



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000
ACTION MEMO

December 22, 2015

TO: SECRETARY OF THE NAVY

UNSECNAV _____
Performing the Duties of

FROM: ADM J. M. Richardson, Chief of Naval Operations

SUBJECT: Implementation Plan for the Full Integration of Women in the Navy

Reference: (a) SECDEF memo of 3 Dec 15

- Mr. Secretary, recommend you sign TAB A, approving the Navy implementation plans and forward Commander, Naval Special Warfare Command (NSW), Commander, Naval Surface Force (CNSF) and Commander, U.S. Fleet Forces (USFF) implementation plans to the Secretary of Defense (SECDEF).
- Per reference (a), SECDEF directed the Military Services and United States Special Operations Command to provide final plans to integrate women into previously closed positions by January 1, 2016.
- NSW, CNSF, and USFF submitted memorandums outlining their implementation plans, with emphasis on the requirements included in SECDEF's guidance.
- NSW completed a full review of all their training, equipment, and facilities and are ready to commence training for qualified female candidates.
- All surface ship classes are open to women including Patrol Coastals (PCs), where women officers serve.
- The Submarine Force has already integrated female officers on OHIO and VIRGINIA Class submarines. Female enlisted personnel have started the training pipeline for OHIO Class submarines and will be assigned as early as January 2016. Female enlisted personnel will be assigned to VIRGINIA Class submarines once OHIO Class female enlisted integration is complete. LOS ANGELES and SEAWOLF Class submarines will be evaluated for integration as demand for female billets dictates on the basis of cost-effective privacy and berthing modifications over the remaining service life of the hull.
- Navy support positions in U.S. Marine Corps (USMC) units will be integrated per USMC's integration plan.

- TAB A is draft Letter to the Under Secretary of Defense (Personnel and Readiness).
- TAB B is NSW's Female Integration Implementation Plan Memorandum.
- TAB C is CNSF's Female Integration Implementation Plan Memorandum.
- TAB D is USFF's Female Integration Implementation Plan Memorandum.

RECOMMENDATION: Sign letter at TAB A and forward implementation plans to Under Secretary of Defense (Personnel and Readiness).

COORDINATION: TAB E

Attachments:

As stated



DEPARTMENT OF THE NAVY
NAVAL SPECIAL WARFARE COMMAND
2000 TRIDENT WAY
SAN DIEGO, CALIFORNIA 92155-6599

5300
Ser 00/0899
11 Dec 15

MEMORANDUM

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

Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN FOR NAVAL SPECIAL
WARFARE

Ref: (a) SECDEF Memorandum, 3 Dec 2015

Encl: (1) Female Integration Implementation Plan

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

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

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

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

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

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

Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN FOR NAVAL SPECIAL WARFARE

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

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

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

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

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

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

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

b. Active, consistent and committed leadership and professionalism will maintain a fair and equitable environment for candidate success. Continuous messaging and modeling, equal treatment

Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN FOR NAVAL SPECIAL WARFARE

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

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

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

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

SEAL	Enlisted	Officer
Commence Training	MAY 2016 (Class 321)	DEC 2016 (Class 323)
Qualification	SEP 2017	JAN 2018
Assignment	OCT 2017	FEB 2018

SWCC	Enlisted	Officer
Commence Training	MAY 2016 (Class 93)	N/A, enlisted-only billet
Qualification	FEB 2017	N/A, enlisted-only billet
Assignment	MAR 2017	N/A, enlisted-only billet

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

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


B. L. LOSEY

NAVAL SPECIAL WARFARE COMMAND



Female Integration Implementation Plan

The overall classification of this brief is: **UNCLASSIFIED**



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Directives

- CJCS WISR Implementation Plan (09JAN13)
- SECDEF Memorandum (24JAN13)
- SOCOM Implementation Plan (22MAR13)
- SOCOM Implementation Guidance for Direct Ground Combat Definition and Assignment Rule (03APR13)
- SECNAV Memorandum (02MAY2013)
- SOCOM Updated Implementation Plan Guidance (12MAR15)
- SECDEF Memorandum Implementation Plan Guidance (03DEC15)



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Agenda

- Overview
- Risk Assessment
- Lessons Learned
- Officer Integration/Enlisted Integration
- Training Pipeline
- Data Points
- Cadre Plan
- Medical
- Facilities/Material
- PAO/Identity Management
- Career Pipelines



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Overview

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

- **Key Elements**

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



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NSW Positions Opened to Females

- **SEAL Officer Designators:**

- 118X: Unrestricted Line Officer who is in training for Special Warfare qualification.
- 113X: Unrestricted Line Officer who is qualified in Special Warfare. Includes 1130 (Active Duty), 1137 (Full-Time Support), and 1135 (SEL-RES).
- 715X: Warrant Officer (Line) with Special Warfare Technician specialty.

- **SWCC Officer Designators:**

- 717X: Chief Warrant Officer with sophisticated, technical knowledge in all aspects of the Naval Special Warfare Combatant-Craft.

- **SEAL Specific Navy Enlisted Classifications:**

- 5301 - UDT/SEAL Candidate
- 5320 - SO Candidate
- 5323 - SDV Operator
- 5326 - Special Warfare Operator (SEAL)
- 5392 - Naval Special Warfare Medic
- 539X - Special Operations Tactical Responder (currently in staffing)

- **SWCC Specific Navy Enlisted Classifications:**

- 5350 - Special Warfare Boat Operator (SB) Candidate
- 5352 - Special Warfare Combatant-craft Crewman (SWCC)
- 5392 - Naval Special Warfare Medic

- **NSW Support: Tactical Information Operators, Dry Deck Shelter and EOD support positions opened.**



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CNSWC Risk Assessment

- Anticipated Adjustment of Standards
- Disruption of Social Cohesion
- Partnering Capability
- Medical Concerns for Women
- Media Attention
- Longevity and Retention of Expertise
- Decrement of Successful Integration Efforts



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Integrated Training Lessons Learned

- **Ranger Training Brigade Lessons Learned**

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

- **Navy EOD/Navy Diver Lessons Learned**

- Quota system is not a best practice.
 - Female quotas go unfilled.
 - Female quotas result in less qualified candidates and contribute to higher female attrition rates.
 - Females selected via gender-blind process are best and most qualified and have higher success rates.
- Women have lower success rates.
 - EOD Enlisted: 13% (5/38) for females vs 31% for males.
 - Navy Diver Enlisted: 18% (4/22) for females vs 47% for males.
- Expect low interest/small pool of qualified applicants.
 - EOD female officers-2.5% (13/521).
 - EOD female enlisted-0.9% (10/1076).
 - Navy Diver-0.6% (7/1149).
- Issue: Women not integrated into 800 Companies at RTC; contributes to lower success at Prep/Pipeline courses.



