



SECRETARY OF THE ARMY
WASHINGTON

19 APR 2013

MEMORANDUM THRU

Chairman of the Joint Chiefs of Staff
Acting Under Secretary of Defense (Personnel and Readiness)

FOR Secretary of Defense

SUBJECT: Plan for Integration of Female Leaders and Soldiers Based on the Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule (DGCAR)

1. References:

- a. Secretary of Defense (SecDef) and Chairman of the Joint Chiefs of Staff (CJCS) Memorandum, subject: Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule, 24 January 2013.
- b. Chairman of the Joint Chiefs of Staff (CJCS) Memorandum, subject: Women in the Service Implementation Plan, 9 January 2013.

2. Background:

a. In 2011, the Army began assessing unnecessary barriers to service for women. In 2012, over 14,000 positions were opened with the elimination of the collocation restriction and the assignment of women to maneuver battalion headquarters in 9 Brigade Combat Teams (BCT) as an exception to the DGCAR. In 2013, the Army notified the Office of the Secretary of Defense (OSD) of the intent to open approximately 6,000 additional positions in 17 Active Component (AC) BCTs, 9 National Guard (NG) BCTs, and Special Operations Aviation for assignment of women.

b. In implementing these changes, the Army has filled these newly opened positions with Officer and Noncommissioned Officer (NCO) leaders to pave the way for junior Soldiers. The Army conducted surveys, assessments and interviews of leaders and Soldiers for use in planning the further expansion of opportunities to women. Our success to date has been based on a phased approach that ensures a cadre is in place before assigning junior Soldiers, as well as reinforcing our Army values of dignity and respect. During each phase of integration, we will continue to incorporate lessons learned and eliminate unnecessary barriers that may impede the success of all Soldiers.

3. Mission. Upon completion of Congressional notification, the Army continues the expansion of opportunities for women by opening all remaining closed Areas of Concentration (AOC),

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Military Occupational Specialties (MOS), units and positions as expeditiously as possible, but not later than 1 January 2016.

4. Guiding Principles. Leadership at all levels will be critical to the success of expanding opportunities for female leaders and Soldiers and improving our Army for the future. Army leaders will adhere to the following guiding principles throughout this process:

a. We will ensure the success of our Nation's warfighting forces by preserving unit readiness, cohesion, and morale.

b. We will ensure our men and women are given the opportunity to succeed and are postured for success with viable career paths.

c. We will retain the trust and confidence of the American people in their Army's capability to defend the Nation by promoting policies to maintain the best quality and most qualified people.

d. We will validate performance standards, both physical and mental, for all MOSs, specifically those currently closed to female leaders and Soldiers.

e. Finally, we will ensure a sufficient cadre of midgrade/senior female Officers and Noncommissioned Officers are assigned to commands at the point of introduction to ensure future success. This may require an adjustment to our recruiting efforts, assignment processes, and personnel policies. Assimilation of female leaders and Soldiers into heretofore "closed units" will be informed by continual assessments.

5. Way Forward: The Army will move forward with four lines of effort (LOE) underpinned by constant communication.

a. LOE 1 - Open positions previously restricted to women based on the DGCAR. Details are listed in Enclosure 1.

b. LOE 2 - Validating Gender-Neutral Occupational Standards. Details are listed in Enclosure 2.

c. LOE 3 - Conducting Gender Integration Study. Details are listed in Enclosure 3.

d. LOE 4 - Special Operations/Long Range Reconnaissance. The Army will coordinate with United States Special Operations Command (USSOCOM), United States Army Special Operations Command (USASOC) and the sister Services to develop a plan for integration of women in special operations and long range reconnaissance.

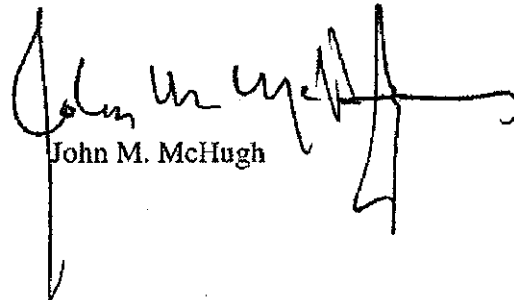
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6. No later than December 2015, the Army will have systems in place to actively assess the impact of opening physically demanding AOC and MOS to female Soldiers, the development and evaluation of gender-neutral standards; and the effectiveness of mitigation strategies established to facilitate successful integration of women into new career opportunities. Throughout this process, the Army will keep the Department of Defense, Congress, the American people, and its Soldiers informed to ensure they know and understand the Army's path and the progress towards a fully integrated, ready, and more capable force.

