

**UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA
SAN FRANCISCO DIVISION**

SERVICE WOMEN’S ACTION
NETWORK,

Plaintiff,

vs.

LLOYD AUSTIN, Secretary of Defense,

Defendant.

Case No. 12-CV-06005 EMC

DECLARATION OF LIEUTENANT COLONEL SAMANTHA FRAZIER

I, Lieutenant Colonel Samantha J. Frazier, hereby state and declare as follows:

1. I serve as the Command Policy and Programs Officer, a component of the Headquarters, Department of Army G1 (Personnel). The Command Policy Division coordinates with the Army Secretariat, sister services, and subordinate organizations including U.S. Army Training and Doctrine Command, U.S. Army Forces Command, and U.S. Army Human Resources Command, on all aspects pertaining to the integration of women into occupations and units. I have served in this capacity since August 2022 and have served as a commissioned Army officer Adjutant General Corps for 21 years. During that time, I have held command and staff positions at the company, battalion, brigade, and Army staff levels. In my current position as a Command Policy and Programs Division Officer, I develop and oversee policies and programs relating to Gender Integration and also act as an alternate Liaison for Defense Advisory Committee On Women In The Services (DACOWITS).

2. This declaration is based on my personal knowledge, as well as knowledge made available to me during the routine execution of my official duties. Attached to this declaration as Exhibit A, is an authentic copy of Army Fragmentary Order (FRAGO 5), dated 28 November 2022, of Army Headquarters Executive Order (HQDA EXORD) 097-16, dated 10 March 2016, which provides new guidance for lifting the Army Leaders First assignment requirement challenged in Plaintiff's Third Amended Complaint and directs the Army's transition in its gender integration plan from Phase 3—assignment to operational units to Phase 4—sustain and optimize. *See* U.S. Army Implementation Plan 2016-1 (Army Gender Integration), dated 9 March 2016, Ex. B (Army Leaders First Administrative Record 0009 – 00027) at 5-7.

3. On 1 April 2016, all positions in all Army military occupational specialties and all military schools opened to both genders. The Army implemented this transition through the “Leaders First” policy, which was implemented with FRAGO 1 dated 26 May 2016, of Army Headquarters Executive Order (HQDA EXORD) 097-16 dated 10 March 2016. This policy required female leaders, either officers or Non-Commissioned Officers (NCOs), to be assigned to units prior to the assignment of female junior enlisted (E4 and below) infantry (IN) and (AR) armor soldiers. Since its inception, there have been four other FRAGOs issued, implementing different shifts and milestones to the “Leaders First” policy. The latest change came through FRAGO 5 dated 28 November 2022.

4. FRAGO 5 directed that the Leader First assignment requirement to be removed from all active-duty combat arms units, absent the identification of some known risk by 5 December 2022. Paras. 3.D.2.Q. and 3.D.4.G. No units identified any risk, and as of 6 December 2022, all active-duty combat arms units were removed from the Leader First assignment requirement.

5. This milestone discontinued the operation of the Leaders First assignment requirement in the active-duty Army and moved the Army to “Phase 4: Sustain and Optimize” the final or steady state phase of its March 9, 2016, gender integration plan.¹

Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury that the foregoing is true and correct.

Executed on 10 March, 2023, in Falls Church, Virginia

FRAZIER.SAMANT Digitally signed by
FRAZIER.SAMANT.HAJ.1185246511
HAJ.1185246511 Date: 2023.03.09 10:54:59 -0500

Samantha J. Frazier
Lieutenant Colonel, Adjutant General Corps
Command Policy and Programs Division
Army G-1, DMPM- (MPC)
Arlington, Virginia

¹ As previously described by Lieutenant Colonel Comiskey, *see* ECF No. 187-1, the Army’s March 9, 2016, Implementation Plan adopted a four phase Leader’s First gender integration plan to comply with the directive of the Secretary of Defense - Phase I: Set Conditions for the Army; Phase II: Initiate Gender Neutral Training; Phase III: Assignment to Operational Units; and Phase IV: Sustain and Optimize. Phase IV is the final phase of that plan where combat arms assignments are executed through gender-immaterial policies. *See* Ex. B at 7.

Exhibit A

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FRAGO 5 TO HQDA EXORD 097-16 TO THE U.S. ARMY IMPLEMENTATION

Originator: DA WASH NGTON DC

TOR: 11/28/2022 21 56 33

DTG: 282149Z Nov 22

Prec: Priority

DAC: Ge e a

ARL NGTON NAT ONAL CEMETERY ARL NGTON VA, ARNG NGB COMOPS ARL NGTON VA, ARNG NGB COMOPS ARL NGTON VA, ARNG NGB J3 JOC WASH NGTON DC, ARNG NGB J3 JOC WASH NGTON DC, ARNGRC ARL NGTON VA, ARNGRC ARL NGTON VA, ARNGRC WATCH ARL NGTON VA, ARNGRC WATCH ARL NGTON VA, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR ARMY FUTURES COMMAND AUST N TX, CDR ARMY FUTURES COMMAND AUST N TX, CDR ATEC ABERDEEN PROV NG GROUND MD, CDR FORSCOM DCS G3 CENTRAL TASK NG D V FT BRAGG NC, CDR FORSCOM DCS G3 CENTRAL TASK NG D V FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFF CER FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFF CER FT BRAGG NC, CDR MDW J3 FT MCNA R DC, CDR MDW J3 FT MCNA R DC, CDR MDW JFHQ NCR FT MCNA R DC, CDR MDW JFHQ NCR FT MCNA R DC, CDR NETCOM 9THSC FT HUACHUCA AZ, CDR TRADOC CG FT EUST S VA, CDR TRADOC CG FT EUST S VA, CDR TRADOC DCS G 3 5 7 OPNS CTR FT EUST S VA, CDR USAR NORTH FT SAM HOUSTON TX, CDR USARCENT SHAW AFB SC, CDR USAREUR AF W ESBADEN GE, CDR USASOC COMMAND CENTER FT BRAGG NC, CDR USASOC FT BRAGG NC, CDR USASOC MESSAGE CENTER FT BRAGG NC, CDR3RD ARMY USARCENT WATCH OFF CER SHAW AFB SC, CDRAMC REDSTONE ARSENAL AL, CDRAMC REDSTONE ARSENAL AL, CDRFORSCOM FT BRAGG NC, CDRHRC G3 DCSOPS FT KNOX KY, CDRHRC G3 DCSOPS FT KNOX KY, CDR NSCOM FT BELVO R VA, CDR NSCOM FT BELVO R VA, CDR NSCOM OC FT BELVO R VA, CDR NSCOM OC FT BELVO R VA, CDRMDW WASH NGTON DC, CDRMDW WASH NGTON DC, CDRUSACE WASH NGTON DC, CDRUSACE

To: WASH NGTON DC, CDRUSAC DC FT BELVO R VA, CDRUSAC DC FT BELVO R VA, CDRUSACYBER FT BELVO R VA, CDRUSACYBER G3 FT BELVO R VA, CDRUSACYBER G33 FT BELVO R VA, CDRUSAE GHT G3 CUOPS SEOUL KOR, CDRUSAE GHT SEOUL KOR, CDRUSAMEDCOM FT SAM HOUSTON TX, CDRUSARC G33 READ FT BRAGG NC, CDRUSARC G33 READ FT BRAGG NC, CDRUSARCYBER WATCH OFF CER FT BELVO R VA, CDRUSARPAC CG FT SHAFTER H , CDRUSARPAC FT SHAFTER H , COMDT USAWC CARL SLE BARRACKS PA, COMDT USAWC CARL SLE BARRACKS PA, HQ MCOM FT SAM HOUSTON TX, HQ MCOM FT SAM HOUSTON TX, HQ NSCOM OC FT BELVO R VA, HQ SDDC CMD GROUP SCOTT AFB L, HQ SDDC CMD GROUP SCOTT AFB L, HQ SDDC OPS MSG CNTR SCOTT AFB L, HQ SDDC OPS MSG CNTR SCOTT AFB L, HQ USARSO FT SAM HOUSTON TX, HQ USARSO FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQDA ARMY STAFF WASH NGTON DC, HQDA CSA WASH NGTON DC, HQDA EXEC OFF CE WASH NGTON DC, HQDA MCOM OPS D V WASH NGTON DC, HQDA SEC ARMY WASH NGTON DC, HQDA SECRETAR AT WASH NGTON DC, HQDA SURG GEN WASH NGTON DC, MEDCOM HQ EOC FT SAM HOUSTON TX, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, NGB WASH NGTON DC, SMDC ARSTRAT CG ARL NGTON VA, SMDC ARSTRAT CG ARL NGTON VA, SMDC ARSTRAT G3 ARL NGTON VA, SUPER NTENDENT USMA WEST PO NT NY, SURGEON GEN FALLS CHURCH VA, USAR AROC FT BRAGG NC, USAR AROC FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR DCS G33 OPERAT ONS FT BRAGG NC, USAR DCS G33 OPERAT ONS FT BRAGG NC, USARCENT G3 FWD, USARPAC COMMAND CENTER FT SHAFTER H

CC: HQDA AOC DAMO ODO OPS AND CONT PLANS WASH NGTON DC, HQDA AOC G3 DAMO CAT OPSWATCH WASH NGTON DC, HQDA AOC G3 DAMO OD D R OPS READ AND MOB WASH NGTON DC

PAAUZYUW RUEADWD0723 3322155 UUUU RUIAAAA.

