



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

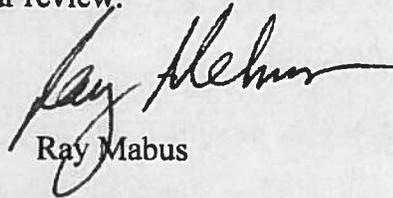
May 2, 2013

MEMORANDUM FOR THE SECRETARY OF DEFENSE

THROUGH: CHAIRMAN OF THE JOINT CHIEFS OF STAFF
ACTING UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)

SUBJECT: Department of the Navy Women in the Service Review Implementation Plan

Mr. Secretary, as directed by the Secretary of Defense and Chairman of the Joint Chiefs of Staff memorandum of January 24, 2013, the Navy and Marine Corps implementation plans are provided for your review.

A handwritten signature in cursive script, reading "Ray Mabus", is positioned above the printed name.

Ray Mabus

Attachments:
As stated

The Commandant and the entire Marine Corps are dedicated to maintaining the highest levels of combat readiness and capitalizing upon every opportunity to enhance our warfighting capabilities and the contributions of every Marine; it's simply the right thing to do. Our ongoing deliberate, measured and responsible approach to validate occupational performance standards for all Marines is consistent with SECDEF's decision to rescind the direct combat exclusion rule for women. As our Corps moves forward with this process, our focus will remain on combat readiness and generating combat-ready units while simultaneously ensuring the opportunity for every Marine to realize his/her potential. The talent pool from which we select our finest warfighters will consist of all qualified individuals, regardless of gender.

1. **Purpose.** To provide the U.S. Marine Corps' detailed plans for the integration of women into newly opened positions and units in accordance with the 24 January 2013 Secretary of Defense memorandum eliminating the 1994 Direct Ground Combat Definition and Assignment Rule.

2. **Background.** The Fiscal Year 2011 National Defense Authorization Act (FY 2011 NDAA) required the Services to provide a review of laws, policies, and regulations restricting the service of female members of the Armed Forces. In February 2012, the Secretary of Defense (SECDEF) directed the Services to review, by November 2012, efforts to pursue gender-neutral standards, assessment of newly opened positions under the Exception to Policy (ETP), identification of further positions to be opened and assessment of remaining barriers to full implementation. On 24 January 2013, SECDEF rescinded the 1994 Direct Ground Combat Assignment Restriction (DGCAR) regarding the assignment of women. The Services were directed to provide a detailed implementation plan to SECDEF by 15 May 2013 that would outline how to fully integrate women into newly opened positions no later than 1 January 2016. Quarterly progress reports will be submitted to SECDEF beginning at the end of the third quarter, FY 2013.

3. **Discussion**

Approximately 54,000 Active Component and 16,000 Reserve Component billets were closed to the assignment of women due to the 1994 DGCAR policy and the service related restrictions contained therein. In accordance with the direction of the SECDEF, and the guiding principles set forth by the Chairman, Joint Chiefs of Staff (CJCS), the Marine Corps will ensure maximum opportunity for all qualified individuals while maintaining combat effectiveness of the total force.

The Marine Corps will implement its plan along two pillars of effort. The first pillar will analyze how closed Military Occupational Specialties (MOSs) will open for classification to female Marines. The second pillar, formerly known as the "pilot" or "Exception to Policy (ETP)", will analyze and identify the assignment of female Marines in historically open MOSs to units closed under the former DGCAR policy¹. The two pillars of effort will be conducted in three phases over the next three years—preparation, setting conditions for success, and sequenced execution.

During Calendar Year (CY) 2013, the first phase of preparation, research and evaluation will incorporate a thorough analysis of all DOTMLPF (Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities) requirements in order to facilitate the integration of female Marines into previously closed positions; coordination includes berthing spaces on amphibious shipping. This holistic approach will also include assessment of additional costs to be incurred as a result of facility modification in both schoolhouses and Operating Forces units, analysis of female recruiting/retention and health/injury data in addition to less tangible factors such as the roles leadership, education and proven performance play into unit cohesion and effectiveness. At the end of this phase an informed recommendation will be made to leadership to either keep open or request an exception to policy to close certain MOSs and units.

