

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

9 March 2016



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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).

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- A. On 24 January 2013, the SecDef rescinded the 1994 Direct Ground Combat Definition and Assignment Rule (DGCDAR) and directed the Services to open all occupations and units to women as expeditiously as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.

- (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

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.

- (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):

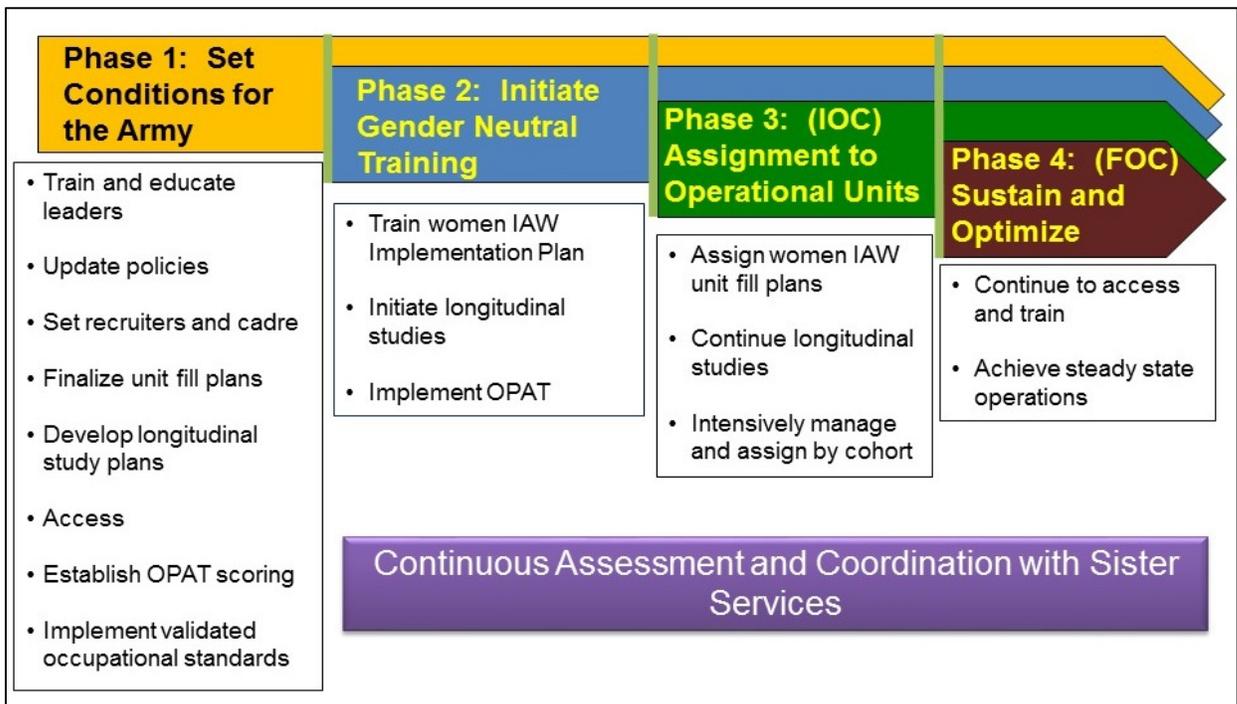


Figure 1: Army Gender Integration Phases

- (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.

- (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.

- (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:

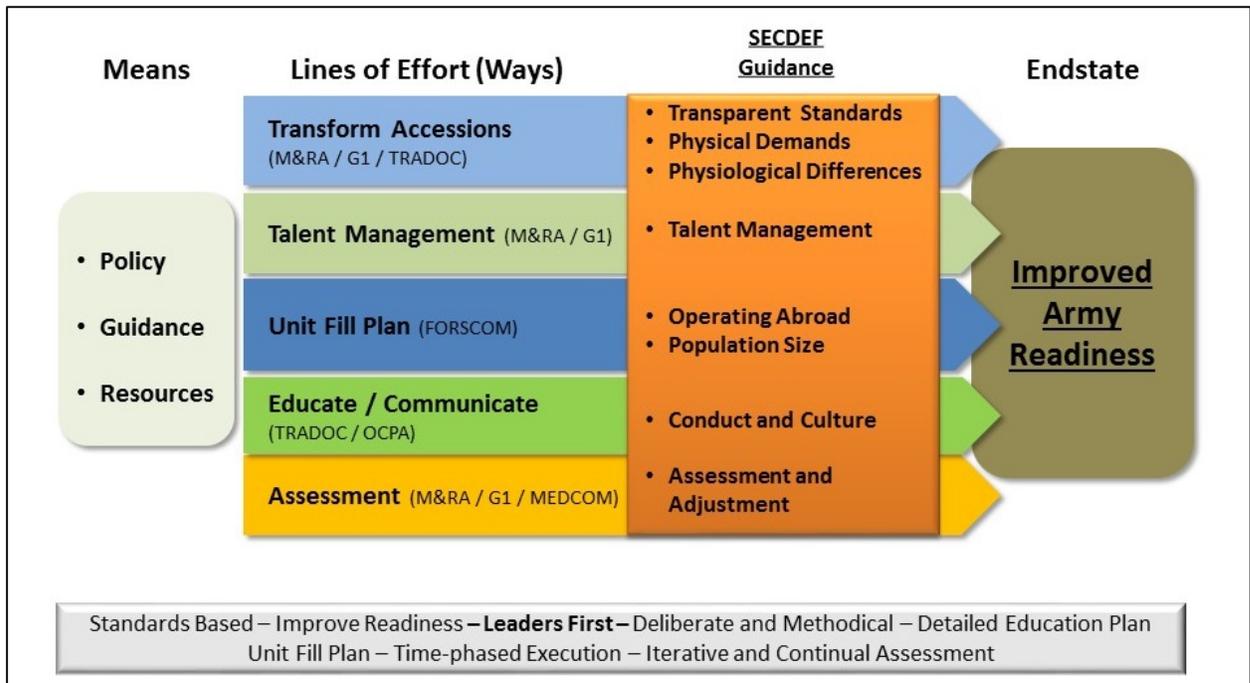


Figure 2: Army Lines of Effort

- (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.

- (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).

- (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

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

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



UNITED STATES ARMY
THE CHIEF OF STAFF

0 5 JAN 2016

MEMORANDUM THRU

ACTING SECRETARY OF THE ARMY
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

FOR SECRETARY OF DEFENSE

SUBJECT: U.S. Army Implementation Plan 2016-01 (Army Gender Integration)

1. References:

- a. Memorandum, Secretary of Defense and Chairman of the Joint Chiefs of Staff, 24 January 2013, subject: Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule.
- b. Memorandum, Chairman of the Joint Chiefs of Staff, 9 January 2013, subject: Women in the Service Implementation Plan.
- c. Memorandum, Secretary of Defense, 3 December 2015, subject: Implementation Guidance for the Full Integration of Women in the Armed Forces.

2. Background

a. During 2013 the Army began assessing all occupations closed to women to validate the knowledge, skills, and abilities (KSA) required to perform in those positions. Based on a thorough review of the results of these studies, we have concluded that women demonstrate the KSA to perform in these occupations and positions. The Army also identified strategies to mitigate risks associated with gender integration and combat the cultural challenge this may pose for our force. To date, the Army has opened all occupations except for Armor, Infantry, Special Forces, and one Field Artillery Career military occupational specialty (MOS) (13F Fire Support Specialist) as well as all duty positions and units to women in open occupations with the exception of the Ranger Regiment.

b. Our success to date has been based on a phased, deliberate approach that establishes female leader cadre before assigning junior female enlisted Soldiers, maintains Army standards, ensures equitable treatment, and reinforces the Army values of dignity and respect. We will continue this approach as we open all remaining positions and occupations. Our first principles are:

- (1) Maintain readiness.
- (2) Deliberate process.

SUBJECT: U.S. Army Implementation Plan 2016-01 (Army Gender Integration)

- (3) Scientifically based, legally defensible.
- (4) Standards-based.
- (5) Leadership and accountability.
- (6) No quotas.
- (7) Equitable treatment.

3. Upon completion of the required congressional notification period and approval of this plan, the Army will open all remaining occupations and units to women to enhance Army readiness. The opening of all remaining occupations and units to women will improve readiness by allowing the Army to access, select, train, and promote the best qualified Soldiers for all occupations.

