



## NATIONAL GUARD BUREAU

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ARLINGTON VA 22204-1373

AUG 09 2016

ARNG-HRH

MEMORANDUM FOR The Adjutants General of all States, Puerto Rico, Guam, the U.S. Virgin Islands, and the Commanding General of the District of Columbia

SUBJECT: Army National Guard Full Gender Integration Implementation and Risk Management Plan for the Assignment of Female Soldiers

1. References. See APPENDIX A.

2. Purpose. This memorandum announces the initiation of full gender integration in the Army National Guard (ARNG) and directs ARNG efforts to improve readiness and combat performance while opening all occupational fields to women. The assignment of females into previously closed occupations in the ARNG will be a deliberate standards-based process. I authorize the assignment of female leaders, female combat arms officers or noncommissioned officers (NCOs), down to the company level within the Infantry and Armor organizational structure first, followed by junior enlisted Soldiers in combat positions down to the company level. A key element of the ARNG Integration Plan is the concept of "Leaders First," which is defined as a minimum of two leaders (either officer or NCO, E-5 and above) of the same career management field in the same company, prior to the assignment of female junior enlisted (E-4 and below) Infantry and Armor Soldiers per FRAGO 1 (Enclosure 1) to HQDA EXORD 097-16 (Enclosure 2). Our core beliefs in good order, discipline, leadership, and accountability are foundational to our success in gender integration.

3. Background. On 24 January 2013, the Secretary of Defense, in collaboration with the Joint Chiefs of Staff, announced the rescission of the 1994 Direct Ground Combat Definition and Assignment Rule and the assessment of all positions in the Armed Forces for possible integration of women. On 3 December 2015, the Office of the Secretary of Defense (OSD) directed the full integration of women in the armed forces. Army Directive 2016-01 opened the remaining closed positions to women in the Army.

4. Female leaders will be accessed, reclassified, and trained first, followed by junior Soldiers in both Infantry and Armor occupations. Female officers may request branching/re-branching to Infantry and Armor, and eligible female NCOs (E-5 and above) can request reclassification to Infantry or Armor. I retain approval authority for all requests from female officers to re-branch or branch transfer and for requests from female enlisted Soldiers to reclassify. I may delegate approval authority to The Adjutants General (TAG), though I will not allow them to delegate that authority further. All applicants must be properly screened and counseled prior to being recommended for approval to attend training to ensure that they are physically and mentally prepared for the rigors of Infantry or Armor training. A TAG approval memorandum and associated Leaders First and will be forwarded to the ARNG G-

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1 in accordance with the HQDA G-1 reporting requirements to ensure compliance with the Leaders First policy per Enclosure 1 for each prospective applicant.

5. The States, Territories, and District of Columbia can schedule Basic Officer Leadership Course (BOLC) seats in accordance with current ARNG processes. Currently, branch qualified lieutenants can be sent to a second BOLC with approval and funding of the State or Territory. Eligible and approved female NCOs can be scheduled for reclassification through ARNG Regional Training Institutes (RTIs) or available Army Training Center (ATC) courses. Policy changes will be implemented in a scientifically based measured way to ensure the best chances of success and that all Soldiers are provided full career opportunities to reach their highest potential while maintaining standards, fairness, and impartiality. The following opportunities are also available to initiate actions towards fulfilling the Leaders First requirement:

a. Recruiting and retention battalions are authorized to enlist Prior Service-Civil Life Gain female NCOs (E-5 to E-6) into Combat Arms MOSs for reclassification through ARNG RTIs or ATC courses.

b. Reserve Component Career Counselor locations are able to contract transitioning Active Duty (Compo 1) female NCOs (E-5 to E-6) into Combat Arms MOSs for reclassification at ARNG RTIs (Note: MOS reclassification opportunities of personnel while still on active duty exist through the Active Component to Reserve Component (RC) Pilot at the Ft Hood and Ft Bragg locations).

6. In accordance with Enclosure 1, female enlisted E1 through E4 accessions into Infantry and Armor units will not occur until the Leaders First conditions have been met. As part of the ARNG unit fill plan, Infantry and Armor accessions will be synchronized with Active Component (AC) Initial Military Training (Basic Combat Training, One Station Unit Training (OSUT), and select Advanced Individual Training). The States, Territories, and District of Columbia will ensure that all ARNG female junior enlisted Soldiers attend Infantry and Armor training in a cohort of at least two or more females, AC or RC. In addition, the States will provide the ARNG G-1 weekly information pertaining to ARNG Infantry and Armor training dates and unit arrival information in support of the HQDA G-1 requirement per Enclosure 1.

7. The States, Territories, and District of Columbia will develop unit fill plans that will place Infantry and Armor leaders in units first, followed by junior enlisted Soldiers as prescribed in Enclosure 1. The Leaders First conditions can be met by leaders assigned or with duty at the female enlisted Soldier's unit of assignment within internal funding limitations and the leaders' willingness to exceed the involuntary travel restrictions in Army Regulation (AR) 135-91, chapter 5-5. Satisfaction of the Leaders First criteria will be validated by the ARNG G-1 prior to recruiting or reclassifying female personnel below the rank of Sergeant/E-5.

