



Defense Advisory Committee on Women in the Services Articles of Interest for the Week of 16 October 2015

GENDER INTEGRATION

1. [Sweeping uniform changes emphasize gender neutrality](#)

(9 Oct) *Navy Times*, By Mark D. Faram

It's official — the visibly gender-neutral Navy has arrived.

2. [Congressman calls for release of Marines' gender integration study](#)

(10 Oct) *Marine Corps Times*, By Matthew L. Schehl

A veteran Marine infantry officer in Congress has called for the Defense Department to release the Marine Corps' full 900-page report on its months-long study on integrating women into ground combat jobs.

3. [Lisa Jaster, 37, the last remaining woman in Ranger School, likely to graduate](#)

(11 Oct) *The Washington Post*, By Dan Lamothe

A 37-year-old Army major with two children is likely on Friday to become the third woman ever to graduate from the Army's grueling Ranger School, according to three people with knowledge of her status, including a senior official.

4. [Women Will Likely Have to Register for the Draft, Army Secretary Says](#)

(12 Oct) *Military.Com*, By Richard Sisk

Women will eventually have to register for the draft if "true and pure equality" is to be realized in the U.S. military, Army Secretary John McHugh said Monday.

5. [3rd female student earns Army's prestigious Ranger tab](#)

(12 Oct) *Army Times*, By Michelle Tan

A third female soldier will earn the coveted Ranger Tab, officials confirmed Monday.

6. [Navy Moves Toward Unisex Uniforms and Covers](#)

(12 Oct) *Military.Com*, By Richard Sisk

Under orders from Secretary Ray Mabus, the Navy has announced changes that will eventually make uniforms and covers more gender-neutral.

7. [Army wants more female recruiters](#)

(14 Oct) *Military Times*, By Tom Vanden Brook

The Army needs more female recruiters over the next several years as it gears up for the end of the ban on women serving in tens of thousands of combat-related jobs, according to a top recruiting official.

8. [Exclusive Access to Marine Corps Study Shows It Misses the Mark](#)

(14 Oct) *MeganMackenzie.Com*, By Ellen Haring and Megan Mackenzie

After gaining unprecedented access to over 380 pages of this research, we found that the primary study was inherently flawed and that the limited information the Marines released hid a myriad of problems and weaknesses associated with the design, small volunteer pool, and lack of generalizability of the findings.

9. [Congressman continues push for records of Ranger School classes with women](#)

(15 Oct) *Stars and Stripes*

An Oklahoma congressman has sent a second letter to the Secretary of the Army demanding access to Ranger School records for the classes that have involved female soldiers.

10. Marine Corps Study Finds No Detriment to Morale in Mixed-Gender Combat Units

(15 Oct) The New York Times, By Dave Phillips

The Marine Corps has long held concerns that integrating women into combat units could erode morale in all-male platoons and lead to increased sexual tension that would undermine fighting capability. But a Marine Corps study made public by a women's advocacy group this week found that after months of testing mixed-gender combat units, troops reported morale equal to that of all-male groups and higher than noncombat integrated groups.

11. Analysis of the Feasibility of Integrating Women Into Combat

(16 Oct) The New York Times (USMC Slide Deck)

Marine Corps researchers assessing the performance of gender-integrated combat units found all-male units were faster and stronger, but found women could be integrated if gender-neutral performance standards were set

CAREER PROGRESSION

12. First-term Marines are slow to sign on for another enlistment

(12 Oct) Marine Corps Times, By James K. Sanborn

Fewer first-term Marines are signing on for a second re-enlistment compared to this time last year, prompting manpower officials to ask commanders to redouble efforts to encourage young enlisted troops to stay in the Corps.

13. New PFA rules allow sailors to save their careers

(13 Oct) Navy Times, By Mark Faram and Meghann Myers

Sailors facing separation for three physical fitness assessment failures in four years, and those who are one failure away from separation, are getting a chance to reset on Jan. 1. In addition, the Navy is easing body-fat standards, and changing the way it administers the tape test.

14. How Servicewomen Can Better Prepare For Their Transition Out Of The Military

(14 Oct) Task & Purpose, By Jan Molino

Too often, servicewomen are not understanding the civilian workplace terrain and where they might fit.

PREGANCY AND PARENTHOOD

15. Navy Chief: Service Considering Expanding Paternity Leave

(14 Oct) ABC News, By Audrey McAvoy

The Navy's top officer said Tuesday the service is considering extending paternity leave for new fathers.

SEXUAL HARASSMENT & SEXUAL ASSAULT

16. In Marine unit focused on integrating women, seven sex assaults reported

(15 Oct) The Washington Post, By Dan Lamothe

Seven sexual assaults were reported by service members in a unit established within the last year by the Marine Corps to research how to better integrate women into combat roles and unit, according to an analysis of the integration effort.

WOMEN VETERANS

17. 1st Latina major general in Marines is new CEO of Girl Scouts of Southwest Texas

(12 Oct) Military Times, By Deborah Knapp

There's a new woman in charge of the Girl Scouts of Southwest Texas, and she's a woman who knows how to take charge. Girl Scouts CEO Angie Salinas served as a major general in the United States Marine Corp.

1. Sweeping uniform changes emphasize gender neutrality

(9 Oct) *Navy Times*, By Mark D. Faram

It's official — the visibly gender-neutral Navy has arrived.

Service officials today released a sweeping Navy administrative message to announce the fleet introduction of new uniform items, lay out a timetable, with specific dates, for the introduction of other highly anticipated uniforms, redesignate a pair of covers as unisex, and expand the handbag policy.

Starting immediately, female chiefs and officers will be able to wear the male-style combination cover, the start of a yearlong phase-in of the item. Next spring, the shift to another unisex cover will begin as female E-6s and below start wearing the enlisted white hat known as the "Dixie cup."

By the fall of 2016, male and female recruits at boot camp will be issued new service dress blues. The introduction of the female version of the "crackerjacks" signals the beginning of the end for the jacket-and-tie dress blues for female petty officers and junior sailors.

Also approved, according to the message, is the new women's version of the "choker" dress white uniform, which will be available for purchase at Navy Exchanges in early 2017.

All of these items blur the distinction between men and women in uniform.

For Navy Secretary Ray Mabus, who has made gender equity one of his signature issues, it's the realization of a vision that first began in both the Navy and the Marine Corps, with much controversy and debate starting in 2013 when a common cover was introduced at the Naval Academy.

Mabus has long insisted that gender-neutral uniforms and personnel policies are necessary to truly integrate women into the ranks.

Though that discussion is likely to continue for some time to come, the release of NavAdmin 236/15 today signals that Mabus' ideas are now in the execution phase.

"We are ending the way we segregate by uniforms," Mabus said of the NavAdmin's release. "Rather than highlighting differences in our ranks, we will incorporate everyone as full participants."

"In the Navy and in the Marine Corps, we are moving towards uniforms that don't divide us as male or female, but rather unite us as sailors or Marines."

Not all the items that have now received final approval and execution dates are part of that debate.

The message announces the fielding of the lightweight Navy Working Uniform Type 1, which will soon hit exchanges in a few warm areas. Issue dates have also been set for the long-awaited fitness suit.

A more liberal handbag policy allows women to use a wider variety of civilian purses while in uniform.

"Many of these items have been promised to the fleet for some time, and we are really excited we can realize those promises with this announcement," Capt. Janet Bristol, branch head for uniform policy under the chief of naval personnel, said in an interview Thursday.

With new uniforms coming in, sailors will begin to see changes in their annual clothing replacement allowances to help pay for the new uniforms as they roll out.

Crackerjacks for all

New designs for men's crackerjacks have been in the works for nearly a decade, as officials wrestled with fabrics and features in an attempt to make the service dress blues more comfortable year-round and easier to get into and out of as well.

However, release of the new designs was held up as the Navy looked to develop female versions of both service dress whites and

blues.

This year, the Navy is beginning production runs of the new blue crackerjacks and will begin issuing them to both men and women at Recruit Training Command Great Lakes, Illinois, on Oct. 1, 2016.

Officials expect that about three months later, sailors will find them on the shelves at exchange uniform stores or through the online ordering service.

“Wear is authorized for all upon availability,” Bristol said. “It takes a while to build up inventory and we are required to have seven months worth on the shelves at the Defense Logistics Agency before we can offer them for sale at the Navy Exchange, somewhere around January 2017.”

All women, E-6 and below must have the uniform by Jan. 1, 2020.

“There is no mandatory wear date for these new SDBs for males,” Bristol said. “They can wear the existing uniform as long as their uniforms remain serviceable.”

The new service dress whites will be delivered exactly a year after the blues. They will be issued at Recruit Training Command starting Oct. 1, 2017, and are expected to become available at exchanges around January 2018.

Women who choose to wear the new SDBs during the optional wear period must wear the enlisted white hat as a component of the uniform.

For the whites, only the jumper has been redesigned to mirror the blues, with black piping on the cuffs and the back flap. Like the blues, the whites will feature an easy access side zipper.

Both men and women must purchase the new SDWs by Oct. 31, 2021, when authorization to wear the old white jumper will end.

Along with the new dress uniforms, the Navy will begin officially switching women to the traditional enlisted white hat in April 2016, when they will be issued to female recruits.

New-issue and sale versions of the hat both will have male and female sizing labels attached inside to help sailors pick the best fit.

All women, E-6 and below must wear the Dixie cup with their current dress whites by Oct. 31, 2016. Once the new dress blues are available, women in that uniform can only wear the enlisted white hat.