4. Way Forward. We intend to execute this plan in a deliberate phased approach as follows.

a. Phase 1 (Set the Conditions for the Army). This phase begins upon approval of this plan and ends when the Army is prepared to access, train, and assign female Soldiers into Armor and Infantry occupations. It includes ensuring that facilities meet legal and Army guidelines for gender integrated basic training and that we have the appropriate numbers of female cadre, including female drill sergeants, in each school. It also includes development of a cohort-based unit fill plan and plans for strategic communications and internal Army education. This phase ends when the Army is prepared to access and train women in Armor, Infantry, and Special Operations.

b. Phase 2 (Initial Operating Capability; Initiate Gender Neutral Training). To set desired conditions, the Army will open Infantry and Armor officer branching and noncommissioned officer (NCO) reclassification to women before opening to enlisted Soldiers. Year Group 2016 State and Federal Officer Candidate School, Reserve Officer Training Corps, and U.S. Military Academy female cadets and officer candidates who qualify will be given the opportunity to request branching into Infantry and Armor. These leaders will attend the appropriate training and be assigned to operational units. The Army will then open enlisted accessions in Armor and Infantry to women. Upon graduation from initial military training, these Soldiers will be assigned to operational units with integrated female leadership. The Army will coordinate with USSOCOM, USASOC, and the other Services to support their integration plans. The Army will open all Reserve Components (RC) occupations to females. RC Infantry and Armor units will first assign female NCO and/or officer personnel (preferably 11/19 series MOS). Once one or more female leaders are present in a company, female 11/19 series MOS enlisted soldiers may be assigned into the same unit.

c. Phase 3 (Full Operating Capability; Assignment to Operational Units). The Army will first assign female Infantry and Armor officers to designated brigade combat teams and follow with female Soldiers in cohorts. Integration of female leaders first into the RC will take into account the

SUBJECT: U.S. Army Implementation Plan 2016-01 (Army Gender Integration)

challenges associated with geographic dispersion and vacancy-based accessions. The Army will continue to access women into these occupations. Assignments of all women will transition to the needs of the Army and remain in accordance with regulatory assignment policy. This phase ends when cohort-based unit assignment is no longer used.

6. Army Strategy. The Army will pursue five broad lines of effort (LOE) in accordance with the Secretary of Defense's guidance to achieve this way forward.

a. LOE 1 – Transform Accessions. The Army will transform accessions, not only to access women into formerly closed occupations, but also to enhance Army readiness by implementing physical screening and other tests for all applicants to put the right Soldiers in the right jobs. Soldiers unable to meet the mental and physical standards of the occupation may be recycled, reclassified or branch transferred, or separated from the Service. **(SecDef guidance: Transparent Standards; Physical Demands and Physiological Differences)**

b. LOE 2 – Talent Management. The Army will manage talent to ensure leader growth and the best use of the Army's human capital. The Army will access, select, train, and promote the best qualified Soldiers based on their potential ability. **(SecDef guidance: Talent Management)**

c. LOE 3 – Unit Fill Plans. The Army will build unit fill plans that facilitate the as level of female leaders first before introducing junior Soldiers. The units we first integrate cohorts in will take a holistic approach to mission analysis which consider all elements of Mission, Equipment, Terrain, Time & Troops Available (METT&T) as well any projected operating environment specific requirements. **(SecDef guidance: Population Size; Operating Abroad)**

d. LOE 4 – Educate and Communicate. The Army will educate Soldiers and leaders and communicate to the Army and the American people how standards-based gender integration increases the readiness of our Army. We will conduct a comprehensive leader development program to reinforce standards-based leadership and the professional ethic. **(SecDef guidance: Conduct and Culture)**

e. LOE 5 – Assessments. The Army will assess the long-term strategies and continue our earlier studies to better understand critical areas such as injury rates, sexual harassment and assault, and attrition to better prepare leaders and Soldiers and adjust policies. **(SecDef guidance: Assessment and Adjustment)**

7. Challenges and Risks. The Army faces a variety of challenges and risks associated with integrating women in the Infantry, Armor, Field Artillery Forward Observers, Rangers, and Special Forces; but all are manageable with appropriate policies, training, and leadership. These challenges include: inconsistent enforcement of existing standards and perceptions of double-standards;

SUBJECT: U.S. Army Implementation Plan 2016-01 (Army Gender Integration)

cohesion; SA/SH; ignorance of Army policy; small numbers; injury rates; talent management; and discipline.

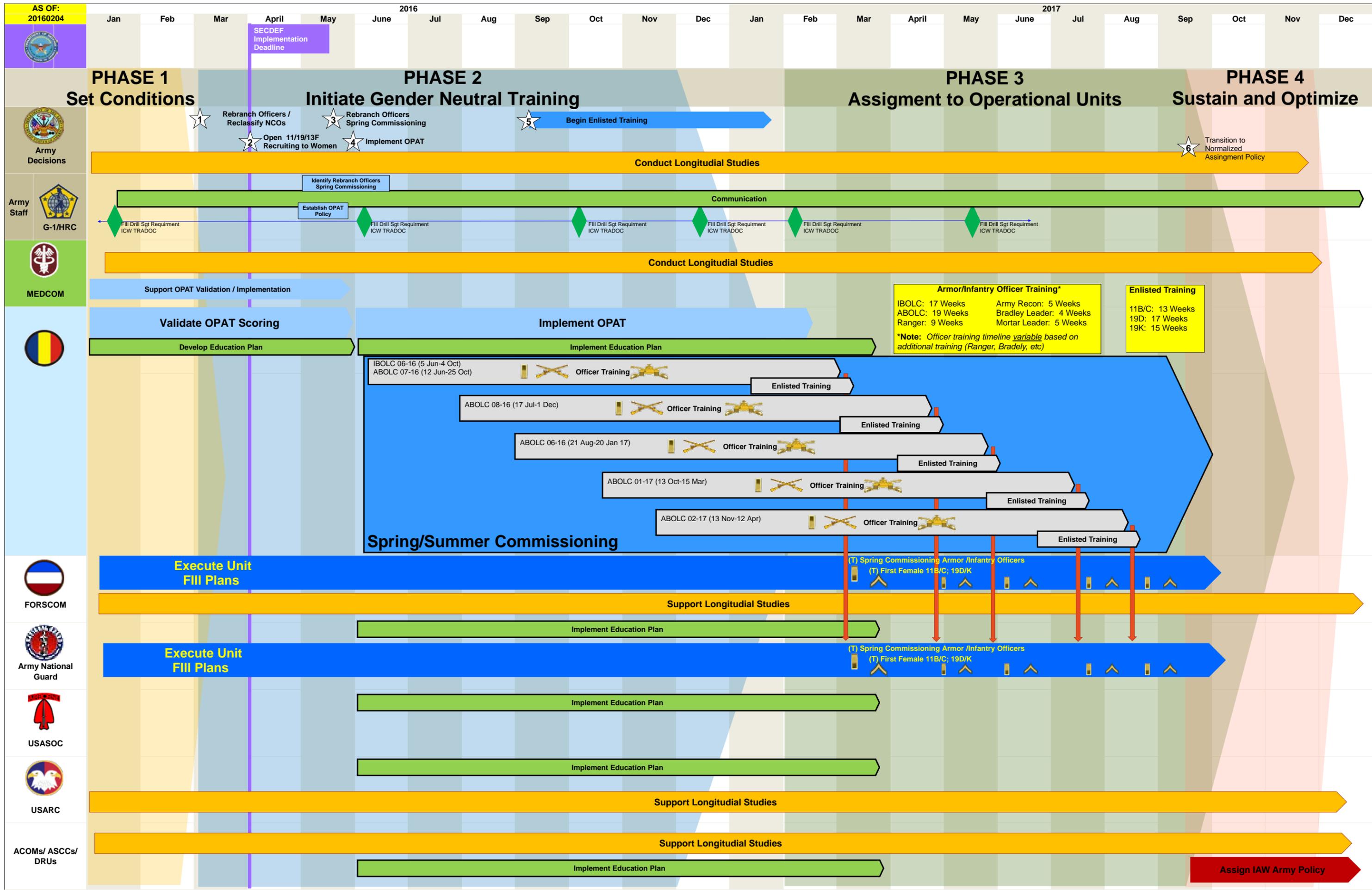
8. Summary. The Army has an established record of success in opening occupations previously closed to women. This gender integration experience informs and postures the Army to successfully meet your guidance and bring positive change to the force.

9. My point of contact for this action is [REDACTED]

[REDACTED]
MARK A. MILLEY
General, United States Army

ANNEX B, Soldier 2020 Implementation Timeline

Placeholder for the 11" x 17" Timeline foldout.



ANNEX C, Operations

Appendix 1, Transform Accessions to ANNEX C, Operations

References:

- A. U.S. Army Gender Integration Study, U.S. Training and Doctrine Command Analysis Center, 21 April 2015
- B. U.S. Army MEDCOM, U.S. Army Research Institute of Environmental Medicine Task Assessment, October 2015
- C. U.S. Army MEDCOM Injury and Attrition Rates Working Group, 24 June 2015

- 1. Situation. See base order.
- 2. Mission. See base order.
- 3. Execution.

- A. Phase 1. Set conditions for the Army. End state: The Accessions Enterprise (AE) established policies, procedures and guidance that support gender neutral accession, branching/MOS award, training and initial duty assignment of officers and Soldiers across all Army branches.