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NSW Outreach Efforts

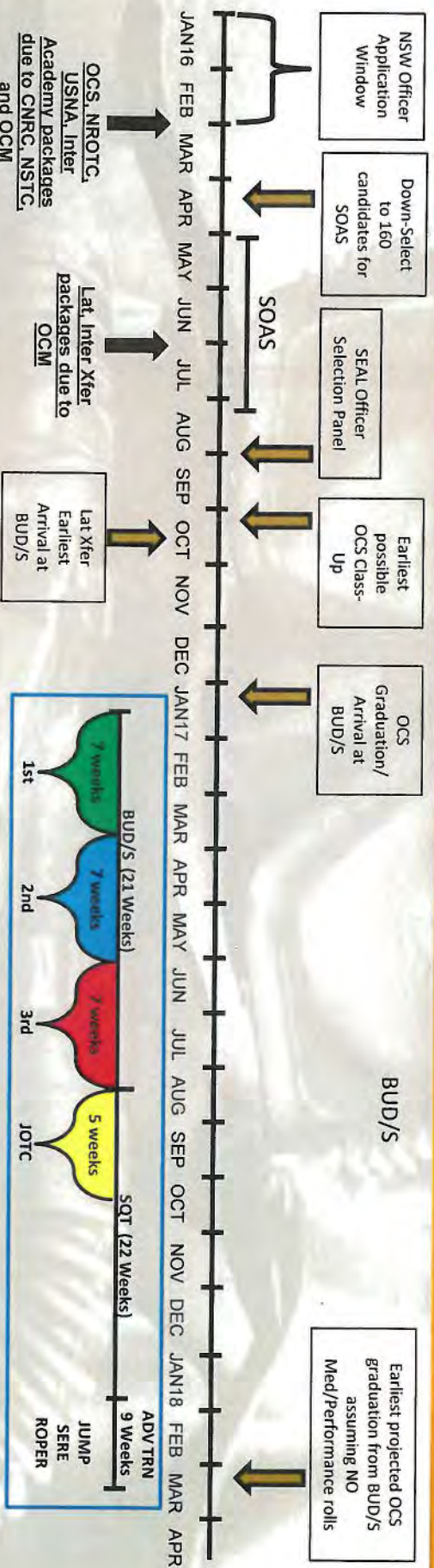
- **SEAL and SWCC Scout Team**
 - Identify and engage with high potential SEAL and SWCC candidates.
 - Create awareness of careers in NSW and provide information and assistance with the recruiting process.
 - Direct outreach and awareness events.
 - Operate social media marketing platforms.
 - www/sealswcc.com
 - SEAL Officer accessions programs.
 - Operate the Navy Parachute Team and execute the NRC "Show Schedule."



NSW Female Officer Candidate

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Integration Timeline (assuming 02JAN16 auth.)



- Annual SEAL Officer Assessment and Selection process – 04MAR16 Pkg due date.
 - Screening to 168 candidates – 4X interview/observation blocks – Selection SEP16.
- Lateral Transfer candidates have earliest possible integration into BUD/S, likely DEC16.
 - Note: Arrival at BUD/S dependent upon losing community release to NSW (up to 11 months).
- OCS candidates have next earliest, USNA / NROTC have longest lead time to BUD/S
 - Total Time from SEAL Application to BUD/S Graduation =
 - Lateral Xfer: 21 Months (Minimum)
 - OCS: 24 Months (Minimum)
 - USNA / NROTC: 29 Months (Minimum)

Female SOAS candidates will likely be first female trainees in Summer 2016.



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- Notes:

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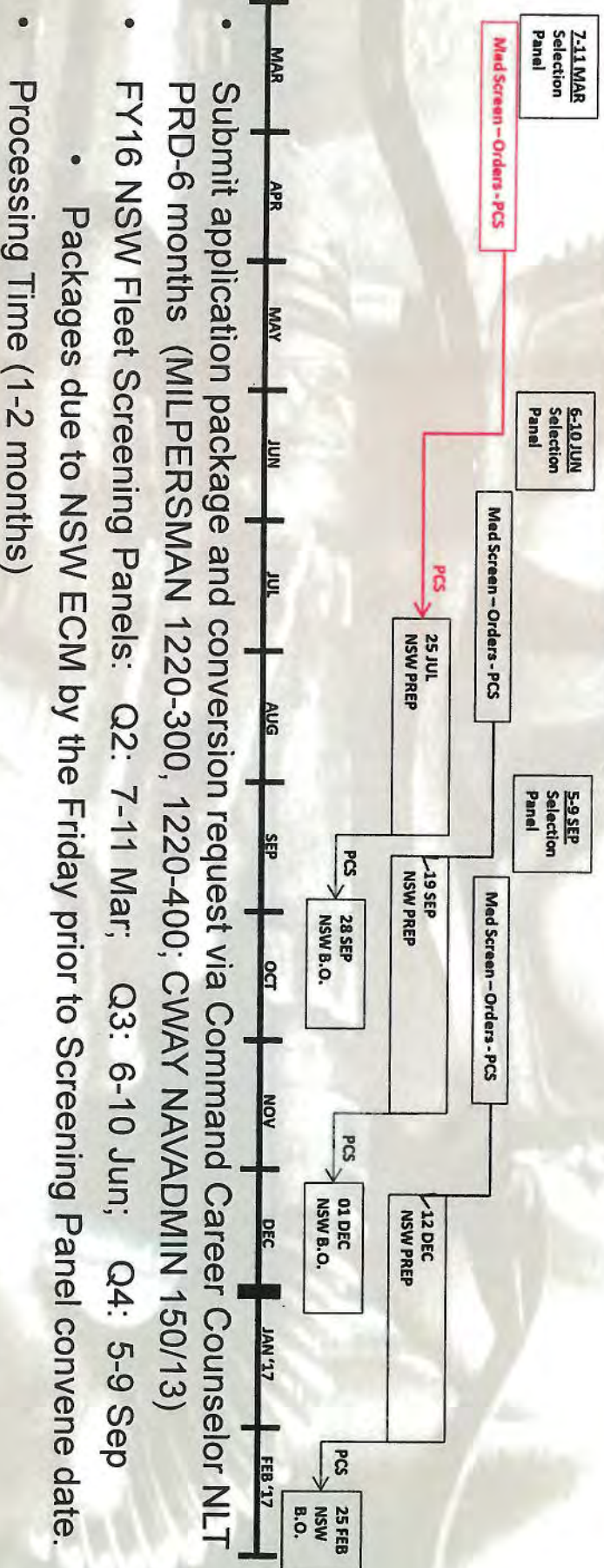


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NSW Female Enlisted Candidate FLEET Integration Timeline

★ 02 JAN
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Candidate submits Package to ECM NLT 6 months before PRD

