MEMORANDUM

From: Commander, Naval Special Warfare Command
To: Director, Navy Military Personnel Plans and Policy

Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN FOR NAVAL SPECIAL WARFARE

Ref: (a) SECDEF Memorandum, 3 Dec 2015

Encl: (1) Female Integration Implementation Plan

1. Per reference (a), attached Female Integration Implementation Plan meets all prescribed requirements. Summary addressing prominent components of SECDEF guidance is as follows:

   a. Transparent Standards: Current validated occupational standards are a product of over 50 years of evolution specific to Naval Special Warfare. NSW's core integration objective is equal opportunity afforded to all qualified candidates. Any deviation from the validated, operationally relevant, gender-neutral standards would undermine true integration, disrupt unit cohesion, impact combat effectiveness, and be a disservice to those exceptional candidates willing to test and serve against the required and validated standards.

   b. Population Size: NSW acknowledges that equal opportunity may not produce equal results as seen in other U.S. Navy Special Operations programs. While completely open to females, the Navy Diver community is 0.6% female, Navy enlisted EOD is 0.9% female, and EOD officers are 2.5% female. Statistically, females have lower assessment, selection, and qualification program success rates within these communities. Enlisted EOD females have a 13% success rate as compared to 31% for males; Navy Diver females have an 18% success rate as compared to 47% for males.

   (1) A full review of all NSW training, equipment, and facilities revealed no critical barriers to gender integration. As directed, NSW will continue to assess and monitor for identification of unforeseen barriers and address them on an as-needed basis.

   c. Physical Demands and Physiological Differences: The NSW Physical Training Guide and NSW Injury Prevention Guide are applicable to both male and female. The exercises described in these two guides are applicable to male and female candidates and reflective of preparation for operational readiness requirements. NSW continues to sustain its force based on continuous physical and physiological epidemiology processes to monitor, identify, and mitigate training and operational risks.

   d. Conduct and Culture: NSW is already an integrated force that relies on proactive leadership and an appreciation of diversity in all roles and personnel in order to achieve mission success. Likewise, NSW employs highly qualified and trained female staff and instructors throughout the
Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN FOR NAVAL SPECIAL WARFARE

SEAL/SWCC production pipeline who foster and sustain a positive EO training environment. Focusing on gender-neutrality of standards is the number one effective measure to continue successful gender integration in the force. NSW has conducted a thorough review of all previously male-only training locations with a focus on gender-specific requirements (e.g., EO and SAPR considerations) no critical shortfalls are identified at this time.

e. Talent Management: All standards for accession, training, qualification, advancement, retention, and assignment were reviewed and will remain the same. Training requirements, schools, and career paths for enlisted and officers are gender neutral. NSW will monitor and adjust manning levels and accessions to maintain healthy community pyramids. When directed, NSW will open all SEAL and SWCC officer designators, enlisted rates, NEC codes, and occupational paths to all qualified service members. Like the rest of the Department of Navy, NSW is a fully merit-based advancement and assignment enterprise whose current processes will support gender integration and opportunity.

(1) NSW relies on assessing, selecting, and training the absolute “best and most fully qualified” candidates in order to deliver the world’s premier maritime special operations force. As such, there will be no gender based recruiting or accession quotas.

f. Operating Abroad: NSW currently has females assigned to deployable units acting in combat support and combat service support roles at the small unit level (Platoon and Detachment). Careful mission analysis, task organization, and continuous assessment will maximize the effectiveness of integrated teams in partnered missions. NSW will assess and address each of these instances with the same force diversity, language, and cultural considerations it uses today.

g. Assessment and Adjustment: NSW has existing assessment and monitoring processes across the force to enable identification and adjustment issues as they occur. NSW applies these to its already integrated force and is postured to implement additional monitoring fields in its existing programs.