(1) Significant activities:

- (a) Identifying and implementing required pre-accessions screenings to ensure newly accessed personnel have the mental and physical ability to perform within their accession skill and reduce attrition through the first term of enlistment.
- (b) Recommending regulatory policy changes.
- (c) Reviewing and revising existing accession policies to ensure unity of effort across the enterprise.
- (d) Developing and implementing marketing strategy that postures the Army to compete for talented and qualified young men and women.
- (e) Reviewing the existing officer branching processes to ensure that they support the integration of female officers into all accession branches.
- (f) Reviewing Army policy governing the branch transfer/reclassification of officers and enlisted leaders and Soldiers into recently opened branches.
- (g) Infantry and Armor branch proponents establish training and utilization requirements for officers/Soldiers who branch transfer/reclassify.

- B. Phase 2. Initiate gender-neutral training.

- (1) Significant activity: Optimizing marketing and recruiting tools to acquire the quality and quantity of talent the Army needs while maintaining affordability.
- (2) End state: The AE is executing seamless gender-neutral talent acquisition. All required resources are in place to make timely and seamless acquisition decisions.

- C. Phase 3. Assignment to operational units.

- (1) Significant activity: Ensuring initial assignments are made IAW FORSCOM focus unit fill plan.
- (2) End state: Initial assignment of women into Infantry and Armor units support the leader first assignment guidance.

- D. Phase 4. Sustain and Optimize Army. End state: AE business rules are in place.

E. Tasks to Army Staff and Subordinate Units.

(1) Commander, TRADOC.

- (a) Implement programs to reduce attrition in Initial Military Training.
- (b) Create Initial Entry Training (IET) training base ability requirements to respond to female propensity into the combat arms occupations.
- (c) ISO HRC, NLT 2Q FY17, procure and field Army AE information management system that supports Accessions Information Enterprise (AIE). Provide for an effective collection and sharing of accession information and Soldier data across the AE.
- (d) BPT implement non-cognitive testing into the accessions process.
- (e) NLT 1 June 2016, implement physical screening, OPAT.
- (f) Train reclassified MOS 11, 19, and 13F Soldiers and NCOs.
- (g) NLT 1 April 2016, implement gender-neutral recruiting IAW Army policy.
- (h) NLT 1 June 2016, implement high physical demands screening criteria for award of all MOSs IAW DA Pam 611.21. (See TAB A, App 1)
- (i) Support studies, analyses, research, and technology initiatives as required for the AE.
- (j) Optimize and develop additional pre-accession screening to refine defined quality recruits officer and enlisted.
- (k) Support pilot programs to develop, test, evaluate and field AE capabilities.

(2) G-1.

- (a) Review, refine and implement policy changes to support gender-neutral accessions.
- (b) Develop, publish, and execute re-branching guidance for cadets and OCS candidates/graduates who have not yet attended BOLC accessing in FY16.
- (c) Review accession modeling to ensure the integration of talent management is integrated into the accessions process.

(3) NLT 1 APR 2017, HQDA G-1 ICW the Chief Information Officer (CIO) G-6 and USAREC, coordinate with the "Acquire Working Group" to determine impact of gender integration on accession management systems and IPPS-A development to support talent acquisition and management.

(4) USMA.

- (a) NLT 1 June 2016, BPT implement non-cognitive testing into the accessions process.
- (b) NLT 1 June 2016, implement physical screening, OPAT.

4. Sustainment. No Change.

5. Command and Signal. No Change.

Tab A, Ground Combat Arms High Physical Demand Tasks to Appendix 1, Transform Accessions, ANNEX C, Operations

1. Physically demanding tasks relevant to seven combat arms MOSs as reported in the US Army Research Institute of Environmental Medicine Technical Report T16-1, Development of the Occupational Physical Assessment Test (OPAT) for Combat Arms Soldiers, October 2015.

Task Number	Task Name	Occupational Physical Task Description	Standard	12B	13B	13F	19D	19K	11B	11C
Task 1	Conduct Tactical Movement (Foot March)	Walks over varying terrain and altitude changes for a distance of 24 kilometers during a 24 hour period while carrying 103 pounds evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements.	Complete in not less than 22 or more than 24 hours; the entire distance should not be completed in one segment.	X			X	X	X	X
Task 2	Employ Hand Grenades (Throw Hand Grenade)	Throws 1 pound grenade distance of 30 meters to within 5 meters of a target from the standing, kneeling, or prone position while wearing an 80 pound fighting load.	Throw at least one hand grenade 30 meters.	X	X	X	X	X	X	X
Task 3a	Prepare a Fighting Position (Fill Sandbags)	Digs, lifts, and shovels 11 pounds scoops of dirt in bent, stooped or kneeling position while wearing an 80 pound fighting load.	26 sandbags filled 55-60% full in 52 minutes.	X	X	X	X	X	X	X

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Task Number	Task Name	Occupational Physical Task Description	Standard	12B	13B	13F	19D	19K	11B	11C
Task 3b	Prepare a Fighting Position (Emplace Sandbags)	Lifts, carries for up to 10 meters, and emplaces 30-40 pounds sandbags at waist to shoulder height while wearing an 80 pound fighting load.	Hasty fighting position (without overhead cover) built in 26 minutes, 10 meters from original position of sandbags.	X	X	X	X	X	X	X
Task 4a	Drag a Casualty to Immediate Safety (Dismounted)	Drags 271 pound person 15 meters while wearing an 80 pound fighting load.	Casualty dragged 15 meters.	X	X	X	X	X	X	X
Task 4b	Remove a Casualty from a Vehicle (Mounted)	Lifts 207 pound person 1 meter as member of a 2 Soldier team (prorated to 103.5 pounds) while wearing an 80 pound fighting load.	Casualty is evacuated from the vehicle in no longer than 2 minutes.	X	X	X	X		X	X
Task 5	Maintain 25mm Gun on a BFV (Install the Barrel)	Lifts 107 pounds and carries 25 meters as a member of a 2 Soldier team (prorated to 53.5 pounds) while wearing an 80 pound fighting load	Barrel is carried 25 meters and lifted onto BFV hull.	X		X	X		X	
Task 6	Maintain 25mm Gun on BFV (Remove Feeder Assembly)	Lifts 59 pounds and carries 1 meter, seated, while wearing a 40 pound fighting load.	Feeder assembly is properly removed.	X		X	X		X	
Task 7	Load 25mm HEI-T Ammunition Can on BFV (Ammo Can Carry)	Lifts 45 pounds, carries 15 meters at waist height while wearing an 80 pound fighting load.	30 ammo cans carried 15 meters and loaded onto BFV.	X		X	X		X	

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Task Number	Task Name	Occupational Physical Task Description	Standard	12B	13B	13F	19D	19K	11B	11C
Task 8	Load the TOW Missile Launcher on BFV (Load TOW)	Lifts 65 pounds and carries 2 meters at shoulder height while wearing an 80 pound fighting load.	2 TOW missiles properly loaded.				X		X	
Task 9	Move Over, Through, or Around Obstacles (Negotiate Obstacles)	Scales 2 meter vertical obstacles with assistance while wearing an 80 pound fighting load.	Obstacle successfully negotiated, with assistance from other squad members (if needed). Last Soldier must be pulled up, not pushed over.						X	X
Task 10	Move Under Direct Fire (Move Under Fire)	Sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing 80 pound fighting load.	Sprint 100 meters (in 3 to 5 second increments).			X	X		X	X
Task 11	Prepare a Dismounted TOW Firing Position (Emplace TOW)	Lifts 65 pounds and carries 15 meters while wearing 80 pound fighting load.	1 TOW missile properly loaded into dismounted TOW launcher.						X	
Task 12	Engage Targets with a Caliber .50 M2 Machine Gun (emplace M2)	Lifts 153 pounds (prorated to 76.5 pounds) and carries 10 meters at shoulder height while wearing an 80 pound fighting load.	M2 HB machine gun with tripod is successfully lifted and moved from a primary position to an alternate position 10 meters away, as part of a two member team.						X	

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Task Number	Task Name	Occupational Physical Task Description	Standard	12B	13B	13F	19D	19K	11B	11C
Task 13	Lay a 120mm Mortar (Emplace Base Plate)	Lifts 136 pounds (prorated to 68 pounds) and carries 25 meters at waist height while wearing an 80 pound fighting load.	Base plate is properly emplaced 25 meters away, as part of a two member team.							X
Task 14	Lay a 120mm Mortar (Emplace Cannon)	Lifts 110 pounds (prorated to 55 pounds) and carries 25 meters while wearing an 80 pound fighting load.	Cannon is properly emplaced 25 meters away, as part of a two member team.							X
Task 15	Lay a 120mm Mortar for Deflection and Elevation (Traverse Mortar Assembly)	Lifts 183 pounds (prorated to 91.5 pounds) and carries 1 meter while wearing an 80 pound fighting load.	Deflection (greater than 200 mils) properly changed, as part of a two member team.							X
Task 16	Fire a Mortar	Lifts 29 pounds a vertical distance of 2 meters while wearing an 80 pound fighting load.	All rounds fired in 1 minute and 15 seconds (15 seconds per round).							X
Task 17	Mount M2 .50 Cal Machine Gun Receiver on M1 Abrams Tank	Lifts 56 pounds and carries a vertical distance of 2.4 meters while wearing a 40 pound fighting load.	M2. 50 caliber machine gun is properly mounted.					X		
Task 18	Stow Ammunition on an M1 Abrams Tank	Lifts 55 pounds and carries a vertical distance of 1.2 meters while wearing an 80 pound fighting load.	Load 36 MPAT rounds to the ready rack in 20 minutes, as part of a two member team (1 on ground, 1 in the tank).					X		