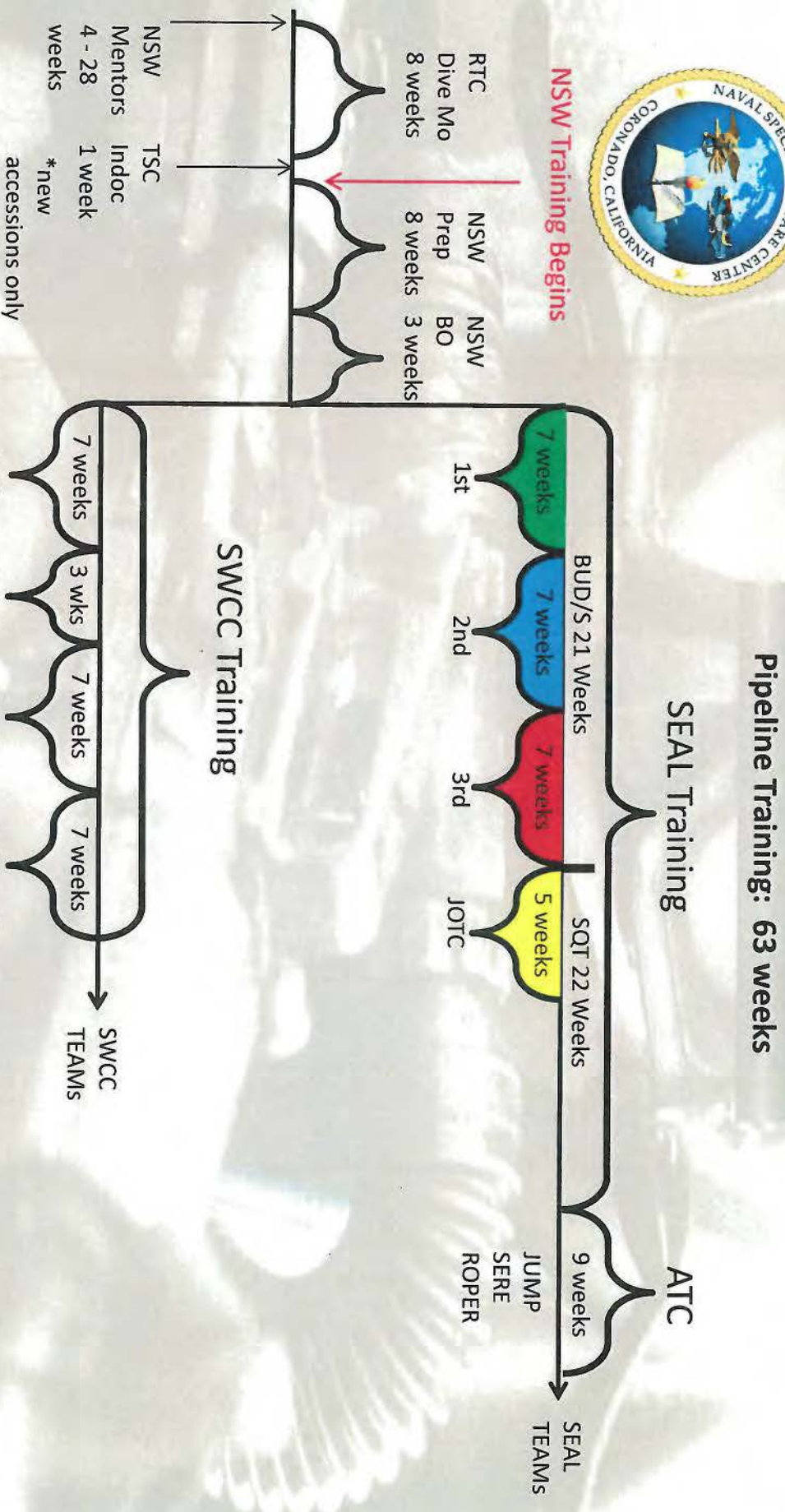


- Submit application package and conversion request via Command Career Counselor NLT PRD-6 months (MILPERSMAN 1220-300, 1220-400; CWAY NAVADMIN 150/13)
- FY16 NSW Fleet Screening Panels: Q2: 7-11 Mar; Q3: 6-10 Jun; Q4: 5-9 Sep
 - Packages due to NSW ECM by the Friday prior to Screening Panel convene date.
- Processing Time (1-2 months)
 - Screened candidate receives NSW Medical screening (RTN within 2 weeks)
 - PERS-401 issues orders to NSW Prep Course dependent on EAOS / PRD.
- NSW Prep Course, Great Lakes (8 weeks) - First Female possible 25JUL16
- NSW Basic Orientation, Coronado (3 weeks) - First Female possible 28SEP16
- SEAL/SWCC Pipeline - First female possible 24OCT16 (Class 322/Class94)



NSW Production Pipelines

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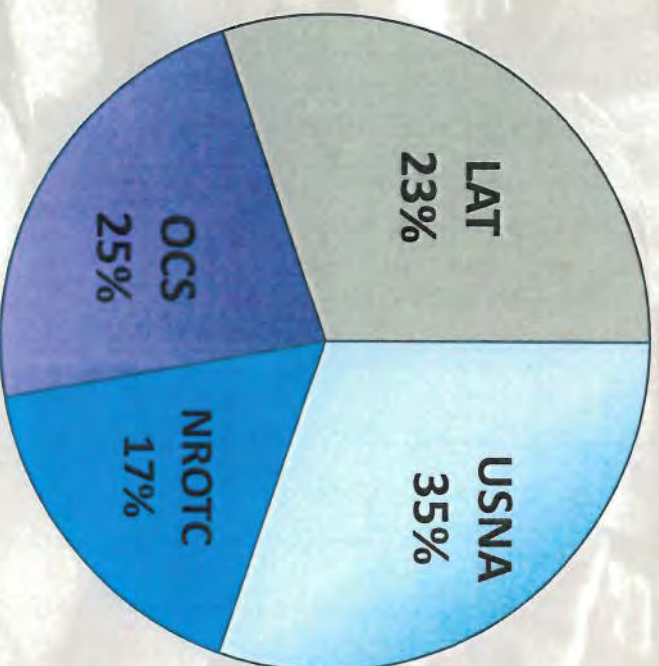
Pipeline Training: 35 weeks

SEAL Officer Candidate

Production Pipeline Benchmarks

(FY2011-2015)

- SEAL Officer candidates by accession source:
- SEAL Officers have an overall success rate of 65%.
- SEAL Officer success/attrition by accession source:

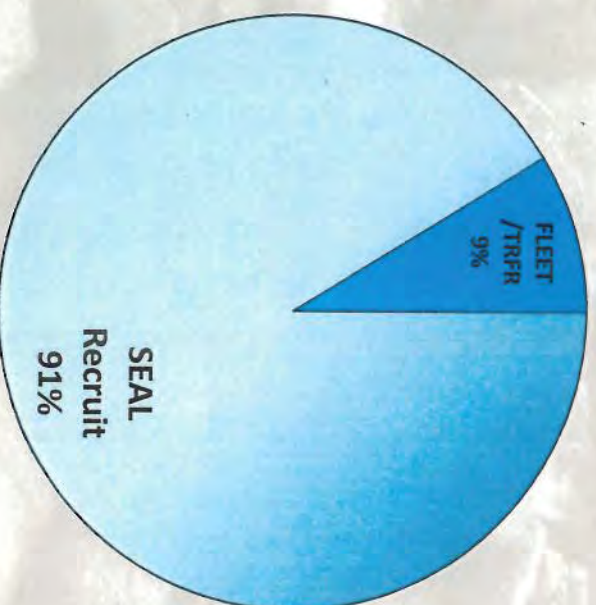


	Grad Rate	DOR	MED	PERF	ADMIN
USNA	89%	8%	2%	1%	0%
NROTC	42%	41%	3%	12%	2%
OCS	52%	41%	3%	4%	1%
LAT	63%	25%	5%	5%	2%

SEAL Enlisted Candidate Production Pipeline Benchmarks

(FY2011-2015)

- SEAL Enlisted candidates by accession source:
- SEAL enlisted candidates have an overall success rate of 28%.
- SEAL enlisted success/attrition by accession source:



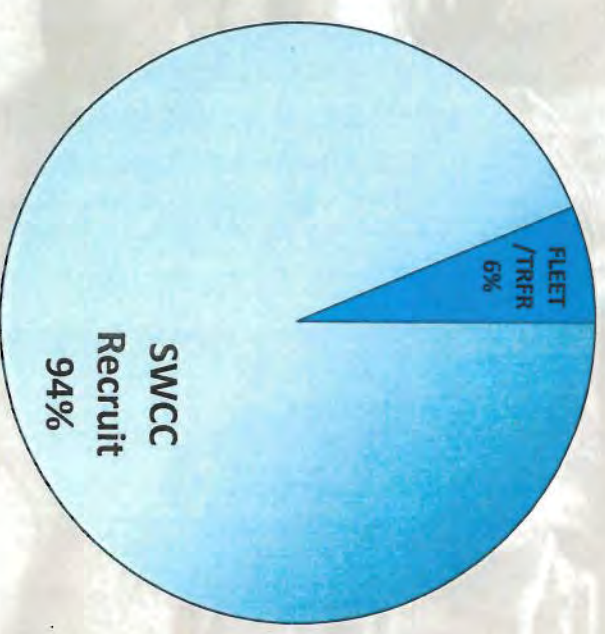
	Grad	DOR	MED	PERF	ADMIN
SEAL Recruit	25%	65%	3%	6%	1%
FLEET/TRFR	12%	73%	6%	8%	2%

SWCC Enlisted

Production Pipeline Benchmarks

(FY2011-2015)

- SWCC Enlisted candidates by accession source:
- SWCC enlisted candidates have an overall 38% success rate.
- SWCC enlisted attrition/success by accession source:



	Grad	DOR	MED	PERF	ADMIN
SWCC Recruit	38%	51%	3%	6%	1%
FLEET/TRFR	38%	54%	2%	2%	5%



NSW Production Pipeline

Integration Planning

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

Summary:

- D - Full review of all Training Policies / Curriculum
- O - Partnerships with US Navy / Female Cadre / Oversight
- T - EO / SAPR, Instructor Awareness, Candidate Prep
- M - Female sizes, undergarment, hygiene
- L - Instructor Development (Learning/Training)
- P - Female Cadre, ORSA / KM, Selection support
- F - Open Bay Plan / Floor Planning / Segregated Head & Showers
 - +3
 - Medical
 - Reports & Data
 - Public Affairs, Media & Exposure



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NSWCEN Female Cadre Plan

- **Directive: CJCS WISR Implementation Plan (09JAN13)**
 - “Sufficient cadre of midgrade/senior women enlisted and officers are assigned to commands at the point of introduction to ensure success in the long run.”
- **Immediate Solution: 5 x Current Female staff on hand.**
- **Bridging Solution: +6 billets ADREQ near term plus up.**
- **Enduring Solution: Acquire 8 billets of specific rates for integrated in Training Phase staff.**
- **Process: Screening, Panel Selection, Instructor Qualification Course, Phase Integrated, High Risk Instructor, Master Training Specialist**



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Facilities/Material

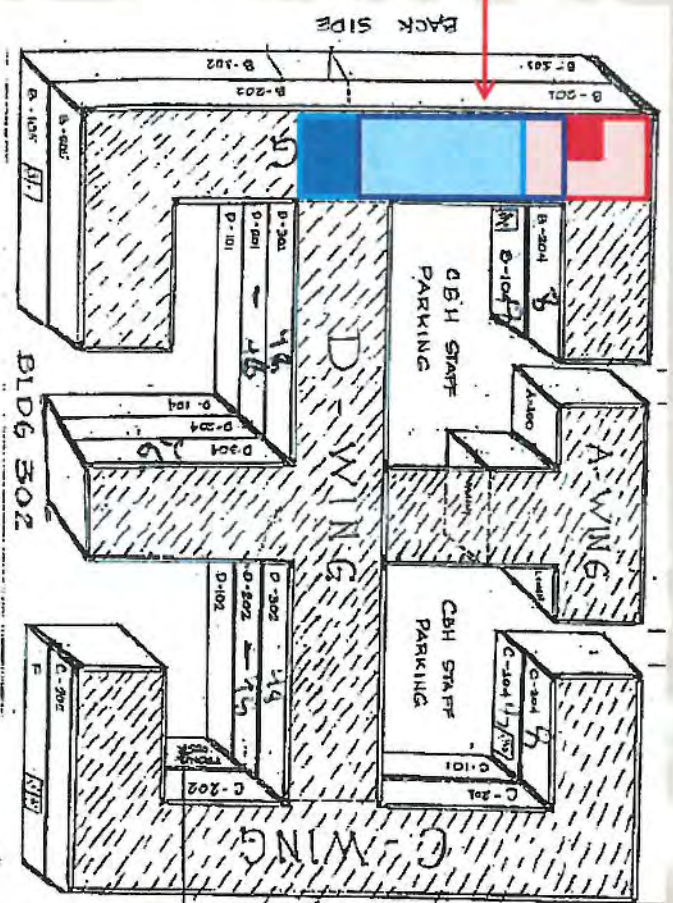
- **Additional Costs: Total Cost \$275K**
 - BUD/S barracks- cost 175K for security cameras and associated hardware (Night vision IP Cameras: 93K, Data Storage Servers: 72K, Installation: 10K)
 - San Clementi Island Facilities- cost 100K for head/showers
- **4 of 9 Training Berthing sites are Open Bay –**
 - Modified Privacy Segregation (Army Ranger Model)
- **Segregated Berthing/Head Plans.**
 - Modification process underway for NSWCEN training facilities (Head/Shower) at San Clemente Island.
- **All facilities and training locations reviewed for SAPR considerations.**
- **Material: No significant issues.**
 - Undergarments / Sizing / Hygiene supported



Orientation and Awaiting Training UNCLASSIFIED

BLDG 302 / NAB Coronado

- Open bay-barracks integrated w/ male students, privacy afforded by partitions.
- Segregated head. (Ranger School Model)





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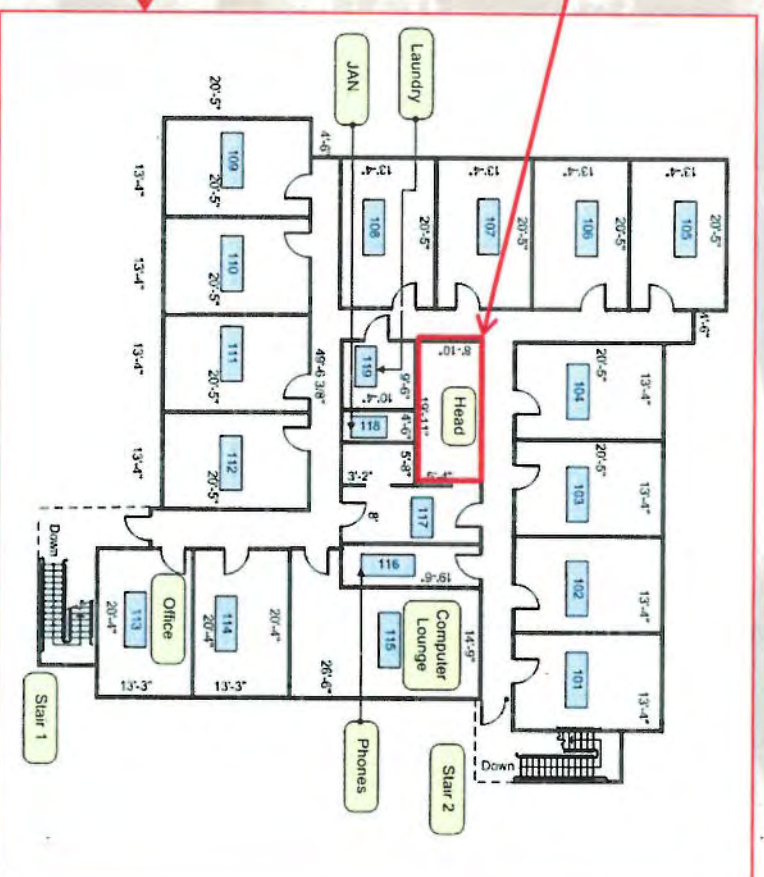
1st Phase