2. Foreseeable Concerns: NSW’s primary concern in force generation is combat readiness and effectiveness. While there are no insurmountable obstacles to opening all NSW positions to females, there are foreseeable impacts in achieving true integration in NSW ground combat units. Increasing opportunity in direct ground combat units in support of integration objectives is not anticipated to increase combat readiness or effectiveness. Physical performance is not the only measure of a sailor/soldier, but it is a key measure of a primary requirement for ground combat-fighting men at close quarters. In the near term, achieving integration, and evolving existing cultures will channel focus and energy away from core combat readiness and effectiveness efforts. This is a critical risk concern as SOF combat operations run on carefully calculated but thin margins. Additional risk factors include anticipated adjustment of standards, disruption of social cohesion, partnering compatibility, medical concerns to female, media attention, and the longevity and retention of expertise.

a. To mitigate these concerns NSW will continue to select the best and most qualified applicants, and apply previously developed and operationally relevant standards. Retaining these standards will be the single greatest measure preserving operational readiness and combat effectiveness of NSW.

b. Active, consistent and committed leadership and professionalism will maintain a fair and equitable environment for candidate success. Continuous messaging and modeling, equal treatment
Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN FOR NAVAL SPECIAL WARFARE

of every candidate in all regards, and cohesion-building throughout the training process will support true integration.

c. NSW health care providers are prepared to address injuries of all candidates and NSW will continue long-term studies on the impact of training on the health and welfare of female.

d. Identity Protection, Operations Security (OPSEC), and media control in all phases of training and integration remains paramount to maintain protection for future operators.

3. Earliest possible training, qualification, and assignment dates for enlisted and officer are provided below:

<table>
<thead>
<tr>
<th></th>
<th>Enlisted</th>
<th>Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEAL</td>
<td></td>
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</tr>
<tr>
<td>Commence Training</td>
<td>MAY 2016 (Class 321)</td>
<td>DEC 2016 (Class 323)</td>
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<tr>
<td>Qualification</td>
<td>SEP 2017</td>
<td>JAN 2018</td>
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<tr>
<td>Assignment</td>
<td>OCT 2017</td>
<td>FEB 2018</td>
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<td>SWCC</td>
<td></td>
<td></td>
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<tr>
<td>Commence Training</td>
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<tr>
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</tr>
<tr>
<td>Assignment</td>
<td>MAR 2017</td>
<td>N/A, enlisted-only billet</td>
</tr>
</tbody>
</table>

These dates were determined using best-case scenarios for the NSW operator pipeline assuming qualified application packages are received by the prescribed deadlines, the application packages are approved after a standardized screening process, and there are no delays in the training due to medical or performance holds. Most likely, start dates would shift to the next consecutive class number. Attrition and set-back rates must also be considered. SEAL officers have a 65% success rate, SEAL enlisted candidates have a 28% success rate and SWCC candidates have a 38% success rate. Additionally, approximately 80% of all students experience a performance or medical set-back which extends their total time in the training pipeline.

4. Implementation plans will be closely monitored to ensure timelines and milestones are met, concerns and questions are addressed promptly, and periodic updates will be reported.

B. L. DOSEY
Female Integration Implementation Plan
• SECDEF Memorandum Implementation Plan Guidance (03DEC15)
• SECDEF Memorandum Implementation Plan Guidance (12MAR15)
• SOCOM Updated Implementation Guidance
• SECNAV Memorandum (02MAY2013)
• Combat Definition and Assignment Rule (03APR13)
• SOCOM Implementation Guidance for Direct Ground
• SOCOM Memorandum Plan (22MAR13)
• SECDEF Memorandum (24JAN13)
• JCS WSR Implementation Plan (09JAN13)

Directives

UNCLASSIFIED
Commander's Intent

Continue to select the best and most qualified candidates, apply operationally relevant and validated standards to maintain a versatile, full spectrum direct action force.

Overview

Key Elements

- All NSW Commands are open to female assignments. As of November 2015, there are 526 females serving within NSW.
- NSW intends to continue to select the best and most qualified candidates through validated processes.
- NSW does not grant and law prohibits quotas for any demographic.
- OPSEC, identity protection and media control will protect future.
- Equal opportunity may not equate to equal participation or equal outcomes based on data from other DOD selection programs.
NSW Positions Opened to Females

NSW Support: Tacticial Information Operators, Dry Deck Shelter
- 5392 - Naval Special Warfare Medic
- 5352 - Special Warfare Combiantion Crewman (SWCC)
- 5350 - Special Warfare Boat Operator (SB) Candidate

SCWC Specific Navy Enlisted Classifications:
- 539X - Special Operations Tactical Responder (currently in training)
- 5392 - Naval Special Warfare Medic
- 5326 - Special Warfare Operator (SEAL)
- 5323 - SDV Operator
- 5320 - SO Candidate
- 5301 - UDT/SEAL Candidate

SEAL Specific Navy Enlisted Classifications:
- 717X - Chief Warrant Officer with Sophisticated Technical Knowledge in all aspects of the Naval Special Warfare

