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 Manpower Plans Integration  
 Quantico, Virginia  
 161630RDEC15

Fragmentary Order 4 (Implementation) to MARINE CORPS FORCE INTEGRATION CAMPAIGN PLAN

REFERENCES:

- (a) U.S. Government Accountability Office (GAO) Report to Congressional Committees dtd 20 Jul 2015 (DOD IS EXPANDING COMBAT SERVICE OPPORTUNITIES FOR WOMEN, BUT SHOULD MONITOR LONG-TERM INTEGRATION PROGRESS)
- (b) Training and Education Command (TECOM) message dtd 30 Nov 2015 (IMPLEMENTATION OF MOS PHYSICAL SCREENING PREREQUISITES IN SUPPORT OF MOS CLASSIFICATION AND SELECTION)
- (c) Secretary of Defense (SECDEF) Speech transcript dtd 3 Dec 2015 (REMARKS ON THE WOMEN-IN-SERVICE REVIEW)
- (d) SECDEF Memorandum dtd 3 Dec 2015 (IMPLEMENTATION GUIDANCE FOR THE FULL INTEGRATION OF WOMEN IN THE ARMED FORCES)

TIME ZONE: No change.

TASK ORGANIZATION: The Marine Corps Force Integration Office (MCFIO) transitioned to Manpower Integration Branch (MPI), within Manpower Plans and Policy Division (MP), inside Manpower and Reserve Affairs (M&RA), in October 2015.

1. Situation

a. General. On 3 December 2015, the Secretary of Defense (SECDEF) announced that beginning in January 2016, all specialties and units will be open to women, without exception. The SECDEF also directed the Services to provide their final, detailed implementation plans to the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD [P&R]) by 1 January 2016. Finally, he directed the Services to begin execution of their approved implementation plans as soon as practicable after 2 January 2016 but no later than 1 April 2016.

b. Background and History

(1) On 24 January 2013, the SECDEF rescinded the 1994 Direct Ground Combat Definition and Assignment Rule (DGCDAR) that excluded women from assignment to specialties and units whose primary mission was to engage in direct combat on the ground. The SECDEF directed that the Services integrate women into newly opened positions and units as expeditiously as possible, but no later than 1 January 2016. He allowed the Services to research the impact of integration to inform successful policy implementation and offered the Service Chiefs an opportunity to request an exception to the policy (ETP) if research suggested an ETP was warranted. The SECDEF further directed that any ETP recommendation be narrowly tailored and based on a rigorous analysis of the data regarding the knowledge, skills, and abilities needed for the ground combat arms specialty and/or unit. The Marine Corps developed the Marine Corps Force Integration Campaign Plan (MCFIP) to support the SECDEF's guidance to better understand all aspects of gender integration, inform Commandant of the Marine Corps (CMC) recommendations, and set the conditions for successful policy implementation.

(2) Additionally, Section 534 of the Fiscal Year 2014 (FY14) National Defense Authorization Act (NDAA) directed that the Secretaries of the military departments develop, review, and validate individual gender-neutral occupational standards, so as to assess and assign members of the Armed Forces to specialties and units, including Special Operations Forces, by 30 September 2015.

(3) The rescission of the DGCDAR and the approval of the FY14 NDAA afforded the Marine Corps the opportunity to review, develop, and validate Service policies and standards to maximize readiness and enhance combat effectiveness. Throughout this process, the Marine Corps has

viewed the integration of ground combat arms specialties and units through three lenses: combat effectiveness, health and welfare of individual Marines, and talent management. The lessons learned and insight garnered from MCFIP form the basis of this plan.

c. Higher. The Deputy SECDEF and Vice Chairman of the Joint Chiefs of Staff (JCS) will co-chair an Implementation Group to oversee the short-term implementation of the SECDEF's decision and ensure there are no unintended consequences to the Joint Force. SECDEF clearly stated that implementation must be pursued with the clear objective of improved force effectiveness, and further directed that the following concerns be addressed during implementation:

(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 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.

d. Adjacent

(1) Sister Services. The Army, Navy, and Air Force begin to integrate female Service members into remaining restricted occupational fields and units after 2 January 2016 in order to improve force effectiveness.

(2) U.S. Special Operations Command (USSOCOM). USSOCOM, through its Service components, begins to integrate female Service members into remaining restricted occupational fields and units after 2 January 2016 in order to improve force effectiveness.

e. Supporting

(1) Center for Naval Analyses (CNA). CNA, a non-profit private organization, is the Navy and Marine Corps' Federally Funded Research and Development Center. CNA's mission is to provide independent, objective, and authoritative research, analysis, and technical support that focus on the major current and future issues affecting the Navy, Marine Corps, and other DOD organizations. CNA will provide analytical support to the assessment of the implementation plan.

(2) Research and Development (RAND) Corporation. The RAND Corporation is a nonprofit institution that helps improve policy and decision-making through rigorous, fact-based research and analysis. RAND will provide analytical support to the assessment of the implementation plan.

(3) Naval Health Research Center (NHRC). NHRC optimizes the operational health and readiness of the armed forces by conducting research and development to inform DOD policy and practice. NHRC executes tri-service research and development projects spanning the spectrum from physical readiness to joint medical planning. NHRC will lead a longitudinal study on optimizing physical performance and mitigating injuries in support of the assessment of the implementation plan.

f. Assumptions

(1) The Congressional notification period will be complete by 2 January 2016.

(2) Approximately 200 female Marines will access into ground combat arms military occupational specialties (MOSs) each year and comprise fewer than 2% of steady-state personnel in ground combat arms MOSs (based on CNA and Joint Advertising Market Research and Studies [JAMRS] analysis of U.S. demographics and research of allied militaries).

(3) Female propensity for newly opened MOSs will not be evenly distributed.

g. Legal Considerations. The opening of all previously-closed ground combat arms occupational specialties and units may require a reevaluation of the constitutionality of the 1948 Military Selective Service Act and the rationale behind the exclusion of women from registration.

2. Mission. After 2 January 2016 and NLT 1 April 2016, the U.S. Marine Corps begins integrating female Marines into all remaining ground combat arms MOSs and units to maximize the talents and skills of all Marines in order to sustain the most combat effective force.

3. Execution

a. Commander's Intent

(1) Purpose. Sustain the most combat effective force by capitalizing on the knowledge, skills, abilities, demonstrated performance, and full potential of every Marine.

(2) Method

(a) The Marine Corps will immediately begin full integration of our force, which is simply an expansion of the Service's decision in FY14 to open 11 previously-closed MOSs to female Marines. The Corps is well-informed by two years of integration-focused studies, on-going

integration actions, and our combat experience—including the performance of our Marines over the previous 14 years of conflict. As we move forward, we will maintain our standards and maximize the talents and skills of all our Marines—male and female—to strengthen our Corps and maintain the most combat effective force in the world.

(b) The center of gravity for implementation is the Marine Corps' operationally-relevant, occupation-specific, physical standards. Our strong organizational culture, coupled with our combat-tested physical performance standards, are key to ensuring our trained and ready Marines are placed where they can fight and win in any clime and place. The progress and success of this plan will be viewed through three primary lenses: (1) Combat Effectiveness, (2) Health and Welfare of Individual Marines, and (3) Talent Management.

(c) The continued success of the Corps as the Nation's expeditionary force in readiness is based on a simple tenet: placing the best and most fully qualified Marines where they can make the strongest contribution to the Corps' diverse missions across the range of military operations—keeping mission accomplishment always at the forefront.

(3) End-state. As the result of integration, the Marine Corps will have;

(a) Sustained combat readiness and effectiveness,

(b) Communicated to internal and external audiences who understand that implementation is a deliberate, methodical, standards-based, and event-driven process that ensures combat effectiveness and protects the welfare of the force,

(c) Educated commanders, subordinate leaders, and Marines on gender integration policies, best-practices, procedures, and issues.

(d) Created positive command climates that are inclusive of all Marines,

(e) Allowed all applicants to compete for any MOS if they have the propensity and are fully qualified,

(f) Applied validated physical screening, classification, qualification, and continuation standards to all Marines in physically demanding MOSs and load-bearing units,

(g) Enhanced the training and preparation of all Marines for physically demanding MOSs and unit assignments,

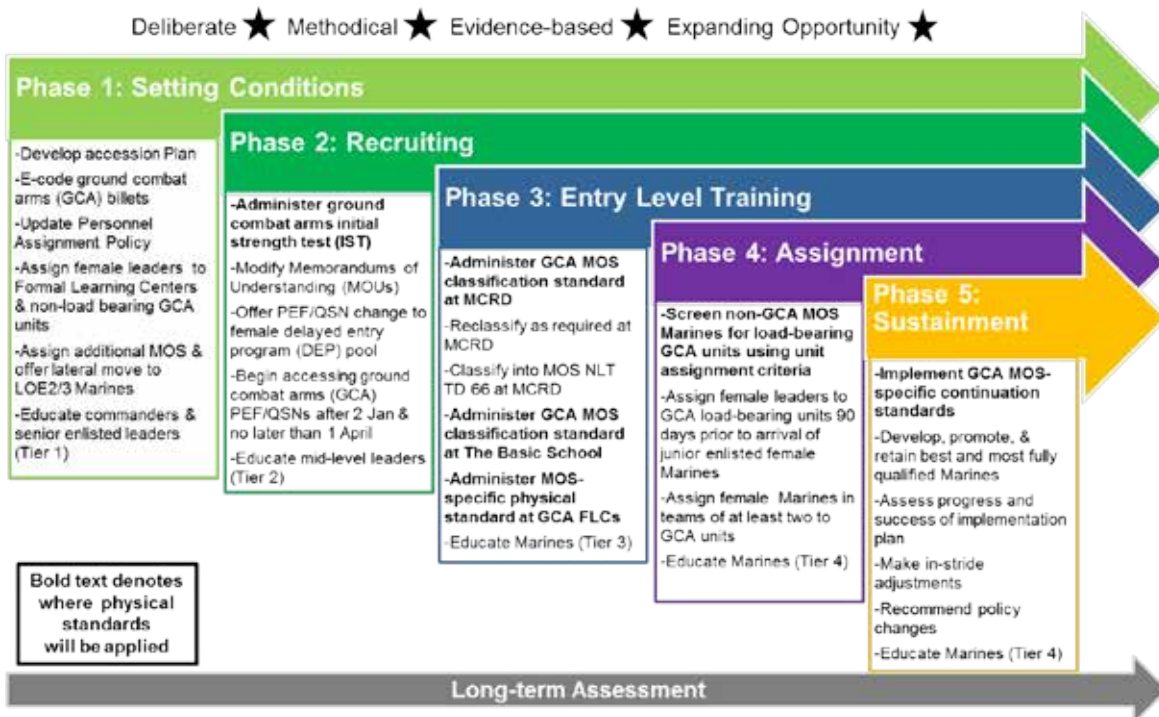
(h) Optimized performance and mitigated injuries in physically demanding MOSs and units,

(i) Refined associated personnel management policies, practices, and procedures to best support integration,

(j) Ensured viable career paths are available to all Marines in all MOSs, and

(k) Monitored integration progress, assessed integration success, and adjusted Marine Corps policy, practices, and procedures as required.

b. Concept of Operations. See Annex C (Operations). The Marine Corps will integrate female Marines into remaining ground combat arms MOSs and units in a five-phased plan. This phased approach is designed to ensure integration is deliberate, methodical, standards-based, event-driven, and sustains combat readiness and effectiveness.



**Figure 1: Concept of Operations by Phase**

(1) Phase 1: Setting the Conditions. Phase 1 began in 2012 following the rescission of the DGCDAR. The purpose of this phase is to set the conditions for the Marine Corps to exploit integration opportunities and mitigate integration challenges during implementation. Key activities during this phase include completed, ongoing, and future actions pertaining to validated gender-neutral physical standards, female leader assignments, administration, MOS lateral moves, and education. Tasks during this phase will continue throughout all subsequent phases. Phase 1 will end when ground combat arms units become socialized and acculturated to serving with female Marines.

(2) Phase 2: Recruiting. This phase begins after 2 January 2016 when the Marine Corps begins offering ground combat arms career fields to female enlisted applicants and student officers. The purpose of this phase is to allow all interested and qualified women the opportunity to access into ground combat arms MOSs, programs enlisted for (PEFs), and Quota Serial Numbers (QSNs). Key actions during this phase center on adapting current accession procedures to support policy changes pertaining to women in the Service. Phase 2 is enduring and tasks are continuous throughout all subsequent phases.

(3) Phase 3: Entry-Level Training. This phase begins upon arrival to the Marine Corps Recruit Depot (MCRD) or The Basic School (TBS). The purpose of this phase is to produce basically trained Marines in the MOSs for which they were classified who are ready for assignment to the operating forces. Key tasks in this phase include the use of validated occupational standards to physically classify and qualify Marines for their desired MOS. Phase 3 is enduring and tasks are continuous throughout all subsequent phases.

(4) Phase 4: Assignment. This phase begins with the assignment of female Marines in ground combat arms MOSs to their respective units. The purpose of this phase is to utilize best practices

learned from prior integration experiences to guide the assignment of female Marines to ground combat arms units. Key tasks include synchronizing the arrival of female leaders to precede the arrival of junior enlisted female Marines and screening non-ground combat arms MOS Marines for service in load-bearing ground combat arms units (see Annex C, Figure 4 for a list of load-bearing ground combat arms units). Phase 4 is enduring. Some tasks in this phase are continuous throughout all subsequent phases, while others will end when conditions have been met.