¹ Throughout this document, the term "closed unit" refers to all USMC units closed to the assignment of women under the 1994 DGCAR policy that have recently been opened under the 2013 DGCAR policy rescission.

The second phase of setting conditions during CY 2014 will follow the outcome of the decisions made about which MOSs and units to request an exception to policy for during phase one. For the first pillar (closed MOSs) conditions will be set prior to the recruiting of females into any newly opened MOS and their entry into the training pipeline. Along the second pillar (open MOS positions in closed units), all members of newly opened units will receive preparatory education in order to set conditions for potential further integration of more junior female Marines.

The third phase of the implementation plan is execution, projected to occur during CY 2015. Execution will include sequential opening of units under pillar two (open MOS positions). The sequence will be determined by the ability to maintain combat readiness while integrating females into the closed units. We will also sequence the opening of MOSs (pillar one) in a similar fashion while maintaining combat readiness.

In order to maintain the highest levels of combat readiness, and maximize the contributions of every Marine, standards will not be artificially raised or lowered and will be aligned with operational and occupational requirements. This implementation plan will be conducted in a deliberate, measured and responsible manner in order to maintain focus on combat effectiveness and generating combat-ready units. If at any time the integration of women into either units or MOSs conflicts with the guiding principles set forth by the SECDEF and the CJCS, an exception to the policy will be requested to keep the positions closed.

A. Pillar One: Opening Closed MOSs. Of 335 Primary MOSs (PMOSs), 32 are currently closed² to female Marines under the former DGCAR, as well as 16 non-PMOSs. Enclosure (1) identifies all positions closed due to MOS throughout the total force.

1. Phase One (CY 2013) Preparation

a. Validation of Gender-Neutral Occupational Standards.³ All Marine Corps standards are tasked-based without regard to gender, with the exception of the PFT⁴, CFT⁵, and Obstacle Course⁶, which are gender-normed. Occupational standards for each MOS will be validated via a three-step process.

i. PMOS Physical Standards Review. Training and Education Command (TECOM) will review and validate all 335 PMOS physical occupational standards, to include both open and closed MOSs. This will involve a detailed review and documentation of the physical tasks and required conditions associated with each MOS outlined in its respective Training and Readiness (T&R) Manual and Program of Instruction. To date, approximately 259 physical occupational tasks

² Includes the 0203 (Ground Intelligence Officer) MOS, currently pending Congressional notification to open.

³ Gender-Neutral Standard: Performance-based, not specific to gender; used to measure results. *Example: Lift/carry 155mm (95 lbs) replica round 50m < 2 min (w/fighting load).* The performance standard is the same, regardless of the gender of the person executing the task.

⁴ Starting in Calendar Year 2014, the PFT will be comprised of three gender-neutral events designed to measure general physical fitness (dead-hang pull-ups, crunches, and a 3-mile run). The PFT is "gender-normed" for score in order to account for physiological differences between genders. *Example: A male Marine must run 18:00 or faster to achieve the maximum score on the 3-mile run; a female Marine must run 21:00 or faster to achieve the maximum score on the 3-mile run.*

⁵ The CFT is comprised of three gender-neutral events (800-meter run in the utility uniform, ammunition can lifts, and a course that simulates movement under fire). The CFT is also "gender-normed" for score, similar to the PFT, in order to account for physiological differences between genders.