Bristol says that the Dixie cup will replace the current female enlisted combination cover, known as the “bucket hat,” beginning on the mandatory wear date for the new female crackerjack uniform, Jan. 1, 2020.

“The white hat will be the only authorized head gear worn with the new SDB and SDW jumper style dress uniforms,” Bristol said. “For those who prefer to wear the old blues during the optional period, only the combination cover will be authorized with that uniform.”

Chiefs and officers

The combination cover for female chiefs and officers also is being phased out as women shift to the same combination covers authorized for men. All female officers and chiefs must begin wearing their new headgear by Oct. 31, 2016.

Women who like the fit can wear the existing, and formerly all-male, combination cover, or they can wear the new “alternate” combination cover that’s available now at many Navy Exchanges and online.

“The ACC is similar in design to the current male combination cover, but is smaller with an oval — vice round — opening to facilitate a more comfortable and stable fit on the head when worn,” Bristol said. “The smaller proportion seems to be more flattering to smaller statured people.”

Starting in January 2017, the new female officer and chief petty officer “choker” dress white jacket is expected to be in exchange

stores as well.

“To the eye, it looks like the male jacket, but it’s been designed especially to fit women,” Bristol said. “It will completely phase out the current female dress white jacket by Jan. 1, 2020.”

Here, too, only the new unisex combination covers will be authorized with this uniform.

NWUs, fitness suits and handbags

Sailors in Guam and Hawaii will be the first to be able to purchase the new lightweight NWUs in exchanges, starting sometime in April 2016. At the same time, those in Singapore and Diego Garcia will be able to purchase them online or from the NEX’s 800 number.

On Oct. 1, the lightweights will become the NWUs issued to recruits.

It’s unknown when they’ll be available to other sailors. Officials say the lightweight version will eventually replace the original NWUs, but they’ll only become available in uniform stores as existing NWU stocks run out.

Recruits also will be the first to get the new fitness suit, beginning Oct. 1, 2016.

The 100-percent nylon jacket and pants will be dark blue with gold Navy logos and silver reflective piping. Fleet sailors can expect to see them in exchanges by January 2017. Everyone must have a set in their seabag by Jan. 1, 2020.

Officials have decided this uniform can be worn while in a liberty status.

Finally, there’s a new purse policy on the street. Effective immediately, women may carry civilian handbags, with or without flaps, while in uniform.

The bag must be leather or synthetic leather and match the color of the uniform shoes worn — plain black, brown or white. It also must be “generally rectangular or square in shape with magnetic or zipper closure,” the new rules state.

The handbag must be from 5½ to 16 inches wide, and from 5½ to 14 inches tall, with a depth of 2 to 6 inches.

Civilian manufacturers’ logos are OK as long as they don’t exceed 2 square inches.

<http://www.navytimes.com/story/military/2015/10/09/sweeping-uniform-changes-emphasize-gender-neutrality/73602238/>

2. Congressman calls for release of Marines’ gender integration study

(10 Oct) Marine Corps Times, By Matthew L. Schehl

A veteran Marine infantry officer in Congress has called for the Defense Department to release the Marine Corps’ full 900-page report on its months-long study on integrating women into ground combat jobs.

Rep. Seth Moulton, D-Mass., asked Defense Secretary Ash Carter in a recent letter to make the full report available for public and congressional review ahead of a Jan. 1 deadline to open all military occupations to women.

At issue is whether the Marine Corps’ request to keep certain jobs in combat arms fields closed to women will be granted. Gen. Joseph Dunford reportedly requested exemptions to the gender integration mandate last month while still commandant of the Marine Corps. Dunford is now the chairman of the Joint Chiefs of Staff.

A leaked, 33-page internal assessment of the study obtained by Marine Corps Times and first reported on by the [San Diego Union Tribune](#) asserts that opening infantry and special operations jobs to women won’t come without risk, even with new gender-neutral standards in place for many of the military occupational specialties. The Aug. 18 report was prepared for the commandant by Brig. Gen. George Smith, director of the Corps’ Force Innovation Office,

"... Some level of risk will remain in the infantry and special operator MOSs that I do not believe can be fully mitigated by simply applying a minimum standard," he wrote. "That risk is associated with the unique physical demands of service in the infantry, reconnaissance and special operations occupations that place a premium on the ability to conduct dismounted movements under load."

In the report, Smith noted that performance shortfalls were magnified in teams that included more women. He also asserted that few women would be able to meet minimum standards for ground combat military occupational specialties. Those differences in performance, he wrote, boil down to body mass.

"The physiological differences in body fat between males and females — body fat being synonymous with 'dead weight' ... places females at a significant disadvantage from the start in infantry-related tasks," Smith wrote in the report.

Any decision to keep women out of such jobs, Moulton told Marine Corps Times, must be made with full transparency of all the facts.

"This is an incredibly important issue that involves the lives of young Americans on our front lines," he said. "I want to see us make a serious, thoughtful decision based on the available data about combat effectiveness."

As the Joint Chiefs chairman, Dunford now has until the end of October to give Carter his recommendations on which combat arms specialties across the military should remain closed to women. Asking for exceptions will put the Marine Corps at odds with Carter, who on Thursday declared that excluding women who might otherwise meet standards would be "crazy," according to the Associated Press.

"You have to recruit from the American population. Half the American population is female," Carter told service members at Naval Air Station Sigonella, Italy. "So I'd be crazy not to be, so to speak, fishing in that pond for qualified service members."

The Marine Corps launched its two year, \$36 million study in 2013 to determine the combat effectiveness of units with women integrated into currently closed combat arms occupational specialties. The report, entitled the Marine Corps Force Integration Plan, concluded that mixed-gender teams are simply not up to the task, according to a four-page summary released by the Corps in September.

The study examined the Marines' Ground Combat Element Integrated Task Force, which involved about 400 Marine volunteers — roughly 25 percent of whom were women. For nine months, teams that simulated integrated rifle, weapons, mechanized and artillery units trained to infantry standards and executed a series of skills assessments.

Data collected during the study compared integrated teams with all-male teams as they performed a series of combat-related tasks. Researchers found that the mixed-gender teams sustained higher injuries, were slower and less lethal.

The study has drawn criticism by some over its methodology, most notably by Navy Secretary Ray Mabus in a Sept. 25 opinion piece [in the Washington Post](#).

Moulton said releasing the full study would help to dispel these arguments about the research.

He also said the Defense Department needs to be as transparent as possible throughout this process. Any lack of transparency prevents the American public and Congress from weighing in on its Marine Corps' decision on whether to open combat arms careers to women, Moulton said.

"We already know that women can serve in combat, and they've done so admirably, especially in Iraq and Afghanistan," he said. "But when it comes to putting women into units like the infantry, we should be making a decision on what is most combat effective for those units."

Moulton's experience over four deployments to Iraq as an infantry officer has taught him that integration can be a force multiplier. During two of his deployments, he led gender-integrated teams. Those teams increased his tactical and situational awareness by allowing access to the fifty percent of the local Iraqi population that his men could not reach.

"That is a clear example of where having women in my unit increased our combat effectiveness, but the study is looking at whether women in [military occupational specialties] like the infantry will increase those units' effectiveness without unnecessarily putting

lives at risk," Moulton said. "We need to see the study."

<http://www.marinecorpstimes.com/story/military/2015/10/10/congressman-calls-release-marines-gender-integration-study/73618840/>

3. Lisa Jaster, 37, the last remaining woman in Ranger School, likely to graduate

(11 Oct) The Washington Post, By Dan Lamothe

A 37-year-old Army major with two children is likely on Friday to become the third woman ever to graduate from the Army's grueling Ranger School, according to three people with knowledge of her status, including a senior official.

Maj. Lisa Peplinski Jaster would join Capt. Kristen Griest, 26, and 1st Lt. Shaye Haver, 25, as the only three women to graduate from the school, which is considered among the most difficult in the military. It was opened to women for the first time in April as part of the military's ongoing research on how female service members should be integrated into new jobs in the armed forces.

Griest and Haver graduated from the school on Aug. 21, making history as the first women to ever complete the course's requirements. Jaster was the only other woman among 19 who began the course with Griest and Haver to make it to the school's second phase in the mountains of northern Georgia, but she was held back from graduating earlier this year.

Jaster, who lives in the Houston area and works at Shell as an engineer, is a member of the Army Reserve who opted to attempt Ranger School when the service opened it to women this year. She overcame a major obstacle by completing a patrolling test in the last few days, the senior official said. He spoke on the condition of anonymity because the results are not yet final.

"She still hasn't completed all of the requirements," the official said. "But what are her odds of graduating now? They're really, really good."

Jaster is a 2000 graduate of the U.S. Military Academy at West Point, N.Y., and would be older than most graduates — male or female. She is a [frequent participant in CrossFit training exercises](#) and has been a contestant [in weightlifting competitions](#).

Ranger School is 61 days long if students pass each of three phases on the first try, but it is common for a service member to be held back or "recycle," if they show promise but fall short in a specific aspect of training. Jaster will graduate nearly six months after beginning the course.

Like Griest and Haver, Jaster moved on to the second phase of training in northern Georgia after recycling twice in the first phase at Fort Benning, Ga., and being allowed to start over from the beginning a third time.

Griest and Haver completed the second Mountain Phase on their first try, but Jaster recycled once there, too. She [moved forward to the third phase in the swamps](#) on and around Eglin Air Force Base, Fla., in August but recycled again there, too.