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Task Number	Task Name	Occupational Physical Task Description	Standard	12B	13B	13F	19D	19K	11B	11C
Task 19	Load a 120mm MPAT Round from the Ready Rack into the Breach	Lifts 55 pounds a vertical distance of 1 meter and rotates 180 degrees, while wearing 40 pound fighting load.	Successfully load 5 x 120mm MPAT rounds in 35 seconds; one round every 7 seconds.					X		
Task 20	Remove a Casualty from an M1 Abrams Tank (Mounted)	Lifts 207 pound person 1.5 meter as member of a 2 Soldier team (prorated to 103.5 pounds) while wearing a 40 pound fighting load.	Casualty removed from Abrams tank.					X		
Task 21	Transfer Ammo with an M992 Carrier Ammunition Tracked (CAT) (155mm Ammo Transfer)	Lifts 105 pounds 1.5 meters vertically and carries a horizontal distance of 3 meters while wearing a 40 pound fighting load.	90 Rounds loaded onto CAT in 45 minutes.		X					
Task 22	Emplace a 155mm Howitzer (Lift Wheel Arm Assembly)	Lifts 135 pounds (prorated to 67.5 pounds) a vertical distance of 2 meters while wearing an 80 pound fighting load.	Wheel Arm Assembly properly lifted to enable howitzer to meet the 6 minute emplacement standard.		X					
Task 23	Displace a 155mm Howitzer (Recover Spade Trail Arm and Blade)	Lifts 204 pounds (prorated to 102 pounds) a vertical distance of 2 meters while wearing an 80 pound fighting load.	Spade Trail Arm properly recovered to enable howitzer to meet the 5 minute displacement standard which includes		X					

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Task Number	Task Name	Occupational Physical Task Description	Standard	12B	13B	13F	19D	19K	11B	11C
			taking the howitzer out of firing configuration and putting it into travel configuration, connecting to prime mover, recovering mission essential equipment, and depart firing point.							
Task 24	Set up Gun Laying Positioning System (GLPS)	Lifts 44 pounds and carries a distance of 3 meters while wearing an 80 pound fighting load.	Assemble, mount, and sight GLPS within 8 minutes.		X					
Task 25	Establish An Observation Point (Conduct Tactical Movement)	Walks over varying terrain and altitude changes for a distance of 24 kilometers during a 24 hour period while carrying 103 pounds evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements.	Complete in 24 hours; Soldiers do not have to complete the entire 24 kilometers at once.			X				
Task 26	Prepare an M1200 Armored Knight Vehicle For Operation (Load the FS3)	Lifts 120 pounds (prorated to 60 pounds) a vertical distance of 2 meters and carries 3 meters while wearing an 80 pound fighting load.	Fire Support Sensor System (FS3) properly installed and subsequently properly uninstalled.			X				

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Task Number	Task Name	Occupational Physical Task Description	Standard	12B	13B	13F	19D	19K	11B	11C
Task 27	Quickly Create a Footpath Through Various Obstacles (Carry / Emplace APOBS)	Lifts 120 pounds (prorated to 60 pounds) and carries a distance of 2 kilometers while wearing an 80 pound fighting load.	Move APOBS 2 kilometers in 60 minutes.	X						
Task 28	Prepare Obstacle with the H6 40 Pound Cratering Charge (Carry / Emplace Cratering Charge)	Lifts 40 pounds and carries 100 meters at waist or shoulder height while wearing an 80 pound fighting load.	Five H6 Cratering Charges are placed in a row 100 meters from stockpile.	X						
Task 29	Operate a Modular-Pack Mine System (MOPMS) (Carry / Emplace MOPMS)	Lifts 160 pounds (prorated to 80 pounds) and carries a distance of 100 meters at waist height while wearing an 80 pound fighting load.	MOPMS carried and emplaced 100 meters from the vehicle.	X						
Task 30	Assist in the Construction of a Bailey Bridge (Emplace Rocking Roller)	Lifts 206 pounds (prorated to 103 pounds) and carries a distance of 50 meters at waist height while wearing an 80 pound fighting load.	Soldiers lift, carry, and place Rocking Roller Template, Bridge Bearing, then Rocking Roller.	X						
Task 31	Install a Volcano Mine System	Lifts 370 pounds (prorated to 185 pounds) a vertical distance of 2 meters.	Volcano is properly assembled in the bed of the vehicle.	X						

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Tab B, AOC 11A Infantry Officer Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The Infantry Officer is responsible for the training and tactical employment of Infantry units, Infantry soldiers, and combined arms units. Evaluates intelligence, estimates situations, and formulates decisions. Coordinates employment of unit with other units. Commands attached elements. Directs communications, location and construction of Infantry positions and ground obstacles, and camouflaging of positions and equipment. Directs operation and employment of Infantry weapons and equipment such as rifles, machine guns, mortars, hand grenades, rocket launchers, recoilless rifles, armored personnel carriers and Bradley Infantry Fighting Vehicle. Directs training, administration, supply, maintenance, transportation and security activities of Infantry units.

Physical Requirements for Award of AOC 11A

Tasks

1. Frequently visually identifies personnel at 300 meters and vehicles and equipment at 1,000 meters.
2. Frequently hears, gives, or echoes oral commands in an outside area at distances up to 50 meters.
3. Constantly performs all other tasks while wearing/carrying a minimum of 80 pounds (uniform and combat equipment), evenly distributed over entire body.
4. Occasionally drags 268 pound person 15 meters, while wearing ~80 pounds of uniform and combat equipment. (Casualty Drag)
5. Frequently digs, lifts, and shovels 11 pound scoops of dirt in bent, stooped or kneeling position while wearing ~70 pounds of uniform and combat equipment. (Fill Sandbags)
6. Frequently walks, runs, crawls, and climbs over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while wearing/carrying 103 pounds of uniform and combat equipment, evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
7. Frequently sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing/carrying ~80 pounds of uniform and combat equipment. (Move Under Fire)
8. Occasionally lifts 207 pound person 1 meter as member of a 3 soldier team (prorated to 69 pounds) while wearing ~70 pounds of uniform and combat equipment. (Casualty Evac Mounted)
9. Frequently lifts, carries for up to 10 meters, and emplaces 30-40 pounds sandbags at waist to shoulder height while wearing ~80 pounds of uniform and combat equipment. (Emplace Sandbags)
10. Frequently throws 1 pound grenade distance of 35 meters while wearing ~80 pounds of uniform and combat equipment. (Employ Hand Grenades)
11. Frequently lifts 45 pounds, carries 15 meters at waist height while wearing ~80 pounds of uniform and combat equipment. (Load 25MM Ammo)
12. Frequently scales 2 meter vertical obstacles with assistance while wearing ~80 pounds of uniform and combat equipment. (Negotiate Obstacles)

Physical Requirements for Continuation of AOC 11A

Skill level	Task numbers
LT	1,2,3,4,5,7,8,9,10,11,12
CPT	1,2,3,4,5,6,7,8,12
MAJ	1,2,3,4,6,7,12
LTC	1,2,3,4,6,7,12
COL	1,2,3

Tab C, MOS 11B Infantryman Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The Infantryman supervises, leads, or serves as a member of an infantry activity that employs individual small arms weapons or heavy anti-armor crew served weapons in support of offensive and defensive combat operations. Operates both mounted and dismounted to close with and destroy the enemy. Assists in the performance of reconnaissance operations. Constructs and camouflages individual/crew served weapons/vehicle firing/fighting positions. Assists in the breaching or construction of fortification and barriers, including minefields and obstacles.

UPDATE to DA PAM 611-21.