ZNR UUUUU ZUI RUEWMCE7585 3322153

P 282149Z NOV 22

FM DA WASHINGTON DC

TO RUJAAAA/ARLINGTON NATIONAL CEMETERY ARLINGTON VA

RUJAAAA/ARNG NGB COMOPS ARLINGTON VA

RUIAAAA/ARNG NGB COMOPS ARLINGTON VA

RUJAAAA/ARNG NGB J3 JOC WASHINGTON DC

RUIAAAA/ARNG NGB J3 JOC WASHINGTON DC

RUJAAAA/ARNGRC ARLINGTON VA

RUIAAAA/ARNGRC ARLINGTON VA

RUJAAAA/ARNGRC WATCH ARLINGTON VA

RUIAAAA/ARNGRC WATCH ARLINGTON VA

RUJAAAA/CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX

RUIAAAA/CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX

RUJAAAA/CDR ARMY FUTURES COMMAND AUSTIN TX

RUIAAAA/CDR ARMY FUTURES COMMAND AUSTIN TX

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RUJAAAA/CDR ATEC ABERDEEN PROVING GROUND MD
RUJAAAA/CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC
RUJAAAA/CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC
RUJAAAA/CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC
RUJAAAA/CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC
RUJAAAA/CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC
RUJAAAA/CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC
RUJAAAA/CDR MDW J3 FT MCNAIR DC
RUJAAAA/CDR MDW J3 FT MCNAIR DC
RUJAAAA/CDR MDW JFHQ NCR FT MCNAIR DC
RUJAAAA/CDR MDW JFHQ NCR FT MCNAIR DC
RUJAAAA/CDR NETCOM 9THSC FT HUACHUCA AZ
RUJAAAA/CDR TRADOC CG FT EUSTIS VA
RUJAAAA/CDR TRADOC CG FT EUSTIS VA
RUJAAAA/CDR TRADOC DCS G 3 5 7 OPNS CTR FT EUSTIS VA
RUJAAAA/CDR USAR NORTH FT SAM HOUSTON TX
RUJAAAA/CDR USARCENT SHAW AFB SC
RUJAAAA/CDR USAREUR AF WIESBADEN GE
RUJAAAA/CDR USASOC COMMAND CENTER FT BRAGG NC
RUJAAAA/CDR USASOC FT BRAGG NC
RUJAAAA/CDR USASOC MESSAGE CENTER FT BRAGG NC
RUJAAAA/CDR3RD ARMY USARCENT WATCH OFFICER SHAW AFB SC
RUJAAAA/CDRAMC REDSTONE ARSENAL AL
RUJAAAA/CDRAMC REDSTONE ARSENAL AL
RUJAAAA/CDRFORSCOM FT BRAGG NC
RUJAAAA/CDRHRC G3 DCSOPS FT KNOX KY
RUJAAAA/CDRHRC G3 DCSOPS FT KNOX KY
RUJAAAA/CDRINSCOM FT BELVOIR VA
RUEPINM/CDRINSCOM FT BELVOIR VA
RUJAAAA/CDRINSCOMIOC FT BELVOIR VA
RUEPINF/CDRINSCOMIOC FT BELVOIR VA
RUJAAAA/CDRMDW WASHINGTON DC
RUJAAAA/CDRMDW WASHINGTON DC
RUJAAAA/CDRUSACE WASHINGTON DC
RUJAAAA/CDRUSACE WASHINGTON DC
RUJAAAA/CDRUSACIDC FT BELVOIR VA
RUJAAAA/CDRUSACIDC FT BELVOIR VA
RUJAAAA/CDRUSACYBER FT BELVOIR VA
RUJAAAA/CDRUSACYBER G3 FT BELVOIR VA
RUJAAAA/CDRUSACYBER G33 FT BELVOIR VA
RUJAAAA/CDRUSAEIGHT G3 CUROPS SEOUL KOR
RUJAAAA/CDRUSAEIGHT SEOUL KOR
RUJAAAA/CDRUSAMEDCOM FT SAM HOUSTON TX
RUJAAAA/CDRUSARC G33 READ FT BRAGG NC
RUJAAAA/CDRUSARC G33 READ FT BRAGG NC
RUJAAAA/CDRUSARCYBER WATCH OFFICER FT BELVOIR VA
RUJAAAA/CDRUSARPAC CG FT SHAFTER HI
RUJAAAA/CDRUSARPAC FT SHAFTER HI
RUJAAAA/COMDT USAWC CARLISLE BARRACKS PA
RUJAAAA/COMDT USAWC CARLISLE BARRACKS PA
RUJAAAA/HQ IMCOM FT SAM HOUSTON TX
RUJAAAA/HQ IMCOM FT SAM HOUSTON TX
RUJAAAA/HQ INSCOM IOC FT BELVOIR VA
RUJAAAA/HQ SDDC CMD GROUP SCOTT AFB IL
RUJAAAA/HQ SDDC CMD GROUP SCOTT AFB IL
RUJAAAA/HQ SDDC OPS MSG CNTR SCOTT AFB IL
RUJAAAA/HQ SDDC OPS MSG CNTR SCOTT AFB IL
RUJAAAA/HQ USARSO FT SAM HOUSTON TX
RUJAAAA/HQ USARSO FT SAM HOUSTON TX
RUJAAAA/HQ USARSO G3 FT SAM HOUSTON TX
RUJAAAA/HQ USARSO G3 FT SAM HOUSTON TX
RUEADWD/HQDA ARMY STAFF WASHINGTON DC

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RUEADWD/HQDA CSA WASHINGTON DC
RUEADWD/HQDA EXEC OFFICE WASHINGTON DC
RUEADWD/HQDA IMCOM OPS DIV WASHINGTON DC
RUEADWD/HQDA SEC ARMY WASHINGTON DC
RUEADWD/HQDA SECRETARIAT WASHINGTON DC
RUEADWD/HQDA SURG GEN WASHINGTON DC
RUJAAAA/MEDCOM HQ EOC FT SAM HOUSTON TX
RUJAAAA/NETCOM G3 CURRENT OPS FT HUACHUCA AZ
RUIAAAA/NETCOM G3 CURRENT OPS FT HUACHUCA AZ
RUJAAAA/NGB WASHINGTON DC
RUJAAAA/SMDC ARSTRAT CG ARLINGTON VA
RUIAAAA/SMDC ARSTRAT CG ARLINGTON VA
RUJAAAA/SMDC ARSTRAT G3 ARLINGTON VA
RUJAAAA/SUPERINTENDENT USMA WEST POINT NY
RUEAUSA/SURGEON GEN FALLS CHURCH VA
RUJAAAA/USAR AROC FT BRAGG NC
RUIAAAA/USAR AROC FT BRAGG NC
RUJAAAA/USAR CMD GRP FT BRAGG NC
RUIAAAA/USAR CMD GRP FT BRAGG NC
RUJAAAA/USAR DCS G33 OPERATIONS FT BRAGG NC
RUIAAAA/USAR DCS G33 OPERATIONS FT BRAGG NC
RUIAAAA/USARCENT G3 FWD
RUIAAAA/USARPAC COMMAND CENTER FT SHAFTER HI
INFO RUIAAAA/HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC
RUIAAAA/HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC
RUIAAAA/HQDA AOC G3 DAMO OD DIR OPS READ AND MOB WASHINGTON DC
BT
UNCLAS CUI
SUBJ/FRAGO 5 TO HQDA EXORD 097 16 TO THE U.S. ARMY IMPLEMENTATION
PLAN 2016 01 (ARMY GENDER INTEGRATION)
CUI//
CONTROLLED BY: HQDA DCS, G 1
CONTROLLED BY: DAPE MPC
CUI CATEGORY: OPSEC
LIMITED DISSEMINATION CONTROL: FEDCON
POC [REDACTED]

SUBJECT: FRAGO 5 TO HQDA EXORD 097 16 TO THE U.S. ARMY
IMPLEMENTATION
PLAN 2016 01 (ARMY GENDER INTEGRATION)//

REFERENCES:

REF//A/ THROUGH REF//M/ NO CHANGE.
REF//N/ [ADD] FRAGO 4 TO HQDA EXORD 097 16 TO THE U.S. ARMY
IMPLEMENTATION PLAN 2016 01 (ARMY GENDER INTEGRATION), DTG: 271136Z
MAY 20//

NARR// (U) THIS IS FRAGO 5 TO HQDA EXORD 097 16, U.S. ARMY
IMPLEMENTATION PLAN 2016 01 (ARMY GENDER INTEGRATION). FRAGO 5
PROVIDES NEW GUIDANCE FOR LIFTING OF LEADERS FIRST REQUIREMENTS;
DIRECTS THE ARMY TRANSITION FROM PHASE 3 ASSIGNMENT TO OPERATIONAL
UNITS TO PHASE 4 SUSTAIN AND OPTIMIZE.//

1. (U) SITUATION. NO CHANGE.
2. (U) MISSION. NO CHANGE.
3. (U) EXECUTION.
- 3.A. (U) INTENT. NO CHANGE.
- 3.B. (U) CONCEPT OF OPERATION.

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3.B.1. (U) PHASE 1: SET THE CONDITIONS FOR THE ARMY. NO CHANGE.

3.B.2. (U) PHASE 2: INITIATE GENDER NEUTRAL TRAINING. NO CHANGE.

3.B.3. (U) PHASE 3: ASSIGNMENT TO OPERATIONAL UNITS. NO CHANGE.

3.B.4. (U) [RESTATED] PHASE 4: SUSTAIN AND OPTIMIZE. THIS PHASE BEGINS WHEN THE FORSCOM FILL PLAN IS NO LONGER REQUIRED AND COMBAT ARMS ASSIGNMENTS ARE EXECUTED BASED ON NEEDS OF THE ARMY.