⁶ The obstacle course is a timed event that is a graduation requirement in both officer and enlisted entry level training (Officer Candidates School and recruit training, respectively). Female officer candidates and recruits are given the option to use a "step" on certain obstacles in order to account for the height difference between average males and females. The times required to pass the event are adjusted to account for physiological differences between genders.

associated with all PMOSs (open and closed) have been identified. By June 2013, this review and validation of MOS physical occupational standards is expected to be complete.

ii. Testing/Research. TECOM will collect physical performance data from approximately 400 male and 400 female Marine volunteers. Research will be conducted through a proxy test battery developed to simulate the actual MOS physical tasks. The proxy MOS performance will then be correlated to performance on the Physical Fitness Test (PFT) and Combat Fitness Test (CFT) events in order to develop a physical screening test for MOS classification. By Fall 2013, this research testing is expected to be complete.

iii. Development of Physical Screening Test. A physical screening test will be developed by December 2013 that supports the MOS classification process in our all-volunteer force and would be implemented prior to the opening of any currently closed MOS. The timing and location for administering a screening is dependent upon the development of the test itself and could range from a pre-accessions (recruiter-administered) screening to a physical screening conducted in recruit training and prior to MOS school assignment. If either of these options proves to not be viable, then the Corps will rely on the successful completion of MOS school to determine the awarding of an MOS.

b. Other Research

i. IOC. The Infantry Officer Course (IOC) will remain open to female Marine officers recently graduated from the Basic Officer Course (BOC)⁷ for research. Since April 2012, 161 female student lieutenants at BOC have been afforded the opportunity to voluntarily participate in this research. To date, four have participated in the research and none have successfully completed the course. An additional five officers have volunteered to begin the next IOC which starts in July 2013.

ii. A thorough review of all available data will be incorporated into the DOTMLPF construct. This will include: results from research both internal and external to the Marine Corps, lessons learned from other nations conducting similar efforts to integrate women into combat arms, physiological and injury rate data, impacts on retention, recruiting, unit cohesion and personnel readiness, and the costs required to upgrade facilities.

c. Recommendation. At the end of the preparation phase, the analysis of all research data described in the paragraphs above will help inform any USMC recommendation to either keep an occupational specialty or unit open or request an exception to current policy.

2. Phase Two (CY 2014) Setting Conditions. Based on the decisions made following the preparation phase to open any closed MOS, conditions must be set along the DOTMLPF construct to ensure the successful integration of women into that newly opened MOS. This will include:

a. Schoolhouse Cadre. We will assign a mid-level female cadre in accordance with the guiding principles set forth by the CJCS prior to the assignment of entry-level female Marines to any newly opened MOS school. This cadre will fill existing open MOS billets commensurate with the grade and MOS of its members; members will be assigned as part of the normal assignment process. Faculty and support staff and female schoolhouse cadre will prepare by reviewing existing school SOPs and Student Regulations.

b. Integration Education. Provide integration education to instructors at newly opened MOS schools to prepare for the integration of female Marine trainees as well as to members of the

⁷ All Marine officers must complete the six-month BOC upon commissioning

newly opened units where female Marines will be assigned. Recruiters will receive training on how to administer the physical screening test in the MOS classification process at the recruiting stations.

c. Facilities Review. Ensure facilities at any newly opened MOS school and unit are adequately prepared to receive female student throughput and the assignment of female Marines, respectively. This will include coordination within the Department of the Navy regarding berthing on amphibious ships.

d. Accessions Process. Applicants contract for a skill early in the recruiting process—shortly after their physical exam and the ASVAB. Over 95% of applicants in the All Volunteer Force sign contracts guaranteeing a particular skill program via a Program Enlisted For (PEF)⁸ before shipping to the recruit depots. In order to reduce injury, minimize the number of personnel in transit, training, patients and prisoner (T2P2) status and job reclassification; we want to develop a safe, simple screening test to aid the recruiter and applicant in contracting for a PEF that will provide the applicant an opportunity to be successful.

i. Enlisted Accessions. Recruiters will prepare to administer a gender-neutral physical screening test to all Marine recruits who desire to contract into a physically demanding PEF prior to departure for Marine Corps recruit training. This presupposes that the physical screening test developed at the end of CY 2013 is simple, safe and effective enough to be conducted at the Recruiting Station; if not, a physical screening test may occur during recruit training. Successful completion of MOS training will result in the awarding of that PMOS.

ii. Officer Accessions. The physical screening test may also be administered to all Marine officer accessions during training at the BOC. The PMOS classification process for officers will follow current procedure and consider class standing at the BOC, recommendations from BOC leadership, desires of the individual officer and the needs of the Marine Corps. Successful completion of MOS training will result in the awarding of that PMOS.