(5) Phase 5: Sustainment. This phase begins upon arrival of female Marines to ground combat arms units. The purpose of this phase is to ensure that all Marines demonstrate the continued performance and capabilities required of their primary MOS (PMOS), to include MOS-specific physical continuation standards. Key tasks include implementing MOS-specific physical continuation standards, affording opportunities for viable career paths, monitoring and analyzing integration progress and success, and making necessary in-stride adjustments to the gender integration implementation plan. This phase is enduring.

### c. Tasks

#### (1) Commander, U.S. Marine Corps Forces Command (MARFORCOM)

- (a) You are a supporting commander for the assessment of the implementation plan.
- (b) Support DC, M&RA's assessment via accurate duty status (personnel readiness) reporting.
- (c) Coordinate with DC, I&L to ensure that all previously closed units have facilities to account for the assignment of female Marines.
- (d) In coordination with DC, M&RA, have the Marine Expeditionary Force (MEF) and Major Subordinate Command (MSC) G-1s ensure female Marine leadership is in place prior to the introduction of junior enlisted female Marines to ground combat arms units. Additionally, coordinate the distribution of females Marines with DC, M&RA.

#### (2) Commander, U.S. Marine Corps Forces Pacific (MARFORPAC)

- (a) You are a supporting commander for the assessment of the implementation plan.
- (b) Support DC, M&RA's assessment via accurate duty status (personnel readiness) reporting.
- (c) Coordinate with DC, I&L to ensure that all previously closed units have facilities to account for the assignment of female Marines.
- (d) In coordination with DC, M&RA, have the MEF and MSC G-1s ensure female Marine leadership is in place prior to the introduction of junior enlisted female Marines to ground combat arms units. Additionally, coordinate the distribution of females Marines with DC, M&RA.

#### (3) Commander, U.S. Marine Corps Forces Reserve (MARFORRES)

- (a) You are a supporting commander for the assessment of the implementation plan.
- (b) Support DC, M&RA's assessment via accurate duty status (personnel readiness) reporting.
- (c) In coordination with DC, M&RA, have MSC G-1s ensure female Marine leadership is in place prior to the introduction of junior enlisted female Marines to ground combat arms units. Additionally, coordinate the distribution of females Marines with DC, M&RA.
- (d) Ensure that reserve non-ground combat arms MOS Marines affiliating with load-bearing ground combat arms units meet the required unit assignment criteria.
- (e) Ensure facilities requirements (military construction, sustainment, restoration, and/or modernization) support the integration of female Marines into previously closed ground combat arms MOSs and units.

#### (4) Commander, U.S. Marine Corps Forces Special Operations Command (MARSOC)

- (a) You are a supporting commander for the assessment of the implementation plan.
- (b) Support DC, M&RA's assessment via accurate duty status (personnel readiness) reporting.

(c) Coordinate with DC, I&L to ensure that all previously closed units have facilities to account for the assignment of female Marines.

(d) Ensure that a minimum of two female training cadre, defined as staff non-commissioned officers (SNCOs) and/or officers, are assigned to Assessment and Selection (A&S) prior to the introduction of junior enlisted female Marines.

(5) Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA)

(a) You are the office of primary responsibility (OPR) and the supported DC for the assessment of the implementation plan.

(b) Ensure that a minimum of two female leaders, defined as staff non-commissioned officers (SNCOs) and/or officers (including U.S. Navy personnel), are assigned/affiliated to affected O-5 level commands prior to the introduction of junior enlisted female Marines.

(c) Ensure that active non-ground combat arms MOS Marines meet the required unit assignment criteria for load-bearing ground combat arms units.

(d) Provide classification and re-classification results feedback to CG, MCRC and CG, MCCDC to assess the effectiveness of physical screening standards and determine accession production impacts.

(e) Update the retention and satisfaction survey for officer and enlisted personnel, ensuring it includes the ability to ascertain if retention decisions are correlated to gender integration.

(f) Develop and implement an exit survey for officer and enlisted personnel, ensuring it includes the ability to ascertain if separation decisions are correlated to gender integration.

(g) Develop, maintain, and coordinate the promulgation of an education package that supports commanders' integration efforts.

(h) Assign additional MOSs and afford lateral move opportunities to female MCFIP LOE2/3 volunteers.

(i) Collect, integrate, and analyze feedback from supporting DC/Commanders associated with the progress and success of gender integration; propose policy adjustments as required.

(j) Develop system interface agreements to bridge data captured in various Marine Corps systems and databases in order to facilitate operational analysis of the progress and success of the gender integration implementation plan.

(k) Provide quarterly updates to the senior leadership during each Executive Off-Site (EOS).

(6) Deputy Commandant for Combat Development and Integration (DC, CD&I)

(a) You are a supporting DC for the assessment of the implementation plan.

(b) Update the Total Force Structure Management System to reflect changes in policy to open all previously closed units and occupational fields while ensuring billets requiring male or female Marines (e.g., drill instructors) remain identified through the gender-code data element.

(c) Be prepared to provide support to gender integration assessment via the Marine Corps Studies System.

(7) Commanding General, Marine Corps Combat Development Command (CG, MCCDC)

(a) You are a supporting commander for the assessment of the implementation plan.

(b) Identify and coordinate to ensure that all applicable Formal Learning Centers (FLCs) have facilities capable of accommodating female staff members and a female student population up to 15%.

(c) In accordance with the Systems Approach to Training (SAT) process, revalidate and update gender-neutral physical screening, classification, qualification, and continuation standards for ground combat arms MOSs periodically to ensure standards remain operationally relevant.

(d) Coordinate with DC, M&RA to revalidate physical assignment criteria for non-ground combat arms MOS Marines to load-bearing ground combat arms units.

(e) Develop, revalidate, and/or revise physical training (PT) playbooks and toolkits for FLCs and the operating forces (OPFOR) as required to facilitate preparation and sustainment of physical occupational standards.

(f) Report MOS classification standard performance data to DC, M&RA.

(g) Collect, record, and maintain training performance, attrition, and injury data necessary to periodically review and revise physical standards and training programs; to provide input for gender integration assessment; and to support to the Human Resources Development Process (HRDP).

(h) Review, update, and document FLC course policy regarding remediation, re-testing, and recycling of students who fail MOS-specific physical standards (MSPS).

(i) Where applicable, incorporate the topics contained in the gender integration education package into the training and education continuum.

(j) Develop a study plan that encompasses the entry-level training (ELT) transformation process, to include but not limited to, the extent and effectiveness of gender-combined recruit training and possible options to increase gender-combined training during boot-camp.

(8) Deputy Commandant for Plans, Policies, and Operations (DC, PP&O)

(a) You are a supporting DC for the assessment of the implementation plan.

(b) In accordance with the Force Generation Process (MCO 3502.6A) and CMC Directed Sourcing Solutions for the Global Force Management Plan (MCBul 3120), recommend units for initial gender integration in support of implementation to DC, M&RA.

(c) In coordination with CG, MCCDC, provide guidance for the revalidation of gender-neutral physical performance standards in the associated training and readiness manuals for the occupational fields you sponsor.

(d) In coordination with DC, CD&I; CG, MCCDC; DC, P&R; and COMMARCORSYSCOM, identify potential modifications to existing programs of record and the associated costs based on the integration of female Marines into previously closed ground combat arms MOSs and units for which you sponsor and advocate.

(e) Ensure career road maps describe a viable career path for all Marines in the occupational fields you sponsor.

(f) Monitor the Defense Readiness Reporting System (DRRS) to screen for any impacts potentially associated with integration.

(g) Monitor integration progress for the occupational fields you sponsor and units for which you advocate in order to recommend in-stride modifications across doctrine, organization, training, materiel, leadership and education, personnel, and facilities with cost awareness (DOTMLPF-C) as necessary.

(9) Deputy Commandant for Aviation (DC, AVN)

(a) You are a supporting DC for the assessment of the implementation plan.

(b) In coordination with CG, MCCDC, provide guidance for the revalidation of gender-neutral physical performance standards in the associated training and readiness manuals for the occupational fields you sponsor.

(c) In coordination with DC, CD&I; CG, MCCDC; DC, P&R; and COMMARCORSYSCOM, identify potential modifications to existing programs and the associated costs based on the integration of female Marines into previously closed ground combat arms MOSs and units for which you sponsor and advocate.



(d) Ensure career road maps describe a viable career path for all Marines in the occupational fields you sponsor.

(e) Monitor integration progress for the occupational fields you sponsor and units for which you advocate, in order to recommend in-stride modifications across DOTMLPF-C as necessary.

(10) Deputy Commandant for Installations and Logistics (DC, I&L)

(a) You are a supporting DC for the assessment of the implementation plan.

(b) In coordination with DC, CD&I, CG, MCCDC, and COMMARCORSYSCOM, identify potential modifications to existing programs and the associated costs based on the integration of female Marines into previously closed ground combat arms MOSs and units for which you sponsor and advocate.

(c) Ensure career road maps describe a viable career path for all Marines in the occupational fields you sponsor.

(d) Coordinate with COMMARFORCOM, COMMARFORPAC, and COMMARFORRES to ensure facilities requirements (military construction, sustainment, restoration, and/or modernization) support the integration of female Marines into previously closed ground combat arms MOSs and units.

(e) Coordinate with DC, CD&I and CG, MCCDC to ensure applicable FLC facilities can accommodate a female student population up to 15%.

(f) Provide funding, guidance, and coordination to enable MCICOM regions to support implementation.

(g) As part of the assessment of gender integration, track, record, analyze, and provide feedback on the facility and infrastructure costs associated with integration.

(11) Deputy Commandant for Programs and Resources (DC, P&R)

(a) You are a supporting DC for the assessment of the implementation plan.

(b) Provide fiscal support of validated requirements in order to ensure seamless integration of female Marines into previously closed MOSs and units.

(c) Use the established Program Objective Memorandum (POM) and Calendar Year Deficiencies (CYD) process when making resource allocation decisions.

(d) Maintain the MCFIP special interest code (SIC) (GE0) to maintain the capability to track the funds executed ISO gender integration.

(e) Monitor the MCFIP SIC (GE0) and CYDs to identify all execution and funding shortfalls in support of gender integration.

(f) Distribute approved funds to the supported units via the chain of command.

(g) Coordinate with DC, I&L to fund identified installation shortfalls in support of implementation.

(h) As part of the assessment of gender integration, track, record, analyze, and provide feedback on costs associated with integration.

(i) Fund Commander, MARFORRES-identified facility deficiencies in facilities not located on Marine Corps installations.

(12) Commander, Marine Corps Systems Command (COMMARCORSYSCOM)

(a) You are a supporting commander for the assessment of the implementation plan.

(b) Procure individual combat clothing, gear, and equipment to criteria that reduces weight while increasing both protection, fit, and mobility.

(c) Procure individual combat clothing, gear, and/or equipment in accordance with approved Smart Adaptation Study findings and recommendations.

- (d) Index new equipment to the 5th percentile of women and the 95th percentile of men.
- (e) Provide necessary physical training equipment required at MCRD, SOI, OCS, TBS, and MOS schools to support preparation for physically demanding MOSs and unit assignments.

(13) Commanding General, Marine Corps Recruiting Command (CG, MCRC)

- (a) You are a supporting commander for the assessment of the implementation plan.
- (b) Upon delivery, utilize non-cognitive testing to enhance the recruit screening process.
- (c) Apply established physical screening protocols for pre-accessions to PEF/QSN assignments that include specified physically demanding MOSs.
- (d) Be prepared to apply additional screening at pre-accession to non-ground combat arms QSNs assigned to ground combat arms Reserve Component units. Do not assign QSNs to female applicants at previously closed units until the required female leaders are in place.
- (e) At pre-accession, test all applicants desiring ground combat arms PEFs against updated initial screening standards before assignment to the corresponding PEF/QSN.
- (f) Assign ground combat arms programs to all applicants in accordance with current policies and practices.
- (g) Revise accession orders and policies affecting the integration of female Marines into ground combat arms PEF/QSNs in coordination with DC, M&RA.
- (h) Track, record, analyze, and provide feedback on propensity, ground combat arms PEF/QSN take-rates, physical performance and eligibility, and costs associated with implementing new accession procedures in support of the assessment of the implementation plan.
- (i) Apply additional screening to non-prior service, non-ground combat arms QSNs for Selective Marine Corps Reserve (SMCR) applicants obligated to load-bearing ground arms units.
- (j) Be prepared to distribute ground combat arms programs into accession windows that support a managed distribution of female Marines for assignment to selected ground combat arms units.
- (k) Be prepared to inform non-ground combat arms MOS female applicants that they will be eligible for assignment to ground combat arms units after completion of ELT.