3.C. (U) LINES OF EFFORT. NO CHANGE.

3.D. (U) TASK TO THE ARMY STAFF AND SUBORDINATE UNITS.

3.D.1. (U) COMMANDER, U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC).

3.D.1.A. THROUGH 3.D.1.N. NO CHANGE.

3.D.1.O. (U) [CHANGE TO READ] UPON TASKING SUBMIT IN WRITING A STATUS OF YOUR REVIEW/ASSESSMENT ANNUALLY TO HQDA DCS G 1/ASA (M&RA) FOR THEIR SUBMISSION TO THE ANNUAL REPORT DUE TO OSD (P&R) (DECEMBER TIMEFRAME).

3.D.1.P. (U) [CHANGE TO READ] CONTINUE TO TRACK AND PROVIDE SUCCESS RATES ANNUALLY, BY GENDER, FOR INITIAL ENTRY OCCUPATIONAL PHYSICAL ASSESSMENT TESTS (OPAT) AND HIGH PHYSICAL DEMANDS SKILLS TESTING BASED ON MILITARY OCCUPATIONAL SPECIALTY (MOS) CLASSIFICATION STANDARDS FOR CAREER MANAGEMENT FIELD (CMF) 11/19, 13F, AND CMF 18. FOR THE NATIONAL DEFENSE AUTHORIZATION ACT (NDAA) ANNUAL REPORT.

3.D.1.Q. (U) [CHANGE TO READ] CONTINUE TO ENTER AND UPDATE OPAT DATA INTO PERSONNEL RECORDS TO ENABLE REVIEW OF SOLDIER TRENDS.

3.D.1.R. (U) [CHANGE TO READ] CONTINUE TO TRACK AND PROVIDE THE STATUS OF GENDER NEUTRAL TRAINING AND EVALUATING STANDARDS THROUGHOUT THE INITIAL ENTRY LEVEL TRAINING CONTINUUM FOR THE NDAA ANNUAL REPORT.

3.D.1.S. (U) [CHANGE TO READ] CONTINUE TO TRACK AND PROVIDE ATTRITION RATES AND THE TOP THREE CAUSES OF ATTRITION THROUGHOUT INITIAL ENTRY LEVEL TRAINING, BY GENDER AND AOC/MOS, FOR THE NDAA ANNUAL REPORT. MEDCOM IN SUPPORT.

3.D.1.T. NO CHANGE.

3.D.1.U. NO CHANGE.

3.D.1.V. (U) [CHANGE TO READ] SUPPORT FORSCOM REPORTING AS REQUIRED.

3.D.2. (U) COMMANDER, U.S. ARMY FORCES COMMAND (FORSCOM).

3.D.2.A. THROUGH 3.D.2.N. NO CHANGE.

3.D.2.O. (U) [CHANGE TO READ] SUPPORT LONGITUDINAL FOCUS GROUPS AND SURVEYS AS REQUESTED.

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3.D.2.P. (U) [ADD] DIRECT SL10 INITIAL ENTRY ASSIGNMENTS BASED ON NEEDS OF THE ARMY UNTIL RELIEVED OF THE REQUIREMENT. HRC IN SUPPORT.

3.D.2.Q. (U) [ADD] UNITS WILL BE REMOVED FROM A LEADER FIRST ASSIGNMENT REQUIREMENT IF NO KNOWN RISKS ARE PRESENT AFTER A PERIOD OF 12 MONTHS WITH FEMALE SL10 SOLDIER INTEGRATION. IF THERE IS A KNOWN RISK TO SOLDIER(S) WITHOUT A LEADERS FIRST PRESENCE, UNITS WILL MAINTAIN THE ASSIGNMENT OF FEMALE LEADERS AT THE COMPANY/TROOP LEVEL UNTIL THE RISK IS MITIGATED. UNITS WILL INFORM FORSCOM AND PROVIDE A RISK MITIGATION ASSESSMENT TO INCLUDE, TIMEFRAMES AND BENCHMARKS TO RESOLVE SUCH CIRCUMSTANCE.

3.D.2.R. (U) [ADD] ABSENT IDENTIFICATION OF KNOWN RISKS, UNITS WILL BE REMOVED FROM A LEADER FIRST ASSIGNMENT REQUIREMENT EFFECTIVE 05 DECEMBER 2022.

3.D.3. (U) COMMANDER, UNITED STATES ARMY SPECIAL OPERATIONS COMMAND (USASOC). NO CHANGE.

3.D.4. (U) COMMANDERS, ARMY SERVICE COMPONENT COMMANDS (ASCC) AND DIRECT REPORTING UNITS (DRU).

3.D.4.A. THROUGH 3.D.4.F NO CHANGE.

3.D.4.G. (U) [ADD] UNITS WILL BE REMOVED FROM A LEADER FIRST ASSIGNMENT REQUIREMENT IF NO KNOWN RISKS ARE PRESENT AFTER A PERIOD OF 12 MONTHS WITH FEMALE SL10 SOLDIER INTEGRATION. IF THERE IS KNOWN RISK TO SOLDIER(S) WITHOUT A LEADERS FIRST PRESENCE, UNITS WILL MAINTAIN THE ASSIGNMENT OF FEMALE LEADERS AT THE COMPANY/TROOP LEVEL UNTIL THE RISK IS MITIGATED. UNITS WILL INFORM THEIR HIGHER HEADQUARTERS AND PROVIDE A RISK MITIGATION ASSESSMENT TO INCLUDE, TIMEFRAMES AND BENCHMARKS TO RESOLVE SUCH CIRCUMSTANCE.

3.D.4.H. (U) [ADD] IF A RISK TO SOLDIER EXISTS UNIT WILL SUBMIT IN WRITING NLT 30 NOVEMBER 2022 TO HQDA DCS G 1 AND PROVIDE THE RISK MITIGATION PLAN WITH ASCC/DIVISION REVIEW AND APPROVAL.

3.D.4.I. (U) [ADD] ABSENT IDENTIFICATION OF KNOWN RISKS, UNITS WILL BE REMOVED FROM A LEADER FIRST ASSIGNMENT REQUIREMENT EFFECTIVE 05 DECEMBER 2022.

3.D.5. (U) COMMANDER, U.S. ARMY MEDICAL COMMAND (MEDCOM)/OFFICE OF THE SURGEON GENERAL (OTSG).

3.D.5.A. NO CHANGE.

3.D.5.B. NO CHANGE.

3.D.5.C. (U) [CHANGE TO READ] REQUIRED NLT 31 OCTOBER OF EACH YEAR (NO EXPIRATION DATE) PROVIDE AN ANNUAL REPORT COVERING THE MOST RECENT FISCAL YEAR FOR ALL COMPONENTS ADDRESSING THE OSD PHYSICAL DEMANDS AND PHYSIOLOGICAL CONCERNS TO HQDA DCS G 1.

3.D.5.C.1. THROUGH 3.D.5.C.4. NO CHANGE.

3.D.5.D. (U) NO CHANGE.

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3.D.5.E. (U) [CHANGE TO READ] TRACK AND PROVIDE INJURY RATES AND THE TOP FIVE (5) CAUSES OF INJURY THROUGHOUT THE INITIAL ENTRY LEVEL TRAINING CONTINUUM, BY GENDER AND MOS, FOR THE NDAA ANNUAL REPORT. TRADOC IN SUPPORT.

3.D.5.F. (U) [CHANGE TO READ] TRACK AND PROVIDE INJURY RATES AND MEDICAL NON DEPLOYABILITY RATES IN NEWLY OPENED GROUND COMBAT MOS, BY GENDER AND MOS, FOR THE NDAA ANNUAL REPORT. HQDA DCS G 1 IN SUPPORT.

3.D.6. (U) SUPERINTENDENT, UNITED STATES MILITARY ACADEMY (USMA).
NO
CHANGE.

3.D.7. (U) OFFICE OF THE CHIEF, ARMY RESERVE (OCAR).

3.D.7.A. NO CHANGE.

3.D.7.B. NO CHANGE.

3.D.7.C. (U) [CHANGE TO READ] NLT 31 OCTOBER OF EACH YEAR (WITH NO EXPIRATION DATE), PROVIDE AN ANNUAL WRITTEN STATUS COVERING THE MOST RECENT FISCAL YEAR ON THE FOLLOWING AREA THROUGH FORSCOM TO HQDA G 1: TO ADDRESS OSD TALENT MANAGEMENT CONCERNS, PROVIDE A DETAILED DESCRIPTION OF STEPS TAKEN TO RECRUIT AND RETAIN WOMEN INTO THE NEWLY OPENED MOS/S. THIS WILL INCLUDE NUMBERS OF CALENDAR YEAR FEMALE ACCESSIONS; A DETAILED DESCRIPTION AND ANALYSIS OF MALE RECRUITING AND RETENTION RATES IN THE NEWLY OPENED MOS/S COMPARED TO THE FIVE YEARS PREVIOUS TO INTEGRATION; AND MALE AND FEMALE REPRESENTATION NUMBERS IN NEWLY OPENED OCCUPATIONS AND UNITS IN COMPARISON TO THE PREVIOUS CALENDAR YEAR.

3.D.7.D. THROUGH 3.D.7.I. NO CHANGE.

3.D.8. (U) DIRECTOR, ARMY NATIONAL GUARD (ARNG), AS DIRECTED BY THE CHIEF, NATIONAL GUARD BUREAU (NGB).

3.D.8.A. NO CHANGE.

3.D.8.B. NO CHANGE.