Physical Requirements for Award of MOS 11B

Tasks

1. Frequently visually identifies personnel at 300 meters and vehicles and equipment at 1,000 meters.
2. Frequently hears gives or echoes oral commands in outside area at distances up to 50 meters.
3. Constantly performs all other tasks while wearing/carrying a minimum of 80 pounds (uniform and combat equipment), evenly distributed over entire body.
4. Occasionally drags 268 pound person 15 meters while wearing ~80 pounds of uniform and combat equipment. (Casualty Drag)
5. Frequently digs, lifts, and shovels 11 pound scoops of dirt in bent, stooped or kneeling position while wearing ~70 pounds of uniform and combat equipment. (Fill Sandbags)
6. Frequently walks, runs, crawls, and climbs over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while wearing/carrying 103 pounds of uniform and combat equipment evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
7. Frequently sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing/carrying ~80 pounds of uniform and combat equipment. (Move Under Fire)
8. Occasionally lifts 207 pound person 1 meter as member of a 3 soldier team (prorated to 69 pounds) while wearing ~70 pounds of uniform and combat equipment. (Casualty Evac Mounted)
9. Frequently lifts, carries for up to 10 meters, and emplaces 30-40 pounds sandbags at waist to shoulder height while wearing ~80 pounds of uniform and combat equipment. (Emplace Sandbags)
10. Frequently throws 1 pound grenade distance of 35 meters while wearing ~80 pounds of uniform and combat equipment. (Employ Hand Grenades)
11. Frequently scales 2 meter vertical obstacles with assistance while wearing ~80 pounds of uniform and combat equipment. (Negotiate Obstacles)
12. Occasionally lifts 107 pounds and carries 5 feet as a member of a 2 soldier team (prorated to 53.5 pounds) while wearing ~70 pounds of uniform and combat equipment. (Install 25mm Barrel)
13. Occasionally lifts, lowers, and moves laterally 59 pounds and 1 meter, seated while wearing ~20 pounds of uniform and combat equipment. (Remove Feeder Assembly)
14. Frequently lifts 45 pounds, carries 15 meters at waist height while wearing ~80 pounds of uniform and combat equipment. (Load 25mm Ammo)
15. Occasionally lifts 65 pounds vertically 1 meter and carries 2 meters at shoulder height while wearing ~70 pounds of uniform and combat equipment. (Load TOW Missile)
16. Frequently lifts 65 pounds 1 meter and carries 15 meters while wearing ~80 pounds of uniform and combat equipment. (Emplace TOW Dismounted)
17. Occasionally lifts 153 pounds (prorated to 76.5 pounds) and carries 10 meters while wearing ~80 pounds of uniform and combat equipment. (Emplace M2 Machine Gun)

Physical Requirements for MOS 11B Continuation

Skill level	Task numbers
1	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17
2	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17
3	1,2,3,4,5,6,7,8,9,10,11,12,13,14
4	1,2,3,4,5,6,7,8,9,10,11,12,13,14

Tab D, MOS 11C Indirect Fire Infantryman Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The indirect fire infantryman serves as a supervisor or as a member of a mortar squad, section, or platoon. Employs crew and individual weapons in offensive, defensive and retrograde ground combat tactical operations. Employs, fires and recovers anti-personnel and anti-tank mines. Performs self-extraction from a mine field. Locates and neutralizes mines. Navigates from one point on the ground to another. Operates and maintains communications equipment and operates in a radio net. Operates in a NBC contaminated area. Emplaces and recovers early warning devices. Constructs and camouflages individual/crew served weapons firing position.

Physical Requirements for Award of MOS 11C

Tasks

1. Frequently visually identifies personnel at 300 meters and vehicles and equipment at 1,000 meters.
2. Frequently hears gives or echoes oral commands in outside area at distances up to 50 meters.
3. Constantly performs all other tasks while wearing/carrying a minimum of 80 pounds (uniform and combat equipment), evenly distributed over entire body.
4. Occasionally drags 268 pound person 15 meters while wearing ~80 pounds of uniform and combat equipment. (Casualty Drag)
5. Frequently digs, lifts, and shovels 11 pound scoops of dirt in bent, stooped or kneeling position while wearing ~70 pounds of uniform and combat equipment. (Fill Sandbags)
6. Occasionally walks, runs, crawls, and climbs over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while wearing/carrying 103 pounds of uniform and combat equipment evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
7. Frequently sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing/carrying ~80 pounds of uniform and combat equipment. (Move Under Fire)
8. Frequently lifts, carries for up to 10 meters, and emplaces 30-40 pounds sandbags at waist to shoulder height while wearing ~80 pounds of uniform and combat equipment. (Emplace Sandbags)
9. Occasionally throws 1 pound grenade distance of 35 meters while wearing ~80 pounds of uniform and combat equipment. (Employ Hand Grenades)
10. Occasionally scales 2 meter vertical obstacles with assistance while wearing ~80 pounds of uniform and combat equipment. (Negotiate Obstacles)
11. Occasionally lifts 136 pounds (prorated to 68 pounds) and carries 25 meters at waist height while wearing ~70 pounds of uniform and combat equipment. (Emplace Base Plate)
12. Frequently raises, carries, or lifts 110 pounds (prorated to 55 pounds) 1.5 meters on a pivot point while wearing ~70 pounds of uniform and combat equipment. (Emplace Cannon)
13. Occasionally lifts 183 pounds 6 inches and moves laterally 1 meter and lowers as part of a 2 Soldier team (prorated to 91.5 pounds) while wearing ~70 pounds of uniform and combat equipment. (Traverse Mortar Assembly)
14. Frequently lifts 29 pounds a vertical distance of 2 meters and holds up to 10 seconds before placing it in the end of the mortar tube while wearing ~70 pounds of uniform and combat equipment. (Fire a Mortar)

Physical Requirements for MOS 11C Continuation

Skill level	Task numbers
1	1,2,3,4,5,6,7,8,9,10,11,12,13,14
2	1,2,3,4,5,6,7,8,9,10,11,12,13,14
3	1,2,3,4,5,6,7,8,9, 10,11,12,13
4	1,2,3,4,5,6,7,8,9, 10,11,12,13

Tab E, MOS 11Z Indirect Senior Sergeant Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The Infantry Senior Sergeant supervises, leads, or serves as a member of an infantry activity that employs individual small arms weapons or heavy anti-armor crew served weapons, either vehicle or dismounted in support of offensive and defensive combat operations. Serves as the principal NCO in an infantry dismounted reconnaissance, mechanized, or weapons company, operations or intelligence sections of an infantry or combined arms battalion or infantry brigades and higher level organizations. Provides tactical and technical guidance and professional support to subordinates and makes recommendations to superiors in the accomplishment of their duties.

Physical Requirements for Award of MOS 11Z

Tasks

1. Frequently visually identifies personnel at 300 meters and vehicles and equipment at 1,000 meters.
2. Frequently hears gives or echoes oral commands in outside area at distances up to 50 meters.
3. Constantly performs all other tasks while wearing/carrying a minimum of 80 pounds (uniform and combat equipment), evenly distributed over entire body.
4. Occasionally drags 268 pound person 15 meters while wearing ~80 pounds of uniform and combat equipment. (Casualty Drag)
5. Frequently walks, runs, crawls, and climbs over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while wearing/carrying 103 pounds of uniform and equipment evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
6. Frequently sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing/carrying a minimum of 80 pounds. (Move Under Fire)
7. Frequently throws 1 pound grenade distance of 35 meters while wearing ~80 pounds of uniform and combat equipment. (Employ Hand Grenades)
8. Frequently scales 2 meter vertical obstacles with assistance while wearing ~80 pounds of uniform and combat equipment. (Negotiate Obstacles)

Physical Requirements for MOS 11Z Continuation

Skill level	Task numbers
5	1,2,3,4,5,6,7,8
6	1,2,3,4,5,6,7,8

Tab F, MOS 13F Fire Support Specialist Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The fire support specialist leads, supervises, or serves as in intelligence activities including target processing in FA cannon battalions, division artillery, artillery and maneuver brigade and Corps headquarters and fire support elements.

Physical Requirements for Award of MOS 13F

Tasks

1. Frequently lifts and lowers 120 pounds 2 meters while wearing an 80 pound fighting load as a member of a two soldier team, (prorated at 60 pounds). (Load M1200 FS3)
2. Frequently lifts 107 pounds and carries 25 meters as a member of a two soldier team (prorated to 53.5 pounds) while wearing an 80 pound fighting load. (Install 25mm Barrel)
3. Frequently lifts, carries for up to 15 meters, 45 pounds at waist height while wearing an 80 pound fighting load. (Load 25mm Ammo)
4. Frequently digs, lifts, and shovels 11 pound scoops of dirt in bent, stooped or kneeling position while wearing an 80 pound fighting load. (Fill Sandbags)
5. Frequently lifts, carries for up to 10 meters, and emplaces 30-40 pound sandbags at waist to shoulder height while wearing an 80 pound fighting load. (Emplace Sandbags)
6. Frequently uses binoculars, lasers and other optical sighting devices to identify vehicles, equipment, and individuals at long distances.
7. Occasionally walks over varying terrain and altitude changes for a distance of up to 20 kilometers during a 24 hour period while carrying 103 pounds evenly distributed over entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
8. Occasionally lifts 207 pound person 1 meter as member of a 3 soldier team (prorated to 69 pounds) while wearing an 80 pound fighting load. (Casualty Evac Mounted)
9. Occasionally drags 268 pound person 15 meters while wearing an 80 pound fighting load.
10. Occasionally throws 1 pound grenade distance of 35 meters from the standing, kneeling, or prone positions while wearing an 80 pound fighting load. (Casualty Drag)
11. Occasionally sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing/carrying a minimum of 80 pounds. (Move Under Fire)
12. Frequently lifts, lowers, and moves laterally 59 pounds and carries 1 meter, seated, while wearing a 40 pound fighting load. (Remove Feeder Assembly)
13. Must be able to hear a wide range of human voice tones through headphones.
14. Must possess normal color vision.
15. Must possess finger dexterity in both hands.