SWCC Officer Designations:
- 715X: Warrant Officer (line) with Special Warfare Technician Specialty
- Support, and 1135 (SEAL-RES)

- 113X: Unrestricted Line Officer who is qualified in Special Warfare. Includes 1130 (Active Duty), 1137 (Full-Time)

SEAL Officer Designations:
- 118X: Unrestricted Line Officer who is in training for Special Warfare qualification.
- Decrease of Successful Integration Efforts
- Longevity and Retention of Expertise
- Media Attention
- Medical Concerns for Women
- Partnering Capability
- Disruption of Social Cohesion
- Anticipated Adjustment of Standards

CNWVC Risk Assessment
Success at Prep/Prep: Women not Integrated into 800 Companies at RTC; contribute to lower

- Issue: Women not Integrated into 800 Companies at RTC; contribute to lower rates.
  - Navy Diver 0.6% (7/11/98)
  - EOD Female enlisted 0.9% (10/10/76)
  - EOD Female Officers 2.5% (1/3/52/1)

Expected low Interest/Small pool of qualified applicants:

- Navy Diver Enlisted: 18% (4/22) for females vs 47% for males.
- EOD Enlisted: 13% (5/33/8) for females vs 31% for males.

- Women have lower success rates:
  - Females selected via gender-blind process are best and most qualified and have higher success rates.
  - Female quotas result in less qualified candidates and contribute to higher female attrition rates.
  - Female quotas go unfulfilled.

- Gender discrimination is not a best practice.

Navy EOD/Navy Diver Lessons Learned:

- Integrated Open-day Berthing and Field Conditions – not an issue.
- Future operators.
- Media, reporting, and individual identity protection is required to maintain efficacy of standard / treatment throughout the process (Hawthorne Effect)
- A Need to manage high level interest to negate perception of special / altered

Ranger Training Brigade Lessons Learned:

Integrated Training Lessons Learned
Schedule:
- Operate the Navy Parachute Team and execute the NRC "Show"
- SEAL Officer accession programs.
- Operate social media marketing platforms.
- Direct outreach and awareness events.
- Direct assistance with the recruiting process.
- Create awareness of careers in NSW and provide information candidates.
- Identify and engage with high potential SEAL and SWCC

SEAL and SWCC Scout Team

NSW Outreach Efforts

URL: www Sealswcc com
Female SOAS candidates will likely be first female trainees in Summer 2016.

- USNA / NROTC: 29 Months (Minimum)
- OCS: 24 Months (Minimum)
- Lateral: 21 Months (Minimum)

Total Time from SEAL Application to BUD/S Graduation =

- OCS candidates have next earliest, USNA/NROTC have longest lead time to BUD/S
- Note: Arrival at BUD/S is dependent upon losing community release to NSW (up to 11 months)
- Lateral Transfer candidates have earliest possible integration into BUD/S, earliest possible integration into BUD/S, likely DEC 16.
- Screening to 168 candidates – 4x Interview/observation blocks – Selection SEP 16.
- Annual SEAL Officer Assessment and Selection Process – 04MAR16 PKG due date.

Integration Timeline (assuming 02JAN16 auth.)

NSW Female Officer Candidate (unclassified)
Recruit Basic Training (8 weeks) – 800 Division

- Seal/SSWC Pipeline, Coronado - First Female Possibility 2aulg16 (Class 32/193)
- NSW Basic Orientation, Coronado (3 weeks) - First Female Possibility 3aulg16
- NSW Prep Course, Great Lakes (8 weeks) - First Female Possibility 3omay16

Recruit Basic Training (8 weeks) – 800 Division, Warrior Challenge candidates

- RTC "P" Week (1 week) – Basic Admin in Procессing at Great Lakes, IL
- DEP (16 weeks) – Clearance, Clearance, Clearance, Clearance, Clearance, Clearance

Medical Waiver, if needed

Prescreen (4 weeks) – PST x 2, ASVAB, CSORT

Recruit Integration Timeline
NSW Female Enlisted Candidate
<table>
<thead>
<tr>
<th>GRAD RATE</th>
<th>DOR</th>
<th>MED</th>
<th>PERS</th>
<th>ADMN</th>
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</table>

by accession source:

- SEAL Officer success/attrition success rate of 65%.
- SEAL Officers have an overall

**UNCLASSIFIED**

**SEAL Officer Candidate Production Pipeline Benchmarks (FY2011-2015)**
by accession source:

- SEAL Enlisted success/attrition: 91% of 28%.

by accession source:

- SEAL Enlisted candidates
- SEAL Enlisted candidates

SEAL Enlisted Candidate

Production Pipeline Benchmarks

FY2011-2015

Unclassified
SWCC Enlisted

- SWCC Enlisted attrition/success rate.