3.D.8.C. (U) [CHANGE TO READ] NLT 31 OCTOBER OF EACH YEAR (WITH NO EXPIRATION DATE), PROVIDE AN ANNUAL WRITTEN STATUS COVERING THE MOST RECENT FISCAL YEAR ON THE FOLLOWING AREAS TO HQDA G 1:

3.D.8.C.1. (U) [CHANGE TO READ] ADDRESS OSD POPULATION SIZE CONCERNS, PROVIDE A DETAILED DESCRIPTION OF CHALLENGES AND MITIGATION STRATEGIES IN THE EVENT OF SMALL NUMBERS OF WOMEN IN NEWLY OPENED CAREER FIELDS, AND ACTIONS TAKEN TO MITIGATE ANY EQUIPMENT SIZING, SUPPLY, AND FACILITY ISSUES.

3.D.8.C.2. (U) [CHANGE TO READ] ADDRESS OSD CONDUCT AND CULTURE CONCERNS, PROVIDE A DETAILED DESCRIPTION OF INTEGRATION EDUCATION AND TRAINING EFFORTS. THIS WILL INCLUDE TYPE AND FREQUENCY OF EDUCATION, TRAINING, AND SPECIFIC STEPS TAKEN TO ADDRESS SEXUAL ASSAULT, HARASSMENT, HAZING OR OTHER UNPROFESSIONAL BEHAVIOR IN NEWLY INTEGRATED OCCUPATIONS, AND UNITS.

3.D.8.C.3. (U) [CHANGE TO READ] ADDRESS OSD TALENT MANAGEMENT

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CONCERNS, PROVIDE A DETAILED DESCRIPTION OF STEPS TAKEN TO RECRUIT AND RETAIN WOMEN INTO THE NEWLY OPENED MOS. THIS WILL INCLUDE NUMBERS OF CALENDAR YEAR FEMALE ACCESSIONS: A DETAILED DESCRIPTION AND ANALYSIS OF MALE RECRUITING AND RETENTION RATES IN THE NEWLY OPENED MOSS COMPARED TO THE FIVE YEARS PREVIOUS TO INTEGRATION; AND MALE AND FEMALE REPRESENTATION NUMBERS IN NEWLY OPENED OCCUPATIONS AND UNITS IN COMPARISON TO THE PREVIOUS CALENDAR YEAR

3.D.8.D. THROUGH 3.D.8.I. NO CHANGE.

3.D.8.J. (U) [CHANGE TO READ] EXAMINE POLICIES AND PRACTICES TO ENSURE ACCURATE COLLECTION OF ATTRITION DATA. MODIFY POLICY IF NECESSARY TO CAPTURE ACCURATE MEDICAL DATA FOR TPU SOLDIERS TO OBTAIN READINESS STATUS.

3.D.9. (U) HQDA DCS, G 1. NO CHANGE.

3.D.10. (U) HQDA DCS, G 3/5/7. NO CHANGE.

3.D.11. (U) HQDA DCS, G 8. NO CHANGE.

3.D.12. (U) COMMANDER, U.S. ARMY HUMAN RESOURCES COMMAND (HRC).

3.D.12.A. (U) [CHANGE TO READ] COORDINATE SL10 SOLDIER INITIAL ENTRY ASSIGNMENTS BASED ON NEEDS OF THE ARMY WITH FORSCOM.

3.D.12.B. NO CHANGE.

3.D.12.C. NO CHANGE.

3.D.12.D. (U) [CHANGE TO READ] PROVIDE RECLASSIFICATION RATES AND THE TOP THREE (3) CAUSES OF RECLASSIFICATION THROUGHOUT THE ENTRY LEVEL TRAINING CONTINUUM, BY GENDER AND MOS, FOR THE NDAA ANNUAL REPORT. TRADOC IN SUPPORT.

3.D.12.E. (U) [CHANGE TO READ] CONTINUE TO TRACK AND PROVIDE LATERAL MOVE APPROVAL RATES INTO/OUT OF CMF 11/19, 13F, AND CMF 18, BY GENDER AND MOS, FOR THE NDAA ANNUAL REPORT.

3.D.12.F. (U) [CHANGE TO READ] CONTINUE TO TRACK AND PROVIDE REENLISTMENT AND RETENTION RATES CMF 11/19, 13F, AND CMF 18, BY GENDER AND MOS, FOR NDAA ANNUAL REPORT.

3.D.12.G. (U) [CHANGE TO READ] CONTINUE TO TRACK AND PROVIDE PROMOTION RATES IN CMF 11/19, 13F, AND CMF 18, BY GENDER AND MOS, FOR NDAA ANNUAL REPORT.

3.D.13. (U) ASSISTANT SECRETARY OF THE ARMY (ACQUISITION, LOGISTICS AND TECHNOLOGY) (ASA(ALT))/PEO SOLDIER. NO CHANGE.

3.E. (U) COORDINATING INSTRUCTIONS. NO CHANGE.

4. (U) SERVICE AND SUPPORT. NO CHANGE.

5. (U) COMMAND AND SIGNAL.

5.A. (U) COMMAND. NO CHANGE

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5.B. (U) SIGNAL.

5.B.1. (U) [CHANGE TO READ] HQDA POC FOR THIS MESSAGE IS: [REDACTED]

5.B.2. (U) [CHANGE TO READ] TRADOC POC FOR THIS MESSAGE IS: [REDACTED]

5.B.3. (U) [CHANGE TO READ] FORSCOM POC IS: [REDACTED]

5.B.4. (U) [CHANGE TO READ] MEDCOM POC: [REDACTED]

5.B.5. (U) [CHANGE TO READ] [REDACTED]

5.B.6. (U) [CHANGE TO READ] ARMY RESERVE POC IS: [REDACTED]

5.B.7. NO CHANGE.

5.B.8. NO CHANGE.

ATTACHMENTS:

ANNEX A MEMORANDUM FOR SECRETARY OF DEFENSE, SUBJECT: U.S. ARMY IMPLEMENTATION PLAN 2016 01 (ARMY GENDER INTEGRATION), DATED 05 JANUARY 2016. NO CHANGE.

ANNEX B SOLDIER 2020 IMPLEMENTATION TIMELINE. NO CHANGE.

ANNEX C OPERATIONS. NO CHANGE.

ANNEX C APPENDIX 1 TRANSFORM ACCESSIONS. NO CHANGE.

ANNEX C APPENDIX 2 UNIT FILL PLAN. NO CHANGE.

ANNEX C APPENDIX 3 TALENT MANAGEMENT. NO CHANGE.

ANNEX C APPENDIX 4 EDUCATE CONCEPT. NO CHANGE.

ANNEX C APPENDIX 5 COMMUNICATE CONCEPT. NO CHANGE.

ANNEX C APPENDIX 5 TAB A PUBLIC AFFAIRS GUIDANCE FOR GENDER INTEGRATION IN THE ARMY. NO CHANGE.

ANNEX C APPENDIX 5 TAB B PHYSICAL DEMANDS STUDY FACT SHEET. NO CHANGE.

ANNEX C APPENDIX 5 TAB C GENDER INTEGRATION STUDY FACT SHEET. NO CHANGE.

ANNEX C APPENDIX 6 ASSESSMENT CONCEPT. NO CHANGE.

ANNEX C APPENDIX 7 GLOSSARY. NO CHANGE.

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Exhibit B

HQDA Execution Order 097-16
to the U.S. Army Implementation
Plan 2016-01
(Army Gender Integration)

9 March 2016



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Copy no. ____ of ____ copies
Headquarters, Department of the Army
9MAR16

HQDA EXECUTION ORDER 097-16 to the U.S. ARMY IMPEMENTATION PLAN 2016-01 (ARMY GENDER INTEGRATION)

Narrative: This is an HQDA EXORD (sequel to EXORD 112-13) directing Army efforts to improve readiness and combat performance while opening all occupational fields to women. A key element of this Integration Plan is the concept of "leaders first," which prescribes the placement of a female Armor or Infantry leader in a unit prior to assignment of female junior enlisted Soldiers of the same branch to that unit. This order assumes that 1) qualified women will volunteer to serve in Infantry and Armor occupations/AOCs, 2) the Army will initially not force branch currently contracted cadet cohort women into Infantry or Armor occupations/AOCs and 3) the Leaders First policy will not change if enlisted Infantry and Armor accessions far outpaces female leader recruiting and training.

References:

- A. Chairman of the Joint Chiefs of Staff Memorandum, Subject: Women in the Service Implementation Plan, 09 January 2013.
- B. Memorandum for Secretaries of the Military Departments, Subject: Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule, 24 January 2013.
- C. HQDA EXORD 112-13 Army Required Actions in Support of the Elimination of the Direct Ground Combat Assignment Rule (DGCAR), 6 April 2013.
- D. Secretary of the Army Memorandum, Subject: Plan for Integration of Female Leaders and Soldiers Based on the Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule (DGCDAR), 19 April 2013.
- E. FRAGORD 1 to HQDA EXORD 112-13 Army Required Actions in Support of the Elimination of the Direct Ground Combat Assignment Rule (DGCAR).
- F. Secretary of Defense (SecDef) Memorandum, Subject: Implementation Guidance for the Full Integration of Women in the Armed Forces, 3 December 2015.
- G. Army Directive 2016-01, Expanding Positions and Changing the Army Policy for the Assignment of Female Soldiers, dated 29 January 2016.
- H. Memorandum for Secretary of Defense, Subject: U.S. Army Implementation Plan 2016-01 (Army Gender Integration), dated 5 January 2016 (see Annex A).