3. Phase Three (CY 2015) Sequenced Execution. We will execute decisions made during phase one to assign females to newly opened units in a sequenced fashion to reduce risk. For example, the Combat Engineer battalions in Marine Divisions would likely be opened first because we already have female Marine combat engineers throughout the rank structure. Female Marines who earn a newly opened MOS will be appropriately assigned to units that will allow for normal career progression. Due to the operational nature by which our units are employed, the maintainer MOS will be aligned with corresponding operator counterparts; for example, the 2147 MOS (Light Armored Vehicle Repairer/Technician) will be opened only if 0313 (Light Armored Vehicle Crewman) is opened.

B. Pillar Two: Opening Closed Units (Former Pilot). The former DGCAR closed the following types of units in the Marine Corps: Assault Amphibian, Tank, Artillery, Low Altitude Air Defense (LAAD), Combat Assault, Combat Engineer, Infantry, and Reconnaissance Battalions as well as Air Naval Gunfire Liaison Companies (ANGLICO), Counterintelligence and Human Intelligence Companies, Infantry Regiments and smaller elements within Marine Forces Special Forces Command (MARSOC). Enclosure (2) identifies all open MOS positions resident within units closed under the former DGCAR.

1. Phase One (CY 2013) Preparation

a. Background. In summer 2012, 371 select company grade officer and staff noncommissioned officer (SNCO) open MOS billets across 19 battalion headquarters under the pilot

⁸ A PEF is a group of similar MOSs used by Recruiting Command for MOS classification

program formerly known as the ETP were opened to the assignment of female Marines. The units participating in the pilot program are: Assault Amphibian, Tank, Artillery, Low Altitude Air Defense (LAAD), Combat Assault, and Combat Engineer Battalions. A total of 48 female Marine company grade officers and SNCOs have been assigned to these battalions in order to assess the integration of women in these units.

b. Current State. The 48 female Marines assigned to the 19 battalion headquarters will continue to serve according to standard rotation policy. Additional female Marine company grade officers and SNCOs may be assigned to these units according to available inventory and normal assignment policy, as these units will remain open. An additional 36 company grade officer and SNCO billets will open during summer 2013 within the headquarters of the ANGLICO and be incorporated into the pilot program, pending completion of the Congressional notification process.

c. Review/Assessment. Continual assessment of these Marines following their assignment to the participating battalions is happening. Initial assessments were distributed and received by USMC leadership from the female participants and commanders of the pilot units during September 2012. The mid-year assessment, the scope of which has been expanded to include the senior enlisted leadership, is currently being reviewed by USMC leadership. Following the one year mark of the pilot program during the summer of 2013, another assessment will be done along with command climate surveys for all units' members. The assessments received to date have given invaluable feedback that indicated that certain conditions need to be met prior to further expansion, such as integration education for unit members and facilities modifications.

d. Expansion. Newly opened units may be expanded as early as the fall of 2013 to noncommissioned officers (NCOs) and below in open MOS billets at the battalion headquarters level as warranted. Recommendation for expansion to NCOs and below will be informed by the assessment of the program described in the paragraph above. The Reserve Component is intended to follow a similar pattern as the Active Component program that will include Officers, Staff NCO's and NCO's. In all cases, normal Marine Corps assignment policy will govern the assignment of female Marines and will consider billet requirements, career progression, promotion opportunities, available inventory and needs of the Force.

2. Phase Two (CY 2014) Setting Conditions. Throughout the second phase of the implementation plan during CY 2014, newly opened units in both the Active and Reserve Components will continue to be assessed based on feedback provided from participants, unit commanders and senior enlisted leadership, and adjustments/expansions may be made.

