MEMORANDUM FOR

CHIEF OF STAFF, U.S. ARMY, 0200 ARMY PENTAGON, WASHINGTON, DC 20310-0200

COMMANDANT, U.S. MARINE CORPS, 3000 MARINE CORPS PENTAGON, WASHINGTON, DC 20350-3000

CHIEF OF NAVAL OPERATIONS, 2000 NAVY PENTAGON, WASHINGTON, DC 20350-2000

CHIEF OF STAFF, U.S. AIR FORCE, 1670 AIR FORCE PENTAGON, WASHINGTON, DC 20330-1670

SUBJECT: U.S. Special Operations Command Implementation Plan for Elimination of Direct Combat Assignment Rule

22 March 2013

1. I applaud the Department's decision to eliminate the Direct Combat Assignment Rule (DCAR) and believe the eventual and complete integration of women into U.S. Special Operations Command (USSOCOM) will provide a new and powerful dimension to our Special Operations Forces (SOF) formations. However, much work remains to be done. I have concerns specific to USSOCOM that must be addressed prior to making an informed recommendation which complies with the Chairman's guiding principles for implementation. USSOCOM is inherently Joint, and our Forces have achieved a level of interdependence critical for operating in small, self-contained teams that usually typify our operations, many of which are in austere, politically-sensitive environments for extended periods. This complexity requires an assessment predicated upon detailed analysis, ultimately providing a single, clear procedure for execution throughout the USSOCOM enterprise.

2. The scope of my assessment is focused on our Special Forces Groups, SEAL Teams, Ranger Regiment, 160th Special Operations Aviation Regiment, SOF Battlefield Airmen, and Marine Special Operators. We are also evaluating the implications of integrating Service-provided female enablers (predominately supporting specialties listed in Enclosure 1) into the formations referenced above. We will continue to work closely and transparently with each of the Military Services throughout this assessment, ultimately providing a coordinated recommendation for implementation.

3. I have initiated three independent efforts.

   a. My primary focus is an ongoing, comprehensive USSOCOM-wide Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) analysis with special emphasis on gender-neutral training standards in our SOF initial entry (qualification) courses, Leadership and Education requirements associated with integration, and an evaluation of our facilities.
SOCC
SUBJECT: U.S. Special Operations Command Implementation Plan for Elimination of Direct Combat Assignment Rule

b. I have also tasked my Center for Special Operations Studies and Research in our Joint Special Operations University to research and analyze the social science impacts, to include surveys of integrating women into small, elite teams that operate in remote, austere environments.

c. Complementing the two efforts referenced above, I have contracted with RAND Corporation to provide their independent, non-biased analysis.

4. The DCAR Implementation Timeline (See Enclosure 2 for more details) follows. USSOCOM will:

a. Conduct a comprehensive DOTMLPF-P analysis of the impacts of integrating women into previously closed specialties, units, and positions, to include an assessment and validation of gender-neutral occupational performance standards no later than (NLT) 1 July 2014.

b. Conduct social science assessments of the psychological and social impacts of integrating women into small SOF units as part of a comprehensive study concluding NLT 1 July 2014.

c. Commission the RAND study and make available their findings NLT 1 July 2014.

d. Submit a USSOCOM-approved list of occupational specialties and positions open to women NLT 1 April 2015 for notification to Congress and follow-on integration. Concurrently, if required, request an exception to policy.

e. Assign senior and mid-grade female cadre members to SOF training commands and previously "closed" SOF operational units (except for any units or occupational specialties included in a request for exception to policy) NLT 1 October 2015.

f. Submit the USSOCOM quarterly progress reports at the end of each quarter, beginning in 3rd Quarter Fiscal Year 2013.

5. My primary point of contact is MG Bennet Sacolick, email: bennet.sacolick@socom.mil, commercial: 813-826-5710, DSN 299-5710.

2 Encls
as
WILLIAM H. McRAVEN
Admiral, U.S. Navy
Commander
Implementation Timeline

Quarterly Reports

Level 1
Closed
By Unit

DOBMLLPF-P
ANALYSIS

CONDUCT STUDIES & ANALYSIS OF IMPACTS

STUDY DESIGN COMPLETE JULY 2013

DEF REQS
DEVELOP CADRE
CADRE PLACEMENT
PERSONNEL PROCESSES

Unit Training

Level I - Decision to remain open or request an Exception

CJCS Directs
1 Jan 16

SecDef-Directed Integration 1 Oct 15

Level II - Decision to remain open or request an Exception

Personnel Processes

UNCLASSIFIED

Legend:

= Reports
= Key Events
= Key Product
= CDR Decision Points
## USSOCOM MOS and Positions Previously Closed to Women