(14) Office of the Legislative Assistant to the Commandant (OLA)

- (a) In coordination with DC, M&RA, plan, develop and coordinate relationships between appropriate Marine Corps representatives and Members of Congress, their personal staffs, and Professional Staff Members (PSMs), in order to ensure a clear understanding of the Marine Corps' implementation plan.
- (b) Monitor the progress of bills and provide direct liaison with the Senate and House Committees on Armed Services and individual Member offices in matters pertaining to congressional authorization for manpower initiatives in order to assist in the review of legislation pertaining to gender integration.
- (c) Assist in coordinating travels (visits), briefings, congressional testimony, posture statements, policy statements, questions for the record, requests for information, and other correspondence relating to gender integration in order to keep Members of Congress, their personal staffs, and PSMs aware of USMC integration.
- (d) Monitor and evaluate congressional proceedings and actions affecting Marine Corps integration efforts in order to disseminate pertinent information to the appropriate Marine Corps representative for action.

(15) Director, Office of Marine Corps Communication (Dir OMCC). Conduct proactive and reactive strategic communication in support of the Marine Corps Force Integration Implementation Plan (see Annex F).

d. Operating Abroad. The Marine Corps acknowledges that the presence of female Marines while deployed may complicate cooperation with allies and partners who are culturally opposed to working with women. However, female Marines are part of the Marine Corps team and will deploy with their male counterparts. The Marine Corps is well versed in matching the skills and characteristics of small units and teams to mission requirements and local culture. The Service also recognizes the value of female Marines in certain cultural environments, such as ensuring culturally appropriate engagement with host nation female populations. As such, the Marine Corps will continue to capture lessons learned, take team demographics into account during task organization, and employ best practices to mitigate the friction associated with cultural differences about women's proper roles.

e. Reserve. This FRAGO is applicable to the Reserve Component. The Reserve Component may employ female Inspector-Instructor (I&I) and Site Support personnel, and Selected Marine Corps Reserve/Active Reserve (SMCR/AR) as female leaders in reserve units. If not already present, Reserve Component female leaders and/or mentors will be assigned to geographically isolated ground combat arms sites below each O-5 level command prior to the arrival of junior enlisted female Marines. At geographically isolated sites that do not have female leaders present, additional options will be considered to support the introduction of junior enlisted female Marines.

f. Commander's Critical Information Requirements

(1) Indications of decreased combat readiness and/or effectiveness. Indications include, but are not limited to, full-duty status rates lower than baseline trends; light duty, limited duty, and medical separation rates above baseline trends; and integrated unit and team performance rates lower than base-line trends during readiness evaluations, inspections, training exercises, and operations. See Appendix 5 to Annex C for a more comprehensive listing of indications.

(2) Indications of increased risk to Marines in previously closed units. Indications include, but are not limited to, incidents of sexual assault and/or sexual harassment and hazing; and light duty, limited duty, and medical separation rates above baseline trends for female Marines.

(3) Indications of a lack of career viability for female Marines in ground combat arms MOSs or units. Indications include, but are not limited to, retention and promotion rates lower than baseline trends; and female Marines in ground combat arms MOSs and units serving outside of their PMOSs at disproportionate rates as compared to their male counterparts. See Appendix 5 to Annex C for a more comprehensive listing of indications.

(4) Indications that Marine Corps command climates and/or culture is unreceptive to the inclusion of qualified female Marines in ground combat arms MOSs and units. Indications include, but are not limited to, negative attitudes towards qualified female Marines, as revealed in retention and satisfaction surveys, exit interviews, exit surveys, command climate surveys, focus groups, etc. See Appendix 5 to Annex C for a more comprehensive listing of indications.

(5) Indications that morale and/or cohesion is degraded in integrated ground combat arms units. Indications include, but are not limited to, morale/cohesion rates that are lower than baseline trends and correlated to integration, as revealed in retention and satisfaction surveys, exit interviews, exit surveys, command climate surveys, focus groups, etc. See Appendix 5 to Annex C for a more comprehensive listing of indications.

g. Coordinating Instructions

(1) The integration of women into newly opened MOSs and units will begin as soon as practicable after 2 Jan 2016 but no later than 1 April 2016.

(2) Gender integration education is the responsibility of all commanders and shall be conducted in accordance with the Concept of Education in Annex C.

(3) The orders and directives listed in Annex C require review and substantive and/or administrative changes. Each OPR will review the directives under its purview and publish changes to the directives as appropriate. Substantive changes shall occur no later than 1 April 2016 to reflect the integration of female Marines into previously closed occupations and units.

(4) Funding above programmed levels can be requested via the established POM process.

(5) Based on integration progress and assessment plan findings, make in-stride modifications across DOTMLPF-C as necessary.

h. Administration and Logistics

- (1) Personnel. No change.
- (2) Logistics. No change.
- (3) Public Affairs. See Annex F (Public Affairs).

i. Command and Signal

- (1) Command Relationships. No change.

ACKNOWLEDGE RECEIPT



ROBERT B. NELLER  
General, U.S. Marine Corps  
Commandant

ANNEXES;  
C-Operations  
F-Public Affairs

OFFICIAL:  
s/  
George W. Smith Jr.  
Brigadier General, U.S. Marine Corps  
Director, Manpower Plans and Policies

Copy no. \_\_\_\_ of \_\_\_\_ copies  
 Manpower Plans Integration  
 Quantico, Virginia  
 161800RDEC15

ANNEX C TO Fragmentary Order 4 (Implementation)  
OPERATIONS

REFERENCES: No change.

TIME ZONE: R

1. General

a. Purpose. See FRAGO 4.

b. Mission. After 2 January 2016 and NLT 1 April 2016, the U.S. Marine Corps begins integrating female Marines into all remaining ground combat arms military occupational specialties (MOSs) and units to maximize the talents and skills of all Marines in order to sustain the most combat effective force.

c. Situation. See FRAGO 4.

2. Concept of Operations. See Appendix 1 for a graphic depiction of this concept.

a. Phase 1: Setting the Conditions. The Marine Corps is currently in Phase 1. Phase 1 began in 2012 following the rescission of the Direct Ground Combat Definition and Assignment Rule (DGCDAR). The purpose of this phase is to set the conditions for the Marine Corps to exploit integration opportunities and mitigate integration challenges during implementation. Key activities during this phase include completed, ongoing, and future actions pertaining to validated gender-neutral physical standards, female leader assignments, administration, MOS lateral moves, and education. Tasks during this phase will continue throughout all subsequent phases. Phase 1 will end when ground combat arms units become socialized and acculturated to serving with female Marines.

(1) Gender-Neutral Standards. Beginning in 2012, the Marine Corps validated, clarified, and/or refined operationally-relevant, occupation-specific, gender-neutral physical standards for 29 ground combat arms MOSs. The scientifically-based statistical techniques employed during the Marine Corps' integrated research analysis ensured that standards provide reasonable assurance that Marines have the basic requisite physical abilities necessary to successfully perform in their assigned MOS. The universal application of these standards to all Marines desiring physically demanding MOSs mitigates injury, optimizes physical performance, promotes task cohesion, and contributes to career viability. They are the foundation of successful integration.

(a) Ground Combat Arms Initial Strength Test (IST): The IST is designed to screen enlisted applicants (male and female) desiring assignment to physically demanding MOSs.

(b) MOS Classification Standard (MCS): The MCS is designed to provide reasonable assurance that recruits are physically prepared to commence and successfully complete training at their assigned MOS school.

(c) MOS Specific Performance Standards (MSPS): MSPS are designed to provide reasonable assurance of a Marine's ability to successfully perform in his/her assigned MOS.

(2) Female Marine Leader Assignments

(a) The Marine Corps began assigning/affiliating female non-ground combat arms officers and staff noncommissioned officers (SNCOs) to ground combat arms units in 2012. These female leaders were assigned to 5 ground combat arms Formal Learning Centers (FLCs) and 20 ground combat arms units (Tank, Amphibious Assault, Artillery, Low-Altitude Air Defense [LAAD], Air Naval Gunfire Liaison Company [ANGLICO], and Combat Engineer). Approximately 40 female Marine Corps and Navy mid-grade leaders, and 80 non-commissioned officers (NCOs), demonstrated successful performance in these units.

(b) The Marine Corps will maintain the presence of female leaders in the previously integrated FLCs and non-load-bearing ground combat arms units as it moves forward with implementation. This act will ensure female leaders are present prior to the arrival of junior enlisted female Marines to these units. It will also continue the acculturation and socialization process to working with female Marines that has already begun in these previously closed units. Female leaders will also be assigned to load-bearing ground combat arms units (Figure 4). To the maximum extent possible, these female leader assignments/affiliations will occur in accordance with normal permanent change of station (PCS)/inter-unit transfer (IUT) timelines.

(c) Female leader assignments are a proven best practice and will serve as the model for the integration of remaining ground combat arms units (infantry, reconnaissance, special operations). As such, at least two female officer/SNCOs will continue to be assigned prior to the arrival of junior enlisted female Marines to these load-bearing ground combat arms units.

(3) Administrative Actions. Future actions in Phase 1 include releasing Change 1 to the Marine Corps Personnel Assignment Policy, which promulgates the removal of gender-based assignment restrictions, and the modification to the Total Force Structure Management System to allow the units and occupational fields to be "E" coded for every Marine. The Marine Corps will also conduct a comprehensive review of all applicable orders, directives, and policies impacted by gender integration. Finally, the Marine Corps will develop the Master Accession Plan, which will allow Marine Corps Recruiting Command (MCRC) to offer female applicants the opportunity to apply for all remaining ground combat arms MOSs. MCRC will then develop the Accession Shipping Plan, which will distribute female applicants into accession windows that support entry-level training (ELT) timelines and throughput.

(4) Lateral Moves

(a) Female Marine volunteers who previously graduated ground combat arms FLCs during the Marine Corps Force Integration Plan (MCFIP) Line of Effort (LOE) 2 (Expanded ELT Research Studies) or LOE 3 (Ground Combat Element Integrated Task Force [GCEITF]) who passed a primary MOS (PMOS) school will be assigned the corresponding additional MOS and afforded the opportunity to lateral move into the ground combat arms PMOS for which they completed training.

(b) LOE2/3 female Marines requesting to lateral move into ground combat arms PMOSs will not attend MOS school again, regardless of how long it has been since they completed training. To the maximum extent possible, LOE2/3 female Marines who execute a lateral move will attend the appropriate ground combat arms training school for their rank (i.e. Advanced Infantry Course for Corporals or Infantry Small Unit Leader's Course for Sergeants) prior to joining their units.

(c) LOE2/3 female Marines executing lateral moves into ground combat arms PMOSs will be assigned to a ground combat arms unit as soon as feasible during the normal assignment cycle.

(d) Male and female Marines desiring to lateral move into a ground combat arms MOS must meet the ground combat arms MCS to apply.

(5) Education. See the Concept of Education. In January 2015, the Marine Corps developed a commander's gender integration educational toolkit, which includes various topics pertaining to integration. Education of the Total Force will commence during Phase 1 and will continue through all subsequent phases of integration.

b. Phase 2: Recruiting. This phase begins after 2 January 2016 when the Marine Corps begins offering ground combat arms career fields to female enlisted applicants and student officers. The purpose of this phase is to allow all interested and qualified women the opportunity to access into ground combat arms MOSs, programs enlisted for (PEFs), and Quota Serial Numbers (QSNs). Key actions during this phase center on adapting current accession procedures to support policy changes pertaining to women in the Service. Phase 2 is enduring and tasks are continuous throughout all subsequent phases.

(1) Contracting/MOS Assignment. After 2 January 2016, the Marine Corps will begin contracting interested and qualified enlisted applicants for ground combat arms PEF/QSNs regardless of gender. Additionally, the Marine Corps will begin offering ground combat arms MOSs to female student officers at the Basic Officer Course (BOC). As with male student officers, female student officers will be assigned based on needs of the Marine Corps, qualifications, and individual preferences. The Marine Corps will also offer all currently contracted female applicants in the delayed entry program (DEP) the opportunity to convert their contract to a ground combat arms PEF/QSN. Finally, the Marine Corps has already updated Statements of Understanding (SOUs) and prepared notification letters to ensure all women joining the Marine Corps are aware of new ground combat arms opportunities.

(2) Screening. All enlisted applicants who desire a ground combat arms career field must pass the ground combat arms IST to contract and ship to recruit training under a ground combat arms PEF/QSN (Table 1). The ground combat arms IST also applies to non-ground combat arms reserve applicants pursuing affiliation with a ground combat arms load-bearing units (Figure 4).