3. Phase Three (CY 2015) Sequenced Execution. Contingent upon the successful implementation of the newly opened units throughout the second phase, the USMC will recommend whether to further expand beyond the currently open units. This would include increasing open MOS billets below the battalion level. The sequence that these units would open will be based on thorough analysis done across the DOTMLPF spectrum that both maintains combat effectiveness and makes sense. If needed, a request for an exception to Policy will be made if warranted to keep the remaining units (Infantry, Reconnaissance and elements of Special Forces) closed for the assignment of female Marines.

C. Other Considerations

1. Integration with other Services' implementation plans.

a. U.S. Army. The Marine Corps will continue to closely coordinate with the Army on actions within this plan where required, particularly those closed MOS-producing schools where soldiers and Marines are integrated during training.

b. U.S. Navy. The Marine Corps will continue to closely coordinate with the Navy on actions within this plan as required, including any berthing accommodations on amphibious ships for female Marines that will need to occur as a result of this policy change. This also includes the assignment of female Sailors in open MOS billets (medical/religious support that support Marine closed units. The completion of training at the Field Medical Training Battalion will remain a requirement for all corpsmen assigned to Marine units. Although the Marine Corps and Navy assignment policies are not identical, all decisions relating to the expansion of the pilot program under the second pillar of open MOS in closed units will equally consider Navy billets of a commensurate grade.

2. Integration with Special Operations Command (SOCOM) implementation plans. The Marine Corps will continue to closely coordinate with SOCOM and Marine Corps Forces Special Operations Command (MARSOC) relating to the implementation of this plan. Closed billets identified within enclosures (1) and (2) capture those that reside within MARSOC.

Pillar One: Closed MOS

I. PMOS⁹. The Marine Corps currently has 32 PMOS closed to female Marines under the former DGCAR policy.

MOS	Description	Rank	In Closed Units ¹⁰	In Open Units ¹¹	Number of Active Billets ¹²
0203	Ground Intelligence Officer	2NDLT-CAPT	91	40	131
0302	Infantry Officer	2NDLT-LTCOL	871	539	1410
0306	Infantry Weapons Officer	CWO2-CWO5	55	50	105
0311	Rifleman	PVT-SGT	10834	1015	11849
0313	LAV Crewman	PVT-MGYSGT	890	44	934
0321	Reconnaissance Man	PVT-MGYSGT	843	151	994
0331	Machine Gunner	PVT-SGT	2403	131	2534
0341	Mortarman	PVT-SGT	2607	108	2715
0351	Infantry Assaultman	PVT-SGT	1078	36	1114
0352	Antitank Missileman	PVT-SGT	1310	26	1336
0369	Infantry Unit Leader	SSGT-MGYSGT	983	889	1872
0372	Critical Skills Operator	SGT-MGYSGT	626	170	796
0802	Field Artillery Officer	2NDLT-LTCOL	447	211	658
0803	Targeting Acquisition Officer	WO-CWO5	8	20	28
0811	Field Artillery Cannoneer	PVT-MGYSGT	1632	100	1732
0842	Field Artillery Radar Operator	PVT-SGT		243	243
0844	Field Artillery Fire Control Man	PVT-SGT	441	99	540
0847	Field Artillery Sensor Support Man	PVT-SGT	53	85	138
0848	Field Artillery Operations Man	SSGT-MGYSGT	125	108	233
0861	Fire Support Man	PVT-MGYSGT	533	157	690
1802	Tank Officer	2NDLT-LTCOL	58	44	102
1803	Assault Amphibian Vehicle (AAV) Officer	2NDLT-LTCOL	71	25	96
1812	M1A1 Tank Crewman	PVT-MGYSGT	521	34	555
1833	AAV Crewman	PVT-MGYSGT	1572	152	1724
2110	Ordnance Vehicle Maintenance Officer	WO-CWO5	22	26	48
2131	Towed Artillery Systems Technician	PVT-GYSGT	63	129	192
2141	AAV Repairer/Technician	PVT-GYSGT	387	305	692
2146	Main Battle Tank Repairer/Technician	PVT-GYSGT	238	181	419
2147	Light Armored Vehicle (LAV) Repairer/Technician	PVT-GYSGT	285	187	472
2149	Ordnance Vehicle Maintenance Chief	MSGT-MGYSGT	24	27	51
7204	Low Altitude Air Defense (LAAD) Officer	2NDLT-CAPT	20	8	28
7212	LAAD Gunner	PVT-MGYSGT	340	12	352
TOTAL			29,431	5,352	34,783