- Candidates by accession have an overall 38% success.

- SWCC Enlisted candidates by accession.

- Source: Production Pipeline Benchmarks (FY2011-2015)

<table>
<thead>
<tr>
<th>Percent</th>
<th>Fleet/TRR</th>
<th>Recruit</th>
<th>SWCC</th>
<th>Grad</th>
<th>DoD</th>
<th>MED</th>
<th>Perf</th>
<th>Admin</th>
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</thead>
<tbody>
<tr>
<td>1%</td>
<td>6%</td>
<td>38%</td>
<td>51%</td>
<td>38%</td>
<td>5%</td>
<td>2%</td>
<td>2%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Note: This text is not classified.
NSW Production Pipeline Integration Planning

• Led by SEAL O-6, detailed DOTMLPF+3 review of integrating SEAL/SWCC Pipeline
• Coordinating with CNRC, RTC and NSTC Great Lakes

Summary:
• D - Full review of all Training Policies / Curriculum
• O - Partnerships with US Navy / Female Cadre / Oversight
• T - EO / SAPR, Instructor Awareness, Candidate Prep
• M - Female sizes, undergarment, hygiene
• L - Instructor Development (Learning/Training)
• P - Female Cadre, ORSA / KM, Selection support
• F - Open Bay Plan / Floor Planning / Segregated Head & Showers
• +3 - Medical
  • Reports & Data
  • Public Affairs, Media & Exposure
Instructor, Master Training Specialist
Qualification Course, Phase Integrated, High Risk
Process: Screening, Panel Selection, Instructor
Integrated in Training Phase Staff.

Enduring Solution: Acquire 8 billets of specific rates for
Bridging Solution: 6 billets ADREQ near term plus up.
Immediate Solution: 5 x Current Female Staff on hand.

Long run: "Sufficient cadre of midgrade/senior women enlisted and officers are
assigned to commands at the point of introduction to ensure success in the

NSWCEN Female Cadre Plan

Directive: CJCWS WISR Implementation Plan (09JAN13)
Material: No significant issues.

Considerations:

- All facilities and training locations reviewed for SAPR
- Modification process underway for NSWCE training facilities
  - Segregated Berthing/Head Plans
  - Segregated Privacy Segregation (Army Ranger Model)
- Modified Training Berthing sites are open bay

San Clemente Island Facilities - Cost: 100K for Head/Shower
  - Installation: 10K
  - Hardware (Night Vision IP Cameras: 93K, Data Storage Servers: 72K)
  - BUD/S Barracks - Cost: 175K for security cameras and associated

Facilities/Material
Segregated head (Ranger School Model)
- Bathrooms by partition
- Secluded bays-harmonics integrated w/male students' privacy

BLDG 302 / NAB Coronado

Orientation and Awaiting Training
1st Phase
BLDG 602 / NSWCE

- Females located on all-female floor on 3rd deck.
- Segregated rooms/heads.

Female designated floor BLD 602 3rd Deck and overflow Male
BLDG 618 / NSWCE

2nd, 3rd, 4th, PRR Phases

Female

Female locates in all female wing on each deck of Building 618.

2 person rooms with shared heads.

North

Female

Desiganted

Wing
BLDG 303 / NAB Coronado

SWCC and SAT

Unclassified

3 persons rooms with designated public female rooms/heads.
Female located in already segregated barracks.

Adequate # of Dedicated Female heads

Showers/heads.
Comprehensive Dietary Support
No Supplementation in Barometric Environments

Standard SOCOM Supplementation Policy

Standard US Navy Training/Diver Pregnancy Policy

NSW Training Updates are Epidemiology Driven

Physical Standards and Evolutions Reflect Operational Requirements
Applicable to male and female candidates.
NSW Physical Training Guide and NSW Injury Prevention Guide

Injury Prevention

Medical
- Coordinate talking points/communication plan with SOCOM, CNRC, RTC and NSTC Great Lakes.
- Reducing exposure of off-base events to support AT/FP & identity protection concerns.
- Response to Query posture for media; approved by WARCOM.
- Open and transparent with higher authority about NSW WISR integration efforts.