Physical requirements for MOS 13F Continuation

Skill level	Task numbers
1	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15
2	1,2,3,6,7,8,9,10,11,12,13,14, 15
3	1,2,3,6,7,8,9,10,11,12,13,14,15
4	6,7,8,9,10,11,12,13,14,15

Tab G, AOC 19A-B-C Armor Officer Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The Armor Officer encompasses leadership and staff positions concerned with the training and tactical employment of tank or reconnaissance units, both mounted and dismounted. Evaluates intelligence, estimates situations, formulates courses of action and makes decisions. Directs operations and employment of tanks, armored vehicles, support infantry, and related equipment. Directs training, administration, supply maintenance, transportation, and security activities of the unit.

Physical Requirements for Award of AOC 19A/B/C

Tasks

1. Occasionally walks over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while carrying 103 pounds evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
2. Occasionally throws 1 pound grenade distance of 35 meters from the standing, kneeling, or prone position while wearing an 80 pound fighting load. (Employ Hand Grenades)
3. Occasionally digs, lifts, and shovels 11 pounds scoops of dirt in bent, stooped or kneeling position while wearing an 80 pound fighting load. (Fill Sandbags)
4. Occasionally lifts, carries for up to 10 meters, and emplaces 30-40 pounds sandbags at waist to shoulder height while wearing an 80 pound fighting load. (Emplace Sandbags)
5. Occasionally drags 268 pound person 15 meters while wearing an 80 pound fighting load. (Casualty Drag)
6. Occasionally lifts 207 pound person 1 meter as member of a 3 soldier team (prorated to 69 pounds) while wearing a 70 pound fighting load. (Casualty Evacuation Mounted)
7. Occasionally lifts 107 pounds and carries 25 meters as a member of a 2 soldier team (prorated to 53.5 pounds) while wearing an 80 pound fighting load. (Install 25mm Barrel)
8. Occasionally lifts, lowers, and moves laterally 59 pounds and carries 1 meter, seated, while wearing a 40 pound fighting load. (Remove Feeder Assembly)
9. Occasionally lifts 45 pounds, carries 15 meters at waist height while wearing an 80 pound fighting load. (Load 25mm Ammo)
10. Occasionally lifts 56 pounds 1.2 meters and carries a vertical distance of 5 meters while wearing a 40 pound fighting load. (Mount M2 Machine Gun)
11. Occasionally lifts 55 pounds 1.2 meters and carries 10 meters while wearing an 80 pound fighting load. (Stow Ammo on M1 Tank)
12. Occasionally lifts 55 pounds a vertical distance of 1 meter and rotates 180 degrees, while wearing 40 pound fighting load. (Load Tank Main Gun)
13. Frequently visually identifies personnel at 500 meters and vehicles and equipment at 2,000 meters.
14. Frequently hears, gives, or echoes oral commands in outside area at distances up to 50 meters.
15. Frequently uses finger dexterity in both hands.

Physical Requirements for AOC 19A/B/C Continuation

Skill level	Task numbers
LT	1,2,3,4,5,7,8,9, 10,11,12,13,14, 15
CPT	1,2,5,13,14,15
MAJ	1,2,5,13,14,15
LTC	1,2,5,13,14,15
COL	1,2,5,13,14,15

Tab H, MOS 19D Cavalry Scout Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The cavalry scout leads, serves, or assists as a member of scout team, squad, section, or platoon. The scout platoon's role is dedicated to supporting the cavalry organizations in the development of situational awareness (SA) and situational understanding (SU) and in tracking the enemy throughout the Area of Operation.

Physical Requirements for Award of MOS 19D

Tasks

1. Frequently walks over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while carrying 103 pounds evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
2. Occasionally throws 1 pound grenade distance of 35 meters from the standing, kneeling, or prone position while wearing an 80 pound fighting load. (Employ Hand Grenades)
3. Occasionally digs, lifts, and shovels 11 pounds scoops of dirt in bent, stooped or kneeling position while wearing an 80 pound fighting load. (Fill Sandbags)
4. Occasionally lifts, carries for up to 10 meters, and emplaces 30-40 pounds sandbags at waist to shoulder height while wearing an 80 pound fighting load. (Emplace Sandbags)
5. Frequently drags 268 pound person 15 meters while wearing an 80 pound fighting load. (Casualty Drag)
6. Frequently lifts 207 pound person 1 meter as member of a 3 soldier team (prorated to 69 pounds) while wearing ~70 pounds of uniform and combat equipment. (Casualty Evac Mounted)
7. Frequently lifts 107 pounds and carries 25 meters as a member of a 2 soldier team (prorated to 53.5 pounds) while wearing an 80 pound fighting load. (Install 25mm Barrel)
8. Frequently lifts, lowers, and moves laterally 59 pounds and carries 1 meter, seated, while wearing a 40 pound fighting load. (Remove Feeder Assembly)
9. Frequently lifts 45 pounds, carries 15 meters at waist height while wearing an 80 pound fighting load.
10. Frequently lifts 65 pounds and moves laterally 1 meter at shoulder height while wearing an 80 pound fighting load. (Load 25mm Ammo)
11. Occasionally sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing 80 pound fighting load. (Move Under Fire)
12. Frequently visually identifies personnel at 500 meters and vehicles and equipment at 2,000 meters.
13. Frequently uses finger dexterity in both hands.

Physical Requirements for MOS 19D Continuation

Skill level	Task numbers
1	1,2,3,4,5,6,7,8,9,10,11,12,13
2	1,2,3,4,5,6,7,8,9,10,11,12,13
3	1,2,3,4,5,6,7,10,11,12,13
4	1,2,5,6,7,10,11,12,13

Tab I, MOS 19K Armor Crewmember Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The Armored Crewman employs techniques directly related to direct fire gunnery in support of a combined arms mission. An armor crewman leads, supervises, or serves as a member of a Combined Arms Unit in offensive and defensive combat operations.

Physical Requirements for Award of MOS 19K

Tasks

1. Occasionally walks over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while carrying 103 pounds evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
2. Occasionally throws 1 pound grenade distance of 35 meters from the standing, kneeling, or prone position while wearing an 80 pound fighting load. (Employ Hand Grenades)
3. Occasionally digs, lifts, and shovels 11 pounds scoops of dirt in bent, stooped or kneeling position while wearing an 80 pound fighting load. (Fill Sandbags)
4. Occasionally lifts, carries for up to 10 meters, and emplaces 30-40 pounds sandbags at waist to shoulder height while wearing an 80 pound fighting load. (Emplace Sandbags)
5. Occasionally drags 268 pound person 15 meters while wearing an 80 pound fighting load. (Casualty Drag)
6. Frequently lifts 56 pounds and carries a vertical distance of 1.2 meters while wearing a 40 pound fighting load. (Mount M2 Machine Gun)
7. Frequently lifts 55 pounds 1.2 meters and carries 10 meters while wearing an 80 pound fighting load. (Stow Ammo on M1 Tank)
8. Frequently lifts 55 pounds a vertical distance of 1 meter and rotates 180 degrees, while wearing 40 pound fighting load. (Load Tank Main Gun)
9. Occasionally lifts 207 pound person 1.5 meter as member of a 3 soldier team (prorated to 69 pounds) while wearing an 40 pound fighting load. (Casualty Evac Mounted)
10. Frequently visually identifies personnel at 500 meters and vehicles and equipment at 2,000 meters.
11. Frequently hears gives or echoes oral commands in outside area at distances up to 50 meters.
12. Frequently uses finger dexterity in both hands.

Physical Requirements for MOS 19K (Armor Crewman) Continuation

Skill level	Task numbers
1	1,2,3,4,5,6,7,8,9,10,11,12
2	1,2,3,4,5,6,7,8,9,10,11,12
3	1,2,3,4,5,8,9,10,11,12
4	1,2,3,4,5,8,9,10,11,12

Tab J, MOS 19Z Armor Senior Sergeant Physical Demands, to Appendix 1, ANNEX C

Sep 2015 UPDATE to DA PAM 611-21, Military Occupational Classification and Structure.

The armor senior sergeant serves as principal NCO in an armor company, cavalry troop, or operations and intelligence staff sections or liaison teams in armor battalion, cavalry squadron, or higher level organizations. Plans, coordinates, and supervises activities pertaining to organization, training, combat operations, and combat intelligence. Supervise operations center at battalion and higher level units. Collects, interprets, analyzes, evaluates, and disseminates intelligence information and data. Edits and prepares tactical operations plans and orders. Coordinate implementation of operations, training programs, and communications activities.