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1. Situation.

- A. On 24 January 2013, the SecDef rescinded the 1994 Direct Ground Combat Definition and Assignment Rule (DGCDAR) and directed the Services to open all occupations and units to women as expeditiously as possible, but no later than 1 January 2016. The Army's campaign to integrate women into combat arms branches and improve readiness across the force is titled Soldier 2020.
- B. The SecDef further directed that any recommendation to keep an occupation or unit closed must be based on a rigorous analysis of the knowledge, skills, and abilities needed for the position. The Chairman of the Joint Chiefs of Staff stated that the integration of women into previously restricted occupations should be driven by the following guiding principles:
 - (1) Ensuring the success of our Nation's warfighting forces by preserving unit readiness, cohesion, and morale.
 - (2) Ensuring our men and women are given the opportunity to succeed and are positioned for success with viable career paths.
 - (3) Retaining the trust and confidence of the American people in the defense of this Nation, by promoting policies that maintain the best quality and most qualified people.
 - (4) Validating occupational performance standards, both physical and mental, for all military occupational specialties (MOSs), specifically those that remain closed to women.
 - (5) Ensuring that a sufficient cadre of midgrade/senior women enlisted Soldiers and officers are assigned to commands at the point of introduction to ensure success in the long run.
- C. Based on SecDef and Secretary of the Army (SecArmy) guidance, the Army initiated the Soldier 2020 campaign to enhance force readiness and warfighting capability by implementing a standards-based, scientific approach for verifying and evaluating MOS-specific performance requirements. The Army began implementing these concepts through six broad lines of effort (LOEs):
 - (1) Develop and validate gender-neutral occupational physical standards.
 - (2) Execute a Gender Integration Study (GIS).
 - (3) Integrate female Leaders and Soldiers.
 - (4) Expand opportunities within currently open MOSs and areas of concentration (AOC).
 - (5) Integrate Army Special Operations Forces.
 - (6) Keep the American people and the Army informed (see reference C).
- D. These LOEs resulted in several key outcomes:
 - (1) The Army validated gender-neutral occupational physical standards for all MOSs, to include MOS 11B/C, 12B, 13B/F, and 19D/K.
 - (2) The Army developed an Occupational Physical Assessment Test (OPAT) as a pre-accessions screening tool for all military occupations.

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- (3) The Army opened to women all units and positions in the conventional Army for open occupations, to include maneuver (Armor and Infantry) battalions and companies, combat Engineer battalion (Sapper) companies, and cannon artillery batteries.
 - (4) The Army opened all remaining occupations and associated additional skill identifiers (ASIs)/skill identifiers (SIs) to women.
 - (5) The U.S. Army Training and Doctrine Command (TRADOC) conducted a GIS from April 2013 through April 2015 to examine the cultural and institutional factors potentially affecting integration of women into previously closed occupations and units. As part of this effort, TRADOC conducted a series of surveys, focus groups and site visits with Soldiers to gain insight into their views, concerns and experiences regarding integration. The GIS was used to inform Army leadership and recommend strategies for future integration (see Tab C, Gender Integration Study Fact Sheet, to Appendix 5, Communicate Concept, to ANNEX C, Operations).
- E. On 3 December 2015, the SecDef directed the full integration of women in the Armed Forces. "The services will begin to execute the implementation of their approved plans to open all military occupational specialties, career fields, and branches for accession by women as soon as practicable following January 2, 2016, and not later than April 1, 2016." The SecDef specified seven concerns Service implementation plans must address:
- (1) "Transparent Standards. The Services will continue to apply previously developed and validated operationally relevant and objective standards for all career fields to ensure that leaders assign tasks and career fields throughout the force based on ability, not gender. This approach is integral to preserving unit readiness, cohesion, and morale, and it will continue to form the foundation for full integration."
 - (2) "Population Size. Equal opportunity may not always equate to equal participation by men and women. Small numbers of women in demanding career fields pose challenges that will vary by occupation and Services, and will impact the entire Joint Force. Throughout this process, implications for equipment sizing, supply, and facilities have been thoroughly studied, and need to continue to be addressed."
 - (3) "Physical Demands and Physiological Differences. Both the Army and Marine Corps studies found that women participating in ground combat training sustained injuries at higher rates than men, particularly in occupational fields requiring load-bearing. These studies also revealed concrete ways to help mitigate this injury rate and the impact to individuals and the teams in which they operate. The sustainability of our combat readiness and our obligation to the welfare of the force means these findings must be addressed in the implementation of the full integration of women in the Armed Forces."
 - (4) "Conduct and Culture. The integration of women may require a cultural shift in previously all-male career fields. We are prepared to meet this challenge. The military assimilates change by relying upon the enduring values of the profession of arms. Concerns about possible reductions in combat effectiveness can be addressed by effective leadership and gender-neutral standards. This has been demonstrated over the past 14 years in combat operations, during which women have played a critical role. The primary factor in developing cohesion is the ability of all members of the team to perform assigned mission essential tasks effectively. To that end, attitudes toward team performance are important and must be addressed through education and training. Sexual assault or harassment, hazing, and unprofessional behaviors are never acceptable. Our core beliefs in good order, discipline, leadership, and accountability are foundational to our success in gender integration."
 - (5) "Talent Management. The issue of small numbers is closely coupled with the challenge of maintaining viable career paths for women in fields where physical performance is often not

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only a baseline entry requirement but also a differentiating factor in promoting leaders. Recruiting, retaining, and advancing talented women in highly physical fields will demand careful consideration - but adherence to a merit-based system must continue to be paramount. As the Military Services and U.S. Special Operations Command (USSOCOM) move forward with implementation, leaders must not use special preferences or undue pressure to increase numbers at the expense of merit. Integration provides equal opportunity for men and women who can perform the tasks required; it does not guarantee women will fill these roles in any specific number or at any set rate."

- (6) "Operating Abroad. The United States is a nation committed to equality and using the talents of its entire population to the fullest. Some areas of the world do not share the same principles. The Military Services and USSOCOM acknowledge that the presence of women in some units may complicate cooperation with allies and partners who are culturally opposed to working with women. We have dealt with this in Iraq and Afghanistan with success, and we will continue to use the best practices learned in those countries and elsewhere, in the future."
- (7) "Assessment and Adjustment. It is absolutely critical to our warfighting ability and the welfare of our people that we embark on integration with a commitment to the monitoring, assessment, and in-stride adjustment that enables sustainable success. This commitment is not an impediment to integration; rather, it is essential to its long-term success."

F. Army leadership provided the SecDef with a detailed Army implementation plan for approval (see Annex A). This plan specified Army activities essential to improving Army readiness while fully integrating and ensuring the right Soldier is assigned to the right job.

G. All Services and USSOCOM will develop and execute their implementation plans, which may afford the Army additional access to relevant studies and practices.

2. Mission. NLT 1 April 2016, the Army executes its implementation plan to open all occupations to qualified personnel regardless of gender and implements more effective talent acquisition and management in order to improve combat readiness.

3. Execution.

A. Intent. The Army will maintain standards, improve readiness and capitalize on lessons learned through formal studies and previous integration experience.

(1) End State. Soldiers have the opportunity to serve in any position in which they are capable of performing to standard. Army readiness increases through improved talent acquisition and management that enables the Army to win in a complex world.

(2) Chief of Staff of the Army (CSA) Guidance (key tasks).

- (a) Ensure standards are measured against combat requirements.
- (b) Identify implementation challenges and risks.
- (c) Assign female leaders in units prior to assigning female Skill Level One Soldiers.
- (d) Plan for deliberate and methodical execution.
- (e) Develop an education plan.
- (f) Refine Sexual Harassment and Sexual Assault Prevention (SHARP) training to address small unit integration.

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- (g) Develop a strategic unit fill plan.
- (h) Improve readiness, physical conditioning, and physical preparation of Soldiers.
- (i) Develop gender-neutral, operationally relevant, combat-focused and standards-based testing.
- (j) Ensure time-phased execution.
- (k) Enforce consistent standards.
- (l) Conduct iterative and continual assessments.

B. Concept of the Operation. The Army will execute this mission in four interdependent and enduring phases (the Army is currently in Phase 1):