Army officials have said that remaining in training as long as Jaster has is uncommon but that it occasionally occurs among men, too.

<https://www.washingtonpost.com/news/checkpoint/wp/2015/10/11/last-remaining-woman-in-ranger-school-37-likely-to-graduate/>

4. Women Will Likely Have to Register for the Draft, Army Secretary Says

(12 Oct) Military.Com, By Richard Sisk

Women will eventually have to register for the draft if "true and pure equality" is to be realized in the U.S. military, [Army](#) Secretary John McHugh said Monday.

"If your objective is true and pure equality then you have to look at all aspects" of the roles of women in the military, McHugh said, and registration for the draft "will be one of those things. That will have to be considered."

McHugh said draft registration was not a subject to be decided by the services or the Department of Defense, and will ultimately have to be dealt with by Congress. He expected a "pretty emotional debate and discussion."

However, as more military occupational specialties are opened to women, the debate on Selective Service System registration was inevitable, McHugh said. "If we find ourselves as a military writ large where men and women have equal opportunity, as I believe we

should," he said.

The question on women and the draft was posed to McHugh and Gen. Mark Milley, the new Army chief of staff, at the annual three-day meeting and exposition of the Association of the U.S. Army at the Walter E. Washington convention center in Washington, D.C. Milley deferred the question to McHugh, saying he could not comment on policy.

The subject of women registering for the draft was a topic of debate at an Aspen National Security forum in Colorado this summer.

In one panel discussion, retired [Navy](#) Adm. Eric Olson, former commander of the [SEALs](#) and the [Special Operations](#) Command, said that women should have to register for the draft if they also can serve in combat.

On a separate panel, [Air Force](#) Secretary Deborah James said that she would have no problem with women registering for the draft.

Defense Secretary Ashton Carter was to decide in January on whether combat roles, mostly in the infantry, armor, artillery and Special Operations, should be opened to women.

Proposals to abolish the Selective Service System as a relic of the era before the all-volunteer force of the early 1970s occasionally come before Congress, but the proposals have never gained traction.

Nearly 17 million male U.S. citizens and male immigrant non-citizens between the ages of 18 and 25 currently are registered for conscription with the Selective Service System, an independent government agency.

The 18-25 males are required by law to have registered within 30 days of their 18th birthdays and must notify Selective Service within 10 days of any changes to information they provided on their registration cards, such as a change of address. Violations can be considered felonies.

<http://m.military.com/daily-news/2015/10/12/women-likely-have-register-draft-army-secretary-says.html?ESRC=todayinmil.sm>

5. 3rd female student earns Army's prestigious Ranger tab

(12 Oct) Army Times, By Michelle Tan

A third female soldier will earn the coveted Ranger Tab, officials confirmed Monday.

The woman, who will graduate Friday along with 87 male classmates, is the last of the group of 19 female soldiers who started Ranger School in April as part of the Army's [gender-integrated assessment](#). Media reports have identified her as Maj. Lisa Jaster, 37. The Army has not publicly identified her.

Capt. Kristen Griest and 1st Lt. Shaye Haver graduated from Ranger School on Aug. 21, becoming the [first women](#) to earn the distinctive black-and-gold tab. The other 16 women were dropped from the course.

The Army's gender-integrated assessment at Ranger School has drawn a [high level of scrutiny](#), with many questioning whether the Army is lowering its standards for the elite school, while others have cheered on the female students.

Critics of the Army's decision to open Ranger School to women — a school that until this year had only been open to men — have repeatedly bashed the effort online and in social media. Many have said the Army was relaxing its standards for the school or giving the female candidates an advantage by allowing them multiple attempts at the school's three phases.

Army officials have long insisted that the standards have not been changed in any way.

The Army in September announced that [Ranger School is now open](#) to all qualified soldiers, regardless of gender.

The debate over Ranger School reignited last month when the Army announced the third female soldier would again [recycle the Swamp Phase](#), the course's third and final phase.

Before this most recent recycle, the soldier had completed three attempts at the Darby Phase, two at the Mountain Phase, and one at

the Swamp Phase.

Griest and Haver completed Ranger School after three tries at the Darby Phase and one attempt each at the other phases.

It is not unprecedented for students to recycle the famously grueling course several times, officials said when Army Times asked about the ongoing social media debate about upholding the school's standards.

"Approximately 34 percent of students who enter Ranger School recycle at least one phase of the course," said Col. David Fivecoat, commander of the Airborne and Ranger Training Brigade, [in a statement](#) at the time. "Recycling each phase is uncommon. However, this occurs for approximately 15 students each year, with each situation considered on a case-by-case basis depending on the circumstances."

What remains to be seen is whether the Army will open its infantry, armor and special operations ranks to women. Senior Army leaders have submitted their recommendation to the Defense Department; a decision isn't expected until the end of the year.

The Army has already opened its combat engineer and field artillery military occupational specialties to women.

Ranger School is the Army's premier combat leadership course, teaching students how to overcome fatigue, hunger and stress to lead soldiers in small-unit combat operations. It is separate from the 75th Ranger Regiment. Soldiers who have earned Ranger tabs, male or female, are not automatically part of the regiment, which has its own requirements and assessment process.

<http://www.armytimes.com/story/military/2015/10/12/3rd-female-student-earns-ranger-tab/73784176/>

6. Navy Moves Toward Unisex Uniforms and Covers

(12 Oct) Military.Com, By Richard Sisk

Under orders from Secretary Ray Mabus, the Navy has announced changes that will eventually make uniforms and covers more gender-neutral.

And so, the unisex "Dixie Cup," or enlisted white hat, will come into being and be available for wear by E-6s and below next April. Female sailors will also be allowed to carry bigger purses, so long as they match their shoes.

"Having service members don the same headgear is symbolic of a Navy that is gender-blind," said Lt. Cmdr. Nate Christensen, a Navy spokesman.

"We have been working hard to design covers and uniforms that improve uniformity across the force as well as improve the function and fit of sailors' uniforms" according to Mabus' plan for uniform and cover redesign, Christensen said.

"We have done several wear-tests and have incorporated sailors' feedback" into the final designs, he said.

Effective immediately under the new regulations, the Alternative Combination Cover (ACC) and current male combination cover for officers and chief petty officers can now be worn by both men and women in service dress uniforms.

All officers and chiefs will be required to wear either the ACC or the current male Combination Cover by Oct. 31, 2016, the Navy said.

In addition, beginning Oct. 1 next year, the Recruit Training Command will begin issuing re-designed Service Dress Blue uniforms in jumper style for both men and women.

The jumper will incorporate a side zipper and the slacks will have a front zipper to help with changing in and out of uniform, the Navy said. Both men's and women's uniform pants will have the traditional 13 buttons but those are just for show -- "they will not be functional," the Navy said.

By the fall of 2016, male and female recruits at boot camp will be issued new SDBs, meaning the eventual end of the female version of the "crackerjack" with jacket and tie for female petty officers and junior sailors.

Another eventual change is coming to the choker-style women's Officer and Chief Petty Officer (CPO) Service Dress White (SDW) Coat. That will be worn by both men and women in the coming years.

The new choker-style SDWs will be available through Navy Exchange uniform stores and call centers beginning Jan. 1, 2017, the Navy said. The mandatory wear date is Jan. 1, 2020.

<http://www.military.com/daily-news/2015/10/12/navy-moves-toward-unisex-uniforms-and-covers.html>

7. Army wants more female recruiters

(14 Oct) Military Times, By Tom Vanden Brook

The Army needs more female recruiters over the next several years as it gears up for the end of the ban on women serving in tens of thousands of combat-related jobs, according to a top recruiting official.

Maj. Gen. Jeffrey Snow, in an Oct. 4 memo to the top Army personnel officer, has requested an annual boost in the percentage of women recruiters by 1 percent per year until 2018 "to improve the recruitment of females for Army service."

Women, Snow said, are 23 percent better at recruiting women than men. "Increasing the number of females on recruiting duty will improve the effectiveness of recruiting women," he wrote.

The request comes as the Pentagon moves to open all its frontline combat units, including special operations forces, to women by year's end. The services may request an exemption for a combat specialty if they can document that women cannot perform the required tasks. Thus far, no such waiver requests have been made public. However, the Marine Corps released a study last month showing that all-male units outperformed those that included women, suggesting that the service may seek a waiver for its ground combat forces.

"Regardless of the final decision, a number will be open," Snow said in an interview. "It's going to be important."

Snow, who leads the Army's recruiting command, also wants more female recruiters because they're underrepresented compared with the rest of the Army. Women make up about 9 percent of the Army's recruiters, while they are 15 percent of its nearly 500,000 soldiers.

"I am concerned that as a recruiting force I don't have the same number of women that exist out in the operational Army," Snow said.

The Army should be less concerned about the gender of its recruiters than policies that could make military careers more attractive to women, said Todd Harrison, a military budget expert at the Center for Strategic and International Studies. Expanded maternity leave and greater predictability in geographic moves are among the family-friendly policies that the Pentagon is studying, Harrison said.

"The bigger issue is not who you are using as the face of the recruiter but what are you offering women in terms of pay and benefits and quality of life," Harrison said.

The Army struggled to meet its quota of 59,000 recruits for the fiscal year that ended Sept. 30. Signing up more women will help meet its goal of 62,500 for the current year.

Young women make up 50 percent of those eligible to join the service, according to Snow.

