rates of submariners during performance of duties.

(3) Recommendations and Actions Taken to Mitigate Injury Rates. The Human Performance Program (HPP) was developed to track and assess NSW operator physical performance, development, sustainment, injury and recovery. Components of the program include strength and conditioning instruction for specific operational requirements, injury mitigation, nutrition and injury rehabilitation as well as mental performance. This program is designed to optimize operational readiness while sustaining and extending the individual's career. Specific training and pre-habilitation programs are designed in place based on individual need as identified by the NSW Assessment Screen, as well as dictated by current and future training. Consistency of HPP program elements across the force are monitored and tracked to ensure all needs are being met.

(4) On-going Studies Regarding Injury Rates and Mitigation Efforts. This year NSW undertook an innovative and focused Cognitive Surveillance Program, to identify injuries earlier, track individual trends, and assist in developing comprehensive treatment plans to aid in recovery, enabling Service Members to get back to the fight while also contributing to their long-term health and wellness. NSW is committed to the long-term health and well-being of the Force and their families.

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Navy

d. Conduct and Culture

(1) Integration Education and Training Efforts

(a) 568 female Naval Officers and Enlisted serve on NSW staff and included in this are five enlisted women who make up a cadre, specifically serving in four phases of SEAL and SWCC training. These women serve a special role across the entire spectrum of Basic Training Command. In FY-18, the cadre briefed more than 40 incoming SEAL/SWCC instructors at Instructor Qualification Course (IQC), earned IQC qualification themselves, and served alongside instructors to oversee/observe applicant physical screening tests, candidate orientation, barracks and personnel inspections, beach and surf evolutions, pool evolutions and obstacle course evolutions. They have participated in, or observed, a wide variety of physical training activities and other training. They have worked around-the-clock to observe and participate in training/instruction as women have entered the pipeline at NAB Coronado, CA and NSW Preparatory School Great Lakes, IL.

(b) The Submarine Force developed an initial training and certification process using input from female integration lessons learned. This process is overseen by the crew's Immediate Superior in Command and reported to the Type Commander prior to arrival of female officers and enlisted to their submarines. Equal opportunity programs and command climate assessments provide gender neutral metrics and indicators of professional behavior and equal treatment for all Service Members. Active leadership engagement ensures that the expectation of professional conduct remains the Submarine Force standard.

(2) Steps Taken to Address Sexual Assault, Harassment, Hazing, Fraternization or other Unprofessional Behaviors

(a) The NSW Commander engages with the NSW Force through reoccurring battle rhythm events such as major commander meetings, dialogue and discussions at leadership milestone courses, and routinely with new graduates of the SEAL and SWCC pipelines. This FY, we conducted a professional development session, for all hands, with most senior military and civilian leadership participating: "Dynamic Leadership: Building Stronger Teams," focused on the themes of change management as it relates to women's integration. NSW is committed to upholding standing policies and adheres to all provisions established in the Navy Fraternization Policy, Navy Equal Opportunity Policy, Inclusion & Diversity and Navy policy on Sexual Harassment. All sexual assault prevention and response training is done in conjunction with existing General Military Training (GMT).

(b) The Submarine Force complies with GMT requirements including topics such as sexual assault, harassment, hazing and other unprofessional behavior. The Submarine Force makes no distinction between integrated and non-integrated crews when it comes to annual required training. The Submarine Force is committed to a professional work environment where Sailors are treated with dignity and respect. This expectation exists on all submarines regardless of integration status.

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Navy

e. Talent Management

(1) Navy continues to uphold the validated, operationally relevant, gender neutral standards and select the best and most qualified candidates. Female officers and enlisted Sailors are recruited and selected in the same manner as their male counterparts. Occupational standards are the same regardless of gender.

(a) For SEAL candidates, 91% of enlisted are accessed through Commander, Navy Recruiting Command (CNRC) and 9% percent through Fleet conversions. For SWCC candidates, 69% are accessed through CNRC and 31% through Fleet conversions. In FY-18, SEAL Officers were accessed into the selection and training pipeline via United State Naval Academy (32%), Navy Reserve Officer Training Command (16%), Officer Candidate School CNRC (31%), Inter-service Transfer (2%), Lateral Transfer (15%), STA-21 (1%) and Indefinite Recall (2%).

(b) For submariners, female officers and all new accession female enlisted Sailors are recruited and selected in the same manner as their male counterparts. Annually, 36 female officers are selected from three commissioning sources: United States Naval Academy, Reserve Officer Training Corps, and Nuclear Propulsion Officer Candidate Program. Based on female officer interest, the annual accession goal was raised from 36 to 56 female officers.

(2) Recruiting, Advertising and Marketing Efforts

(a) NSW adopted gender-inclusive language across all outreach and communication products including public-facing websites, social media presence and other media and is in the process of expanding and updating informational and instructional digital content. NSW seeks to educate, inform, support and assist all potential candidates, regardless of gender, by broadening their contact and engagement with diverse audiences.