Primary concern: maintaining anonymity of all candidates.
SEAL Handbook
LADR
Reference:

SEAL Enlisted Career Path
UNCLASSIFIED
Identity protection of future operators.
No bias applied to any candidate.
Relevant standards remain unchanged.
Validated, gender-neutral, operationally
all candidates the best chance at success.
Gender neutral screening processes to afford
selected to maintain effectiveness of NSW.
Best and most qualified candidates are

What success looks like
The NSW Operator: A sailor with a warrior ethos/character, who is properly trained and educated, can operate in an embassy environment, interact with host nation forces, influence a vulnerable population, and shift focus to unilaterally fight and win in combat.
Preservation of the Force and Family
- Human Performance Program (Tactical Athlete Program)

How do we increase operator readiness, longevity, and overall quality of life?

- Decision Making
  - NSW Task Groups deploy with senior officers/enlisted leaders to ensure sound
  - Experienced

- Specialized Training
  - SWCCs = 6 months of training before joining the Teams
  - SEALs = ~1.5 years of training before joining the Teams

- Almost a third of enlisted force has Bachelor/Post-Graduate education
- Average Operator Age = 31
- Mature and Highly Educated

#1 SOF Truth: People Are More Important Than Hardware

Our People Are The System
Our People Don't "Man A System"
Embedded assets, close to the operators

Leadership at all levels

Intuitive but compassionate

Integrated

Social Workers
- MII Family Counselors, Nurse Case Mgrs,

Suicide Prevention
- Peer Network Launch – Mentoring, Connecting,

Level
- WFS Regional Program Mgr, Plus at each Group,

Warrior and Family Support / Peer Network

Data Analyst
- Strength & Cond, Nutritionist, Sports Psych,

- Phys Therapist, PT Tech, Ath Tech Coach,

- Human Performance Program + Sports Medicine

- Physical / Tactical Athlete

Team
- Chaplain + Enlisted RP = Religious Support

Spiritual
- Psychologists, Psychiatrists, Psych Techs

- Psychological / Behavioral

POTFE 4 Main Pillars

Unclassified
FY17 Officer Accession Timeline

unclassified
FY16 SEAL Officer Selectees

Statistics on
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>10:06</td>
<td>Run</td>
<td>9:29</td>
</tr>
<tr>
<td>10:15</td>
<td>Pull-ups</td>
<td>75</td>
</tr>
<tr>
<td>10:30</td>
<td>Swim</td>
<td>79</td>
</tr>
<tr>
<td>12:30</td>
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<tr>
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<td>Swim</td>
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<tr>
<td>9:34</td>
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Minimum PST Score 50

SEAL/SWCC PST Unclassified Selected SEAL Enlisted Selectees Statistics on
<table>
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<tr>
<th>ND</th>
<th>EOD</th>
</tr>
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<tbody>
<tr>
<td>12/7/96</td>
<td>639 (69%)</td>
</tr>
<tr>
<td>12/7/94</td>
<td>8 / 9 (9%)</td>
</tr>
<tr>
<td>12/7/93</td>
<td>38 / 17 (53%)</td>
</tr>
<tr>
<td>12/7/92</td>
<td>22 / 7 (63%)</td>
</tr>
<tr>
<td>12/7/91</td>
<td>11 / 1 (12%)</td>
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<tr>
<td>12/7/89</td>
<td>5 / 1 (10%)</td>
</tr>
<tr>
<td>12/7/88</td>
<td>4 / 1 (10%)</td>
</tr>
</tbody>
</table>

The proportion closest to the bigger number.

BLITZ: From FY2009-2014, 5 EODs and 4 NDs successfully completed the training program.

Success Statistics (Female / Male):
- Training Pipeline
- EOD Technician and Navy Driver

2008-2014 NAVY "ONLINE" / E-结尾 "ONLINE"
Course, Phase Integration, High Risk Instructor, NSW Instructor Qualification

• Instructor Screening, Panel Selection, NSW Instructor Qualification

Female Cadre Process:

• 1x HMT (Dive Med Tech) Integrated/Qualifed Female Instructor
  • BTG: 1x LCDR ED, 1x HMCSS (FEB 16), 1x GM2, 1x MA1, 1x BM2
  • LCDR Physician's Assistant (JAN 16)
  • NSW CEN: 1x LCDR Physical Therapist, 1x LCDR Psychologist, 1x
  • NSW Prep: 1 Athletic Trainer (contractor)