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There is no mandatory male/female mix or numerical target associated with the Leaders First assignment methodology. Ultimately, all Soldiers are assigned according to the needs of the ARNG. There will be no quota assignments. At a minimum, the unit fill plans will address the following:

- a. Female Infantry and Armor leaders, their duty position, and unit of assignment to include the Leaders First approval memorandum.
- b. The leaders' projected date to complete training and return to their unit of assignment if applicable and other pertinent training data to include performance and pass/fail data.
- c. Junior enlisted Soldiers' projected training completion date and arrival at unit of assignment and other pertinent training data to include performance and pass/fail data.
- d. A mitigation plan to address high risk factors.
- e. A strategy to reach the goal (not a requirement at this time) to have female officers and NCOs of the same MOS (Infantry or Armor) at the Battalion or Brigade level per Enclosure 1.
- f. The selection of leaders (field grade officers and senior NCOs) who will serve as mentors to newly trained/reclassified leaders and junior enlisted Soldiers down at the company level.
- g. Procedures to ensure mentors contact their mentees before and after each Inactive Duty Training (IDT) and schedule periodic visits with their mentees and unit commanders in order to observe training and monitor the progress of integration.
- h. A strategic communications plan that will focus leadership efforts on cultural change to ensure that all Soldiers are provided full career opportunities to reach their highest potential per Enclosures 1 and 2.
- i. A tiered and targeted approach to educating their personnel on gender integration risks and related issues per Lesson Plan for Lesson 701-L-8002 Soldier 2020 (Enclosure 3).
- j. Success/Progress to date regarding the integration of female Soldiers into previously closed occupations/positions to include pertinent training data.

8. The following Critical Information Requirement Events will be reported to the ARNG G-1 within 24 hours:

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a. A single enlisted female Infantry or Armor Soldier departing training for a unit where the Leaders First policy has not been met.

b. The gaining unit no longer meets the Leaders First requirement as previously validated by the ARNG G-1 upon the projected arrival of the junior enlisted female Soldier (includes but not limited to training failures, recycles, and reassignments).

c. All reports of sexual assault or sexual harassment.

9. Sexual Harassment/Assault Response Program (SHARP) training is an essential element to this gender integration plan. Every leader is responsible to ensure their unit conducts mandatory SHARP training every fiscal year in accordance with AR 600-20.

10. As the Army National Guard implements the Secretary of Defense's decision to implement full gender integration, the United States Army Force Management Support Agency will update the gender identity codes on Table of Organization and Equipment, Modified Table of Organization and Equipment (MTOE), and Table of Distribution and Allowances (TDA) documents to the interchangeable male or female codes. All authorization documents will reflect the opening of all positions/MOS to females in support of the OSD's 3 December 2015 announcement with an EDATE no later than 30 September 2016.

11. No later than 30 October of each year (with no expiration date), States will provide an annual written status on the areas annotated in Enclosure 2 to the ARNG G-1 to address OSD concerns.

12. Each participating State will designate one individual to serve as the single POC for ARNG full gender integration and as the chief liaison. Forward contact name, email address, and phone number to the point of contact below.

13. My point of contact for policy related questions is LTC John C. Gregory, Operations Officer, Personnel Policy Division (HRH), at DSN 327-0023, 703-607-0023, or john.c.gregory.mil@mail.mil.

Encls  
FRAGO 1 to EXORD 097-16  
EXORD 097-16  
Lesson 701-L-8002 Soldier 2020

  
TIMOTHY J. KADAVY  
Lieutenant General, GS  
Director, Army National Guard

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APPENDIX A

References

a. FRAGORD 1 to HQDA 097-16 U.S. Army Implementation Plan 2016-01 (Army Gender Integration) (Enclosure 1).

b. HQDA EXORD 097-16 to the U.S. Army Implementation Plan 2016-01 (Army Gender Integration), 09 March 2016 (Enclosure 2).

c. Army Directive 2016-01, Expanding Positions and Changing the Army Policy for the Assignment of Female Soldiers, dated 29 January 2016

d. Chairman of the Joint Chiefs of Staff Memorandum, Subject: Women in Service Implementation Plan, 09 January 2013.

e. Memorandum for Secretaries of the Military Departments, Subject: Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule, 24 January 2013.

f. HQDA EXORD 112-13 Army Required Actions in Support of the Elimination of the Direct Ground Combat Assignment Rule (DGCAR), 6 April 2013

g. 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.

h. FRAGORD 1 to HQDA EXORD 112-13 Army Required Actions in Support of the Elimination of the Direct Ground Combat Assignment Rule (DGCAR).

i. Secretary of the Army Secretary of Defense (OSD) Memorandum, Subject: Implementation Guidance for the Full Integration of Women in the Armed Forces, 3 December 2015.

j. Army Regulation 135-91, (Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures), 14 March 2016.

k. Lesson Plan for Lesson 701-L-8002 Soldier 2020, 2 March 2016 (Enclosure 3).

l. Army Regulation 600-20, (Army Command Policy), 6 November 2014.