Unless the Army seeks waivers for 13 combat specialties such as infantry and its elite Green Berets, tens of thousands of jobs will be open to women starting Jan. 1. Since 2012, the ban on women soldiers already has been lifted for 55,000 jobs, including combat engineers. Currently, 145,000 positions remain closed to women.

"As the Army expands (military occupational specialty) availability to women, a large, qualified and under-recruited segment of the population will become more available and likely more interested in service," Snow wrote. "The Army needs to provide more role models to assist in relaying Army opportunities to qualified females."

<http://www.militarytimes.com/story/military/2015/10/14/army-wants-more-female-recruiters/73932088/>

8. Exclusive Access to Marine Corps Study Shows It Misses the Mark

(14 Oct) MeganMackenzie.Com, By Ellen Haring and Megan Mackenzie

In August, the Marine Corps completed a two and a half year, \$36 million dollar series of studies that examined the possible impacts of integrating women into combat occupations. On 10 September, they issued a [four-page, unsigned, undated, summary of their research findings](#) that concluded that [women degrade combat effectiveness](#), [contribute to increased injury rates](#) and may negatively impact recruiting and retention.

After gaining unprecedented access to over 380 pages of this research, we found that the primary study was inherently flawed and that the limited information the Marines released hid a myriad of problems and weaknesses associated with the design, small volunteer pool, and lack of generalizability of the findings. Significantly, the unclassified yet previously unreleased research documents indicate that women do not negatively impact unit cohesion, that the study sought to measure the impacts of integration in the absence of established combat standards, that female volunteers in the study had no operating force experience in ground combat units, and that better physical screening would have all but eliminated the rates of injury for women. We have released these documents to the Washington Post and San Diego Union-Tribune.

Evidence in the longer versions of the study also contradicts the general conclusion that all-male infantry teams performed better than other teams. For example, the research indicates that mixed gender teams are better at solving complex problems, have fewer disciplinary problems, and will likely increase the recruiting pool. The results also showed that non-infantry male Marines outshot infantry trained Marines and that setting valid standards will likely improve overall combat effectiveness.

When the Secretary of Defense rescinded the combat exclusion policy in 2013, the Services were tasked with setting valid occupational standards. The 2014 National Defense Authorization Act further entrenched this, requiring that “outcome-based standards” be developed to “accurately predict performance of actual, regular and recurring duties of a military occupation” and that they be applied to “measure *individual* capabilities.”

While the Army has some well-defined elite infantry training standards in the form of its Ranger School standards, the Marines have historically assumed that any male should be capable of infantry occupations simply because of his sex. In other words, until now, the only required standard for an infantry Marine has not been his individual capabilities or physical and mental qualifications but has simply been his biology and a passing Physical Fitness Test (PFT) score; the latter is an achievement most female Marines also meet.

In unpublished portions of the research the Marines acknowledge this as a limitation, stating “they relied heavily on the fundamental assumption that simply because a Marine in a particular ground combat arms MOS is a male, he should be capable of performing all of the physical tasks” of a combat occupation. They also concluded “perhaps the single-most important result of this almost three year process” has been “to essentially deconstruct many collective ground combat arms tasks to identify what individual tasks and standards an individual Marine must achieve ...to be a fully contributing member of that unit.”

Although the Marines had clear directives from DOD and acknowledged the limitations of their current standards for infantry, their studies did not focus on establishing quantifiable job-specific performance standards. Instead, their main research effort, the Ground Combat Element Integrated Task Force (GCEITF) had as its objective “to evaluate the physical performance of individual Marine volunteers in the execution of individual and collective tasks in an operational environment” and to “estimate the effect of gender integration.”

The problem with this objective was that the Marines were seeking to evaluate the physical performance of Marines **in the absence of quantifiable job-specific standards**. Not only did they lack clear standards at the start of the research program, but they failed to define or outline criteria for evaluating success or “combat effectiveness” at any point whatsoever in their research. Throughout the analyses, the only criteria used to measure achievement or combat effectiveness appears to be absolute speed and accuracy when completing a select number of physically demanding tasks: in other words, no standard was established to be met, and each task was turned into an absolute competition.

Since the study does not establish minimum operational standards associated with combat tasks and duties, and it fails to measure study participants against job-specific standards, this research does little to further the discussion on gender integration. The conclusion that all-male groups, on average, performed faster than integrated groups has been taken as proof that there are risks to gender integration and that the inclusion of female Marines would therefore render the Marines less combat effective, regardless of any individual Marines’ qualifications, male or female. Despite the importance placed on speed, the study does not define how fast a

task needs to be accomplished or under what conditions to meet combat effective screening criteria. They just say that men are faster, therefore better. Although it is interesting that all-male teams – on average- performed better than integrated ones, the results do not tell us whether the integrated teams performed adequately. Moreover, an unexpected and unreported finding was that **males with no infantry training consistently outshot their infantry trained counterparts** on three of the four weapons tested and tied them on the fourth.

The Marine study came to mixed conclusions when it came to morale and cohesion. This is significant since it is often assumed that women spoil the “band of brothers” dynamic that is considered essential to combat effectiveness. In a [widely circulated editorial](#), retired Marine General Gregory Newbold stated that the mysterious bonds between men are “what tempers the steel of an infantry unit” and “serves as the basis of its combat power.” The Marine Corps’ study does not demonstrate a clear link between gender integration and a loss of group cohesion. Participants were asked questions that measured cohesion levels at several stages in the study. Overall it was reported that there was “**no significant difference**” in cohesion levels between gender integrated and all-male units and that “gender integration, in and of itself, will not have a significant impact on unit morale.” The research also found that “gender-neutral standards facilitate task cohesion in integrated units.”

The Marines’ own research counters one of the most prolific arguments used to keep women out of combat roles. Moreover, their research indicates that the development of gender-neutral standards might actually enhance group cohesion within the Corps.

There are several issues with the applicability and generalizability of the findings. The study claims that the impact of gender integration on small units in the study “are generalizable to larger unit effectiveness,” yet later in the findings contradicts this, stating that due to small population sizes and possible selection bias “caution should be used when considering the generalizability of findings.” In terms of selection problems, effort was made to include a population that was representative of the Marines; however, it was acknowledged “Our sourcing of volunteers from the operating forces means accepting variations in some important respects, such as Time in Service, Time in MOS, training levels, and physiological development. We cannot be certain that male and female participants were totally equitable in these characteristics.” It was also noted that all of the female Marines had “no operating force experience in ground combat units” and that “even with the training period prior to the experimental phase designed to mitigate differences in training and physiological development, some differences likely remained” between volunteers.

In addition to possible selection bias issues, there was a clear problem of simply having enough participants for each of the elements of the study to draw any reliable conclusions. When describing the volunteer pool, it was admitted that “in some MOSs there is only a small quantity of males and females ... In the extreme cases of the experiment, there were no more than three males (i.e., PIMG) and females (i.e., tanks) completing the entire experimental phase.” The study compares what it considers ‘low density’ and ‘high density’ gender integrated groups to all-male units. However, due to drop out rates and issues with numbers of volunteers, often the ‘high density’ groups contained only 2 women and analysis of some tasks could not be completed at all due to a lack of participants.

Another issue associated with the volunteer population and representativeness relates to selection and physical requirements. There has been significant attention given to the relatively high rates of injury for women in the Marine study. However, the longer reports show that “when fitness is considered, female injury rates are similar/the same as male injury rates” and that “a stricter physical screening tool would have eliminated all the female Marines who sustained injury and were dropped during ITB” (infantry initial entry training). They also conclude that “it is unknown how much a stricter (higher) physical screen would have improved the physical performance of female volunteers” during the integrated task force testing.

Female volunteers were allowed to participate in the GCEITF experiment if they could meet minimum male fitness scores; scores the Marines no longer believe correlate to combat occupational success. Additionally, female Marines are held to a stricter body mass index (25%) than men (27.5%). According to their own analysis, “This appears to be counterproductive, especially for enabling females to enter physically demanding MOSs” since a higher body mass index in women is more advantageous for physically demanding jobs than a lower body mass index.

By the Marines’ own admission, “ground combat units have many years of historical bias, much of which will take time to eliminate.” This bias isn’t just evident in ground combat units; it’s also evident in the design, research and published findings of this set of studies. At best, the research amounts to a competition between groups of men and women with different qualifications and experience. In the absence of standards or evidence about the performance of individuals, the results do not indicate if some women outperformed some men or whether women are capable of performing combat duties. The fact that the Marines felt confident concluding women negatively impact combat units despite the poor design, inconsistent volunteer pool, small numbers of participants and confounding

results regarding both women and men's performance indicates a clear intent to keep women out.

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<http://meganhmackenzie.com/2015/10/14/exclusive-access-to-marine-corps-study-shows-it-misses-the-mark/>

9. Congressman continues push for records of Ranger School classes with women

(15 Oct) Stars and Stripes

An Oklahoma congressman has sent a second letter to the Secretary of the Army demanding access to Ranger School records for the classes that have involved female soldiers.

Republican Rep. Steve Russell, an infantry battalion commander who is Ranger qualified, has continued his quest as a third woman prepares to graduate from the Army's most demanding combat leadership school Friday at Fort Benning, Ga.

In a second letter to Secretary John McHugh dated Oct. 7, Russell said he is concerned that some of the documentation he has requested has been destroyed.