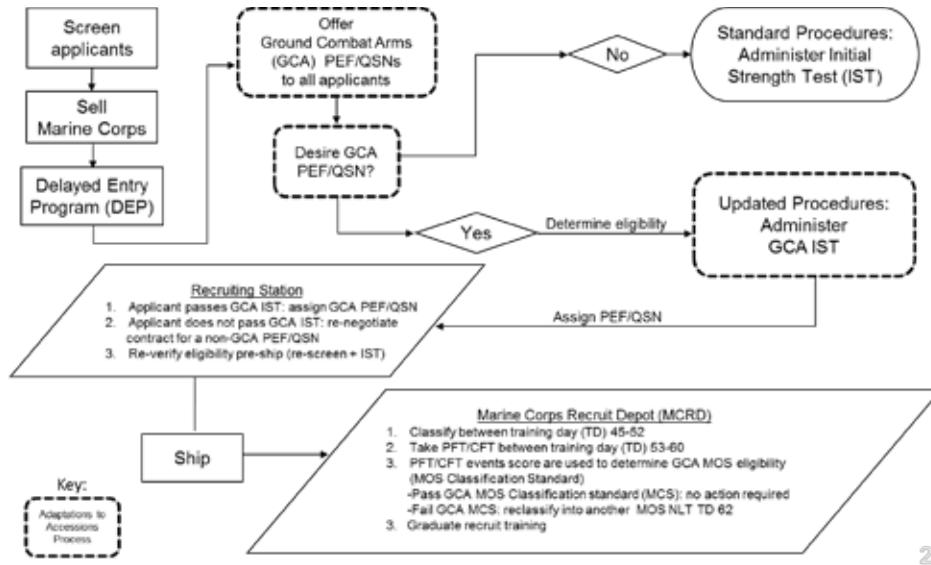
Ground Combat Arms Initial Strength Test (IST)			
Pull-ups	1.5 mile run	Crunches	Ammo-can Lifts
3	13:30	44	45

**Table 1: GCA IST**

All candidates in officer programs will continue to be screened using the gender-normed physical fitness test (PFT) for entry into the Marine Corps. They must score at least 225 (first class) on the PFT for commissioning regardless of desired occupational field. Prior service Marines who choose to affiliate with the reserves and desire a lateral move into a ground combat arms MOS will be screened against the classification standard for ground combat arms MOSs.

(3) Shipping. Shipping to recruit training will begin during the third quarter FY16 for regular component female enlisted applicants and 1 October 2016 for reserve component female enlisted applicants. These shipping windows will afford women who contract for ground combat arms PEF/QSNs at least 90 days in the DEP prior to beginning recruit training. Prior service female Marines who choose to affiliate with the Selective Marine Corps Reserve (SMCR) and conduct a lateral move into ground combat arms MOSs will be assigned to a unit no earlier than 1 April 2016 to allow for annual QSN allocations.

(4) Assessment. The Marine Corps will begin monitoring the progress and assessing the success of integration during the recruiting phase starting on 2 January 2016 in accordance with Appendix 5.



**Figure 1: Enlisted Accessions Flow**

c. Phase 3: Entry-Level Training. This phase begins upon arrival to the Marine Corps Recruit Depot (MCRD) or The Basic School (TBS). The purpose of this phase is to produce basically trained Marines in the MOSs for which they were classified who are ready for assignment to the operating forces. Key tasks in this phase include the use of validated occupational standards to physically classify and qualify Marines for their desired MOS. Phase 3 is enduring and tasks are continuous throughout all subsequent phases.

(1) MOS Classification. Between training days (TD) 55-60 during recruit training, all enlisted applicants who shipped to MCRD with ground combat arms PEF/QSNs must pass the PFT and CFT with specified event scores in accordance with the MCS to classify into an MOS within their ground combat arms PEF or assigned QSN (Table 2). Officers seeking selection to ground combat arms MOSs must also pass their PFT and CFT during the BOC with specified event scores in accordance with the MCS to qualify for ground combat arms MOS selection. Recruits who fail to meet the ground combat arms MCS will be reclassified no later than TD 62. Student officers who fail to meet the MCS will not be eligible for a ground combat arms MOS selection.

Ground Combat Arms MOS Classification Standard (MCS)				
Pull-ups	3-mile run	Ammo-can Lifts	Movement to Contact	Maneuver Under Fire
6	24:51	60	3:26	3:12

**Table 2: GCA MCS**

(2) MOS Qualification. During their PMOS producing school, enlisted Marines and officers must satisfactorily perform all requirements in the program of instruction (POI), which includes physically demanding 1000-level Training and Readiness (T&R) tasks, to pass the course and be assigned their MOS. The physically demanding tasks in the POI are comprised of the MSPS required for MOS qualification. See Appendix (2) for a complete listing of MSPSs. Enlisted Marines and officers who fail to meet the MSPS will be remediated, recycled, and/or re-tested as appropriate and allowed at least three attempts to pass the MSPS before being reclassified into another MOS. Production timelines for each newly opened enlisted and officer MOS are included in Appendix (3).



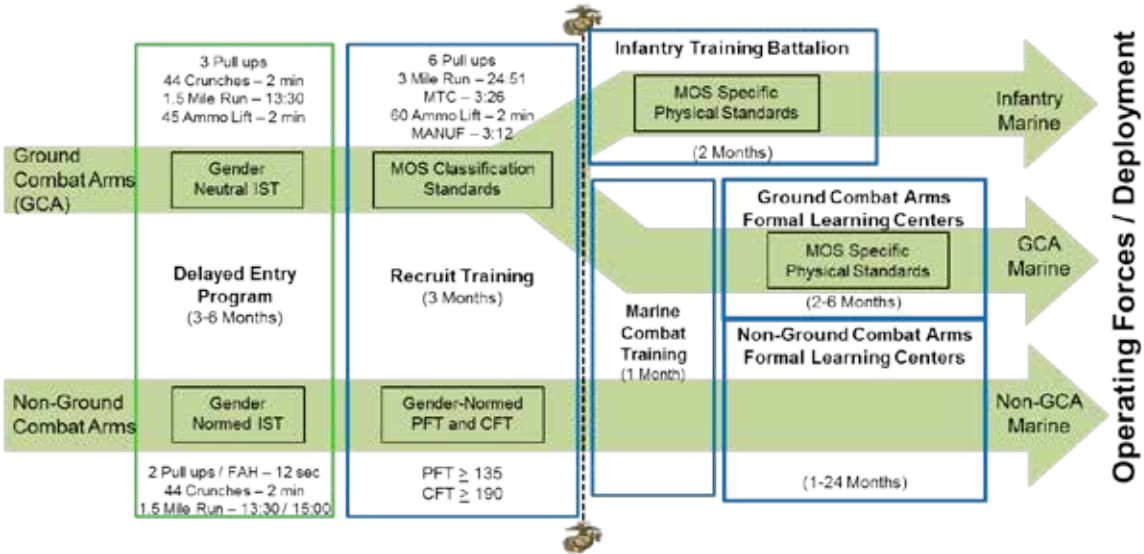


Figure 2: Enlisted MOS Training Pipeline

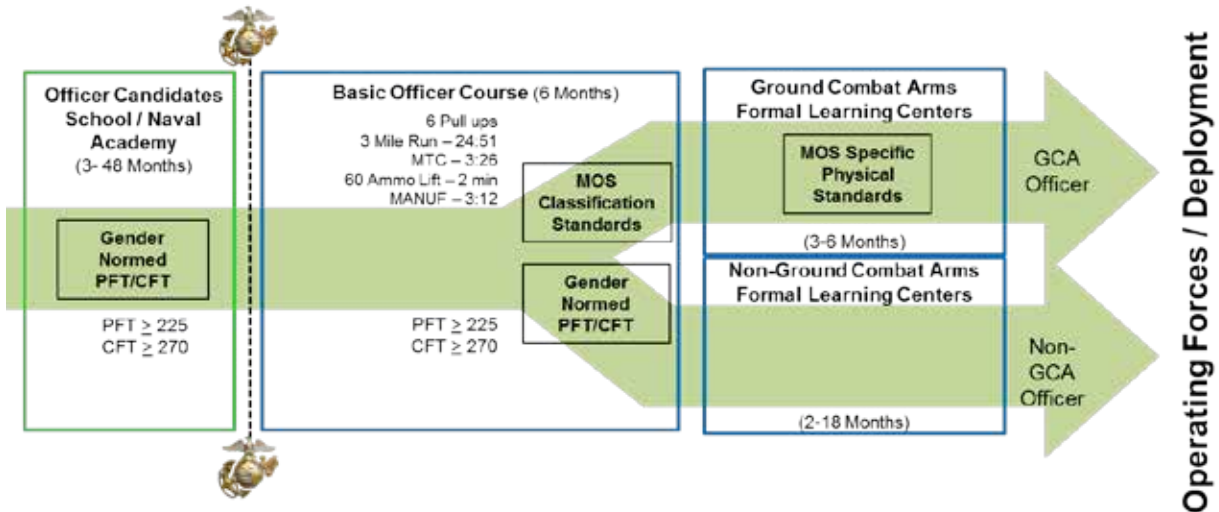


Figure 3: Officer MOS Training Pipeline

d. Phase 4: Assignment. This phase begins with the assignment of female Marines in ground combat arms MOSs to their respective units. The purpose of this phase is to utilize best practices learned from prior integration experiences to guide the assignment of female Marines to ground combat arms units. Key tasks include synchronizing the arrival of female leaders to precede the arrival of junior enlisted female Marines and screening non-ground combat arms MOS Marines for service in load-bearing ground combat arms units (see Annex C, Figure 4 for a list of load-bearing ground combat arms units). Phase 4 is enduring. Some tasks in this phase are continuous throughout all subsequent phases, while others will end when conditions have been met.

(1) Female Leader Assignments

(a) All ground combat arms units (O-5 level commands) will be assigned at least two (2) female SNCOs and/or officers (USMC or USN) prior to the arrival of junior enlisted female Marines. At least one female leader shall be a Marine. The goal is to assign female leaders to ground combat arms units at least 90 days prior to the arrival of junior enlisted female Marines. Female leaders are already present in non-load-bearing ground combat arms units. Female leader

assignments to load-bearing ground combat arms units (Figure 4) will be triggered by LOE2/3 lateral moves and/or female applicants in ground combat arms PEF/QSN shipping to recruit training.

(b) Female leaders' principal role is to serve in their PMOSs in ground combat arms units. Their presence is also intended to help acculturate and socialize previously all-male units to working with female Marines. Finally, their presence will also create mentorship opportunities with female (and male) Marines. Synchronized female leader and junior enlisted female Marine assignments will end when either the Service has become acculturated and socialized to the presence of female Marines in previously all-male units or when sufficient cohorts of female SNCOs and officers in ground combat arms MOSs are produced.

(2) Female Mentors. To the maximum extent possible, the Marine Corps will assign LOE2/3 female non-commissioned officers (NCOs) ground combat arms units where junior enlisted female Marines are present. The priority will be to load-bearing ground combat arms units. Their principal role is to serve in their PMOSs in ground combat arms units. Additionally, their presence will help acculturate and socialize the unit to working with female Marines. Finally, their presence will facilitate mentorship opportunities.

(3) Teaming. The Service will also apply a "teaming concept" for the assignment of female Marines. The goal is to assign two or more junior enlisted female Marines together to the same unit. Junior enlisted female Marines are defined as E-1 to E-3. If two junior enlisted ground combat arms MOS female Marines are not available for simultaneous assignment to a ground combat arms unit, one junior enlisted female Marine will be assigned since there will be at least two female leaders present in the unit prior to her arrival. Female Marine teaming practices will end when the Service has become acculturated and socialized to the presence of female Marines in previously all-male units.

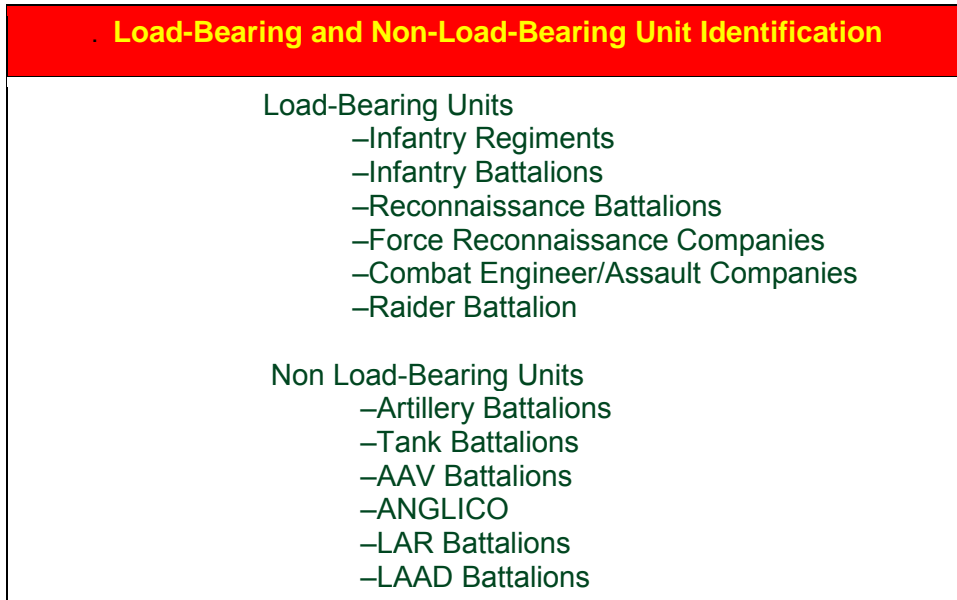
(4) Cohesion Cohorts. The Marine Corps will also assign junior enlisted ground combat arms MOS female Marines with their cohesive cohorts established during ELT. Cohesive cohorts are defined as male/female Marines who train and complete their MOS school together.

(5) Distribution. Female Marines will be assigned force-wide to ground combat arms units based on needs of the Marine Corps and female Marine inventory.