### Closed By Unit

**Level 1 Positions**

Service-common specialties or career fields with previously closed billets in SOF formations due to the combat exclusion rule

<table>
<thead>
<tr>
<th>Service</th>
<th>Grade</th>
<th>MOS/AFSC</th>
<th>Service Title</th>
<th>Total</th>
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<th>% Open</th>
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<tr>
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<td>13DX</td>
<td>Combat Rescue Officer</td>
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<td>1C4XX</td>
<td>Tactical Air Control Party (Enlisted)</td>
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<td>124</td>
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<tr>
<td>Air Force</td>
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<td>Pararescue (Enlisted)</td>
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<td></td>
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<p>| <strong>USASOC</strong> | | | | | | | |
| Army | O/E | 12X | Engineer | 223 | 195 | 28 | 87.44% |
| Army | O/WO/E | 13XX | Field Artillery Targeting Technician | 227 | 23 | 204 | 10.13% |
| Army | O/WO/E | 15XX | Aviation | 2856 | 304 | 2552 | 10.64% |
| Army | O/WO/E | 25XX | Signals / Comm | 1864 | 982 | 882 | 52.68% |
| Army | O/E | 27X | Legal | 137 | 81 | 56 | 59.12% |
| Army | O/WO/E | 29XX | Electronic Warfare | 72 | 37 | 35 | 51.40% |
| Army | Officer | 30A | Info Ops | 2 | 1 | 1 | 50.00% |
| Army | O/WO/E | 35XX | Intell | 1648 | 720 | 928 | 43.70% |
| Army | O/E | 36X | Financial | 93 | 70 | 23 | 75.27% |
| Army | Enlisted | 37F | Psychological Operations Specialist | 981 | 740 | 241 | 75.43% |
| Army | O/E | 38X | Civil Affairs | 1298 | 1254 | 44 | 96.61% |
| Army | O/WO/E | 42XX | Human Resources | 637 | 382 | 255 | 59.97% |
| Army | Officer | 50A | Force Development | 1 | 0 | 1 | 0.00% |
| Army | Officer | 51X | Systems Development | 31 | 19 | 12 | 61.29% |
| Army | Officer | 53A | Information Systems Management | 11 | 10 | 1 | 90.91% |
| Army | O/E | 56X | Chaplain | 135 | 73 | 62 | 54.07% |
| Army | Officer | 57A | Simulations Operations Officer | 3 | 2 | 1 | 66.67% |
| Army | Officer | 59A | Strategist | 1 | 0 | 1 | 0.00% |
| Army | O/E | 61X-73X | Medical | 448 | 170 | 278 | 37.95% |
| Army | O/E | 74X | Chemical, Biological, Radiological, and Nuclear (CBRN) | 425 | 143 | 282 | 33.65% |
| Army | O/E | 79X | Career Counselor | 61 | 57 | 4 | 93.40% |</p>
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<tr>
<th>Service</th>
<th>Grade</th>
<th>MOS/AFSC</th>
<th>Service Title</th>
<th>Total</th>
<th>Open</th>
<th>Closed</th>
<th>% Open</th>
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<td>O/WO/E</td>
<td>88XX</td>
<td>Transportation</td>
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<td>Electronic Systems Maintenance</td>
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**MARSOC**

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<td>USMC</td>
<td>E3-E9</td>
<td>8071_06XX</td>
<td>SPECIAL OPERATION CAPABILITY SPECIALIST (SOCS-C) NMOS - COMM</td>
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<td>Intel, Log/Mob Chief, FAC/AO, SgtMaj/1stSgt</td>
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<td>85</td>
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<td>CORPSMEN</td>
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**NAVSPECWARCOM**

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<td>USN</td>
<td>E5-E8</td>
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<td>3912</td>
<td>Intelligence Specialist (IS) Supporting Submarine Operations</td>
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<td>USN</td>
<td>E4-E9</td>
<td>EOD</td>
<td>EOD MOA (1 Officer and 7 Enlisted per deploying NSWRON)</td>
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<td>*</td>
<td>*</td>
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<tr>
<td>USN</td>
<td>E5-E7</td>
<td>9534</td>
<td>SEAL Delivery Vehicle Team Technician</td>
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<tr>
<td>USN</td>
<td>E4-E8</td>
<td>Sub Rates</td>
<td>Submarine coded enlisted billets</td>
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**Total**

<p>| Level 1 Total | 16577 | 7191 | 8945 | 55.0% |</p>
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<td>13CX</td>
<td>Special Tactics Officer</td>
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<tr>
<td>Air Force</td>
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<td>15WXC</td>
<td>Special Operations Weather Officer</td>
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<tr>
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**Level 2 Total**: 15497 0 15497 0.0%

**Level 1 & 2 Total**: 32074 7191 24442 22.4%