(b) The Submarine Force, in coordination with Chief of Naval Personnel and Navy Chief of Information, continues to educate and encourage interested enlisted women from other communities to apply for conversion to the Submarine Force through targeted advertisement, informational briefs and career counselor networks. CNRC also advertises the unique opportunity of submarining to the general public to recruit males and females.

(3) Male and Female Representation Numbers in Newly Opened Specialties: As of 30 September 2018, there were no women in the SEAL/SWCC training pipeline and no women have graduated nor been assigned to a unit from the SEAL/SWCC training pipeline.

f. Operating Abroad

(1) Integration Issues and Barriers

SUBJECT: Annual Assessment Regarding the Full Integration of Women in the Navy

(a) NSW works with partner states that maintain customs or cultural norms that neither favor nor accept female leadership or integration in traditional male activities. Intolerance may exist by some partner nations to interact with female military members, creating friction in partnering effectiveness.

1. NSW carefully considers a Service Member's qualities and attributes when tasking teams. Leveraging expertise in areas such as regional knowledge and cultural appreciation when deploying elements in support of emerging missions is core to our culture. Agility, lethality, and technical excellence, among many other qualifications, give us the operational advantage we seek in operational environments.

(b) The Submarine Force will leverage best practices in the assignment of women to maximize cooperation with allies and partners and maintain awareness of cultures that may be opposed to U.S. cultural diversity.

g. Assessment and Adjustment

(1) Additional Efforts

(a) The Submarine Force is continuously monitoring and assessing feedback available from equal opportunity programs, command climate assessments and advancement and promotion data to ensure the integration plan is adjusted as necessary. Future integration decision points will be informed by community management data (e.g., availability of eligible applicants and retention metrics) to ensure women are working in an environment where they are provided opportunity for success (e.g., female peer group and role models available).

1. Based on lessons learned from previous enlisted integrations, our female enlisted composition model has been updated to include a larger number of female accessed Sailors than conversion Sailors. This change to the conversion model will allow the Submarine Force to achieve a self-sustaining population of female submariners. Sustainable means that, over time, female accession will be able to produce female representation across all paygrades, specifically chief petty officers.

5. The point of contact is LT Emmanuel Richardson, who can be reached at 703-604-5075 or via e-mail at emmanuel.richardson@navy.mil.


J. M. RICHARDSON

Physical Demands and Physical Differences	Injury Rates																					
	FY18			FY17			FY16			FY15			FY14									
Navy Operational Mobility Occupational Specialty Submariner	Males - Initial Qual Trng*	18	77	0	2	32	121	3	0	33	102	3	1	24	09	1	0	33	62	1	0	
	Males - Performance of Duties																					
	Females - Initial Qual Trng*																					
	Females - Performance of Duties																					
SEAL**																						
SWCC**																						

* Initial Qual Training includes BESS, NPTU Character, NPTU Hallson Spa
 **There are no women in the SEAL/SWCC training pipeline therefore no numbers to report against. One female SWCC candidate attrite on 30 October 2017 and no women have graduated nor been assigned to a unit from the SEAL/SWCC training pipeline. NSW reported no injuries for the female SWCC service member and therefore no injuries rates to report

Talent Management	POPULATION SIZE (as of 30 Sep 2018)				SUBMARINE FORCE POPULATION (as of 30 Sep 2018)				RETENTION RATES																
	Male Officers		Female Officers		Male Enlisted		Female Enlisted		Male Officers Serving on Submarines		Male Officers in Training		Female Officers Serving on Submarines		Female Officers in Training		Male Enlisted Serving on Submarines		Male Enlisted in Training*		Female Enlisted Serving on Submarines		Female Enlisted in Training*		
Navy Operational Mobility Occupational Specialty Submariner	3,857		163		20,943		195		1,619		708		79		51		13,026		5,051		151		510		
	734		0		2,264		0		708		79		51		13,026		5,051		151		510		30,007*		
	N/A		N/A		734		1		1,619		708		79		51		13,026		5,051		151		510		
	N/A		N/A		734		1		1,619		708		79		51		13,026		5,051		151		510		30,007*
SEAL****																									
SWCC****																									

*Enlisted student number includes non-nuclear and nuclear pipeline. Students do not select between submarines or surface until the completion of the nuclear pipeline. Because of this, an accurate number of enlisted nuclear submarine sailors in the pipeline is unavailable.
 **Officer retention rates are based on year group (YG) retention due to not being able to close out a Fiscal Year (FY) until that YG has completed shore duty. FY 17 retention is based on YG 10, FY 18 retention is based on YG 11
 ***Enlisted Retention Rates are based on Zone A Re-enlistment
 ****NSW has one female SWCC operator to monitor, evaluate and track therefore no retention rates to report against