7. Summary. The Army plans to complete all studies and have gender-neutral accession standards established by the end of the fourth quarter, fiscal year (FY) 15, to support complete integration not later than 1 January 2016. Subsequently, the Army will begin a long-term program to study the experience of female Soldiers in previously closed occupations and positions from the point of accession throughout their time in service in order to determine if adjustments should be made to accession standards, and to collect injury data in physically demanding occupations. The Army will also continue to assess and learn from the newly integrated units and occupations to identify and replicate best practices while mitigating any issues arising in the long-term. At any point, if we are not able to meet the guiding principles, we will ask for an exception to policy to close positions, units or occupations to women.

8. My point of contact for this action is Colonel Linda Sheimo at 703-571-7226 or email linda.k.sheimo.mil@mail.mil.

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John M. McHugh

Enclosure 1: LOE 1 - Opening Units and Positions in AOC and MOS Currently Open to Women

1. The Army will expand opportunities for female leaders and Soldiers in currently open occupations throughout the Army to previously closed units and positions over the next two years, initially to the headquarters of Combat Arms (CA) (Infantry, Armor, Field Artillery) and Reconnaissance Surveillance Target Acquisition (RSTA) maneuver battalions. The Army initially broadened opportunities in 2012 with an Exception to Policy (ETP) program in nine Active Component (AC) Brigade Combat Teams (BCT). After expanding to skill level one and two in select Military Occupation Specialties (MOS) and expanding to noncommissioned officers (NCOs) in seven MOS in the first nine AC BCTs, the Army will add eight AC and nine National Guard (NG) BCTs for additional positions to be opened to female leaders in the fourth quarter of FY13. Notification to Congress occurred 12 April 2013 and it is anticipated the positions will open on or about 19 June 2013.

The Army will begin notification to Congress on 1 July 2013 of the opening of units and positions in currently open AOC and MOS that were previously closed to women due to the Direct Ground Combat Assignment Rule, comprised of 76 Enlisted MOS, 35 Officer Areas of Concentration (AOC), and 19 Warrant Officer MOS. This action will not impact USASOC units. The Army plans to fill these positions in the AC, the Army Reserve and the Army NG in early 2014, focusing first on the assignment of officers and NCOs to designated units in the maneuver headquarters, followed by assignment of skill level one and two Soldiers. The further assignment of women to companies and batteries below the headquarters level will be based on assessments, deployment cycles and specific manning guidance. This process should be completed by the end of calendar year 2014, and it will provide the framework for opening the specialties which are currently not open to women.

2. The Army will use lessons learned from surveys and interviews conducted during implementation of the 2012 Exception to Policy, when we assigned women leaders to maneuver battalion headquarters in nine BCTs. The lessons learned will enable the Army's Leadership to evaluate the phased, deliberate approach of opening positions to women. One of the major successes of the ETP implementation was unit commanders conducting Equal Opportunity (EO) and Sexual Harassment Assault Response Program (SHARP) training to reinforce Army values for all Soldiers, which aided in the integration of women into these units. As we move forward, we will ensure a sufficient number of female leaders are available to serve as role models and mentors in the previously all male units. We will continue to conduct surveys and interviews to capture concerns and benchmarks, and use this information to expand the positions open to women.

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3. The Army G-1, in coordination with Army G-3/5/7, Army Commands, and Human Resources Command will provide detailed guidance on the process of assigning women to these positions using the template previously employed during implementation of the 2012 ETP. Battalion headquarters companies will be filled first by women leaders and later by junior Soldiers. The Army G-1 will modify assignment guidance if required based on assessments of the integration of women into these positions with focused surveys and command climate assessments.