BLDG 602 / NSWCEN

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

Female
designated
head

Female designated
floor BLD 602 3rd Deck
and overflow Male





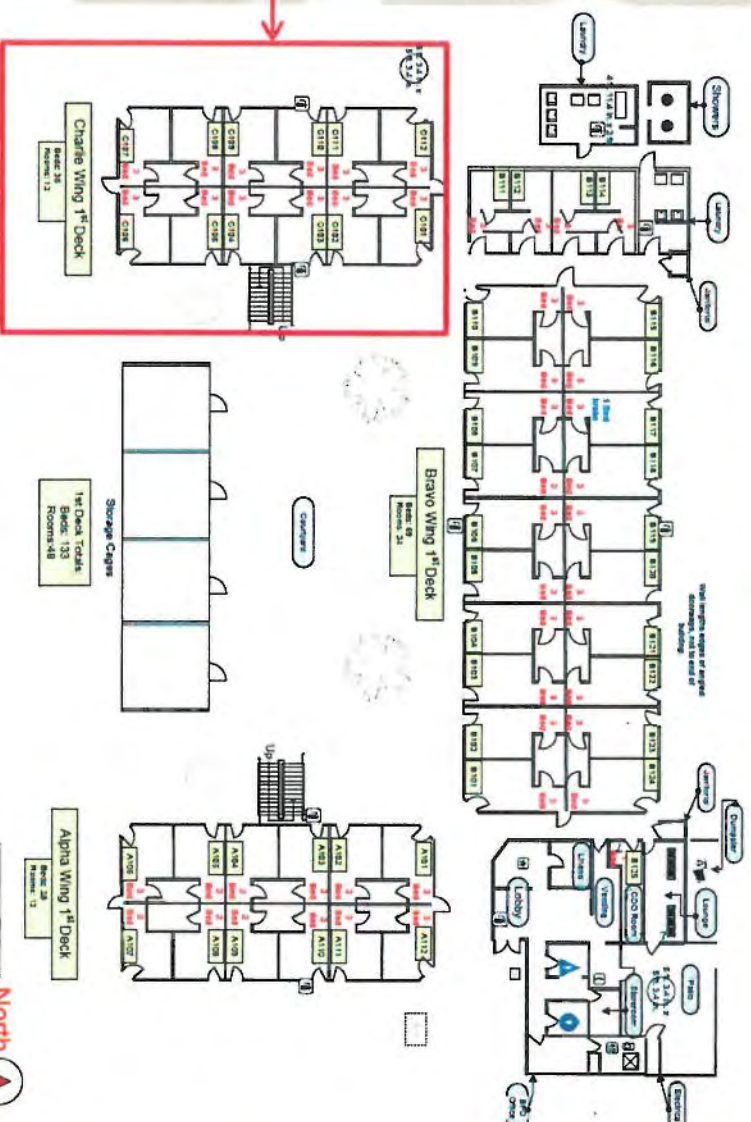
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2nd 3rd PTRR Phases

BLDG 618 / NSWCEN

- Females located in all-female wing on each deck of building 618.
- 2 person rooms with shared heads.

Female designated wing



Barracks Bldg 618



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Medical

- **Injury Prevention**
 - NSW Physical Training Guide and NSW Injury Prevention Guide applicable to male and female candidates.
 - Physical standards and evolutions reflect operational requirements.
- **NSW Training Updates are Epidemiology Driven**
- **Standard US Navy Trainee/Diver Pregnancy Policy**
- **Standard SOCOM Supplement Policy**
 - No Supplementation in barometric environments.
 - Comprehensive Dietary Support.



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PAO

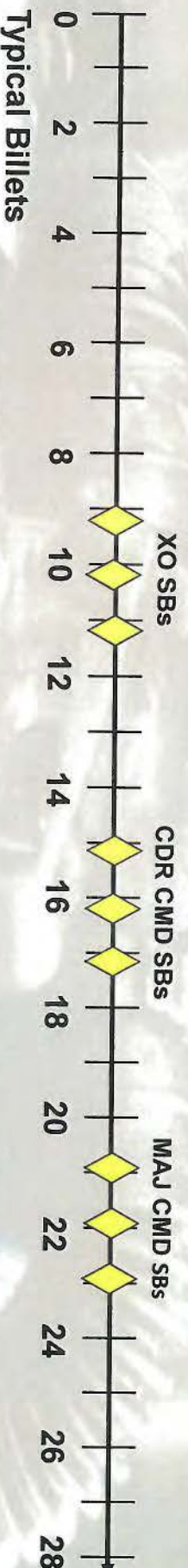
- **Primary concern: maintaining anonymity of all candidates.**
- **Open and transparent with higher authority about NSW WISR integration efforts.**
- **Response To Query posture for media; approved by WARCOM.**
- **Reducing exposure of off-base events to support AT/FP & identity protection concerns.**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

SEAL Officer Career Path

Career Path

INIT TRNG	1 st TOUR (SEA)	DEVELOPMENT TOUR (1) (SHORE/SEA)	DH (SEA)	DEVELOPMENT TOUR (2) (SHORE/SEA)	XO (SEA/SHORE)	POST-XO TOUR (SHORE)	CO (SEA/SHORE)	POST-CO TOUR (SHORE)	MAJ CMD (SEA/SHORE)
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Lat Gains



SQUAD CDR

PLATOON CDR
(SEAL, SDV, SRT)

Joint Staff, Navy Staff,
War College, JIA, JPME

DC/Joint Staff, Navy Staff,
Senior War College, JPME
ACON LVL I/II/III

DEVELOPMENT TOUR (1):

- SEA:
- Special Reconnaissance Team
 - Special Boat Team
 - NSWDG CHOPS

SHORE:

- NPS or Graduate Education
- NSW Unit A-OPS
- MACOM Staff
- BUD/S Phase OIC

DEVELOPMENT TOUR (2):

SEA:

- Task Unit / CFT Commander
- Team N3
- NSWDG Green
- JIA (CISOTF / SOJTF)

SHORE:

- War College or Graduate Education
- NSW Unit N3
- MACOM / WARCOM Staff
- BUD/S Phase Officer