"I was somewhat puzzled by the Army officials informing me that many of the documents I am requesting might not be delivered as they may have been shredded," Russell said in the letter his office provided to the Ledger-Enquirer upon request.

"I stated in our meeting that I believed if this is the case, then it would certainly complicate the ability to ascertain the information necessary and determine whether the military members' allegations were substantiated, or if we can lay this to rest."

Among the documents he requested were patrol grade sheets, spot reports, phase evaluation reports and sick call reports, all "with Ranger Instructors' comments for each and every phase to include every recycled phase and class."

Russell also requested peer evaluations and "a complete breakdown of each female candidate's recycle history and dates for each phase."

Russell's initial request to McHugh came on Sept. 15, less than a month after Capt. Kristen Griest and 1st Lt. Shaye Haver made military history by becoming the first women to graduate from the school, which was established in 1951 and was a critical step for many who have risen to key Army leadership positions. A third woman, Maj. Lisa Jaster, will earn her Ranger tab on Friday at Fort Benning's Victory Pond.

Army officials have not commented on Russell's claim that some documents may no longer exist. Retired Command Sgt. Maj. Dennis Smith, the top non-commissioned officer at the Airborne and Ranger Training Brigade from 2009 until May 2012 when he retired, said it was standard practice to destroy documents after a class graduated.

"After a class leaves, we never hang onto the patrol records or peer reviews," Smith said. "The only thing we keep is the green card, which is the official record."

Smith compared the green card to a college transcript that would include how the graduate performed in peer evaluations, how many patrols were graded and if they passed or failed the patrol. Students get at least two chances to pass patrols during phases at Fort Benning, the north Georgia mountains and the Florida swamps.

The green cards on every student to pass Ranger School are stored in a vault at Fort Benning.

"You would not have enough room to keep all of the reports and papers," Smith said. "Those records are destroyed once the class graduates."

Smith, who was involved in more than 25 Ranger School classes in which his duties included helping the commander make decisions on which students were offered chances to repeat phases or were dropped from the school, said it would have raised questions for him

if the records had been maintained.

“In my mind, it would have been shady if they would have kept the paperwork because they have not kept it for every other class,” he said.

Russell did not say why he was pursuing the information in his initial letter to McHugh. The congressman’s communication director, Daniel Susskind, last month when the first letter leaked to the media, said this: “Our office recently received information from some people with the Ranger School who alleged they were not held to the same standards. We asked for the records to make sure that all of the people who passed the course deserved to pass it.”

Russell’s only public comment came in a Sept. 23 Facebook post in which he said he was making the request, in part, because “no one wanted to touch this issue.”

“The records request on the recent Ranger classes that included females is to investigate serious allegations that are being made by members of the military,” Russell wrote.

Russell’s office has declined to say who is making those allegations. A former Ranger instructor, Michael “Bubba” Moore, said in a recent Ledger-Enquirer interview he provided information and potential sources to Russell’s office after they contacted him.

The Army responded to Russell’s initial request in a letter from McHugh on Sept. 24 that requested additional time to provide the congressman with the information he requested. On Sept. 25, top-level Army officials, including Maj. Gen. Scott Miller, commander of the Maneuver Center of Excellence at Fort Benning, met with Russell in Washington, D.C.

“I have asked the Chief, Legislative Liaison to compile as many of the documents as we can legally provide,” McHugh wrote. “As you know, we must balance the privacy requirements of our Soldiers with our desire to be as responsive as possible to your request.”

Russell has declined multiple interview request from the Ledger-Enquirer. The congressman is currently out of the country and will not have a comment until next week, Susskind said Wednesday.

The initial story about the congressman’s letter was first reported on People magazine’s website. The story about Russell’s most recent letter was also first reported by People on Tuesday.

<http://www.stripes.com/news/army/congressman-continues-push-for-records-of-ranger-school-classes-with-women-1.373352>

10. Marine Corps Study Finds No Detriment to Morale in Mixed-Gender Combat Units

(15 Oct) The New York Times, By Dave Phillips

The Marine Corps has long held concerns that integrating women into combat units could erode morale in all-male platoons and lead to increased sexual tension that would undermine fighting capability. But a Marine Corps study made public by a women’s advocacy group this week found that after months of testing mixed-gender combat units, troops reported morale equal to that of all-male groups and higher than noncombat integrated groups.

In addition, the study found sexual assault levels no higher than in the [Marines](#) as a whole.

Men and women in a test group of about 400 Marines “feel a strong sense of belonging to the military, even more so when compared to other Marines of the operating forces,” the study found.

The 1,000-page study, known as the Ground Combat Element Integrated Task Force, was prompted by a mandate from the Obama administration to integrate women into all combat jobs by 2016 or justify exemptions.

In September, the Marine Corps released a four-page summary of the study that said female Marines were slower, less accurate with weapons and had more injuries than men.

About 300 additional pages were released this week without the permission of the Marine Corps by [Women in International Security](#) — a group that is an advocate for women in combat roles and was leaked the documents. The additional pages suggested that although women were not as [physically strong](#), on average, as men, the Marine Corps could successfully integrate women by setting clear

standards.

“There has been this band of brothers idea that there is something special about having only men, and adding women will ruin it,” said Ellen Haring, a senior fellow at the advocacy group and a reserve Army colonel. “The study doesn’t bear that out.”

When told by the Department of Defense in 2013 to integrate combat forces by 2016, other military branches responded by analyzing combat specialties to create gender-neutral standards based on the physical demands of the job. If a woman could meet the standards, she could serve in the position. The Army, Air Force and Navy have not indicated that they will ask for exemptions.

But the Marine Corps, with a 93 percent male force dominated by infantry members who carry heavy loads and live in spartan conditions, had a harder task.

A military official with knowledge of the decision who was not authorized to speak for the Marines said the former commandant of the Marine Corps, Gen. Joseph F. Dunford Jr., who now heads the Joint Chiefs of Staff, recommended exempting women from the infantry. The Marine Corps declined to comment.

The Corps approached the question of integration differently from other branches. It commissioned the nine-month ground combat study that put 300 men and 100 women in teams that performed combat skills ranging from shooting to hiking and climbing walls.

“Instead of seeing if women could meet standards, they essentially set up a race to see who was better,” Ms. Haring said.

The study found all-male units overwhelmingly outperformed integrated units in physical tasks — particularly tasks requiring upper body strength, such as evacuating an injured Marine from a turret or throwing a backpack onto a wall. But, [the report](#) said, integrated groups excelled at complex decision-making. It also concluded that adding women to all-male groups would probably improve the behavior of the groups as a whole.

“Integration of females is likely to lower the instance of disciplinary action, and this has been shown in general across the Marine Corps,” the report said.

During the months women and men were in proximity, the task force recorded seven sexual assaults. Only one was formally reported. The numbers, the report said, were not significantly different from those of other units.

“There are no indications that rates of sexual harassment and sexual assault will rise following gender integration,” the report concluded.

Brig. Gen. George W. Smith Jr., director of the Marine Corps Force Innovation Office, sounded a note of caution in the memorandum he submitted with the study findings, saying diluting strength in pursuit of inclusion was “a prescription for failure.”

“Our future enemies will be the ultimate arbiter of such decisions — when lives of our Marines are in the balance. Those who choose to turn a blind eye to those immutable realities do so at the expense of our Corps’ war-fighting capability.”

http://www.nytimes.com/2015/10/16/us/marine-corps-study-finds-no-detriment-to-morale-in-mixed-gender-combat-units.html?_r=0

11. Analysis of the Feasibility of Integrating Women Into Combat

(16 Oct) The New York Times

Marine Corps researchers assessing the performance of gender-integrated combat units found all-male units were faster and stronger, but found women could be integrated if gender-neutral performance standards were set.

< USMC Slide Deck >

http://www.nytimes.com/interactive/2015/10/15/us/entry-level-training.html?_r=0

12. First-term Marines are slow to sign on for another enlistment

(12 Oct) Marine Corps Times, By James K. Sanborn

Fewer first-term Marines are signing on for a second re-enlistment compared to this time last year, prompting manpower officials to ask commanders to redouble efforts to encourage young enlisted troops to stay in the Corps.

The Marine Corps is making slower progress towards re-enlistment targets for fiscal year 2016. As of Oct. 5, just over 33 percent of targeted first-term boat spaces were filled compared to 53 percent at the same time last year, according to Marine administrative message 490/15.

Manpower planners need commander's assistance to drive 3,953 Marines to re-enlist, so they can meet their 2016 first-term alignment plan goals. Corps officials hope to see 5,957 first-term Marines sign on for another enlistment in 2016. Currently only 2,229 requests are pending, meaning even if all were approved, the service would fall short of its goal.

Manpower planners also prefer to have far more submissions than boat spaces so they can choose only the best qualified Marines.

But re-enlistment intent is on the decline across the enlisted ranks, according to the results of the 2015 EAS Enlisted Retention Survey. Of the more than 4,200 Marines who took that survey, 38 percent said they were unlikely to sign on for another term, up 7 percent since 2013. Respondents listed civilian job opportunities, a lack of job satisfaction and pay as some of the top reasons influencing their decision to leave the Corps.

Now officials are appealing to commanders and career planners to talk to Marines about career opportunities. Career planners will soon present a series of questions to active-duty Marines contemplating a re-enlistment in order to get a "pulse of the force."

"Enlisted retention is a function of command: each commander maintains a responsibility for identifying talented Marines and encouraging them to submit for retention and continue their service," the MARADMIN states.