4. The positions identified for opening will be in open AOC and MOS in all three components (AC, Army Reserve and NG).

a. ENLISTED. The Army will open 76 enlisted MOS to the assignment of both female and male Soldiers as part of normal Army assignment process:

- 12C Bridge Crewmember
- 12D Diver
- 12H Construction Engineer
- 12N Horizontal Construction Engineer
- 12R Interior Electrician
- 12X General Engineering Supervisor
- 12Y Geospatial Engineer
- 12Z Combat Engineering Senior Sergeant
- 13T Field Artillery Surveyor/Meteorological Crewmember
- 13Z Field Artillery Senior Sergeant
Air Defense Command, Control, Communications,
- 14J Computers and Intelligence Tactical Operations
Center Enhanced Operator/Maintainer
- 14S Air and Missile Defense (AMD) Crewmember
- 15E Unmanned Aircraft System
- 15W Unmanned Aerial Vehicle Operator
- 25B Information Technology Specialist
- 25C Radio Operator-Maintainer
- 25E Electromagnetic Spectrum Manager
- 25F Network Switching Systems Operator-Maintainer
- 25L Cable Systems Installer-Maintainer
- 25P Microwave Systems Operator-Maintainer
- 25Q Multichannel Transmission Systems Operator-Maintainer

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25S Satellite Communications Systems Operator-Maintainer
25T Satellite/Microwave Systems Chief
25U Signal Support Systems Specialist
25W Telecommunications Operations Chief
25X Senior Signal Sergeant
25Z Visual Information Operations Chief
27D Paralegal Specialist
29E Electronic Warfare Specialist
31B Military Police
35F Intelligence Analyst
35G Imagery Analyst
35L Counter Intelligence Agent
35M Human Intelligence Collector
35N Signals Intelligence Analyst
35P Cryptologic Linguist
35T Military Intelligence (MI) Systems Maintainer/Integrator
35X Intelligence Senior Sergeant/Chief Intelligence Sergeant
35Z Signals Intelligence (SIGINT) Senior Sergeant/SIGINT Chief
37F Psychological Operations Specialist
38B Civil Affairs Specialist
42A Human Resources Specialist
46Q Public Affairs Specialist
46R Public Affairs Broadcast Specialist
56M Chaplain Assistant
68S Preventive Medicine Specialist
68W Health Care Specialist
74D Chemical, Biological, Radiological, and Nuclear (CBRN) Specialist
79S Career Counselor
88M Motor Transport Operator
88N Transportation Management Coordinator
89B Ammunition Specialist
89D Explosive Ordnance Disposal Specialist
91B Wheeled Vehicle Repairer

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91C Utilities Equipment Repairer
91D Power Generation Equipment Repairer
91E Allied Trades Specialist
91F Small Arms/Artillery Repairer
91G Fire Control Repairer
91H Tracked Vehicle Repairer
91J Quartermaster and Chemical Equipment Repairer
91L Construction Equipment Repairer
91X Maintenance Supervisor
91Z Senior Maintenance Supervisor
92A Automated Logistical Specialist
92F Petroleum Supply Specialist
92G Food Service Specialist
92R Parachute Rigger
92S Shower/Laundry and Clothing Repair Specialist
92W Water Treatment Specialist
92Y Unit Supply Specialist
94E Radio and Communications Security (COMSEC) Repairer
94F Computer/Detection Systems Repairer
94M Radar Repairer
94W Electronic Maintenance Chief
94Z Senior Electronic Maintenance Chief

b. OFFICERS. The Army will open 35 Officer Area of Concentration (AOC) positions to the assignment of both female and male Soldiers as part of normal Army assignment process:

00B General Officer
01A Officer Generalist
12A Engineer, General
12B Combat Engineer
12D Facilities/Contract Construction Management Engineer (FCCME)
13A Field Artillery, General
14A Air Defense Artillery Officer
25A Signal, General
27A Judge Advocate General

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31A Military Police
35D All Source Intelligence
36A Financial Manager
37A Psychological Operations
38A Civil Affairs
42B Human Resources Officer
50A Force Development
51A Systems Development
51C Contract and Industrial Management
51R Systems Automation Acquisition and Engineering
51T Test and Evaluation
51Z Acquisition
56A Command and Unit Chaplain
57A Simulations Operations Officer
59A Strategist
60A Operational Medicine
61N Flight Surgeon
62B Field Surgeon
65D Physician Assistant
70B Health Services Administration
70H Health Services Plans, Operations, Intelligence,
Security & Training
70K Health Services Materiel
74A Chemical, Biological, Radiological, and Nuclear
(CBRN)
90A Logistics
91A Maintenance and Munitions Materiel Officer
92A Quartermaster, General

c. WARRANT OFFICERS. The Army will open 19 warrant officer MOS to the assignment of both female and male Soldiers as part of normal Army assignment process:

011A Branch/MOS Immaterial
120A Construction Engineering Technician
131A Field Artillery Targeting Technician
140A Command and Control Systems Integrator
150C Unmanned Aircraft Systems Operations Technician

Enclosure 1: LOE 1 - Opening Units and Positions in AOC and MOS Currently Open to Women

153D UH-60 Pilot
154C CH-47 Pilot
155A Fixed Wing Aviator (Aircraft Nonspecific)
251A Information Systems Technician
254A Signal Systems Support Technician
290A Electronic Warfare Technician
350F All Source Intelligence Technician
740A Chemical, Biological, Radiological, and Nuclear
(CBRN) Warrant Officer
890A Ammunition Technician
915A Automotive Maintenance Warrant Officer
915E Senior Automotive Maintenance Officer
919A Engineer Equipment Maintenance Warrant Officer
920A Property Accounting Technician
921A Airdrop Systems Technician

Enclosure 2 – Gender-Neutral Occupational Standards for Closed Occupations

1. The Army will develop and validate gender neutral accession standards for the remaining closed occupations, and plans to open occupations by branch, sequentially, to take advantage of currently serving women leaders, role models, and mentors. We will use the decision point of 1 July 2014 for the Army Engineer branch, which has the largest cadre of female leaders and Soldiers. We will follow with Field Artillery occupations, which currently have a smaller number of female leaders and Soldiers, with a decision point of 1 March 2015 for 13B, Cannon Crewmember; 13D, Field Artillery Automated Tactical Data System; and 13F, Fire Support Specialist. We will use lessons learned from the previous opening of three Field Artillery occupations (13M, Multiple Launch Rocket System (MLRS)/High Mobility Artillery Rocket System (HIMARS) Crewmember; 13P, (MLRS) Operational Fire Direction Specialist; and 13R, Field Artillery Firefinder Radar Operator) and one Field Artillery maintenance occupation (91P, Artillery Mechanic) in 2012. Dates may be modified based on assessments and lessons learned, as we complete expansion and validation of gender neutral occupational standards.

2. The Army will use the data collected from the expansion of opportunities to women in previously closed units, combined with the opening of specialties restricted from women to inform our next steps. We anticipate validating the gender neutral standards for our Armor and Infantry AOC/MOS after Field Artillery expansion is complete, but no later than September 2015. The U.S. Army Research Institute for Environmental Medicine (USARIEM) will apply lessons learned in the establishing of standards from earlier work with Engineers and Field Artillery occupations. The decision point for Infantry and Armor officer and enlisted specialties is 1 July 2015, in order to have sufficient time to incorporate lessons learned from previous expansion of opportunities. The decision point for the Ranger Course is 1 July 2015, in coordination with USSOCOM and USASOC, as the school provides the skill identifier needed for any Soldier, regardless of specialty, to serve in the Ranger Regiment, which supports USSOCOM.

3. Engineer Branch. The Army will open AOC and MOS 12B and their associated additional skill identifiers (ASI): (2C, Javelin Gunnery; J3, Bradley Infantry Fighting Vehicle (BIFV) System Master Gunner and K9, Combat Engineer Mine Detection Dog Handler) beginning in fourth quarter FY14. Once the occupations are opened, the Army will begin to assign female Engineer officers and any reclassified NCOs to Combat Engineer Companies. These leaders will form the cadre for new female Combat Engineer Soldiers, which we will begin to assess and train. As a result, all Engineer occupations and positions in conventional force units will be open to female engineer leaders and Soldiers, which will open approximately 10,281 positions to women.

Enclosure 2 – Gender-Neutral Occupational Standards for Closed Occupations

a. Enlisted, 12B	10,045
b. Enlisted, 12Z, Combat Engineer Senior Sergeant	236

4. Field Artillery Branch. The Army will open MOS 13B, Cannon Crewmember; 13D, Field Artillery Automated Tactical Data System; and 13F, Fire Support Specialist, and their associated additional skill identifiers (ASIs): (F9, Advanced Field Artillery Tactical Data System (AFATDS); J3, Bradley Infantry Fighting Vehicle [BIFV] System Master Gunner; L7, Joint Fires Observer) beginning in the second quarter FY15. The Army will seek to reclassify women NCOs up to the grade of Staff Sergeant (SSG) and recruit females into MOS 13B, 13D, and 13F, for assignment to Cannon FA Units. These leaders will form the cadre for new female Field Artillery Soldiers, which we will begin to assess and train. This will open approximately 15,941 positions to women.