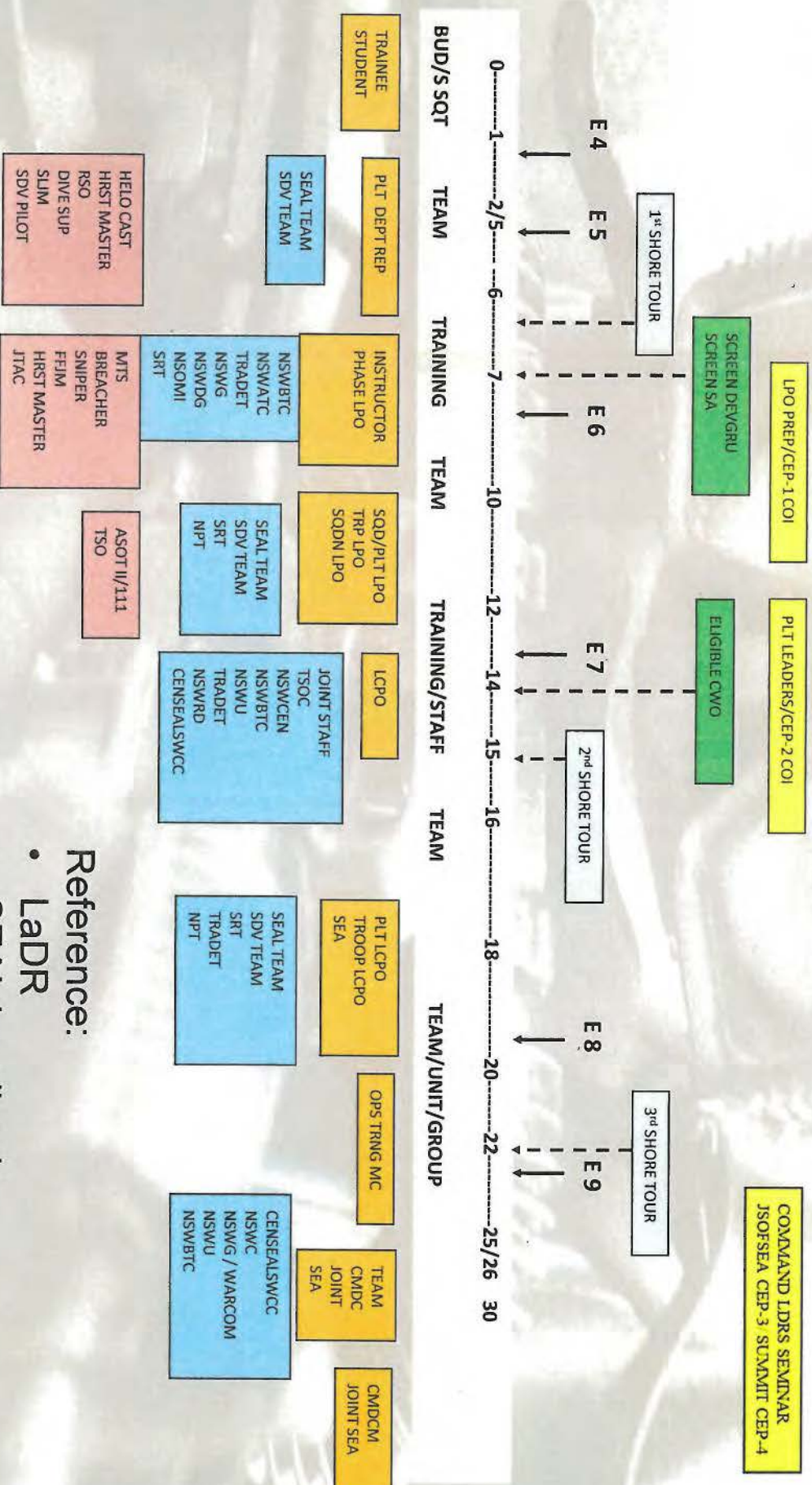
ADMINISTRATIVE BOARD RATES:

XO SCREENING (FY16):	67%
CDR CMD (FY16):	72%
MAJ CMD (FY16):	60%



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SEAL Enlisted Career Path



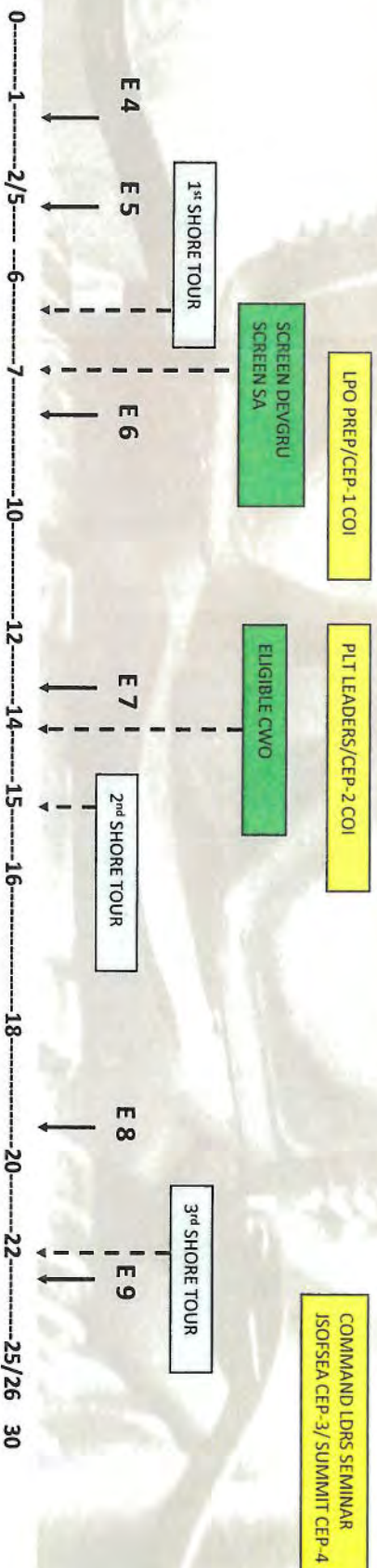
Reference:

- LADR
- SEAL handbook



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SWCC Career Path



CHENG
SWCC BASIC
MMP BASIC
RSO

MTS
SWCC SENIOR
BOAT CAPTAIN
MMP INTER
JTAC
SLIM / FEIM
ASO II
HRST MASTER
100 TON CAPT

PATROL OFFICER
SWCC MASTER
MMP ADV/MASTER

Reference:

- LaDR
- SWCC 1414 Instruction
 - Basic Qualification Completion 24 months (1st SBT)
 - Senior Qualification 6 years (1st SBT)



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What Success Looks Like

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



Discussion and Questions

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The NSW Operator: A sailor with a warrior ethos/character, who is properly trained and educated, can *operate in an embassy environment, interact with host nation forces, influence a vulnerable population.....and shift focus to unilaterally fight and win in combat*

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Back Up Slides



NSW Organization

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NAVAL SPECIAL
WARFARE COMMAND



7,957 Active Duty Assigned
3,525 (SEAL-2,751; SWCC-774)
4,432 Support
1175 Civilians
762 Reserve
9,894 Total Onboard

As of 10MAR15



SEAL Teams

SEAL TEAM
1, 3, 5, 7

TRADET 1

NSWU 1, 3

SEAL TEAM
2, 4, 8, 10

TRADET 2

NSWU 2, 4, 10

Subsurface

SDVT-1

TRADET 3

DET LCRK

Surface

SBT
12, 20, 22

NAVSCIATTS

Special Activities

SRT
1, 2

MISC

CEU

Reserve Component

SEAL TEAM
17, 18

Test & Evaluate

TAC D & E
1, 2, 3, 4, 5

Training

BTC

ATC



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OUR PEOPLE DON'T "MAN A SYSTEM" OUR PEOPLE ARE THE SYSTEM

#1 SOF TRUTH: PEOPLE ARE MORE IMPORTANT THAN HARDWARE

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

- **Specialized Training**

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



- **Experienced**

- NSW Task Groups deploy with senior officers/enlisted leaders to ensure sound decision making