Re-enlistment challenges

Leaders hoping to get to the bottom of what's preventing more enlisted troops from re-enlisting are tasking career planners with finding out what's on the minds of Marines up for re-enlistment.

The information career planners collect will be presented to commanders who could then be tasked with goals for filling certain boat spaces within their commands. Here's a look at some of the questions career planners will ask in order to get a "pulse of the force."

- What are the top three factors influencing their retention decision?
- What are the three incentives that did or could influence their retention decision?
- What are the outside factors that make civilian life more appealing?

Commanders will receive a summary of the responses by Oct. 9. Marines' answers should provide additional insight and updated information to complement the recent retention survey.

"The intent is to provide commanders with some of the current variables that are affecting retention, in order to inform their effort to mentor, dialogue and retain talent," the MARADMIN reads.

Marine officials say the re-enlistment slowdown does not indicate a retention problem. They remain confident they will hit overall targets.

Pay, benefits and career opportunities are strong, and Marines join and stay in the Corps because they want to serve, said Yvonne Carlock, a Manpower and Reserve Affairs spokeswoman. Carlock provided responses on the Marine Corps' enlistment assessment from the command's enlisted plans and retention sections.

As the Marine Corps gets closer to its drawdown goals, the urgency to re-enlist has slowed, she said. Marines are no longer competing for drastically fewer and fewer boat spaces each year.

"During the recent drawdown years, the Corps had larger numbers of Marines applying for a shrinking number of available spaces and

that certainly affected the pace of retention," Carlock said.

The drawdown will take the Marine Corps to 182,000 Marines by the end of 2017, with the service now at about 184,000. As manpower officials get closer to that goal, they are focusing on retaining the right Marines in underpopulated military occupational specialties.

"The current challenge is to attain and maintain the proper balance in rank and MOS," she said. "This requires that we take a more active approach to the retention process."

The information in the MARADMIN, "is intended to assist commanders in this effort by providing a summary of the general state of FTAP retention in the Marine Corps and to highlight key MOSs that require additional command focus."

Opportunities for Marines

For Marines still thinking about re-enlisting, their ability to get the assignment they're hoping for largely depends on their MOS.

Seven specialties in particular are considered slow-filling MOSs. Those are likely to be the primary targets of the push by commanders to scrounge up more submissions for re-enlistment. Manpower officials plan to monitor remaining boat spaces in slow-filling MOSs, and will assign a specific retention mission for each force-level commander by Nov. 15.

In some cases, the MOSs provide generous re-up bonuses or healthy promotion prospects. Many also provide skills that will easily transfer to civilian jobs. They include:

- 0211: Counterintelligence/human intelligence specialist
- 0241: Imagery Analysis Specialist
- 0651: Cyber network operator
- 0689: Cyber security technician
- 2336: Explosive ordnance disposal technician
- 3521: Automotive organizational technician
- 3531: Motor vehicle operator

Some of those could spell opportunity for Marines since in many cases they overlap with specialties that are critical to Marine operations.

While the bonus budget was down to \$56 million this year compared to half a billion in 2008 and 2009, 55 jobs remained eligible for cash at the start of the year with the intention of giving payouts to 3,600 Marines — 300 more than in 2015.

Marines in faster-filling MOSs could face tougher re-enlistment competition. As the overall speed of first-term re-enlistments lags behind last year, a large number of jobs remain highly competitive. Those include 51 specialties designated as fast-filling MOSs, meaning in many cases they received more submissions for re-enlistment than available boat spaces.

Marines hope to submit in one of the fast-filling specialties will be subject to re-enlistment boards, meaning only the most competitive will be selected to fill the spot, rather than offering re-enlistment on a first-come, first-serve basis.

Some MOSs — including administrative specialist, machinist, MV-22 tiltrotor crew chief and aviation operations specialist — have already been closed completely, according to the MARADMIN.

Marines who are shut out of an MOS and still hoping to re-enlist can still make a lateral move into a more in-demand job though. Or they can try to stay in their current MOS if they are exceptionally qualified by receiving a request by their commander for the Quality Marine Identification program. The program authorizes retention of Marine beyond the strict boat space caps if they are anticipated to have an exceptional career.

All Marines hoping to remain in uniform and who have not submitted for re-enlistment yet should do so as quickly as possible. Manpower officials would not reveal the entire list of MOSs they predict will soon fill, but did say that another 26 are on the verge of becoming fast-filling. Water support technician and basic aviation ordnance Marine were likely candidates, officials said.

That could shut out remaining Marines in those jobs.

<http://www.marinecorpstimes.com/story/military/2015/10/12/first-term-marines-slow-sign-another-enlistment/73626082/>

13. New PFA rules allow sailors to save their careers

(13 Oct) Navy Times, By Mark Faram and Meghann Myers

Fitness amnesty is here — but it comes with strings attached.

Sailors facing separation for three physical fitness assessment failures in four years, and those who are one failure away from separation, are getting a chance to reset on Jan. 1.

In addition, the Navy is easing body-fat standards, and changing the way it administers the tape test.

The moves are an attempt to create a more realistic set of fitness standards that vary with both age and gender, keep more worthy sailors in uniform and, it is hoped, help establish a new culture of fitness that is less punitive but still draws a clear line as to what is acceptable and what is not.

Right now, nearly 34,000 active, full-time-support and reserve sailors have failed the PFA once or twice within the past four years and face serious consequences if they fail again.. Another 2,400 sailors already have three failures on the books — they must pass a real or mock Navy physical readiness test this fall to activate their amnesty and begin 2016 with just one failure on their records.

But there is a catch, in exchange for that one-time amnesty and the Navy's new, looser body-fat restrictions, sailors will now be administratively separated after two PFA failures in three years. This means that anyone going into next calendar year with just one failure within that three-year window is just one slip away from being booted.

The new are part of the Navy's overhaul of how it assesses the fitness of sailors, with officials also aiming to boost fitness culture throughout the service.

It's the second set of changes since the Navy announced in August that it would change PFA rules and give those facing separation or re-enlistment eligibility problems a break and an opportunity to continue their careers.

"If you really want to stay, and feel you have a shot, we're going to give you that opportunity," Vice Adm. Bill Moran, the Navy's chief of personnel, told sailors during a web-based all-hands call Oct. 6.

"[The new policy] gives everybody an opportunity to reset their clocks; if you want to stay ... you have to the end of this calendar year to get there."

More fitness-related changes, including details about the upcoming fitness award program, will be announced in separate messages before the end of the year, officials said, as they continue to improve the Navy's fitness program and make it more sailor-friendly and more closely aligned with today's fitness trends.

"Last year, we threw out over 1,500 sailors for BCA failures — 1,500 sailors who were enormously talented," Moran said. "Some of those sailors let themselves go and gave up trying to be in standard. They deserved to go. But for those who wanted to stay, but who were built differently ... maybe we didn't give [them] the counseling and help [they needed]."

The Navy has learned, he said, that fitness is far harder to define than previously thought and includes much more than just a body-fat standard.

"We needed wider variance in our standards to get more people to take the PRT and truly decide whether [they] were healthy enough to assist ... shipmates at sea in stressing situations," he said. "That ought to be the ultimate test."

The new BCA regulations take effect Jan. 1, but second chances are being offered now for those facing separation in the final months of this year, according to NAVADMIN 233/15, released Oct. 5.

Earning amnesty

All told, exactly 2,400 sailors have failed the PFA three times in four years and can now save their careers, according to official figures.

Even sailors who are currently in the administrative separation process have an opportunity to remain on active duty. The Navy is offering them the opportunity to extend their enlistment and pass their fitness test this fall. ,

But those who have decided to take their administrative discharge and go home should think twice; it could cost them a substantial amount of cash.

That's because even though they're on an administrative discharge track, opting out of the amnesty program turns their involuntary discharge to a voluntary one. Technically, they are turning down the chance to remain in uniform.

That makes them ineligible for the involuntary separation pay that typically comes with a fitness discharge, according to the message. A master-at-arms second class with eight years' service, for example, stands to lose \$28,333.

"It is important for sailors to ask for an extension [of their enlistment] now so that an involuntary separation does not become a voluntary one," Lt. Cmdr. Nate Christensen, spokesman for the chief of naval personnel, said.

Currently, 230 sailors are slated to get the boot before the end of the year and will be given a one-time chance to extend. To request amnesty, they must notify their chain of command of their desire for an extension, which can submit their intent to Navy Personnel Command.

That will stop their discharge in its tracks — temporarily. Then, they must pass a physical readiness test — pushups, sit-ups and run — by Dec. 1. This could be an official test or a "mock" test that follows the same rules.

Fail that PRT and the discharge process picks up where it left off, but now as an involuntary separation.

On the bubble

If those facing separation pass their next PRT, then all 36,275 sailors with any PFA failures on the books will begin the new year with just one on their record. But because the new rules put the separation threshold at two failures, anyone who's failed a PFA within three years of their next PRT will be on the bubble.

If you failed a PFA last year and fail again this spring, you will be gone.

This fall also is critical to another group of sailors, the thousands who now have two PFA failures in the past four years and are scheduled to take their fall PRT soon.

These sailors are still on the bubble. Failure to pass their fall PRT will send them into the administrative discharge process, because they are not eligible for the reset or separation amnesty.

For now, all the other administrative consequences of a PFA failure remain in effect, according to the message, and will likely continue in some form under the new testing and separation rules. These include the possible suspension of PCS orders and mandatory low eval marks — and being prevented from competing for advancement.