Physical Requirements for Award of MOS 19Z

Tasks

1. Occasionally walks over varying terrain and altitude changes for a distance of 20 kilometers during a 24 hour period while carrying 103 pounds evenly distributed over the entire body, after which Soldier must retain the ability to perform all other physical requirements. (Road March)
2. Occasionally throws 1 pound grenade distance of 35 meters from the standing, kneeling, or prone position while wearing an 80 pound fighting load. (Employ Hand Grenades)
3. Occasionally drags 268 pound person 15 meters while wearing an 80 pound fighting load. (Casualty Drag)
4. Occasionally sprints 100 meters (in 3 to 5 second rushes) rising from a prone or kneeling position while wearing 80 pound fighting load. (Move Under Fire)
5. Occasionally lifts 56 pounds and carries a vertical distance of 2.4 meters while wearing a 40 pound fighting load. (Mount M2 Machine Gun)
6. Frequently visually identifies personnel at 500 meters and vehicles and equipment at 2,000 meters.
7. Frequently hears gives or echoes oral commands in outside area at distances up to 50 meters.
8. Frequently uses finger dexterity in both hands.

Physical requirements for MOS 19Z Continuation

Skill level	Task numbers
5,6	1,2,3,4,5,6,7,8

Appendix 2, Unit Fill Plan to ANNEX C, Operations

1. Situation. The SecDef approved the Army's Implementation Plan to access and train female officers and NCOs first into Infantry and Armor positions, followed by female enlisted Soldiers. As the Army's primary force provider, FORSCOM is tasked as the main effort to develop the Unit Fill Plan strategy. FORSCOM has successfully integrated women into all maneuver battalions and recently assigned and integrated the first female Combat Engineers (12B) into Combat Engineer Companies.

2. Mission. See base order.

3. Execution.

A. Commander's Intent: Ensure all Soldiers are given the opportunity to succeed and are positioned for viable career paths, using a standards-based approach required to perform the occupation. Standards are applied uniformly to all Soldiers while maintaining the highest state of readiness.

(1) Significant activities:

- (a) Unit readiness, cohesion, and morale are of the utmost importance. Maintain occupational performance standards for all military occupational specialties, areas of concentration, and special skill identifiers.
- (b) Educate leaders on gender integration and key lessons learned through gender integration studies.
- (c) Synchronize initial assignments, with support from HRC, to ensure assignment of women into recently opened occupations is IAW FORSCOM's unit fill plan.
- (d) Provide oversight of internal brigade combat team (BCT) assignments to ensure the integration of women down to company level.
- (e) Integrate female officers and/or NCOs into designated Infantry and Armor units first, a minimum of 30 days prior to the assignment of enlisted women.
- (f) Support Army longitudinal studies and assessments to capture lessons learned and inform future policy.

(2) End State: All initial female assignments are in accordance with the unit plan, ensuring the Army maintains unit readiness, cohesion, and morale, using a standards-based approach.

B. Concept of the Operation. FORSCOM executes the Unit Fill LOE in four phases.

(1) Phase 1. Set Conditions for the Army. FORSCOM sets conditions by using a communications plan focused on leaders at all levels within the operational force to inform Soldiers, Civilians, and Families. The focus includes the importance of standards, readiness, and dignity and respect. FORSCOM coordinates with TRADOC to develop and deliver leader educational tools for the operational force in preparation for Phase 2. The phase ends when a) FORSCOM completes development of its communications plan and informs senior commanders across FORSCOM and b) FORSCOM completes development of the leader educational tools and plan for leaders.

(2) Phase 2. Initiate gender-neutral training. During this phase, FORSCOM conducts leader education on Soldier 2020 initiatives and lessons learned from the gender integration studies. FORSCOM will coordinate initial assignments to designated installations with HRC, TRADOC, and Division G-1s. FORSCOM will inform HQDA, MEDCOM, and TRADOC on the designated installations/units for initial planning in support of longitudinal assessments. The phase ends when a) FORSCOM has informed all stakeholders which installations/units are designated for unit fill and b) all specified leaders are educated in preparation for the assignment of women to Infantry and Armor companies.

- (3) Phase 3. Assignment to operational units. During this phase, women are assigned to designated FORSCOM units IAW the Leaders First policy, monthly assignment reports are provided to FORSCOM, and Army agencies begin longitudinal assessments. The phase ends when a) women are assigned IAW regulatory assignment policies without a focus on Soldier gender and b) units have mitigated cultural and institutional risks.
 - (4) Phase 4. Sustain and Optimize Army. FORSCOM, ICW the ASCCs, maintains the highest level of readiness to enable the Army to win in a complex world. Phase 4 is enduring.
- C. Tasks to FORSCOM Staff and Subordinate Commands. To be published within the FORSCOM EXORD supporting this HQDA EXORD.
 - D. Coordinating Instructions. See Base Order.
- 4. Service Support. Not used.
 - 5. Command and signal. See Base Order.

Appendix 3, Talent Management to ANNEX C, Operations

References:

- A. U.S. Army Gender Integration Study, U.S. Training and Doctrine Command Analysis Center, 21 April 2015
- B. U.S. Army MEDCOM, U.S. Army Research Institute of Environmental Medicine Task Assessment, October 2015
- C. U.S. Army MEDCOM Injury and Attrition Rates Working Group, 24 June 2015

1. Situation. See base order.

2. Mission. See base order.

3. Execution.

A. Talent Management. The Army recruits and selects applicants best suited for prospective occupations, regardless of gender. This selection is based on physical, cognitive and non-cognitive testing that ensures the best fit with the applicant's knowledge, skills, and behaviors (KSB). Follow-on assignments are influenced by talent management tracking indicators and a Soldier's abilities, as determined from performance and education.

B. Talent management activities are organized by phase.

(1) Phase 1. End state: Army policy documents, regulations, and standards reflect gender-neutral requirements from recruitment to Soldier separation. OPR HQDA G-1, Assist HRC, MEDCOM, and TRADOC.

- (a) Develop occupational physical, cognitive, and non-cognitive testing to award occupational skill identifiers and continue in occupations. OPR TRADOC. Assist MEDCOM.
- (b) Determine OPAT testing scores for entry to the occupations. OPR TRADOC. Assist MEDCOM.
- (c) Update MOSC DA PAM 611-21. OPR HQDA G-1. Assist HRC.
- (d) Validate Army assignment policies. OPR HQDA G-1. Assist HRC.

(2) Phase 2. End state: Army is conducting gender-neutral physical assessment testing to best match new recruit/cadet abilities to MOS/AOC requirements. OPR HQDA G-1. Assist TRADOC, MEDCOM, Installation Management Command (IMCOM), Army National Guard (ARNG), US Army Reserve (USAR), FORSCOM, and ASCCs.

- (a) Implement OPAT as a reclassification in service talent management tool. OPR TRADOC.
- (b) Maintain Army policy and a career management tool for officers. OPR HQDA G-1.
- (c) Maintain Army policy and a career management tools for enlisted Soldiers. OPR HQDA G-1.
- (d) Develop testing tools and provide installation support for common physical assessment tests. OPR IMCOM. Assist HQDA G-1.
- (e) Determine and implement OPAT entry scores. OPR TRADOC.

(3) Phase 3. End state: The Army uses its HR systems and tools to collect, track, assess, and report individual Soldier, medical, branch, occupation, unit and Army level trends from recruitment to Soldier separation in a single data system. OPR HQDA G-1 ICW CIO/G-6. Assist HRC and HQDA G-3/5/7.

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- (a) Determine required data to track Soldier performance over time. OPR HQDA G-1. Assist HQDA G-3/5/7 and HRC.
 - (b) Enter and retrieve required data to manage Army talent. OPR HQDA G-1.
 - (c) Store required data to manage Army talent. OPR HQDA G-1 ICW CIO/G-6.
- (4) Phase 4. End state: Normalized recruiting and accessions processes, talent management, and unit assignments for the Army to win in a complex world.
- (a) Develop non-cognitive tests for occupational requirements. OPR MEDCOM. Assist ARI.
 - (b) Execute pilot testing for non-cognitive tests for occupational requirements. OPR HQDA G-1. Assist FORSCOM, ARNG, USAR, TRADOC, MEDCOM, and ARI.
 - (c) Manning data is received on a regular basis and Senior Leader Dashboard awareness is achieved throughout the Army. OPR HQDA G-1.
 - (d) Identify metrics to improve talent management. OPR HQDA G-1.