(6) Unit Assignment Criteria. The Service will apply unit assignment criteria (Table 3) to all non-ground combat arms MOS Marines to determine eligibility for assignment to load-bearing ground combat arms units (Figure 4). All non-ground combat arms MOS Marines, officer and enlisted, must pass the PFT and CFT with specified event scores in accordance with the unit assignment criteria to qualify for assignment to a load-bearing ground combat arms unit. The purpose of the unit assignment criteria is to provide reasonable assurance of a non-ground combat arms MOS Marine's ability to perform his or her duties in a physically demanding unit. The unit assignment criteria are a screening tool used by manpower management officials to determine the most suitable non-ground combat arms MOS Marines for assignment to load-bearing units; they shall not be enforced in load-bearing units as a new PFT/CFT minimum standard. The unit assignment criteria do not apply to non-load-bearing units. All units not listed in Figure 4 are considered "non-load-bearing." Similarly, the unit assignment criteria do not apply to ground combat arms MOS Marines. Ground combat arms MOS Marines are physically screened via the MCS and MSPS. The application of unit assignment criteria for assignment is an enduring task.

Unit Assignment Criteria			
3 mile run	Movement to Contact	Maneuver Under Fire	Ammo-can Lifts
26:05	3:26	3:12	60

**Table 3: Unit Assignment Criteria for Non-Ground Combat Arms MOS Marines Assigned To Load-Bearing Ground Combat Arms Units**



**Figure 4: Load and Non Load-bearing Unit Identification**

(7) Reserves. All non-ground combat arms prior service Marines who choose to affiliate with a load-bearing ground combat arms unit in the reserves must meet the unit assignment criteria. This unit assignment criteria does not apply to site support personnel at Inspector/Instructor (I&I) units.

e. Phase 5: Sustainment. This phase begins upon arrival of female Marines to ground combat arms units. The purpose of this phase is to ensure that all Marines demonstrate the continued performance and capabilities required of their PMOS, to include MOS-specific physical continuation standards. Key tasks include implementing MOS-specific physical continuation standards, affording opportunities for viable career paths, monitoring and analyzing integration progress and success, and making necessary in-stride adjustments to the gender integration implementation plan. This phase is enduring.

(1) MOS-Specific Physical Continuation Standards. The MOS-specific physical continuation standards are reflected in the associated T&R manuals. The T&R Manual for each MOS delineates the associated tasks/events, conditions, standards, performance steps, and sustainment intervals to continue serving in the MOS. Commanders will set the environment for all Marines to maintain the required level of fitness necessary to continue serving in their PMOS and it is the individual Marine's responsibility to maintain this standard. Existing manpower policy supports commanders' enforcement of these standards through periodic assessments and the use of various tools, such as proficiency and conduct marks, fitness reports, performance review boards, etc.

(2) Career Viability. Recruiting, retaining, and advancing talented female Marines in physically demanding fields will require careful consideration. Physical performance is not only a baseline entry-level requirement for ground combat arms MOSs but also a differentiating factor in promotions. As such, per SECDEF guiding principles, equal opportunity may not always equate to equal participation by men and women, and adherence to a merit-based system must continue to be paramount. Additionally, injuries that have career impacts may result in disproportionate medical separations and retirements. Physical standards must be reviewed to ensure they are sufficient to mitigate high injury rates resulting in negative individual, operational, and career impacts.

(3) Retention. A Marine's retention and promotion requires successfully serving in key assignments and attending formal schools that will enhance their potential for future service at the next higher grade. Established manpower policies, practices, and procedures provide the framework for equitable, gender-neutral opportunities by managing the retention and advancement of all highly-qualified Marines to meet Marine Corps career-force requirements.

### 3. Conduct of Operations

#### a. Concept of Orders, Directives, and Manuals Review

##### (1) Marine Corps Orders and Directives

(a) Substantive review. The orders and directives requiring review for substantive changes include, but are not limited to, those listed below. Each Office of Primary Responsibility (OPR) will review all the orders and directives under its purview and publish changes to the orders and directives as appropriate to reflect the integration of female Marines into previously closed MOSs and units. Additional information on the orders and directives requiring substantive review is located in Appendix 4.

1 MCO 1300.8 Marine Corps Personnel Assignment Policy

2 MCO 1510.32F Recruit Training

3 MCO 5311.1E Total Force Structure Process

4 MCO 3500.28 Marine Corps Unit Cohesion Program SOP W/ ERRATUM

5 MCO 1200.17E Military Occupational Specialties (MOS) Manual

6 Training and Readiness (T&R) Manuals

7 MCO 1130.51F Medical Remedial Enlisted Program (MREP)

8 MCO 6100.13 Marine Corps Physical Fitness Program

9 MCO 6110.3 MC Body Composition and Military Appearance Program W/CH 1

10 MCRP 3-02A Marine Physical Readiness Training for Combat

11 Marine Corps Manual (MCM) W/CH 2-3

(b) Administrative review. The orders and directives requiring review for administrative changes include, but are not limited to, those listed below. Additional information on orders and directives requiring administrative review is located in Appendix 4.

1 MCO 1001R.1K Marine Corps Reserve Administrative Management Manual (MCRAMM)

2 MCO 1130.53R Enlisted Incentive Programs

3 MCO P5720.75 SOP for MCRC Marketing

4 MCO 5000.12E Marine Corps Policy Concerning Pregnancy and Parenthood

(2) Higher Headquarters Orders and Directives. The higher headquarters orders and directives requiring review include, but are not limited to, those listed below. These higher headquarters orders and directives may change with the integration of women into ground combat arms MOSs and units across the Services and require review by the Marine Corps. Additional information on the higher headquarters orders and directives requiring review is located in Appendix 4.

(a) DODI 1215.06 Uniform Reserve, Training and Retirement Categories for the Reserve Components

(b) DODI 1308.3 DoD Physical Fitness and Body Fat Program Procedures 5 Nov 2002

(c) DOD Dir 1200.7 Screening the Ready Reserve 21 Nov 2003

(d) SECNAV M 5210.1 Department of the Navy Records Management Manual

(3) Manuals. The manuals requiring review for potential substantive and administrative edits include, but are not limited to, those listed below. Each OPR will review the directives under its purview and publish changes as appropriate to reflect the integration of female Marines into Ground Combat Arms occupations and units. Additional information on manuals and directives requiring review is located in Appendix 4.

- (a) FM 21-20 Physical Fitness Training
- (b) FMFRP 12-82 Structuring the Marine Corps for the 1980's and 1990's
- (c) MCWP 3-15.7 Static Line Parachuting Techniques and Training

(4) Department of Navy. The Department of the Navy identified seventeen Instructions and Policy Manuals which will require review, validation, and update based upon the Secretary of Defense's decision to open all occupational specialties to women. These Instructions and Policy Manuals primarily apply to the Special Warfare community within the U.S. Navy. Additional information on the orders and directives requiring review is located in Appendix 4.

b. Concept of Education. The purpose of gender integration education is to support leadership efforts to facilitate the cultural change necessary to ensure the integration of female Marines into ground combat arms MOSs and units is successful. In most cases, the introduction of new players to a team disrupts unit cohesion. The more different the new team member is from existing members, the more potential there is for disruption to unit cohesion. Task cohesion, in particular, is critical for unit success and is the responsibility of the commander. The integration education toolkit is designed to help leaders mitigate potential disruptions to team cohesion, maximize task cohesion, and capitalize on the benefits of a diverse team.

(1) In 2014, the Marine Corps developed a Gender Integration Education Portal to help units and personnel prepare for integration. It serves as a repository for resources that commanders can use at their discretion. It includes interactive "frequently asked questions," and links to relevant policies, orders, directives, messages, news articles, and academic reports about integration. It also includes classes on Leading Organizational Change; Unconscious Bias; Interpersonal Communication; Integration Policy, Orders, and Directives; MCFIP; The Marine Corps Gender Integration Implementation Plan; Integration Best Practices; and How to Lead a Guided Discussion/Facilitation Techniques. The classes are designed to be delivered via lecture followed by small group guided discussions. Finally, the Commandant's Combined Commandership Course includes an introductory class on the Portal to ensure senior leaders' awareness of available resources for themselves and their personnel.

(2) With the integration of remaining ground combat arms MOSs and units, the Marine Corps will update and expand the content in the Gender Integration Education Portal. Additionally, the content will be delivered to the Total Force via the train-the-trainer (T3) model. Education and training will be divided into four tiers: Tier 1 is Command Representative (Train-the-Trainer) education and training; Tier 2 is Command-level education and training; Tier 3 is Leader-level education and training; and Tier 4 is Marine-level education. The minimum required content and learning objectives are tailored to each target audience.

(3) Participation

(a) Tier 1 (Command Representative). Tier 1 training will include at least two command representatives (at least one E-7 or above and one field-grade officer) from across the OPFOR and supporting establishment (O5 and O6-level commands). Additional command representatives, commanders, and senior enlisted leaders may also attend Tier 1 instruction. Tier 1 personnel will be educated on the content of the education package by gender integration subject matter experts. Upon completion of training, Tier 1 personnel will instruct Tier 2 personnel.

(b) Tier 2 (Command Level). This instruction audience includes Marines in command/leadership positions at the battalion and company level responsible for setting command climate and maintaining standards of conduct, good order and discipline, and mission effectiveness. For initial implementation, female leaders assigned to combat arms units will also receive instruction at this level. It is recommended that chaplains, Sexual Assault Prevention and Response (SAPR) coordinators, and Equal Opportunity Representatives/Advisors (EOR/EOA) receive Tier 2 training as well.

(c) Tier 3 (Leader Level). This instruction audience is Marines in leadership positions at the platoon level. TBS students, Medical Officers, and Chief Petty Officers assigned to Regimental and Battalion aid stations will receive Tier 3 training as well.

(d) Tier 4 (Marine Level). This instruction is targeted for all Marines. Marines will receive instruction during accessions training and sustainment training at the small unit level. At a minimum, all Marines will be briefed on the new policy and expectations of professional and personal conduct, and directives and resources pertaining to integration.

(e)

#### (4) Method of Instruction

(a) Tier 1 training will consist of both lecture/brief and guided discussion, with an emphasis on small group guided discussions. Marine Corps subject matter experts on gender integration will train Tier 1.

(b) Tier 2 training will consist of both lecture/brief and guided group discussion, with an emphasis on small group guided discussions. Tier 1 will train Tier 2.

(c) Tier 3 training will consist of both lecture/brief and guided group discussion, with an emphasis on small group guided discussions. Tier 2 will train Tier 3.

(d) Tier 4 training will consist of both lecture/brief and guided group discussion, with an emphasis on small group guided discussions. Tier 3 will train Tier 4. Training of Tier 4 personnel will complete the education of the Total Force.

#### (5) Timeline

(a) Tier 1. Tier 1 training will be completed prior to the arrival of junior enlisted female Marines to ground combat arms units. Training of Tier 1 personnel will be conducted by SMEs on gender integration policy and best practices from M&RA. Sustainment training will be conducted by leaders as required and will be supported by content on the Marine Corps Integration Education portal.

(b) Tier 2. Tier 2 training will commence once command representatives have completed Tier 1 training. Tier 2 training will be complete NLT one month following completion of Tier 1 training.

(c) Tier 3. Tier 3 training will commence once Tier 2 training is complete. Tier 3 training will be complete NLT one month following completion of Tier 2 training.

(d) Tier 4. Tier 4 training will commence once Tier 3 training is complete. Tier 4 training will be complete NLT one month following completion of Tier 3 training.

#### (6) Gender Integration Education Curriculum

(a) Leading Organizational Change. Provides an approach to leading organizational change as well as best practices to consider as commanders integrate female Marines into their units.

(b) Unconscious Bias. Provides an understanding of the concept of cognitive bias, awareness of one's own cognitive bias via a performance-based exam, and cognitive bias mitigation techniques.

(c) Interpersonal Communication. Provides practical instruction on how to make leading Marines our most important responsibility. It offers leadership and communication techniques that can be implemented immediately. The emphasis is on building trust among subordinates—connecting, then leading via effective interpersonal communications skills. It also includes articles, videos, and books on topics that will improve communication/leadership skills.

(d) The Marine Corps Force Integration Implementation Plan. This class provides a detailed understanding of the implementation plan for gender integration, to include assessment.

(e) Policy, Orders, Directives, and Manuals. Reviews policy changes pertaining to integration and provides an understanding of female-specific standards, issues, and concerns.

(f) Best Practices. This class provides the student with an awareness of integration best practices learned from integration experiences in the Marine Corps, foreign military integration efforts, and recent/current research on gender integration.

(g) How to Lead Guided Discussion/Facilitation Techniques. Proper facilitation of guided discussions by leaders is crucial to ensuring maximum participation by all Marines and achieving the learning outcomes. Proper facilitation ensures that all Marines participating in the guided discussion examine their attitudes, values, and beliefs. Doing so allows the individual to align his/her personal values with Marine Corps values, which promotes positive behavior change, since behavior is a manifestation of one's attitudes, values, and beliefs.

(7) Online Portal

(a) The Marine Corps Integration Education Portal is a CAC-enabled online resource providing sustainment training and resources to commanders and leaders.

(b) The Marine Corps Integration Education Portal is managed by M&RA, MP and is located at the following URL: <https://eis.usmc.mil/sites/MCFIEP/default.aspx>.