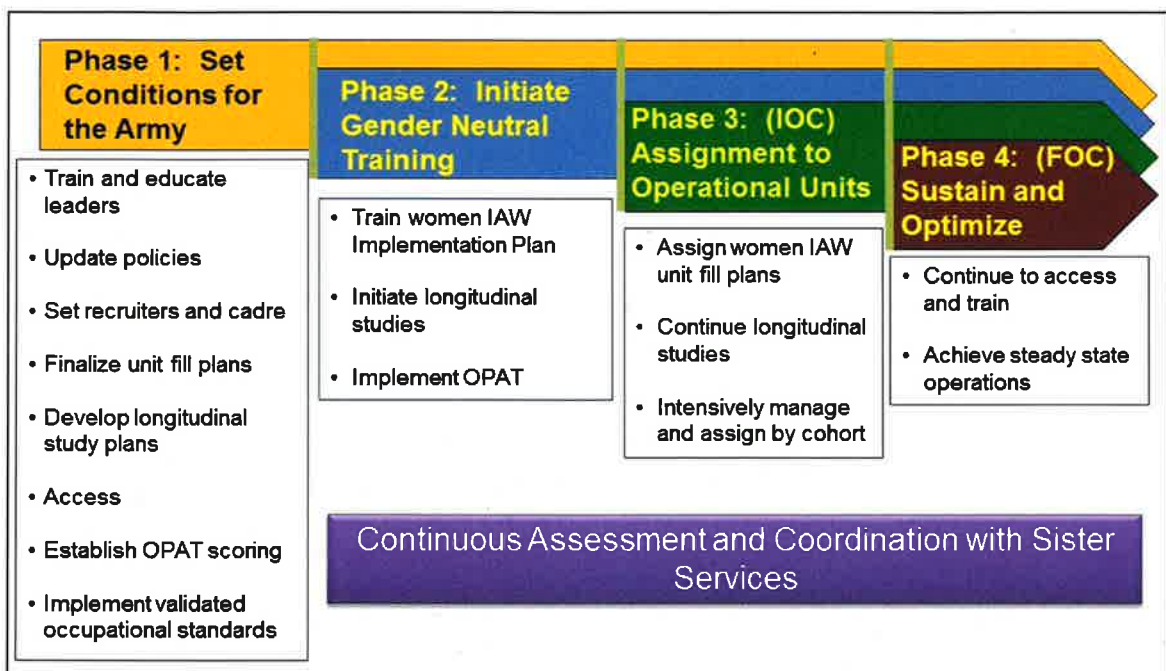


Figure 1: Army Gender Integration Phases

- (1) **Phase 1: Set conditions for the Army.** This phase began on 24 January 2013 when the DGCDAR was rescinded. During this phase, the Army sets conditions for gender integration and transforms the Army's Accessions Enterprise (AE) and talent management processes to maximize readiness. Phase 1 transitions when conditions are set to begin gender-neutral training. Significant activities in this phase are:
- (a) Improving talent acquisition and management.
 - (b) Leveraging GIS findings to educate Army leaders.
 - (c) Training and educating leaders on GIS findings.
 - (d) Developing gender neutral physical standards for all MOSs and AOCs. The Army scientifically evaluated every occupation to determine its requirements, regardless of gender, and validated all MOSs and AOCs for gender-neutral standards.

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- (e) Developing the OPAT. US Army Research Institute of Environmental Medicine (USARIEM) developed valid, accurate, scientifically defensible physical performance tests to predict an applicant's ability to perform the critical, physically demanding MOS tasks. This research led to the development of the OPAT. The OPAT will allow the Army to select Soldiers, regardless of gender, who are capable of performing the physically demanding tasks of the MOS, which may result in fewer training injuries and re-assignments of Soldiers.
 - (f) Improving Accessions Enterprise governance and unity of effort.
 - (g) The significant risk source in Phase 1 is ineffective leader education.
- (2) **Phase 2: Initiate gender-neutral training.** During this phase, the Army initiates gender neutral training for all occupations. Phase 2 transitions when the Army has accessed, reclassified, and trained female leaders first, followed by the first enlisted women into both the Infantry and Armor occupations (see Annex B). Enduring Phase 2 activities are execution of longitudinal studies and implementation of the OPAT. Recruiting for Infantry and Armor leaders begins upon EXORD publication. Enlisted Infantry and Armor occupations recruitment begins on order. Significant activities are:
- (a) Implementing OPAT NLT June 2016.
 - (b) Implementing HQDA G-1 re-branching policy procedures for year group 2016 cadets desiring to branch into Infantry or Armor.
 - (c) On EXORD publication, beginning reclassification of eligible Noncommissioned Officers (NCOs).
 - (d) NLT 1 April 2016, enlisting females for Infantry and Armor MOSs in the Delayed Entry Program (DEP) for up to one year pending One Station Unit Training (OSUT) assignment.
 - (e) Training Infantry and Armor female Soldiers in cohorts of two or more.
 - (f) Sources of significant risk in Phase 2 are:
 - 1. Insufficient propensity for women to serve as Infantry and Armor leaders to support the Leaders First policy.
 - 2. Insufficient resources to implement the OPAT.
- (3) **Phase 3: Assignment to operational units.** Phase begins when Leaders First conditions are set for assignment of female enlisted Infantry and Armor Soldiers to FORSCOM units. This phase establishes the Army's initial operational capability (IOC) for full gender integration. Phase 3 transitions when Army accession and assignment policies result in Soldier assignments occurring without regard to Soldier gender, and cultural and institutional risk factors identified in the GIS have been mitigated. Enduring aspects of Phase 3 are gender neutral Army training, execution of Fill Plan for female Infantry and Armor assignments and the continuation of longitudinal studies. Significant activities are:
- (a) Assigning female Infantry and Armor leaders followed by enlisted female Infantry and Armor Soldiers to company-level operational units.
 - 1. Assigning Active Component cohorts to operational units per fill plan when Leaders First conditions are set.
 - 2. Assigning Reserve Component female enlisted Soldiers to the units into which they were recruited when Leaders First conditions are met.

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- (b) Extending longitudinal studies into operational units.
 - (c) Sources of significant risk in Phase 3 are:
 1. Insufficient propensity for women to serve as Infantry and Armor leaders to support the Leaders First policy and the FORSCOM unit fill plan.
 2. Insufficient culture change achieved to sustain unit fill plan.
- (4) **Phase 4: Sustain and Optimize.** This phase begins when the FORSCOM fill plan is no longer required and all combat arms assignments are executed unexceptionally per gender-immaterial policies. Army training, leadership and personnel enable the Army to achieve enhanced combat readiness. In this phase the Army achieves full operational capability (FOC). The significant activities of this phase are
- (a) Refining and re-validating occupational and AOC requirements and standards
 - (b) Validating the OPAT continues to provide required predictive screening for accessions in order to continue to place the right Soldier in the right job.
 - (c) The greatest source of risk in phase 4 is for the Army to fail to revalidate standards and the predictive value of assessment tools as the Army innovates, improves and evolves to the force of 2025 and beyond.

C. The Army executes this integration strategy through five LOEs spanning all four phases:

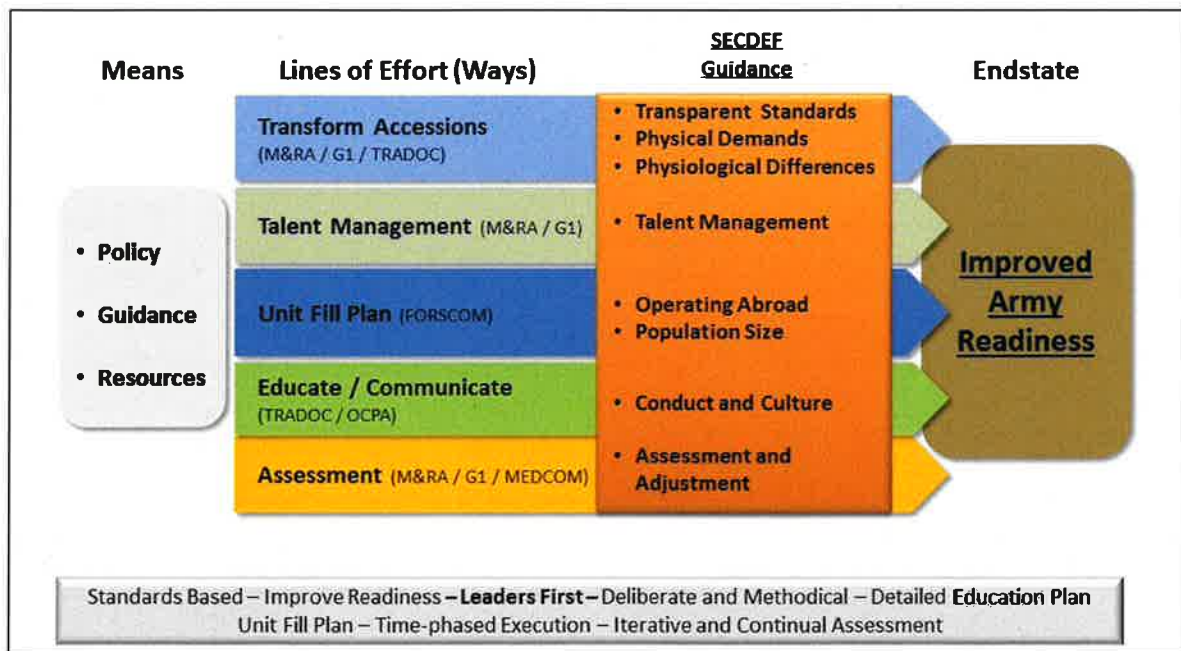


Figure 2: Army Lines of Effort

- (1) **Transform Accessions.** (Headquarters, Department of the Army (HQDA) G-1/Training and Doctrine Command (TRADOC)). HQDA G-1 will coordinate as needed with Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)). See Appendix 1, Transform Accessions to ANNEX C Operations.
 - (a) Refine accessions policies.