4. Sustainment. No Change.

5. Command and Signal. No Change.

ACKNOWLEDGE RECEIPT

Appendix 4, Educate Concept to ANNEX C, Operations

References:

- A. U.S. Army Gender Integration Study, U.S. Training and Doctrine Command Analysis Center, 21 April 2015.
- B. U.S. Army Special Operations Command (SOCOM) Appendices, Considerations for Integrating Women into Closed Occupations in the US Special Operations Forces, May 2015.
- C. Considerations for Integrating Women into Closed Occupations in the U.S. Special Operations Forces, SOCOM, May 2015.
- D. Joint Special Operations University (JSOU) Study on Special Operations Forces Mixed-Gender Elite Team, SOCOM, June 2014.
- E. A Quick-Look Analysis of the Ground Combat Element Integrated Task Force (GCEITF) Baseline Climate Survey, U.S. Marine Corp (USMC), January 2015.
- F. Red Team Analysis of Marine Corps Research and Analysis on Gender Integration, USMC Center for Strategic and International Studies, July 2015.
- G. Implementing Force Integration Issues and Challenges, USMC CNA, April 2014.
- H. Implications of Integrating Women Into the Marine Corps Infantry Report, USMC RAND, May 2015.

1. Situation. See base order.

2. Mission. See base order.

3. Execution.

- A. Education Scheme. The Army develops and implements a tiered and targeted education approach. Army gender integration education activities will focus on cultural change and the institutional factors identified through the GIS as well as ARI studies of integrated units and will affect required change through Army leaders.
- B. Training and education activities begin in Phase 1 and continue until assessments indicate cultural and institutional risk factors are successfully managed. Significant activities:
 - (1) Develop the Army education and training program.
 - (2) Train and educate leaders.
 - (3) Assess the training and education program.
- C. Concept of Education and Training.
 - (1) Gender Integration Education tools. The Army develops gender integration education tools and references to prepare for integration.

- (2) Content Delivery. TRADOC will develop education and training content and techniques and will consider a tiered approach with content and learning objectives tailored to the target audience:
- (a) Tier 1 - Command Representative (Train-the-Trainer)
 - (b) Tier 2 - Command-level
 - (c) Tier 3 - Leader-level
 - (d) Tier 4 - Junior Soldier.

4. Sustainment. No Change.

5. Command and Signal. No Change.

ACKNOWLEDGE RECEIPT

Appendix 6, Assessment Concept to ANNEX C, Operations

References:

- A. U.S. Army Gender Integration Study, U.S. Training and Doctrine Command Analysis Center, 21 April 2015.
- B. U.S. Army MEDCOM, U.S. Army Research Institute of Environmental Medicine Task Assessment, October 2015.
- C. U.S. Army MEDCOM Injury and Attrition Rates Working Group, 24 June 2015.

1. Situation. The results of previous studies have helped inform the Army's recommendations and decisions of gender integration (references A through C). Additional follow-on Army studies and the experiences of the other Services will guide refinements to the Army's gender integration implementation plan and future policy decisions.

2. Mission. The Army plans and executes data collection to improve Army readiness and inform future gender integration decisions upon publishing of this EXORD.

3. Execution.

A. Assessment Scheme. The Army collects required information through data collection and analysis capabilities and organizations. HQDA G-1 (ARI) and TRADOC (TRAC) extend the Army GIS to monitor the effectiveness of strategies implemented to mitigate the effects of 17 cultural and institutional risk factors. MEDCOM extends collection and analysis of medical and health data to assess trends in Soldier injuries and gender integration-related health issues impacting Army readiness. MEDCOM conducts follow-up studies to assess the effectiveness of the OPAT as implemented and to recommend refinements as required to ensure that the OPAT meets Army requirements to screen accessions candidates for high physical demand MOSs. The Army AE collects key data across the Army's accessions activities (recruiting, officer accessions, and initial military training) to determine the effects of gender integration to inform Army leader decisions.

B. Assessment activities are organized by the phases defined in the base order:

(1) Phase 1. End State: Conditions set for the Army to implement follow-on gender integration studies

(a) Significant activities:

- i. Determine the scope for follow-on assessment studies
- ii. Determine and request resources
- iii. Set conditions to conduct Institutional Review Boards (IRB).

(2) Phase 2. End State: Studies initiated to study examine changes in relevant Accessions and Initial Military Training (IMT) metrics

(a) Significant activities:

- i. Execute follow-on study of accessions including propensity to volunteer for combat arms AOCs/MOSs.
- ii. Execute follow-on study of IMT trends such as attrition and injury rates.
- iii. Provide interim analysis and reports as required to inform senior Army leader decisions.

- (3) Phase 3. End State: Studies are initiated, underway or completed to assess the effects of changes in the AE, Talent Management and the cultural and institutional risk factors associated with gender integration.

- (a) Significant activities:
- i. Continue to execute follow-on studies and data collection.
 - ii. Provide interim analysis and reports as required to inform senior Army leader decisions.
 - iii. Identify future additional required data collection.

- (4) Phase 4. End State: Studies are complete and data collection transitions to Army readiness reporting systems.

- (a) Significant activity:
- i. Conduct data collection as required by exception to monitor remaining key gender integration risk factors and to support Army readiness reporting.

C. Tasks to Subordinate Units:

(1) HQDA G-1.

- (a) Supported organization for accessions data collection and gender integration cultural and institutional attitudes and factors research.
- (b) NLT 1 August 2016 coordinate with the "Acquire Working Group" to determine impact of gender integration on accession management systems and IPPS-A development to enable key accessions metrics collection and analysis required to inform senior Army leader accessions decisions.
- (c) NLT 1 October 2016 plan and execute follow-on gender integration studies to monitor changes in cultural and institutional risk factors associated with gender integration into the previously closed combat arms MOSs.
- (d) NLT 1 October 2016 assess effectiveness of Army gender integration training implemented to address previously-identified institutional and cultural resistance to gender integration in combat arms units.
- (e) NLT 1 October 2016 assess the effects of gender integration on Army recruiting.
- (f) NLT 1 October 2016 assess the sources of attrition and variance relevant to implementing gender integration and achieving Army readiness.
- (g) NLT 1 October 2016 assess trends in the propensity of applicants to serve, including the propensity of female applicants to serve in combat arms MOSs.

(2) MEDCOM/OTSG.

- (a) Supported command for medical, health and physical demands data collection.
- (b) Plan and execute medical and health studies to inform senior Army leaders on Soldier injury and health trends relevant to Army readiness and gender integration implementation. NLT 1 October 2016, provide updates to senior Army leaders.
- (c) NLT 1 October 2016 assess OPAT effectiveness to screen for service in high physical demand MOSs.

4. Sustainment. No Change.

5. Command and Signal. No Change.

ACKNOWLEDGE RECEIPT

Appendix 7, Glossary to ANNEX C, Operations**Abbreviations**

ACOM	Army Command
AOC	Area of Concentration
AE	Accessions Enterprise
AIE	Accessions Information Enterprise
ARI	Army Research Institute
ASCC	Army Service Component Command
CAC	Common Access Card
DARNG	Director, Army National Guard
DGCAR	Direct Ground Combat Definition and Assignment Rule
eMILPO	Electronic Military Personnel Office
F2025B	Force 2025 and Beyond
FOC	Full Operational Capability
FORSCOM	U.S. Army Forces Command
GIS	Gender Integration Study
HR	Human Resource
HRC	Human Resource Command
ICW	In Coordination With
IPPS-A	Integrated Personnel and Pay System - Army
IET	Initial Entry Training
IMCOM	Installation Management Command
IMT	Initial Military Training
IOC	Initial Operational Capability
IPREP	Initial Entry Training Physical Resiliency Enhancement Program
ISO	In Support Of
LOE	Line of Effort
MEDCOM	U.S. Army Medical Command
MOS	Military Occupational Specialty
NCO	Non-commissioned Officer
NGB	National Guard Bureau
NET	Not Earlier Than
NLT	Not Later Than
OCAR	Office of the Chief, Army Reserve
OCLL	Chief, Congressional and Legislative Liaison
OCPA	U.S. Army Office of the Chief of Public Affairs
OPAT	Occupational Physical Assessment Test
OPR	Office of Primary Responsibility
OTSG	Office of the Surgeon General
PDS	Physical Demands Study
SecDef	Secretary of Defense
SecArmy	Secretary of Army
TRAC	TRADOC Analysis Center
TRADOC	U.S. Army Training and Doctrine Command
USAR	U.S. Army Reserve
USASOC	U.S. Army Special Operations Command
USMA	U.S. Military Academy
USSOCCOM	United States Special Operations Command
PME	Professional Military Education
RTQ	Respond to Query
DRU	Direct Report Unit
USARIEM	U.S. Army Research Institute of Environmental Medicine

Terms of Reference

Accessions Enterprise: All Army command and organizations which work to recruit, initially train and assign new Army Soldiers.

Female Leader: Female Combat Arms officer or NCO.

IOC: The initial essential capability for a new unit or organization to perform assigned missions.

FOC: The full required capability for a new unit or organization to perform assigned missions.

Longitudinal Studies: An observational research method in which data is gathered for the same subjects repeatedly over a period of time.

Soldier 2020: The Army's campaign to gender integrate combat arms and improve readiness across the force.