(8) In addition to educating the Corps via small group discussions guided by leaders at all levels, the Marine Corps will continue to brief gender integration at the Commandant's Combined Commandership Course and quarterly at Ground Combat Operational Advisory Group (GCOAG) conferences. These interactions generate support for integration by demonstrating the deliberate, standards-based, event-driven approach being employed by the Marine Corps. These engagements also arm the participants with facts and information about the process and the plan. Finally, it also affirms the commitment of the Marine Corps to professionally and successfully carry out the decisions of our senior civilian leadership.

c. Concept of Logistics

(1) Deputy Commandant Programs and Resources, (DC, P&R) will maintain fiscal support of MCFIP requirements using established processes and will follow CMC guidance to balance institutional risk with the available resources. Organizations which are not able to support MCFIP fiscal requirements using internal funds will follow the established process to request additional funding utilizing the appropriate fiscal chain of command, Current Year Deficiency (CYD), and Program Objective Memorandum (POM) processes.

(2) Implementation of integration may have additional logistics requirements and as such, analysis and execution will occur across the six functions of logistics, as needed.

d. Concept of Assessment

(1) The assessment plan will focus on the research question: How successful, over time, is gender integration, using three operational lenses: (1) Combat Effectiveness, (2) Health and Welfare of Individual Marines, and (3) Talent Management. The end-state is to sustain or improve combat readiness and effectiveness.

(2) The Marine Corps will identify, collect, analyze, and synthesize data on the integration of female Marines into remaining occupational fields and units to monitor integration progress, measure integration success, and make policy adjustments as required.

(3) DC, M&RA is the office of primary responsibility (OPR). Using the below research framework, DC, M&RA will perform and synthesize all research, studies, and data collected.



Figure 5: Research Framework

(4) DC, M&RA shall provide quarterly updates to the senior leadership during each Executive Off Site (EOS).

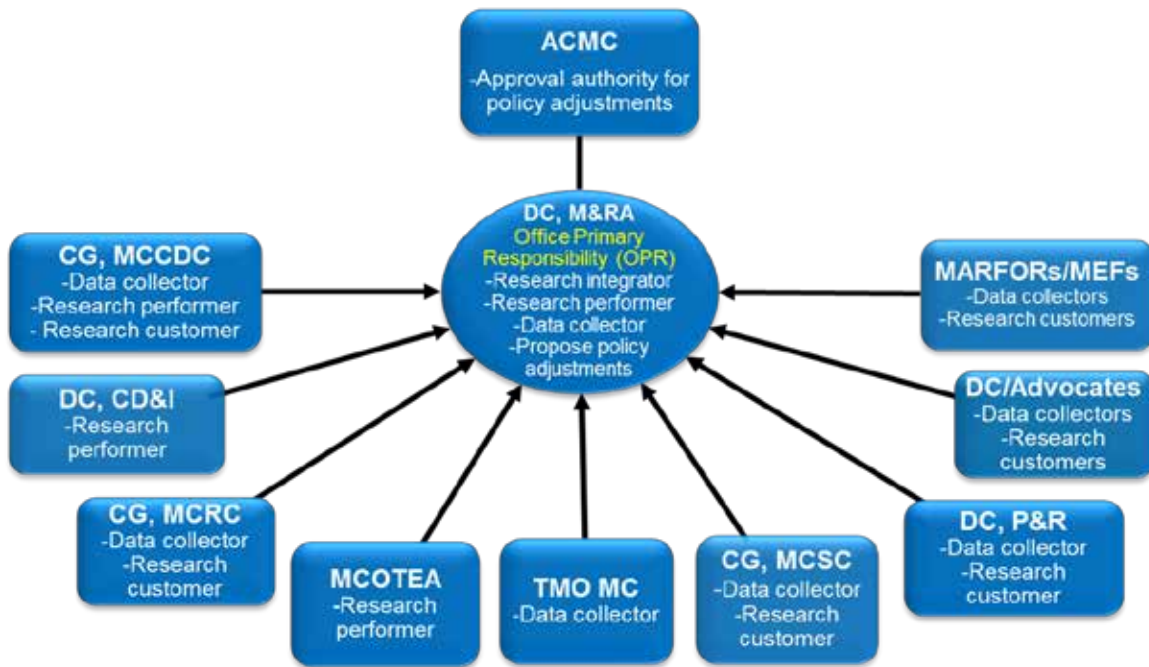


Figure 6: Roles and Responsibilities

(5) The research conducted and data collected will be analyzed to answer a comprehensive list of measures of performance (MOP) and measures of effectiveness (MOE), which are linked to success criteria. Our analysis identifies research questions, gender integration MOPs and MOEs, data collection/research responsibilities, metrics, collection process, reporting intervals, and notes. Research and data gaps have already been identified and reported. Research questions pertaining



to gender integration that cannot be gathered via institutionalized data collection practices will be submitted to the Marine Corps Studies System.

4. Coordinating Instructions

- a. Detailed instructions pertaining to the concept of education and the requirement to identify command representatives for instruction shall be promulgated via separate correspondence at a future date.
- b. Commanders and MOS Advocates of previously closed MOSs provide feedback through Operational Advisory Groups; Ground, Logistics, or Aviation Boards; and other means to indicate the progress and success of integrating female Marines into ground combat arms MOSs and units.
- c. Cost associated with integration will be captured with the SIC (GE0).

5. Operational Constraints. See FRAGO 4.

6. Command and Signal. See FRAGO 4.

ACKNOWLEDGE RECEIPT

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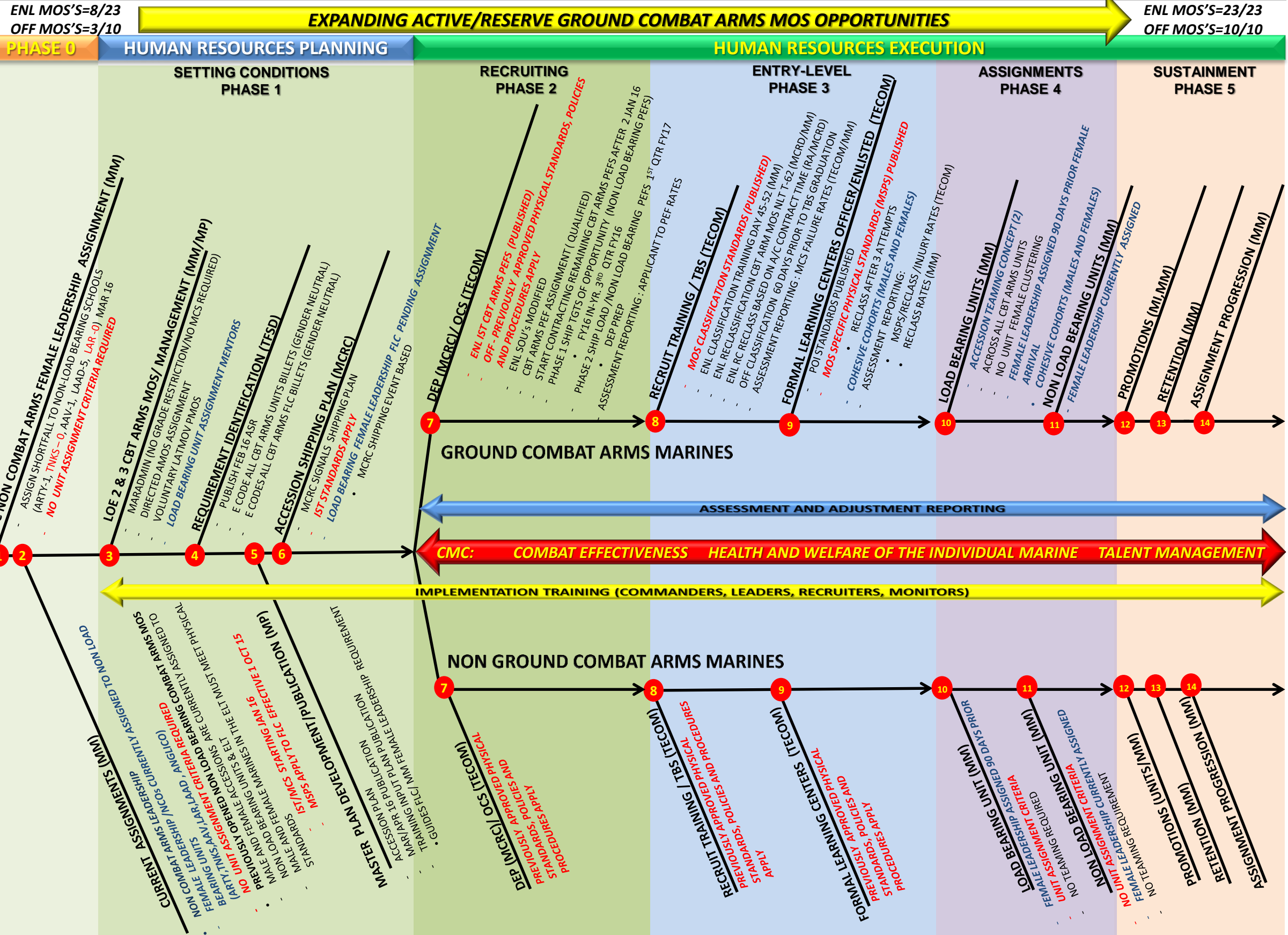
APPENDICES:

- 1- Concept of Operations Schematic
- 2- MOS Specific Physical Standards (MSPS)
- 3- Production Timelines
- 4- Orders and Directives Review

OFFICIAL:

s/  
George W. Smith Jr.  
Brigadier General, US Marine Corps  
Director, Manpower Plans and Policies

# MARINE CORPS INTEGRATION IMPLEMENTATION PLAN



**LOAD BEARING AND NON LOAD BEARING UNIT IDENTIFICATION**

LOAD BEARING UNITS	NON LOAD BEARING
INFANTRY REGIMENTS	ARTILLERY BATTALIONS
INFANTRY BATTALIONS	TANK BATTALIONS
RECON BATTALIONS	AAV BATTALIONS
CBT ENG/ASLT COMPANIES	ANGLICO
RAIDER COMPANIES	LAR
	LAAD

**PHYSICAL STANDARDS**

**GROUND COMBAT ARMS MOS**

IST: 3 PULL UPS; 1.5 MILE RUN IN 13:30; 44 CRUNCHES IN 2 MINUTES; 45 AMMO CAN LIFTS IN 2 MINUTES

MOS CLASSIFICATION STANDARDS (MCS): 6 PULL UPS; 3 MILE RUN IN 24:51; MANEUVER UNDER FIRE IN 3:12; MOVEMENT TO CONTACT IN 3:26; 60 AMMO CAN LIFTS IN 2 MINUTES

**NON GROUND COMBAT ARMS MOS TO COMBAT ARMS UNITS ASSIGNMENT CRITERIA**

LOAD BEARING UNITS: 3 MILE RUN 26:05; MANEUVER UNDER FIRE IN 3:12; MOVEMENT TO CONTACT IN 3:26; 60 AMMO CAN LIFTS IN 2 MINUTES

NON LOAD BEARING UNITS: NONE

**REQUIREMENT**

**FEMALE LEADERSHIP**

- 2 OR MORE USMC OFFICER, SNCO/USN E6 OR ABOVE

**GOALS**

**COHESIVE COHORT**

- MALE AND FEMALE
- SIMULTANEOUS FLC COMPLETION TO ASSIGNMENT

**TEAM**

- 2 OR MORE COMBAT ARM FEMALES
- ASSIGNED TO SAME UNIT

**MENTOR**

- LOE 3 NCOs
- ASSIGNED TO LOAD BEARING UNITS

**GLOSSARY OF TERMS**

NODE	TERM	DEFINITION	NODE	TERM	DEFINITION	NODE	TERM	DEFINITION	NODE	TERM	DEFINITION
1	FLC	FORMAL LEARNING CENTER	2	TNKS	TANKS	3	LOE	LINE OF EFFORT	3	AMOS	ADDITIONAL MOS
1	MM	MANPOWER MANAGEMENT	2	AAV	ASSAULT AMPHIBIOUS VEHICLE	3	CBT	COMBAT	4	TFSD	TOTAL FORCE STRUCTURE DIVISION
2	ELT	ENTRY-LEVEL TRAINING	2	LAAD	LOW ALTITUDE AIR DEFENSE	3	MARADMIN	MARINE ADMINISTRATIVE MESSAGE	4	ASR	AUTHORIZED STRENGTH REPORT
2	NCO	NON-COMMISSIONED OFFICER	2	MSPS	MOS SPECIFIC PHYSICAL STANDARDS	3	MP	MANPOWER PLANS	4	E CODE	NO GENDER DESIGNATED BILLET
2	LAR	LIGHT ARMORED RECONNAISSANCE	3	MCS	MOS CLASSIFICATION STANDARD	3	MOS	MILITARY OCCUPATIONAL SPECIALTY	6	MCRD	MARINE CORPS RECRUITING COMMAND
			3	PMOS	PRIMARY MOS	3	PMOS	PRIMARY MOS	6	IST	INITIAL STRENGTH TEST
									7	PEF	PROGRAM ENLISTED FOR
									7	MOU	MEMORANDUM OF UNDERSTANDING
									7	DEP	DELAYED ENLISTMENT PROGRAM
									8	TECOM	TRAINING AND EDUCATION COMMAND
									8	RA	RESERVE AFFAIRS
									9	POI	PROGRAM OF INSTRUCTION