Current Female Cadre on Hand

8x billets of specific rates for enduring solution

CNSWC Instructor Screening Instruction

"Success in the long run." assigned to commands at the point to introduction to ensure sufficient cadre of midgrade/senior women enlisted and officers are

Directive: CJC WISR Implementation Plan (09JAN13)

NSWCEM Female Cadre Plan

UNCLASSIFIED
MEMORANDUM

From: Commander, Naval Surface Force, U.S. Pacific Fleet
To: Director, Military Personnel Plans and Policy (N13)

Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN

Ref: (a) SECDEF Memorandum, 3 Dec 2015

1. With the exception of the Patrol Coastal (PC), all other classes of surface ships have a Naval Sea Systems Command (NAVSEA) approved alteration to accommodate Women at Sea or have been designed/built as gender neutral (Littoral Combat Ship (LCS) as an example). Although Women at Sea alteration for PCs has not been planned, programmed or approved, female junior officers are routinely assigned to PCs as the Commanding Officer. A summary highlighting prominent components of Secretary of Defense Guidance is as follows:

   a. Transparent Standards: The Surface Force continues to apply previously developed and validated operationally relevant and objective standards for all surface career fields to ensure leaders assign tasks and career fields throughout the force based on ability, not gender.

   b. Population Size (i.e. Physical Stature): With the exception of enlisted berthing facilities on PCs, the remaining Surface Navy vessels are equal opportunity and gender neutral. No additional implications for women are anticipated for equipment sizing, supply, and facilities.

   c. Physical Demands and Physiological Differences: All Occupational Fields required on Surface ships are gender neutral.

   d. Conduct and Culture: Fully integrated

   e. Talent Management: Fully integrated

   f. Operating Abroad: Fully integrated

   g. Assessment and Adjustment: Fully integrated

2. Concerns: Any PC berthing alteration (if possible) would add additional weight to the ship and requires the removal of equipment or decreased fuel capacity resulting in adverse impacts to operational endurance and/or operational capability. Due to the operational impacts of such an alteration, coupled with the planned decommissioning schedule for PCs (FY23-26), a permanent alteration to modify the berthing on PCs has not been planned, programmed or budgeted.
3. The training requirements and pipelines for female Sailors assigned to Surface Ships are in accordance are in place throughout the Surface Force with exception of PCs.

<table>
<thead>
<tr>
<th>SURFOR</th>
<th>Enlisted</th>
<th>Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commence Training</td>
<td>Complete</td>
<td>Complete</td>
</tr>
<tr>
<td>Qualification</td>
<td>Complete</td>
<td>Complete</td>
</tr>
<tr>
<td>Assignment</td>
<td>Complete with exception of PC's.</td>
<td>Complete</td>
</tr>
</tbody>
</table>

4. The Surface Force is fully committed to the tenets of reference (a). With the exception of PCs, all other classes of surface ships have a NAVSEA approved alteration to accommodate Women at Sea or have been designed/built as gender neutral.

J. F. WADE
Chief of Staff

Copy to:
COMPACFLT N1
COMUSFLTFORCOM N1
MEMORANDUM

From: Deputy Commander, U.S. Fleet Forces Command
To: Director, Military Personnel Plans and Policy (N13)

Subj: FULL INTEGRATION OF WOMEN IN THE ARMED FORCES

Ref: (a) SECDEF Memorandum, 3 Dec 2015

1. This letter is in response to reference (a), Implementation Guidance for the Full Integration of Women in the Armed Forces. United States Fleet Forces (USFF) Command was tasked to provide input on two warfare communities: Submarine Force and Navy Expeditionary Combat Command (NECC), specifically addressing the following areas of concern in the response: Transparent Standards, Population Size, Physical Demands and Physiological Differences, Conduct and Culture, Talent Management, Operating Abroad, and Assessment and Adjustment.

2. Submarine Forces

   a. The United States Submarine Force began integrating women officers into OHIO Class (SSBN and SSGN) submarine crews in 2011 and into VIRGINIA Class (SSN) submarine crews in 2015. 17 of the initially identified 18 submarine crews are integrated with women officers:

     (1) There are currently 68 women officers (17 Supply Officers and 51 Unrestricted Line Officers) assigned to 17 crews on three SSBNs and four SSGNs (each ship has two crews) and three VIRGINIA Class submarines.