All numbers are approximate:

a. Enlisted, 13B	7,513
b. Enlisted, 13D	2,667
c. Enlisted, 13F	5,429
d. Enlisted, 13Z	332
e. Total Enlisted, Field Artillery	15,941

5. Armor and Infantry Branches. The Army will open:

- a. AOC 19A, Armor, General
- b. AOC 19B, Armor
- c. AOC 19C, Cavalry
- d. Armor Officer Skill Identifiers
 - (1) 3J, M1A2 Abrams Tank
 - (2) 3X, M2 Bradley Infantry Fighting Vehicle/M3 Cavalry Fighting Vehicle/M7 Bradley Fire Support Vehicle (BFIST)
- (3) 3Z, Mortar Unit Officer
- e. MOS 19D, Cavalry Scout
- f. MOS 19K, M1 Armor Crewman
- g. Enlisted Armor Additional Skill Identifiers
 - (1) K8, Master Gunnery M1A2 Tank
 - (2) R8, Mobile Gun System Master Gunner
- h. AOC 11A, Infantry
- i. Infantry Officer Skill Identifiers
 - (1) 3X, M2 Bradley Infantry Fighting Vehicle/M3 Cavalry Fighting Vehicle/M7 (BFIST)

Enclosure 2 – Gender-Neutral Occupational Standards for Closed Occupations

- (2) 3Z, Mortar Unit Officer
 - j. MOS 11B, Infantryman
 - k. MOS 11C, Indirect Fire Artillery
 - l. Infantry Enlisted Additional Skill Identifiers
- (1) C2, Dragon Gunnery
- (2) E9, M901 (ITV) Gunner/Crew Trainer
- m. ASI 6B (Long Range Surveillance Leader) third quarter, FY15

As the Army begins to assess both leaders and Soldiers into these two branches, we will offer currently serving junior officers and junior NCOs the opportunity to branch transfer or reclassify into these occupations to start building a cadre prior to the arrival of new Soldiers. This will open approximately 90,640 positions to women, including approximately 6,046 officer positions and approximately 84,594 enlisted positions.

All numbers are approximate:

n. Armor Branch: 29,385 Positions	
(1) Officer, 19A	332
(2) Officer, 19B	606
(3) Officer, 19C	1,369
(4) Total Officers, Armor	2,307
(5) Enlisted, 19D	18,304
(6) Enlisted, 19K	7,735
(7) Enlisted 19Z	1,039
(8) Total Enlisted, Armor	27,078
o. Infantry Branch: 61,255 Positions	
(1) Officer, 11A	3,739
(2) Enlisted, 11B	50,918
(3) Enlisted, 11C	5,610
(4) Enlisted, 11Z	988
(5) Total Enlisted, Infantry	57,516

6. Special Forces. The Army will open Special Forces occupations and associated Skill Identifiers, Additional Skill Identifiers, and Special Qualification Identifiers in coordination with USSOCOM. We will proceed in a deliberate and responsible manner based on the lessons learned in establishing gender neutral standards for the conventional force occupations and positions as it becomes possible to introduce cadres as described above.

Enclosure 3: LOE 3 – Conducting Gender Integration Study

1. TRADOC Analysis Center (TRAC) is conducting a study of institutional and cultural factors associated with integration of women into previously closed Military Occupational Specialties and units. The gender integration study draws upon literature review, surveys, focus groups, interviews, and process mapping to identify potential factors affecting integration. TRAC is also engaging Soldiers and leaders throughout the Army to ensure that their perspectives are evaluated. This study was initiated in January 2013 and is projected to close by January 2015.
2. The study process involves critical review by academia and retired senior Army leaders and collaboration with sister analytical agencies. The study has a dual focus—both institutional and operational. The analysis in the study will map the current policy, process, and procedures within the institutional Army that may pertain to integration. Concurrently, focus group and interview sessions with operational unit leaders will identify factors important to the force. The study will then evaluate potential mitigation strategies for implementation within the Army.
3. Analytic events to study policies and processes include visits to HRC, USAREC, ARNG G-1, and USARC G-1. Focus groups and interviews will include NCO and officer leadership from team through brigade levels at various installations including Fort Leonard Wood, Fort Sill, Fort Benning, and others. Higher level leadership will be engaged via existing senior leader forums.
4. Emerging findings will be reported to Army leaders as they become available.

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