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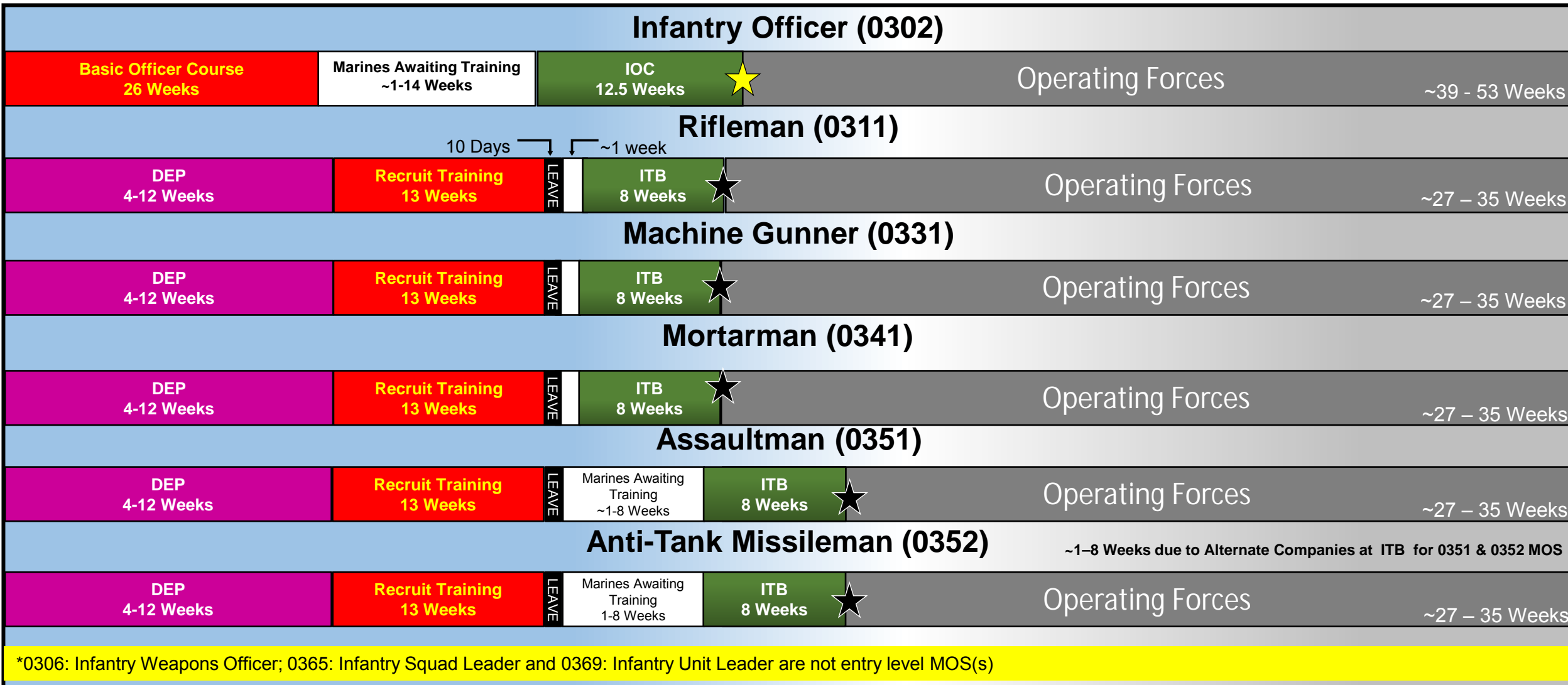
APPENDIX 2 TO ANNEX C TO Fragmentary Order 4 (Implementation)  
 MOS SPECIFIC PHYSICAL STANDARDS

Task	MOS	Task Description	Standard
Casualty Evacuation	All GCE MOSs & LAAD	While wearing a fighting load and carrying a service rifle, sprint 25 meters to a simulated casualty, evacuate the casualty 25 meters	54 sec
MK-19 Lift	All GCE MOSs & LAAD	Lift the MK-19 heavy machinegun from the deck to overhead height.	Pass
Scale a Wall	03xx	Scale a 56" wall unassisted while wearing the Fighting Load and carrying a service rifle	30 sec
20km Hike	0302,0311,0331, 0341, 0351, 0352	March 20 km with MOS specific weapons & equipment while wearing the fighting load	5 hours
Rush 300m to Objective	0302 0311	While wearing a fighting load and carrying a service rifle, run/rush for 300 meters through a course with an agility network	3 min 56 sec
200m Movement as MG Ammo Bearer	0331	While wearing a fighting load and carrying a service rifle, Spare barrel bag and two ammo cans, run/rush for 200 meters through a course with an agility network	2 min 11 sec
200m Movement w/ 60mm Mortar	0341	While wearing a fighting load and carrying a service rifle, and a 60mm mortar in hand-held mode, run/rush for 200 meters through a course with an agility network	1 min 45 sec
200m Movement w/ SMAW	0351	While wearing a fighting load and carrying a service rifle, and a SMAW, run/rush for 200 meters through a course with an agility network	1 min 40 sec
Breach Door w/ Battering Ram	0302 0351	While wearing a fighting load and carrying a service rifle, breach a door with a battering ram	14 sec
200m Movement w/ Javelin	0352	While wearing a fighting load and carrying a service rifle, and a Javelin, run/rush for 200 meters through a course with an agility network	1 min 43 sec
Disassemble/ Assemble M242 25mm Gun	0303 0313	Disassemble/Assemble the M242 25mm automatic gun by manipulating the receiver and feeder	3 min 21 sec
LAV CASEVAC	0303, 0313, 2147	Clean & press Olympic bar with total weight of 115 lbs. (Surrogate)	Pass
Lift LAV Towbar	0303, 0313, 2147	Deadlift & hold Olympic bar with total weight of 150 lbs. at knuckle height for 30 seconds (Surrogate)	Pass

<b>Task</b>	<b>MOS</b>	<b>Task Description</b>	<b>Standard</b>
Recon 20km Ruck run	0307 0321	Run 20 km with a service rifle while wearing the reconnaissance load	3 hours
Recon 2K yd Fin	0307 0321	Fin 2,000 yards with a service rifle while wearing & pulling/pushing the reconnaissance load	1 hour
100m Movement w/ Breaching Equipment	0307 0321	While carrying a service rifle, breaching equipment, and wearing the reconnaissance load, run/rush for 100 meters through a course with an agility network	44 sec
Climb Caving Ladder	0307 0321	While wearing the reconnaissance load and carrying a service rifle, climb a caving ladder to a 10 meter platform	2 min 27 sec
Lift & Carry 5 x Artillery Rounds 50m to 7 Ton	0802 0811	Lift artillery round from deck to shoulder height and carry 50 meters - press overhead to handoff to Marine receiving round from bed of 7-ton truck. Perform five times	4 min 56 sec
MTVR CASEVAC	0802, 0811, 2131	Clean & press Olympic bar with total weight of 115 lbs. (Surrogate)	Pass
Load 5x 155mm Rounds on Feed Tray	0802 0811	Lift artillery round from deck to waist height and carry 5 meters from ammunition staging point to howitzer, then lift to place on loading tray. Perform five times to simulate maximum rate of fire	1 min 15 sec
Breach Door w/ Battering Ram	1302 1371	While wearing a fighting load and carrying a service rifle, breach a door with a battering ram	14 sec
HESCO Lift	1302 1371	Clean & press Olympic bar with total weight of 100 lbs. (Surrogate)	Pass
150m Movement w/ APOBS	1302 1371	While wearing a fighting load and carrying a service rifle, with an APOBS pack assembly, run/rush 150 meters through a course with a agility network	1 min 12 sec
Open & secure ABV VC hatch	1372	One handed over head press to open and secure VC hatch.	30 sec
Lift 3x ABV batteries to back deck	1372	Lift ABV battery from the deck and clean to chest height in order to hand off to a Marine receiving battery from ABV rear deck. Perform three times	1 min 50 sec
ABV CASEVAC	1372	Clean & press Olympic bar with total weight of 115 lbs. (Surrogate)	Pass
Lift 3x Tank batteries to back deck	1802, 1812, 2146	Lift tank battery from the deck and clean to chest height in order to hand off to a Marine receiving battery from tank rear deck. Perform three times	1 min 50 sec
Open & secure Tank TC hatch	1802, 1812, 2146	One handed over head press to open and secure TC hatch.	30 sec
Tank CASEVAC	1802 1812	Clean & press Olympic bar with total weight of 115 lbs. (Surrogate)	Pass

<b>Task</b>	<b>MOS</b>	<b>Task Description</b>	<b>Standard</b>
<b>Tank Towbar Lift</b>	<b>1802 1812</b>	<b>Deadlift &amp; hold Olympic bar with total weight of 150 lbs. at knuckle height for 30 seconds (Surrogate)</b>	<b>Pass</b>
<b>Load 120mm Round</b>	<b>1802 1812</b>	<b>Perform the actions of a loader in an M1A1 Tank crew by transitioning 120mm rounds from the stowed position to the main gun breech</b>	<b>7 secs</b>
<b>M88 CASEVAC</b>	<b>2146</b>	<b>Clean &amp; press Olympic bar with total weight of 115 lbs. (Surrogate)</b>	<b>Pass</b>
<b>M88 Towbar Lift</b>	<b>2146</b>	<b>Deadlift &amp; hold Olympic bar with total weight of 150 lbs. at knuckle height for 30 seconds (Surrogate)</b>	<b>Pass</b>
<b>AAV CASEVAC</b>	<b>1803 1833</b>	<b>Clean &amp; press Olympic bar with total weight of 115 lbs. (Surrogate)</b>	<b>Pass</b>
<b>AAV Towbar Lift</b>	<b>1803, 1833, 2141</b>	<b>Deadlift &amp; hold Olympic bar with total weight of 150 lbs. at knuckle height for 30 seconds (Surrogate)</b>	<b>Pass</b>
<b>AAV-R7 CASEVAC</b>	<b>2141</b>	<b>Clean &amp; press Olympic bar with total weight of 115 lbs. (Surrogate)</b>	<b>Pass</b>

APPENDIX 3 TO ANNEX C TO Fragmentary Order 4 (Implementation)  
 PRODUCTION TIMELINES



\*0306: Infantry Weapons Officer; 0365: Infantry Squad Leader and 0369: Infantry Unit Leader are not entry level MOS(s)

## Special Operations Officer (0370)

Recruiting and Orders Assignment  
29 Weeks

A&S  
6 Weeks

Marines Awaiting Training  
15 Weeks

Individual Training Course  
38 Weeks

Individual Training Course (Cont.)  
38 Weeks



Operating Forces

~ 88 Weeks

## Critical Skills Operator (0372)

Recruiting and Orders Assignment  
29 Weeks

A&S  
6 Weeks

Marines Awaiting Training  
15 Weeks

Individual Training Course  
38 Weeks

Individual Training Course (Cont.)  
38 Weeks

Basic Language Course  
30 Weeks



OpFor  
~ 118 Weeks

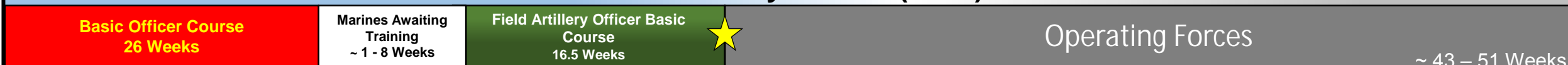
**NOTE: Marine Special Operations Command Recruit Marines (w/ MOS) from the Operating Forces. As per Maradmin 389/15 para 7.D. SELECTED MARINES THAT COMPLETE ASSESSMENT AND SELECTION WILL BE ISSUED PERMANENT CHANGE OF STATION (PCS) ORDERS BY MMEA TO AN ASSIGNED INDIVIDUAL TRAINING COURSE (ITC) CLASS DATE.**



### Reconnaissance Man (0321)



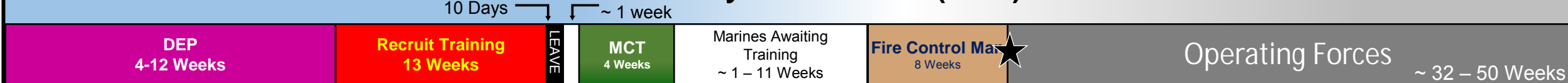
### Field Artillery Officer (0802)



### Field Artillery Cannoneer (0811)



### Field Artillery Control Man (0844)



### Fire Support Man (0861)

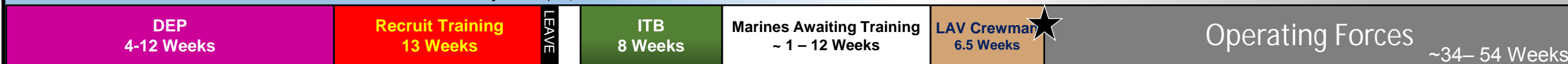


\*0848: Field Artillery Operations Man is not entry level MOS(s)