Sailors with at least one failure in the past three years will remain ineligible to be recruiters, recruit division commanders, instructors, equal opportunity advisers or staff members in Washington, D.C., or at the Navy Personnel Command in Millington, Tennessee. Additionally, they will be disqualified for overseas billets and individual augmentee tours.

Many of these consequences are tied to the old threshold, with administrative consequences starting out light and increasing with the number of failures.

Personnel officials are in the process of determining how this will work under the new system, but those details have yet to be

finalized.

Sailors who earn amnesty this fall will only be allowed to stay in the Navy one fitness cycle at a time. Keep passing your PFA each cycle and you're good to go, under the new rules. But fail just once for either the body composition assessment or the PRT within the new three-year window, and you'll be processed for administrative discharge, no exceptions.

Relaxed body-fat standards

The changes in allowable failures coincide with new and easier body-fat standards.

Beginning Jan. 1, body-fat limits, which until now have been standardized for sailors under age 40 and those over 40, will be defined for four more age groups.

The new maximum body-fat standards:

- Men, ages 18 to 21, 22 percent
- Men, ages 22 to 29, 23 percent
- Men, ages 30 to 39, 24 percent
- Men, 40 and older, 26 percent
- Women, ages 18 to 21, 33 percent
- Women, ages 22 to 29, 34 percent
- Women, ages 30 to 39, 35 percent
- Women, 40 and older, 36 percent

"It's a little more stringent than the DoD standard, but a bit more graduated by age than the current BCA standard," Moran told Navy Times in August. "It takes into account the physical changes that happen as we all age — so in that way, it's a little more realistic set of standards."

Next year, sailors who bust the height-and-weight chart will first get a waist-only tape test, maxing out at 39 inches for men and 35 ½ inches for women.

If you fail that, there's one more chance, with the dreaded "rope and choke" tape test that measures at the neck and waist (plus hips for women) and uses the numbers to calculate a body-fat percentage.

For those who exceed the Defense Department's maximum of 26 percent for men and 36 percent for women, it's a PFA failure. However, if you're just over the Navy's standard for your age group, but under the DoD's maximum limit, you'll be enrolled in the Fitness Enhancement Program.

"When you look at the science, there is an obesity standard out there that the American Medical Association uses," Moran said. DoD's maximum-allowed body-fat standards for men and women are based on that AMA standard.

"That's where we took the limits for our BCA," he said. "If you are above those limits, then you are obese and you must come down or you will leave the Navy."

What's next

There's been a lot of talk about the fitness program, especially a long-sought-after award for fitness excellence.

"We are in the initial stages of developing a PFA ribbon," Christensen said. "However, the eligibility criteria and timeline for release have not been determined at this time."

Moran said he's open to looking at everything, and officials continue to evaluate other fitness options. That research includes testing wrist fitness-tracking devices early next year in both the active fleet and the reserve force to see if they can help determine sailors' overall fitness and help them maintain it.

Sailor feedback had a huge influence on the decision to update the BCA, Moran said. However, there is still the matter of the PRT,

which many argue should — but doesn't — have events that mimic shipboard fitness requirements.

"We changed nothing on the PRT and there's plenty of argument that we could refine that, too, but we're taking this one step at a time," Moran said. "We're starting with the BCA, see how we do and then maybe adjust the PRT later on."

<http://www.navytimes.com/story/military/2015/10/13/new-pfa-rules-allow-sailors-save-their-careers-physical-fitness-assessment/72745924/>

14. How Servicewomen Can Better Prepare For Their Transition Out Of The Military

(14 Oct) Task & Purpose, By Jan Molino

I've spent a good many years helping organizations identify future leaders and preparing those leaders, particularly women, to take on senior roles. In all that time, I have never met a group of more accomplished, dedicated women than those attending a recent workshop I ran aimed at counseling female veterans transitioning into the civilian workforce.

They had served as officers and led others in combat, tackled complex administrative matters, and advised on strategic planning. They successfully met every challenge encountered during their active-duty years. Yet these strong, focused women were struggling with their latest challenge: finding the right career fit in civilian life.

Why?

Two common themes tie these women together. They don't understand how their military experiences and accomplishments translate to the civilian workforce; how their leadership skills, so prized in the military, can pay big dividends when properly presented to business, nonprofit, and government organizations after they hang up their uniforms.

It's that "properly presented" part that often gets in their way. It is my experience that women in general tend to underplay — or not fully understand — the significance of what they've accomplished. That tendency is taken to a new level for women in the military.

One of the workshop attendees — a former Navy helicopter pilot with both combat and administrative assignments under her belt who oversaw flight crews and staff personnel — she was also responsible for signing off on and managing large budgets and expenditures. Nonetheless, she shrugged when asked what management skills she had that would be attractive to a civilian employer. "I don't know," she responded, "I just did my job."

In the civilian workplace, it's important to stand up for and promote yourself. That's particularly true when interviewing for a job. It's the difference between "telling" about yourself and "selling" yourself.

Here's an example I use with clients:

Telling it: "I'm a supervisor of HR generalists and recruiting functions with 10 years of experience at company headquarters."

Selling it: "I'm a supervisor with 10 years successful management of six HR generalists and three recruiters for a regional company with three administrative officers and eight manufacturing plants."

Selling it is not something that comes easy after years on active duty. But to make a successful transition, getting out of your comfort zone and showcasing yourself is an important way — sometimes the only way — to rise above the competition.

The second commonality among these women is not understanding the civilian workplace terrain and where they might fit.

Most of them had not begun to explore that unfamiliar turf until just before leaving active duty. Some took advantage of the government's transition assistance program, offering guidance in resume writing and other practical transition matters, but not the "softer skills," which are so important to finding the *right* career fit.

The idea of choosing a job, let alone a workplace environment and culture, is something these women never had to face while on active duty.

None of the women had investigated the kinds of organizations that make for a "cultural" fit. In fact, the idea of "corporate culture" was alien to most of them until they heard from a panel of invited women veterans who made successful transitions. They listened as the vets shared their experiences about transitioning to the civilian workforce. Some had easier times than others; all had compelling stories to tell and lessons to teach.

One of the panelists related her story of trying everything from starting her own business to working for a state government official before finding her niche as an executive with an aerospace technology firm. "I tried different things ... explored many things ... before finding the right fit," she told the group.

Another offered the advice that service members getting ready to transition need to start thinking about it well in advance. Don't wait

until the last minute.

Good advice. Moving from a military to a civilian work environment can be like dropping by parachute into a foreign country without any information about the landscape, the people, customs, language, or any of those things that would help make the landing easier.

Even management and communication styles are different. In the civilian work environment, management styles can be the difference between loving your job and making a quick exit to a new employer. The transitioning woman who doesn't take the time to understand, recognize, and learn how to work with the range of styles in both communications and management does so at her own peril.

Aside from the obvious difference between the military vs. civilian management frameworks, there is the more subtle differentiation between the way men and women manage, almost invisible in the military, but quite prominent in a civilian workplace.

While generalities are always dangerous, and each workplace is different, it's my experience — as documented in many recent studies, [including a series by The New York Times about women at work](#) — that men tend toward individualism, avoid questions, and are dominant managers, while women are more apt to operate by building relationships, asking questions, and being supportive. These differences can get in the way of a career-minded veteran who only has her military workplace experience to lean on.

If you're getting the picture that there's a lot more to transitioning from the military to the civilian workforce than filling out your DD-214, writing a "civilian" resume and choosing new clothes to wear, you're right. Now, it's just you who will carve out a career path and maneuver unknown territory. The sooner you recognize that and take the appropriate steps to ensure success, especially if you're a woman, the better equipped you will be to meet and overcome any career challenges.

http://taskandpurpose.com/how-servicewomen-can-be-better-prepared-for-their-transition-out-of-the-military/?utm_source=facebook&utm_medium=social&utm_content=tp-facebook&utm_campaign=career

15. Navy Chief: Service Considering Expanding Paternity Leave

(14 Oct) ABC News, By Audrey McAvoy

The Navy's top officer said Tuesday the service is considering extending paternity leave for new fathers.

The Navy currently awards married fathers up to 10 days of paid leave upon the birth of a child. In July, the Navy tripled paid maternity leave for female sailors and Marines to 18 weeks.

A female sailor asked Navy Adm. John Richardson during a meeting with hundreds of service members at a Pearl Harbor pier whether the Navy might increase paternity leave as well.

Richardson said it was something officials in Washington were now discussing.

Richardson and Master Chief Petty Officer of the Navy Mike Stevens called about 10 sailors who became new fathers within the past year to the front of the pier and asked them how much paternity leave the Navy should offer.

The group quickly discussed the issue, and then replied their consensus was that the Navy should give 30 days of paternity leave.

Richardson said he'll take that opinion back to Washington.

"It's great to get a sense for what your input will be," Richardson told the sailors.

He said their view consistent with other thoughts he has heard on the issue, with many saying paternity leave should last about three weeks to 30 days.

Richardson held the "all hands call" meeting during his first trip to Hawaii since he became chief of naval operations last month. He stopped in the islands at the beginning of a two week trip to Japan, [South Korea](#), the [Philippines](#), [Bahrain](#) and Italy.

Other topics during the meeting with sailors addressed developing more comfortable boots, flame resistant uniforms, reenlistment bonuses and proposed changes to retirement programs.