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- (b) Refine pre-accessions screening to develop, implement, and access physical, cognitive, and non-cognitive pre-accessions screening tools to better align Soldiers to occupations.
 - (c) Train recruiters and cadre on new accessions policies.
 - (d) Conduct safe and secure gender-neutral training.
 - (e) Implement established and validated gender-neutral occupational standards at all occupation-awarding schools.
 - (f) Develop and implement programs to reduce injuries and attrition.
 - (g) Support AE assessment studies.
 - (h) Transform AE governance to achieve an agile AE.
- (2) Talent Management. (HQDA G-1/HQDA G-3/5/7). HQDA G-1 will coordinate as needed with ASA (M&RA). See Appendix 3, Talent Management to ANNEX C, Operations.
- (a) Develop, implement, and assess talent management career continuation and realignment tools.
 - (b) Develop a career continuation physical assessment test to ensure Soldiers remain AOC/MOS qualified.
 - (c) Incorporate processes to enhance individual talents for the benefit of teams and organizations.
- (3) Unit Fill Plan. Forces Command (FORSCOM). See Appendix 2 Unit Fill Plan to ANNEX C Operations.
- (a) Develop and implement a unit fill plan that places female leaders into company-level units before junior female enlisted Soldiers are assigned to those units.
 - (b) Ensure integration of unit fill plan in the officer distribution fill process.
 - (c) Develop assessment tools and metrics to inform training, education, and assignment processes.
 - (d) Capture and share lessons learned with other Army Commands (ACOMs) and Army Service Component Commands (ASCCs).
 - (e) Manage risks in accordance with (IAW) the GIS's findings and recommendations.
 - (f) Cease unit fill plan operations when directed and normalize assignment processes to steady state.
- (4) Educate/Communicate. (HQDA G-1 Public Affairs Office (PAO)/TRADOC/FORSCOM). HQDA G-1 PAO will coordinate with the Office of the Chief of Public Affairs (OCPA). See Appendix 4 and 5, Educate Concept and Communication Plan to ANNEX C, Operations.
- (a) Train and educate leaders to effect necessary culture change for successful gender integration.
 - (b) Support cultural and institutional studies.

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(c) HQDA G-1 Public Affairs Office (PAO) ICW OCPA, TRADOC, and FORSCOM PAOs execute transparent communications to maintain the Army's credibility throughout this operation.

(5) Assessment. (HQDA G-1/TRADOC/Medical Command (MEDCOM)). HQDA G-1 will coordinate as needed with ASA (M&RA). See Appendix 6, Assessment Concept to ANNEX C, Operations.

(a) Develop and implement surveillance studies to inform accessions and talent management decisions.

(b) Collaborate and coordinate studies with other Services to reduce resource requirements and identify best practices.

D. Tasks to the Army Staff and Subordinate Units.

(1) Commander, TRADOC.

(a) Supported command for Phases 1 and 2.

(b) On order, open all Army positions for gender-neutral recruiting of candidates who meet MOS requirements.

(c) NLT 1 June 2016 implement the OPAT as a screening tool for officer and enlisted accessions in coordination with HQDA G-1 and the National Guard Bureau (NGB).

(d) On order, train all Soldiers against gender-neutral occupational standards.

(e) Develop and, on order, implement gender-neutral operationally relevant AOC/MOS continuation testing ICW HQDA G-1.

(f) Support HQDA G-1 in the development and execution of longitudinal studies.

(g) Within 30 days of EXORD publication, develop and deploy leader education plans focused on the findings and recommendations of gender integration studies, to include the TRAC GIS and the Army Research Institute (ARI) integration studies.

(h) Support HQDA G-1 PAO in the development and execution of Army communications.

(i) Support HQDA G-1 and MEDCOM in the development and execution of long term physical, cognitive and non-cognitive assessments to include studies of attrition and injury rates in occupation and functional training, and assess the effectiveness of the OPAT as an accessions tool.

(j) NLT 30 November of each calendar year (with no expiration date), provide an annual written report on the following areas to HQDA G-1:

1. To address OSD transparent standards concerns, certify that gender-neutral standards are in place for all MOSs and are in use at all MOS training and schools.
2. To address OSD population size concerns, provide a detailed description of challenges and mitigation strategies in the event of small numbers of women in newly opened career fields, and actions taken to mitigate any equipment sizing, supply, and facility issues.
3. To address OSD conduct and culture concerns, provide a detailed description of integration education and training efforts. This will include

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type and frequency of education, training, and specific steps taken to address sexual assault, harassment, hazing or other unprofessional behavior in newly integrated occupations, and units.

(2) Commander, FORSCOM.

- (a) Supported command for Phase 3.
- (b) Develop and implement a conditions-based unit fill plan that assigns female leaders first in units followed by junior enlisted Soldiers (Leaders First).
- (c) Designate units for initial assignments of female infantry and armor leaders.
- (d) Coordinate initial assignments with Human Resources Command (HRC) and TRADOC.
- (e) Ensure active duty commanders are assigning women to open positions at the lowest echelon.
- (f) ICW TRADOC, implement leader education to support gender integration, and future objectives for the operational force.
- (g) ICW TRADOC, educate the operational force prior to assignment of the first female Infantry and Armor leaders in designated units.
- (h) On order, implement gender-neutral, operationally relevant AOC/MOS continuation testing.
- (i) Ensure accurate and timely electronic military personnel office (eMILPO) personnel transactions are completed for female officers and enlisted Soldiers.
- (j) Provide required metrics to support Army assessments, as required.
- (k) Share lessons learned with other ASCCs across the force.
- (l) NLT 30 November of each calendar year (with no expiration date), provide an annual written status on the following areas to HQDA G-1:
 - 1. To address OSD population size concerns, provide a detailed description of challenges and mitigation strategies in the event of small numbers of women in newly opened career fields, and actions taken to mitigate any equipment sizing, supply, and facility issues.
 - 2. To address OSD conduct and culture concerns, provide a detailed description of integration education and training efforts. This will include type and frequency of education, training, and specific steps taken to address sexual assault, harassment, hazing or other unprofessional behavior in newly integrated occupations, and units.
 - 3. To address OSD operating abroad concerns, provide a detailed description of integration issues experienced while women are operating abroad with multinational forces and mitigation of those issues. List best practices and lessons learned pertaining to women serving in newly opened occupations abroad.

(3) Commander, US Army Special Operations Command (USASOC).

- (a) Coordinate with HQDA G-1 for assignment and accession policies.

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- (b) ICW HQDA G-1, develop unit fill plans that will place female Special Operations leaders in units followed by junior enlisted Soldiers (Leaders First).
 - (c) NLT 31 December of each calendar year (with no expiration date), provide a written annual report, to the SecDef, through the Chairman of the Joint Chiefs of Staff and the Office of the Under Secretary of Defense for Personnel and Readiness, addressing the SecDef's December 3, 2015, "Implementation Guidance for the Full Integration of Women in the Armed Forces" memorandum's seven areas of concern by providing detail regarding challenges encountered, mitigating actions taken, and results or status of all studies conducted.
- (4) Commanders of ASCCs and Direct Reporting Units (DRUs).
- (a) ICW HQDA G-1, ensure unit fill plans that will first place female Infantry and Armor leaders in units followed by junior enlisted Soldiers (Leaders First).
 - (b) NLT 30 November of each calendar year (with no expiration date), provide an annual written status on the following areas to HQDA G-1:
 - 1. To address OSD conduct and culture concerns, provide a detailed description of integration education and training efforts. This will include type and frequency of education, training, and specific steps taken to address sexual assault, harassment, hazing or other unprofessional behavior in newly integrated occupations, and units.
 - 2. To address OSD operating abroad concerns, provide a detailed description of integration issues experienced while women are operating abroad with multinational forces and mitigation of those issues. List best practices and lessons learned pertaining to women serving in newly opened occupations abroad.
- (5) Commander, MEDCOM/Office of the Surgeon General (OTSG).
- (a) NLT 1 June 2016, support HQDA G-1 and TRADOC in OPAT implementation as a screening tool for officer and enlisted accessions.
 - (b) As a supporting command, provide HQDA G-1 results of longitudinal studies for musculoskeletal injuries for Soldiers. Longitudinal studies for musculoskeletal injuries will encompass all medical aspects of physically demanding tasks, to include injury and prevention of injury rates, and duty performance. Study must include a design with conclusive test results. Be prepared to provide updates and briefs on longitudinal studies to senior army leadership, as required.
 - (c) NLT 30 November of each calendar year (with no expiration date), provide an annual report on the following specific areas for all components addressing the OSD physical demands and physiological differences concern to HQDA G-1:
 - 1. Injury rates for male and female Soldiers in the newly opened MOSs in comparison to the last five years of data that occurred during initial qualification training.
 - 2. Injury rates for male and female Soldiers in comparison to the last five years of data that occurred during the performance of duties in newly opened MOSs.
 - 3. ICW TRADOC, FORSCOM and Director, Army National Guard (DARNG), recommendations and actions taken to mitigate injury rates for all Soldiers, particularly in occupational fields requiring load-bearing.
 - 4. Results or status of on-going studies regarding injury rates and mitigation efforts.

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- (6) Superintendent, U.S. Military Academy (USMA). Support TRADOC in the implementation of the OPAT as a screening tool for USMA cadets for year group 2017 cadets.
- (7) Office of the Chief, Army Reserve (OCAR).
 - (a) Develop unit fill plan that places female Infantry and Armor leaders in units followed by junior enlisted Soldiers (Leaders First).
 - (b) Support HQDA G-1 and MEDCOM in the development and execution of long-term studies of attrition and injury rates in initial military training and operational units. Mitigate cultural and institutional risks identified in the studies.
 - (c) NLT 30 November of each calendar year (with no expiration date), provide an annual written status on the following area through FORSCOM to HQDA G-1: To address OSD talent management concerns, provide a detailed description of steps taken to recruit and retain women into the newly opened MOSs. This will include numbers of calendar year female accessions; a detailed description and analysis of male recruiting and retention rates in the newly opened MOSs compared to the five years previous to integration; and male and female representation numbers in newly opened occupations and units in comparison to the previous calendar year.
- (8) DARNG, as directed by the Chief, National Guard Bureau.
 - (a) Develop unit fill plans that will place female Infantry and Armor leaders in units followed by junior enlisted Soldiers (Leaders First).
 - (b) Support HQDA G-1 and MEDCOM in the development and execution of long-term studies of attrition and injury rates in initial military training and operational units. Mitigate cultural and institutional risks identified in the studies.
 - (c) NLT 30 November of each calendar year (with no expiration date), provide an annual written status on the following areas to HQDA G-1:
 - 1. To address OSD population size concerns, provide a detailed description of challenges and mitigation strategies in the event of small numbers of women in newly opened career fields, and actions taken to mitigate any equipment sizing, supply, and facility issues.
 - 2. To address OSD conduct and culture concerns, provide a detailed description of integration education and training efforts. This will include type and frequency of education, training, and specific steps taken to address sexual assault, harassment, hazing or other unprofessional behavior in newly integrated occupations, and units.
 - 3. To address OSD talent management concerns, provide a detailed description of steps taken to recruit and retain women into the newly opened MOSs. This will include numbers of calendar year female accessions; a detailed description and analysis of male recruiting and retention rates in the newly opened MOSs compared to the five years previous to integration; and male and female representation numbers in newly opened occupations and units in comparison to the previous calendar year.
- (9) HQDA G-1.
 - (a) Provide quarterly updates to the CSA and Secretary of the Army (SA).