### Light Armored Vehicle (LAV) Crewman (0313)

10 Days      ~1 week

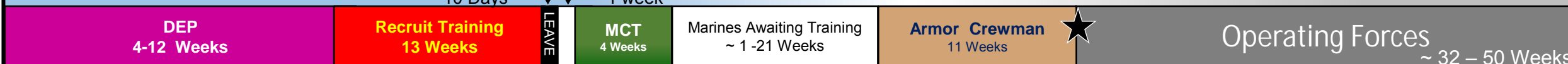


### Tank Officer (1802)

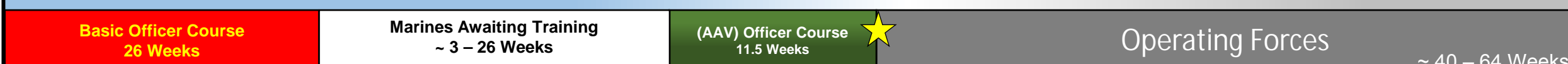


### M1A1 Tank Crewman (1812)

10 Days      ~1 week



### Assault Amphibious Vehicle (AAV) Officer (1803)



### Assault Amphibious Vehicle (AAV) Crewman (1833)

10 Days      ~ 1 week



### PCA (MOS)

~ 30-60 Days



Operating Forces

~ 13 Weeks

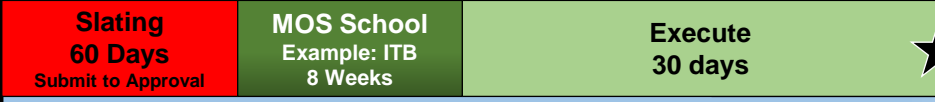
### PCS (any MOS)



Operating Forces

~ 39 – 43 Weeks

### Lateral Moves (Normal Process)



Operating Forces

~ 21 Weeks

### Lateral Moves (LOE 2/3 Female Volunteers)



Operating Forces

~ 13 Weeks

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APPENDIX 4 TO ANNEX C TO Fragmentary Order 4 (Implementation)  
 ORDERS AND DIRECTIVES REVIEW

Substantive Review Required				
PRIORITY 1				
<u>Order/Directive</u>	<u>Title</u>	<u>OPR</u>	<u>Page</u>	<u>General Description</u>
MCO 1300.8	Marine Corps Personnel Assignment Policy	MPO-40	Ch 4	Recommend reviewing and revising Chapter 4 "Female Marine Classification, Assignment and Deployment" as necessary to reflect newly opened MOSs, units, and deployment opportunities to women.
MCO 1510.32F	Recruit Training	CD&I	2	Recommend reviewing and revising as necessary to reflect the implementation of MOS classification standards for ground combat arms PEF/QSN recruits at boot camp, as well as potential updates to PT playbooks and other recruit training SOPs as necessary to support integration.
MCO 5311.1D 1	Total Force Structure Process	CD&I		Recommend reviewing and revising manpower coding; the current coding reflects DCGDAR restrictions.
MCO 3500.28	MC Unit Cohesion Program SOP w/ERRATUM	MPO	N/A	Recommend reviewing and revising as necessary to reflect the use of cohesion cohorts as a "best practice" for female integration; and to reflect current/updated unit cohesion practices in general.
MCO 1200.17E	Military Occupational Specialties (MOS) Manual	TECOM	N/A	Recommend reviewing and revising as necessary to reflect newly opened MOSs for female Marines, new MOS titles, and new MOS prerequisites (if any).
T&R Manuals	Training and Readiness (T&R) Manuals	TECOM	N/A	TECOM currently maintains responsibility for validating and updating all T&R Manuals via tri-annual T&R conferences; however, out-of-cycle changes to T&R manuals are made as needed.

PRIORITY 2				
<u>Order/Directive</u>	<u>Title</u>	<u>OPR</u>	<u>Page</u>	<u>General Description</u>
MCO 1130.51F	Medical Remedial Enlisted Program (MREP)	MCRC	Page 2	Recommend review of the exclusionary policy pertaining to female Marines.
MCO 6100.13	Marine Corps Physical Fitness Program	TECOM		This Order is currently under review by TECOM, per ALMAR 030/15. Recommendations shall be delivered to CMC no later than 1 July 2016.
MCO 6110.3	Body Composition and Military Appearance Program w/CH 1	TECOM		This Order is currently under review by TECOM, per ALMAR 030/15. Recommendations shall be delivered to CMC no later than 1 July 2016.
MCRP 3-02A	Marine Physical Readiness Training for Combat	TECOM		This Order is currently under review by TECOM, per ALMAR 030/15. Recommendations shall be delivered to CMC no later than 1 July 2016.
MCM	Marine Corps Manual (MCM) w/CH 2-3	DMCS	Section D; paragraph 1100.4-6	Recommend reviewing and revising as necessary to reflect changes to personnel policies as the result of integration, especially any potential changes pertaining to fraternization. Although the MCM addresses fraternization, it does not address small unit relationships among same ranks in platoons, squads, and teams. The base order was written in 1980 and the last change 3 was published in 1996.

Administrative Review Required				
PRIORITY 3				
<u>Order/Directive</u>	<u>Title</u>	<u>OPR</u>	<u>Page(s)</u>	<u>General Description</u>
MCO 1001R.1K	Marine Corps Reserve Administrative Management Manual	RAP-20	Para 4306, Page 4-24	Recommend reviewing and revising as necessary to reflect the removal of all assignment restrictions to female Marines.
MCO 1130.53R	Enlisted Incentive Programs	MPP-20	Page 1-1	Recommend reviewing and revising as necessary to reflect the removal of all assignment restrictions to female Marines.
MCO P5720.75	SOP for MCRC Marketing	MCRC	Section K-1	Recommend a comprehensive review of Appendix K ("Female Recruiters") based on numerous and fundamental changes to opportunities available to female Marines since 1998.
MCO 5000.12E	Marine Corps Policy Concerning Pregnancy and Parenthood	MPO		MPO currently has this order under review/revision; recommend additional review of the order following TECOM's research and recommendations in accordance with ALMAR 030/15 for MCO 6100.13. Marine Corps Physical Fitness Program.
Higher Orders and Directives				
<u>Order/Directive</u>	<u>Title</u>	<u>OPR</u>	<u>Page(s)</u>	<u>General Description</u>
DODI 1215.06	Uniform Reserve, Training and Retirement Categories for the Reserve Components			Recommend review of training requirements to screen for potential changes following SECDEF's decision.
DODI 1308.3	DoD Physical Fitness and Body Fat Program Procedures 5 Nov 2002		7	Recommend review of this Instruction based upon TECOM's research and recommendations to CMC no later than 1 July 2016 in accordance with ALMAR 030/15.
DOD Dir 1200.7	Screening the Ready Reserve 21 Nov 2003			Recommend review of screening requirements for members of the Ready Reserve, to include meeting wartime standards for physical fitness. Physical screening requirements may change to support full integration.
SECNAV M 5210.1	Department of the Navy Records Management Manual			Recommend review of policy regarding census reporting and data on women.

FM Publications				
<u>Order/Directive</u>	<u>Title</u>	<u>OPR</u>	<u>Page(s)</u>	<u>General Description</u>
FM 21-20	Physical Fitness Training	ARMY Pub		Recommend reviewing and revising as necessary to address all changes to personnel training policies regarding women (soldiers and Marines) based upon the removal of all assignment restrictions to female Marines.
FMFRP 12-82	Structuring the Marine Corps for the 1980's and 1990's			Recommend reviewing and revising as necessary to address all changes to personnel training policies based upon the removal of all assignment restrictions to female Marines.
MCWP 3-15.7	Static Line Parachuting Techniques and Training		1-4	Recommend review of this Instruction based upon TECOM's research and recommendations to CMC no later than 1 July 2016 in accordance with ALMAR 030/15.

Department of the Navy Instructions and Policy Manuals				
<u>Order/Directive</u>	<u>Title</u>	<u>OPR</u>	<u>Page(s)</u>	<u>General Description</u>
SECNAVINST 1300.12D	Assignment of Women In The Navy			
OPNAVINST 1300.15A	Navy Military Personnel Assignment Policy			
OPNAVINST 1300.17B	Assignment Of Women In The Navy			
MILPERSMAN 1220-300	Special Warfare Operator (SO) Rating			
MILPERSMAN 1220-400	Special Warfare Boat Operator (SB) Rating			
MILPERSMAN 1300-803	Coastal Riverine Force (CRF)			
MILPERSMAN 1300-804	Assignment To Coastal Riverine Force (CRF) Training Evaluation Unit (TEU)			
MILPERSMAN 1306-618	Class "A" School and Rating Entry Requirements			
MILPERSMAN 1306-930	Historic Ship NAUTILUS (SSN 571)			
MILPERSMAN 1306-983	Medical Deep Sea Diving/Fleet Marine Force Reconnaissance Corpsman Programs			
MILPERSMAN 1306-984	Naval Special Warfare Command (NAVSPECWARCOM) Tactical Information Operations (TIO) Program			
MILPERSMAN 1306-986	Qualification For Assignment To Naval Special Warfare Support Activity Duty			
MILPERSMAN 1320-180	Temporary Duty Assignment Of Women To Ships And Squadrons			
N/A	Navy Enlisted Occupational Standards (NEOCS) manual			
N/A	SPECWAR Officer Programmed Authorization			
N/A	MOAs/Personnel Exchange Program (PEP) agreements			
N/A	Individual Augmentation (NAVADMINs) guidance			

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ANNEX F TO Fragmentary Order 4 (Implementation)  
PUBLIC AFFAIRS

REFERENCES:

- (a) SECNAVINST 5720.44C
- (b) OSDPA-approved PAG for WISR Implementation, dtd 10 September 2015
- (c) SECDEF Memo, "Implementation Guidance for the Full Integration of Women in the Armed Forces," dtd 3 December 2015.

TIME ZONE: Zulu

1. Situation. See FRAGO 4.

2. Mission. The Marine Corps will raise understanding among decision makers and key influencers within Congress, Department of Defense and advisory/advocacy groups, and the national domestic public regarding the Marine Corps' decisions and actions to enhance combat readiness and effectiveness by capitalizing on the knowledge, skills, abilities, demonstrated performance, and potential of every Marine. Effectively communicate service-wide gender integration that establish conditions for the success of the individual Marine, the Force, and the Institution.

3. Execution.

a. Concept of Operations/Engagement Plan.

(1) Office of United States Marine Corps Communication (OUSMCC) is the PA Lead and release authority for all communication regarding the Marine Corps' force integration efforts into ground-combat military occupational specialties (to include Marine Corps Forces Special Operations Command). OUSMCC will coordinate directly with appropriate staff agents and Major Subordinate Commands (MSCs) to support the Marine Corps' systematic approach to meeting the objectives as prescribed in reference

(2) The public affairs posture will be Respond to Query (RTQ) only for the Marine Corps' official statement on SECDEF Decision per reference.

(3) The public affairs posture will be ACTIVE for all MSC level actions the Marine Corps will collectively take to implement force integration efforts. All media queries concerning this implementation will be coordinated through OUSMCC prior to MSC release.

(4) OUSMCC will coordinate closely with OLA, WPI, MM, TECOM, and MCRC to synchronize communication efforts on how these MSC's will fulfill remaining integration measures, and will delegate release authority to the aforementioned MSCs as necessary in order to provide technical expertise for their respective roles in the implementation of this policy.

(5) It is noteworthy to recognize the historic importance of this policy change with the Department of Defense (DoD). Accordingly, OUSMCC encourages MSC's (and base/station commanders) to foster opportunities (via media or other) for our Marines (especially our female NCO's and junior officers who participated in the research and studies that preceded this recent decision) to discuss the impact of this policy change from an equal-opportunity perspective. This approach facilitates supporting local media interest to a national-policy issue through the perspectives of our Marines—especially those it will directly impact.

b. Tasks. Communicate to internal and external audiences that implementation decision and actions are rigorous, valid, empirical and fact-based, and withstand legal and societal scrutiny.

c. Coordinating Instructions.



(1) Based on the guidance set forth in reference (b), OUSMCC will coordinate with DC, M&RA; TECOM; MCRC; the office of the Director, Marine Corps Staff; and the Assistant Commandant of the Marine Corps (ACMC) to plan and execute select internal and external engagements to inform key publics on the MCFIP germane to the direction set forth in reference (b).

(2) For SECDEF directed implementation actions as outlined in reference (c), OUSMCC will coordinate with the MSC's to communicate our collective efforts on full integration.

(3) TECOM, MCRC, and M&RA PAO's will build their own respective command-level communication plans (or PAG) using this guidance as a source-reference to best support and align communication activities. Any formal communication plan or PAG developed by the MSC's will be staffed for approval by OUSMCC to ensure synchronization.

(4) Communication planning considerations should identify and prioritize key events and milestones as they are identified by MP or captured in the MCFIP. MSC PAO's should plan for both internal and external media operations that showcase our service wide efforts to full integration, and identify PA personnel requirements (or shortfalls) in order to best facilitate media support requirements.

(5) Updated guidance will be provided as full integration efforts continue and become implemented; this PAG will serve as initial guidance for MSC to exercise their own respective PA actions and plans.

4. Administration and Logistics.

a. For up to date talking points and guidance, the HQMC Public Affairs Playbook will be updated on a monthly basis by the MCFIP PAO.

5. Command and Signal. See FRAGO 4.

ACKNOWLEDGE RECEIPT

Robert B. Neller  
General, US Marine Corps  
Commandant

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s/  
P.J. KULCZEWSKI  
Captain, USMC  
MCFIP PAO  
Marine Corps Public Affairs