<http://abcnews.go.com/US/wireStory/navy-chief-service-expanding-paternity-leave-34457971>

16. In Marine unit focused on integrating women, seven sex assaults reported

(15 Oct) *The Washington Post*, By Dan Lamothe

Seven sexual assaults were reported by service members in a unit established within the last year by the Marine Corps to research how to better integrate women into combat roles and unit, according to an analysis of the integration effort obtained by *The Washington Post*.

The alleged assaults have not previously been disclosed, but are [detailed in a 103-page report released to *The Post*](#) by two researchers who have been vocal advocates of fully integrating women in the military. The documents (embedded below) are part of a broader written analysis by the Marines to assess how women in the unit performed compared to men. Last month, the Marines initially described the research in a four-page summary, which quickly attracted controversy since it found that women were injured more frequently and shot less accurately than the men.

The longer report was signed and dated Aug. 27 by several officials at Quantico, Va. It was labeled as not releasable through the Freedom of Information Act.

The unit was known as the Ground Combat Element Integrated Task Force, and included about 300 men and 100 women. Its members spent about four months training at Camp Lejeune, N.C., before carrying out a simulated deployment to bases in California at Twentynine Palms and Bridgeport to perform combat skills ranging from shooting to hiking while under monitoring.

“Starting with the most recently integrated unit, Marines in the ITF report sexual assault histories at levels similar to those in other military populations,” the document said. “Sexual assaults reported during the life of the ITF were at a rate slightly higher than those experienced in other military populations. One sexual assault was formally reported and six sexual assaults were reported anonymously.”

The Marines reported being assaulted during a survey of unit members carried out in March at Twentynine Palms by the Naval Health Research Center, said a Marine source with knowledge of the research, speaking on condition of anonymity due to the sensitivity of the issue. They were asked whether they had been assaulted in the previous six months, which at that point included time both in the unit and before it was formed in October 2014.

Maj. Chris Devine, a Marine Corps spokesman at the Pentagon, said in a statement released to *The Post* that the service takes all allegations and acts of sexual assault very seriously.

“This behavior — whether on duty, on liberty, or online — is not in keeping with our core values and is detrimental to victims and to unit cohesion and readiness,” Devine said. “Without violating the confidentiality of our Marines, it’s impossible to tell if the sexual assaults they experienced occurred at the ITF, while on liberty or leave, or at a prior unit. Because of the anonymous reporting, these cases of sexual assaults could have occurred [as a member of the integrated task force] and could have occurred prior to joining.”

The report does not specify what occurred or whether men or women reported being assaulted. But the reports come amid a broad review in the U.S. military to assess how women can be more fully integrated into ground combat units, which have long been closed to women. The Marine Corps is widely seen as more opposed to fully integrating women than the other services.

The alleged assaults were reported during a multi-year effort to rein in sexual abuse in the military. There were 6,131 reports of sexual assault in fiscal 2014, according to the Pentagon’s annual report to Congress on the issue. It is widely believed that thousands more go unreported each year.

The assault reports caught some of the Marines in the task force by surprise.

“I never experienced, saw or heard of any sexual assault cases while I was with the unit,” said Sgt. Danielle Beck, a female anti-armor gunner in the task force, which was formed last October and deactivated in July after the research was completed. “If there were any it should have been addressed to the entire unit.”

The task force treated sexual assault concerns like every other unit Beck has been in, she said. It had training on sexual assault awareness and prevention, and representatives in each company of Marines who acted as sexual assault prevention and response officers, Beck added.

The Marines found that women in the integrated unit were injured twice as often, less accurate with infantry weapons and not as good at removing wounded comrades from the line of fire. Units comprising all men also were faster than units with women at completing

tactical movements, especially while carrying large “crew-served” weapons like machine guns and mortars, the study found.

Marine Gen. Joseph F. Dunford, who served as the service’s commandant until taking over as the chairman of the Joint Chiefs of Staff last month, recommended against opening a few positions, including infantryman, according to two Marine officials with knowledge of the general’s thinking. They spoke on condition of anonymity due to the sensitivity of the issue.

Dunford is believed to have cited the findings of the gender-integrated task force in his decision. That put him at odds with Navy Secretary Ray Mabus, who has questioned the validity of the research. Mabus, who oversees both the Navy and Marine Corps, said last month in an interview that he still thinks all jobs should be opened to women, and noted that the task force study focused on what the average female Marine could do, rather than high performers who may be able to keep up in the infantry and other combat units.

“Part of the study said that women tend not to be able to carry as heavy of a load for as long,” [Mabus told NPR](#). “But, there are women who went through this study that could. And part of the study said that we’re afraid that because women get injured more frequently, that over time women will break down more. That you will begin to lose your combat effectiveness over time. That was not shown in this study. That was an extrapolation based on injury rates, and I’m not sure that’s right.”

The researchers who obtained and shared the documents with The Post, Ellen Haring and Megan MacKenzie, expounded on similar concerns in [an essay posted online Tuesday night](#). Haring, a reserve Army colonel, and MacKenzie, a professor and author of a book on gender integration in the military, wrote that they had obtained more than 380 pages of research and found the Marine Corps’ study to be “inherently flawed” and detailed thus far only in a limited way that has not addressed generalizations made.

“Significantly, the unclassified yet previously unreleased research documents indicate that women do not negatively impact unit cohesion, that the study sought to measure the impacts of integration in the absence of established combat standards, that female volunteers in the study had no operating force experience in ground combat units, and that better physical screening would have all but eliminated the rates of injury for women,” Haring and MacKenzie wrote.

The researchers do not address the reported sexual assaults in their online analysis. MacKenzie said in a phone interview that they wanted to focus on the study itself and the methods used.

“The sexual assault piece is really important, but it’s a separate issue than whether the research is legitimate,” she said. She noted that there were women in the unit who kept up with the men, according to the documents they obtained that were reviewed by The Post.

The Marine Corps’ research had mixed findings on how men and women working together in a simulated combat environment affected morale, according to the report. They were surveyed at least three times.

“Attitudes towards gender integration were little changed across the three surveys, with female Marines having a more positive attitude towards integration than male Marines do,” the report. “Perceptions of combat effectiveness, unit cohesion, trust, teamwork, and morale started high, and then declined over time.”

Such a decline in morale is not unexpected, given the demanding nature of the live testing the social dynamics at play, the report said.

“Formal reports of sexual harassment and sexual assault in the GCE-ITF were lower than comparably sized units in the operating forces,” the report said. “In addition, there are no indications that rates of sexual harassment and sexual assault will rise following gender integration.”

A spokesman for Mabus, Navy Capt. Patrick McNally, said that it would be inappropriate for him to comment on the alleged assaults because they may come to him for a decision later. Mabus has previously said that his department must do all it can to protect people from potential predators, especially if they are in the military.

Navy Capt. Jeff Davis, a Pentagon spokesman, said it is every service member’s right to serve in a climate of dignity and respect.

“Regarding the report, we are committed to removing barriers that prevent service members from serving in any capacity based on their abilities and qualifications, not constrained by gender-restrictive policies,” Davis said. Secretary Carter has received recommendations on gender integration from each service, he added, and “will make decisions by the end of the year that are based upon thoughtful and analytical review of the data.”

<https://www.washingtonpost.com/news/checkpoint/wp/2015/10/15/reports-of-sexual-assault-by-marines-in-unit-focused-on-integration-of-women-in-military/>

17. 1st Latina major general in Marines is new CEO of Girl Scouts of Southwest Texas

(12 Oct) Military Times, By Deborah Knapp

There's a new woman in charge of the Girl Scouts of Southwest Texas, and she's a woman who knows how to take charge.

Girls Scouts CEO Angie Salinas served as a major general in the United States Marine Corp. She was the first Latina to hold that position.

Angie Salinas brings 39 years of experience as a leader to the Girl Scouts and she brings a lifetime overcoming obstacles.

Before rising through the ranks to become the first Latina major general in the Marine Corp, Salinas was a struggling student, the first in her family to go to college.

"The end of my sophomore year I found myself on the verge of dropping out. I went to mail a letter and out came a United States Marine recruiter and he said why aren't you a Marine?" said Salinas.

One week later she was at boot camp where she became a trailblazer.

"I was ignited with this passion to serve something greater than myself and more importantly it taught me that I was going to have to earn everything in this world and nobody was going to give you anything. I went back and finished school. Many of the jobs I had I was the first woman to fill in those jobs. I felt a lot of pressure, wow, I need to do a good job or another woman may not be allowed. Over those 30 years I saw changes where now women are being allowed to go to combat," said Salinas.

In 2006, she was the change as the first Latina to be promoted to major general.

"I didn't realize it was going to be such a big deal being the first Latina," she said. "It drew a lot of attention nationally. At first I was really, really surprised by this because I was just a Marine but then I realized with it came great responsibility, I realized this was an opportunity for me to show people you can go there. you can be and become what you aspire to be by education and working hard."

After serving 39 years, she retired and moved to San Antonio where she was asked to serve again.

"The mission of Girl Scouts is making girls of courage, confidence and character that are going to make a difference just spoke to me because it sounded very much like my mission as a Marine to serve something greater than myself. I like to tell young girls I was a girl scout for one year and I made it from private to major general.

If I had been a Girl Scout for two years maybe I'd be wearing four stars, ' Salinas said with smile.

<http://www.militarytimes.com/story/military/2015/10/12/1st-latina-major-general-in-marines-is-new-ceo-of-girl-scouts-of-southwest-texas/73830510/>