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- (b) Review branching and MOS award processes for all accession sources to support gender integration. This includes branch transfers/re-branching and MOS reclassifications.
- (c) Issue all Army messages announcing implementation procedures as required to support this EXORD.
- (d) Coordinate with ACOMS regarding the initial assignment of women into newly opened occupations.
- (e) Update the Army Training Requirements and Resources System to reflect courses open to women as directed by the HQDA G-1.
- (f) Coordinate for all Army accession and personnel systems to be updated to facilitate gender integration.
- (g) Coordinate gender identity code updates throughout all manning documents.
- (h) NLT 1 June 2016, develop accessions policy to support OPAT implementation as a screening tool for officer and enlisted accessions.
- (i) Lead the development and execution of longitudinal studies addressing attrition, injury rates, OPAT effectiveness, and cultural and institutional risks. Gender Integration Studies will identify, understand, and mitigate cultural issues associated with gender integration in order to develop strategies to overcome these barriers supported by ARI. The longitudinal studies for musculoskeletal injuries will include Soldiers, regardless of gender, across the Total Army supported by MEDCOM.
- (j) At HQDA G-1 direction, RAND and authorized third party research organizations will examine various integration approaches to describe how Army units might best integrate women.
 - 1. The study should specifically define factors and metrics that are necessary to successfully integrate women, and identify additional factors not currently considered by the Army's current integration efforts.
 - 2. Units will be determined by the project sponsor (ASA M&RA) and may include elements from TRADOC, FORSCOM, Army Material Command, USASOC, USARC, and the Army National Guard.
 - 3. Interviews will be collected from January to December 2016.
 - 4. NLT 30 November of each calendar year (until all studies are completed and results submitted), provide an annual report of all on-going studies to HQDA G-1.
- (k) When directed, provide a monthly report of women assigned, including company unit of assignment and duty position, by the first of the month.
- (l) NLT 30 November of each year, HQDA G-1 is responsible for reporting on the OSD talent management concern:
 - 1. Detailed description of efforts taken to recruit and retain women into newly opened MOSs, to include numbers of calendar year female accessions.
 - 2. Detailed description and analysis of male recruiting and retention rates in newly opened MOSs compared to the five years previous to integration.
 - 3. Male and female representation numbers in newly opened occupations and units in comparison to the previous calendar year.

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- (m) NLT 31 December of each calendar year (with no expiration), provide a written annual report to the SecDef, through the Chairman of the Joint Chiefs of Staff and the Office of the Under Secretary of Defense for Personnel and Readiness, addressing the SecDef's December 3, 2015, Implementation Guidance for the Full Integration of Women in the Armed Forces" memorandum's seven areas of concern by providing detail regarding challenges encountered, mitigating actions taken, and results or status of all studies conducted. HQDA G-1 will lead this effort in coordination with TRADOC, FORSCOM, MEDCOM, and HRC.
 - (n) ICW OCPA and with support from the Office of the Chief, Legislative Liaison (OCLL), develop and execute a comprehensive plan to communicate to leaders and Soldiers and the American people how the Army will improve readiness by providing the opportunity to serve in all occupations to the best qualified Soldiers.
 - (o) As directed by the SecArmy, coordinate with the Office of the Army Inspector General to:
 - 1. Implement a compliance inspection program to assess whether Army occupational standards, both mental and physical, for selecting, training, and continuing personnel in each individual occupation/rating/specialty, together with their implementing methodologies, are in compliance with applicable public laws.
 - 2. Ensure compliance inspections occur no less than every three years, with the first inspection to be conducted in FY16. NLT 31 December of each calendar year (beginning in 2016), coordinate to submit the results of compliance inspections to assess whether Army occupational standards, both mental and physical, for selecting, training, and continuing personnel in each individual occupation, together with implementing methodologies, is in compliance with applicable Public Laws, in accordance with the March 2, 2015, Under Secretary of Defense for Personnel and Readiness direction, and are submitted with the written annual report due to OSD.
 - (p) As directed by the SecArmy, coordinate with the DARNG, to:
 - 1. Develop unit fill plans that will place female Infantry and Armor leaders in units followed by junior enlisted Soldiers and to have the DARNG support HQDA G-1 and MEDCOM in the development and execution of long-term studies of attrition and injury rates in initial military training and operational units. Mitigate cultural and institutional risks identified in the studies.
 - 2. Submit written documents to HQDA G-1 to meet the OSD annual written report due no later than December 31 of each calendar year (with no expiration date).
- (10) HQDA G-3/5/7.
- (a) Coordinate with the United States Army Force Management Support Agency to update all gender identity codes on Modified Table of Organization & Equipment, and Table of Distribution and Allowances documents to the interchangeable male or female codes.
 - (b) ICW HQDA G-8, validate requirements to implement this order.
- (11) HQDA G-8.

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- (a) Fund validated requirements to implement this order.
- (b) Capture costs associated with gender integration.
- (c) Capture unfunded requirements and provide recommendations for funding strategy to resource gender integration activities while preserving Army readiness.

E. Coordinating instructions.

- (1) Tasked commanders and organizations will provide a back-brief to HQDA within 14 days of EXORD publication, which will include limiting facts and conditions.
- (2) Commands and organizations will support Army and authorized third-party longitudinal studies and gender integration and AE related studies.
- (3) When directed, commands and organizations with female Infantry and Armor Soldiers will provide to HQDA G-1 a monthly report NLT the first of each month of women assigned, including company unit of assignment and duty position.
- (4) NLT 1 April 2016, all identified supported commands and offices of primary responsibility (OPRs) will develop and publish supporting plans.
- (5) All commands and staff agencies will coordinate directly with supporting commands and organizations to plan, identify support requirements, and execute within assigned LOEs.
- (6) Proponent commands and authorities will update all automation systems to reflect gender-neutral standards.
- (7) All organizations will estimate and capture gender integration costs to inform Army budget development and execution.
- (8) Commands and staff agencies will develop risk mitigation strategies to support gender integration.
- (9) Proponent commands and authorities will review, update, and publish all policies to facilitate gender integration.
- (10) Army National Guard and Army Reserve report inability to execute Leaders First unit fill plan; recommend risk management plan.

4. Service Support. Not used.

5. Command and Signal.

A. Command

- (1) TRADOC is supported command for Phases 1 and 2.
- (2) FORSCOM is supported command for Phases 3 and 4.
- (3) Lead and supporting commands for each LOE are:
 - (a) Transform accessions (HQDA G-1 ICW ASA (M&RA)/TRADOC).
 - (b) Talent management (HQDA G-1/HQDA G-3/5/7).

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(c) Unit fill plan (FORSCOM).

(d) Educate/Communicate (TRADOC/FORSCOM/HQDA G-1 PAO ICW OCPA).

(e) Assessment (HQDA G-1 ICW ASA (M&RA)/TRADOC/MEDCOM).

B. Signal.

- (1) [REDACTED]
- (2) [REDACTED]
- (3) [REDACTED]
- (4) [REDACTED]
- (5) [REDACTED]
- (6) [REDACTED]
- (7) [REDACTED]

ACKNOWLEDGE.

MARK A. MILLEY
GENERAL, UNITED STATES ARMY
CHIEF OF STAFF, ARMY

OFFICIAL

JOSEPH ANDERSON
LIEUTENANT GENERAL, GS
DEPUTY CHIEF OF STAFF, G-3/5/7

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ATTACHMENTS:

ANNEX A: Memorandum for Secretary of Defense, Subject: U.S. Army Implementation Plan 2016-01 (Army Gender Integration), dated 5 January 2016

ANNEX C: Operations Soldier 2020 Implementation Timeline

Appendix 1, Transform Accessions

Tab A, Ground Combat Arms High Physical Demand Tasks

Tab B, AOC 11A Infantry Officer

Tab C, MOS 11B Infantryman

Tab D, MOS 11C Indirect Fire Infantryman

Tab E, MOS 11Z Indirect Senior Sergeant

Tab F, MOS 13F Fire Support Specialist

Tab G, AOC 19A-B-C Armor Officer

Tab H, MOS 19D Cavalry Scout

Tab I, MOS 19K Armor Crewmember

Tab J, MOS 19Z Armor Senior Sergeant

Appendix 2, Unit Fill Plan

Appendix 3, Talent Management

Appendix 4, Educate Concept

Appendix 5, Communicate Concept

Tab A, Public Affairs Guidance for Force Integration in the Army

Tab B, Physical Demand Study Fact Sheet

Tab C, Gender Integration Study Fact Sheet

Appendix 6, Assessment Concept

Appendix 7, Glossary

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