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

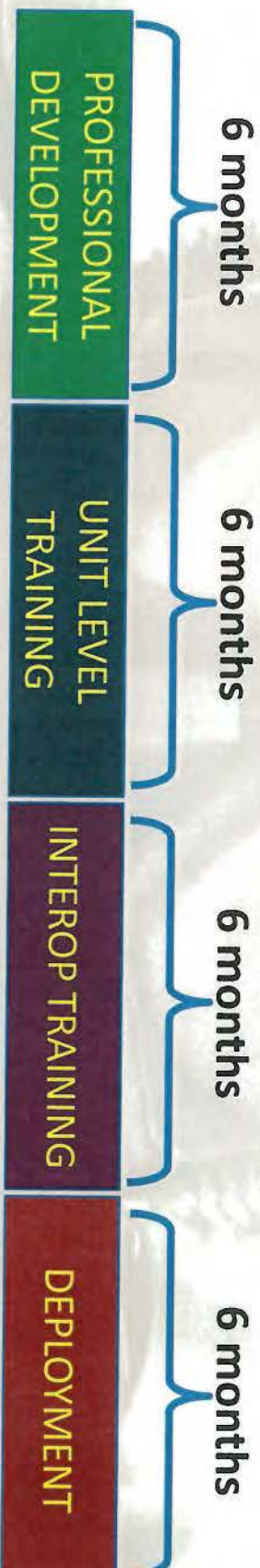
- Human Performance Program (Tactical Athlete Program)
- Preservation of the Force and Family





Inter-Deployment Training Cycle

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SEAL Team

- Re-man
- Re-equip

Platoon / Troop

- Fundamentals
- Mission Training

NSW Task Group

- ST, CFT, MCD, Det, IAs

ISO Theater SOCs

- Task Organized
- Contingency OPS
- Theater Security Cooperation Plan

Individual Skills

- Sniper
- JTAC
- Comms
- Language

TRADET Cells

- MAROPS
- Assaults
- Land Warfare
- Mobility

NSWTG Training

- Battle Staff
- CERTEX / FBP

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POTFF 4 Main Pillars

- Psychological / Behavioral
 - Psychologists, Psychiatrists, Psych Techs
- Spiritual
 - Chaplain + Enlisted RP = Religious Support Team
- Physical / Tactical Athlete
 - Human Performance Program + Sports Medicine
 - Phys Therapist, PT Tech, Ath Trng Coach, Strength & Cond, Nutritionist, Sports Psych, Data Analyst
- Warrior and Family Support / Peer Network
 - WFS Regional Program Mgr, plus at each Group level
 - Peer Network launch – mentoring, connecting, suicide prevention
 - Mil Fam Life Counselors, Nurse Case Mgrs, Social Workers



Intrusive but Compassionate
Leadership at all levels

Embedded assets, close to the operators
Building trust and access to resources, de-stigmatization



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FY17 Officer Accession Timeline

Process and timeline:

02JAN: Congressional approval and public notification complete

04MAR: OCS, NROTC, USNA, Inter-Service Academy packages due to NRC, NSTC, OCM (flexibility to slip up to 3 weeks)

08-15 APR: Down-Select to 168 candidates for SOAS

SEAL Officer Assessment and Selection (SOAS):

- Block 0: 07-25 May (Tentative):
- Block 1: 06-24 JUN (Tentative):
- Block 2: 27 JUN-15 JUL (Tentative):
- Block 3: 25 JUL-12 AUG (Tentative):

01JUL: URL/RL Lateral & Inter-Service Transfer Packages due to OCM

02SEP: Final Selection Panel

Mid-OCT: Earliest OCS Class-Up

- Projected BUD/S Grad date: March 2018 (NO Med/Perf Rolls)






OCT: Earliest Lateral Transfer arrival at BUD/S

- Arrival at BUD/S dependent upon losing community release to NSW (up to 11 months)



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Statistics on FY16 SEAL Officer Selectees

	PST						GPA		DEGREE		HS Sports		College Sports		Activity Leadership	
	Swim	Push	Sit	Pull	Run	Score			ENG/SCI	Other	1	>1	1	>1	HS	College
URL Lat Transfer 	20	High 6:47	121	115	35	7:50	565	3.77	12	8	10	6	18	5	4	2
		Avg 8:38	101	93	23	9:02	731	2.80								
NROTC 	18	High 7:06	128	122	31	7:39	450	4.00	12	6	9	3	7	3	3	6
		Avg 8:04	105	99	23	8:59	689	3.28								
OCS 	25	High 7:11	130	110	26	7:54	632	3.96	12	13	10	5	12	3	8	3
		Avg 8:19	92	89	19	9:25	770	3.22								
USNA 	37	High 6:10	137	103	25	7:52	592	4.00	21	16	27	17	34	6	24	5
		Avg 8:16	91	84	20	8:43	731	3.20								
Inter-Service MAJINTEES 	5	High 7:34	110	103	27	7:33	618	3.21	2	3	3	0	5	2	3	1
		Avg 8:36	96	83	22	8:37	723	3.03								



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Statistics on SEAL Enlisted Selectees

SEAL/SWCC PST

Minimum PST Score SO				
Swim	Push-ups	Sit-ups	Pull-ups	Run
12:30	50	50	10	10:30
Average PST Score SO*				
Swim	Push-ups	Sit-ups	Pull-ups	Run
8:55	87	82	18	9:34
Minimum PST Score SB				
Swim	Push-ups	Sit-ups	Pull-ups	Run
13:00	50	50	6	12:30
Average PST Score SB*				
Swim	Push-ups	Sit-ups	Pull-ups	Run
9:29	79	75	15	10:06

*SO Average was calculated from the 1743 Applicants selected in the draft since Oct 2012.