     (2) In 2015, three VIRGINIA Class submarines were integrated with women; USS MINNESOTA (SSN 783) and USS VIRGINIA (SSN 774) in Groton, CT and USS MISSISSIPPI (SSN 782) in Pearl Harbor, HI. The 18th crew, USS TEXAS (SSN 775) in Pearl Harbor, HI, will be integrated in 2016.

     (3) The Submarine Force recently approved USS JOHN WARNER (SSN 785) in Norfolk, VA for officer integration. USS JOHN WARNER (SSN 785) will be integrated following completion of the initial 18 crew integration effort.

     (4) All billets in the Submarine Force are open to women, therefore it follows that LOS ANGELES and SEAWOLF Class submarines are also available for integration. Further integration will be informed by female accession and retention data, and likely will not occur until all VIRGINIA Class SSNs are integrated based on cost and platform life considerations. The expansion of any integration will follow the same deliberate approach utilized in the Submarine Force, thus far. This deliberate approach ensures success in the short term and
Subj: FULL INTEGRATION OF WOMEN IN THE ARMED FORCES

enables the Submarine Force to accelerate the integration plan based on success of ongoing efforts.

b. The Enlisted Women in Submarines Task Force created a plan which meets the DoD goal of integrating enlisted women on submarines in 2016. The plan was presented to Congress and the Congressional notification period was completed on 11 December 2014.

(1) The plan includes integrating seven OHIO Class submarines (14 crews) that are already integrated at the officer level.

(2) The first 46 female enlisted Sailors have been selected and are slated to report to USS MICHIGAN (SSGN 727) commencing January 2016. Several of the Sailors have already completed pipeline training at Groton, CT.

(3) The selection process to identify the next group of female Sailors scheduled to report to USS FLORIDA (SSGN 728) in FY17 is in progress.

c. Areas of Concern

(1) Transparent Standards. Objective and gender neutral standards will continue to inform professional assignments and advancement in the Submarine Force. Women are currently assigned to every type of mission platform.

(2) Population Size. The Submarine Force is committed to creating and maintaining a healthy female submariner population through accession and retention of women. Expansion of integrated boats will be thoughtful and deliberate in order to ensure success for women at every level.

(3) Physical Demands and Physiological Differences. All Submarine Force billets, officer and enlisted, are gender neutral. The Submarine Force has validated that there are no physical demands or physiological differences that would limit a woman’s ability to perform any submarine related task. If a female submariner becomes pregnant her command will comply with the Navy’s pregnancy policy found in OPNAVINST 6000.1C.

(4) Conduct and Culture. Equal opportunity programs and command climate assessments provide gender neutral metrics and other indicators of professional behavior and equal treatment for all service members. Active leadership engagement ensures that expectation of professional conduct remains the Submarine Force standard.

(5) Talent Management. As the Submarine Force integration of women matures, assignments and tasks will continue to be assigned based on professional qualifications and not by gender.

(6) Operating Abroad. The Submarine Forces will leverage best practices in the assignment of women to maximize cooperation with allies and partners and maintain awareness of cultures that may be opposed to U.S. cultural diversity.
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(7) Assessment and Adjustment. Integration of future platforms will be informed by assessment and retention metrics to ensure women are working in an environment where they are set up for success (i.e. female peer group and role models available). Gender neutral monitoring and assessment feedback that is available from equal opportunity programs, command climate assessments, and advancement and promotion data will be continuously evaluated to ensure the integration plan is adjusted as necessary.

3. Navy Expeditionary Combat Command (NECC)

a. As the Navy’s single functional command for expeditionary forces, NECC includes commands such as Coastal Riverine Squadrons, the Naval Construction Force, and Emergency Ordinance Disposal. NECC is fully integrated with women in all occupational fields except for one enlisted rating; the Special Warfare Boat Operator (SB). SBs drive various types of craft that support maritime and special warfare missions and are currently closed to women. NECC has three SB positions in the Coastal Riverine Group TWO, Training and Evaluation Unit.

b. These three SB positions are sponsored by Naval Special Warfare Command who will develop the specific plans for integrating women into their forces. Once this occupation is open to women, these positions will become gender neutral for the purpose of personnel distribution and assignment.

4. United States Fleet Forces Command is committed to full integration of women in all officer and enlisted occupations. The smooth and deliberate integration of women in both the Submarine Force and Navy Expeditionary Combat Command exemplify our commitment and will only strengthen our force.

R. P. BRECKENRIDGE