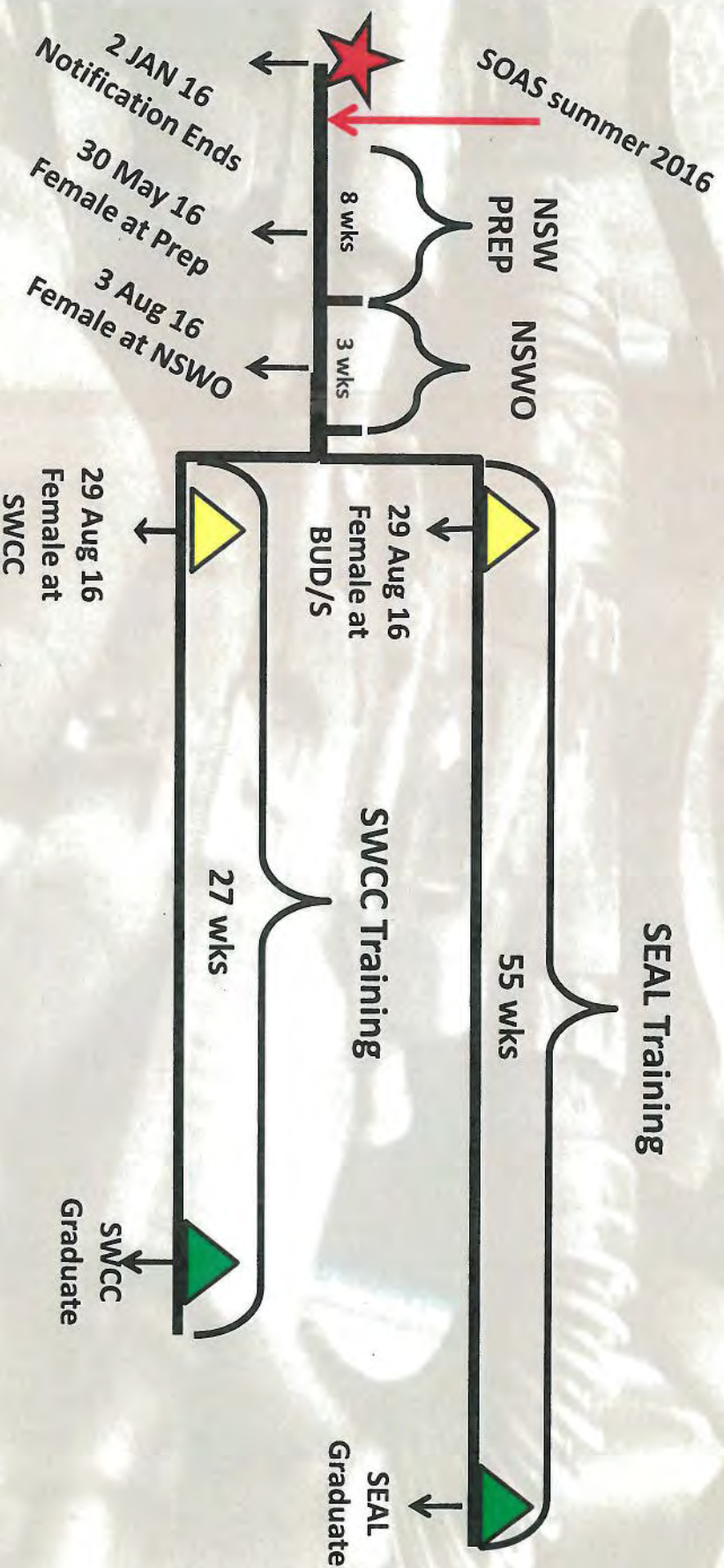
*SB Average was calculated from 431 Applicants selected in the draft since Oct 2012.



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Female Trainee Timeline

- Earliest possible female student is enlisted recruit
- Earliest female at BTC is female midshipman (SOAS 2016)





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EOD and ND Success Rates

2008 – 2014 NAVY "ONLY" / Enlisted "ONLY" EOD Technician and Navy Diver Training Pipeline Success Statistics (FEMALE / MALE)

BLUF: From FY2008-2014, 5 EOD and 4 ND females have successfully completed the training pipeline; the Preparatory Course is the biggest hurdle.

	EOD	ND
<u>Overall Starts/Grads %:</u>		
Female	38 / 5 (13%)	22 / 4 (18%)
Male	1,703 / 529 (31%)	1,278 / 603 (47%)
<u>Prep Course:</u>		
Female	38 / 10 (26%)	22 / 4 (18%)
Male	1,703 / 278 (57%)	1,278 / 203 (58%)
<u>Dive School:</u>		
Female	9 / 8 (89%)	4 / 4 (100%)
Male	548 / 787 (83%)	724 / 603 (85%)
<u>EOD School:</u>		
Female	8 / 5 (63%)	Not Applicable
Male	807 / 529 (66%)	Not Applicable
*For EOD Successive Course ended 22 December 2014		
<u>Fleet Manning (Dec 2014):</u>		
Female	9	7
Male	1,076	1,149



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NSWCEN Female Cadre Plan

- **Directive: CJCS WISR Implementation Plan (09JAN13)**
 - “Sufficient cadre of midgrade/senior women enlisted and officers are assigned to commands at the point to introduction to ensure success in the long run.”
- **CNSWC Instructor Screening Instruction**
- **8x billets of specific rates for enduring solution**
- **Current Female Cadre on hand**
 - NSW Prep: 1 Athletic Trainer (contractor)
 - NSW CEN: 1x CDR Physical Therapist, 1x LCDR Psychologist, 1x LCDR Physician's Assistant (JAN16)
 - BTC: 1x LCDR EOD, 1x HMCS (FEB 16), 1x GM2, 1x MA1, 1x BM2
 - 1x HM1 (Dive Med Tech) integrated/qualified female instructor
- **Female Cadre Process:**
 - Instructor Screening, Panel Selection, NSW Instructor Qualification Course, Phase integration, High Risk Instructor/MTS



DEPARTMENT OF THE NAVY
COMMANDER, NAVAL SURFACE FORCE
UNITED STATES PACIFIC FLEET
2841 RENDOVA ROAD
SAN DIEGO, CALIFORNIA 92155-5480

IN REPLY REFER TO
1300
Ser N01/1200
13 Dec 15

MEMORANDUM

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

Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN

Ref: (a) SECDEF Memorandum, 3 Dec 2015

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

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

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

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

d. Conduct and Culture: Fully integrated

e. Talent Management: Fully integrated

f. Operating Abroad: Fully integrated

g. Assessment and Adjustment: Fully integrated

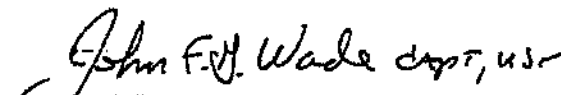
2. Concerns: Any PC berthing alteration (if possible) would add additional weight to the ship and requires the removal of equipment or decreased fuel capacity resulting in adverse impacts to operational endurance and/or operational capability. Due to the operational impacts of such an alteration, coupled with the planned decommissioning schedule for PCs (FY23-26), a permanent alteration to modify the berthing on PCs has not been planned, programmed or budgeted.

Subj: FEMALE INTEGRATION IMPLEMENTATION PLAN

3. The training requirements and pipelines for female Sailors assigned to Surface Ships are in accordance are in place throughout the Surface Force with exception of PCs.

SURFOR	Enlisted	Officer
Commence Training	Complete	Complete
Qualification	Complete	Complete
Assignment	Complete with exception of PC's.	Complete

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


J. F. WADE
Chief of Staff

Copy to:
COMPACFLT N1
COMUSFLTFORCOM N1



DEPARTMENT OF THE NAVY
COMMANDER
UNITED STATES FLEET FORCES COMMAND
1562 MITSCHER AVENUE SUITE 250
NORFOLK VA 23551-2487

1300
Ser N00/080
14 Dec 15

MEMORANDUM

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

Subj: FULL INTEGRATION OF WOMEN IN THE ARMED FORCES

Ref: (a) SECDEF Memorandum, 3 Dec 2015

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

2. Submarine Forces

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

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

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

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

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

Subj: FULL INTEGRATION OF WOMEN IN THE ARMED FORCES

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

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

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

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

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

c. Areas of Concern

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

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

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

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

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

(6) Operating Abroad. The Submarine Forces will leverage best practices in the assignment of women to maximize cooperation with allies and partners and maintain awareness of cultures that may be opposed to U.S. cultural diversity.

Subj: FULL INTEGRATION OF WOMEN IN THE ARMED FORCES

(7) Assessment and Adjustment. Integration of future platforms will be informed by assessment and retention metrics to ensure women are working in an environment where they are set up for success (i.e. female peer group and role models available). Gender neutral monitoring and assessment feedback that is available from equal opportunity programs, command climate assessments, and advancement and promotion data will be continuously evaluated to ensure the integration plan is adjusted as necessary.

3. Navy Expeditionary Combat Command (NECC)

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

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

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



R. P. BRECKENRIDGE