⁹ A PMOS is defined as the primary skills and knowledge of a Marine; used for promotion for enlisted, warrant officers and limited duty officers. Every Marine holds a PMOS upon completion of MOS training. A PMOS may change as the Marine is promoted. *Example: A Marine with a PMOS of 0352 will change to the PMOS of 0369 upon promotion to Staff Sergeant.*

¹⁰ *Example: An infantry officer serving as a Platoon Commander within an Infantry Battalion is filling a closed MOS/closed unit billet*

¹¹ *Example: An infantry officer serving as a Ground Training Officer within a Marine Logistics Group is filling a closed MOS/open unit billet*

¹² Based on FY13 Table of Organization (Active Duty Structure)

MOS	Description	Rank	In Closed Units	In Open Units	Number of Reserve Billets ¹³
0203	Ground Intelligence Officer	2NDLT-CAPT	25	3	28
0302	Infantry Officer	2NDLT-LTCOL	346	103	449
0306	Infantry Weapons Officer	CWO2-CWO5	0	2	2
0311	Rifleman	PVT-SGT	4069	39	4108
0313	LAV Crewman	PVT-MGYSGT	331	0	331
0321	Reconnaissance Man	PVT-MGYSGT	419	6	425
0331	Machine Gunner	PVT-SGT	866	8	874
0341	Mortarman	PVT-SGT	870	4	874
0351	Infantry Assaultman	PVT-SGT	347	0	347
0352	Antitank Missileman	PVT-SGT	464	7	471
0369	Infantry Unit Leader	SSGT-MGYSGT	250	182	432
0802	Field Artillery Officer	2NDLT-LTCOL	154	53	207
0803	Targeting Acquisition Officer	WO-CWO5	4	4	8
0811	Field Artillery Cannoneer	PVT-MGYSGT	508	2	510
0842	Field Artillery Radar Operator	PVT-SGT	0	40	40
0844	Field Artillery Fire Control Man	PVT-SGT	176	20	196
0847	Field Artillery Sensor Support Man	PVT-SGT	0	41	41
0848	Field Artillery Operations Man	SSGT-MGYSGT	18	13	31
0861	Fire Support Man	PVT-MGYSGT	180	22	202
1802	Tank Officer	2NDLT-LTCOL	39	3	42
1803	AAV Officer	2NDLT-LTCOL	18	1	19
1812	M1A1 Tank Crewman	PVT-MGYSGT	372	3	375
1833	AAV Crewman	PVT-MGYSGT	326	4	330
2110	Ordnance Vehicle Maintenance Officer	WO-CWO5	6	5	11
2131	Towed Artillery Systems Technician	PVT-GYSGT	10	26	36
2141	AAV Repairer/Technician	PVT-GYSGT	106	34	140
2146	Main Battle Tank Repairer/Technician	PVT-GYSGT	127	26	153
2147	LAV Repairer/Technician	PVT-GYSGT	85	24	109
2149	Ordnance Vehicle Maintenance Chief	MSGT-MGYSGT	6	5	11
7204	LAAD Officer	2NDLT-CAPT	0	5	5
TOTAL			10,122	685	10,807

¹³ Based on FY13 Table of Organization (Reserve Structure)

II. Additional MOSs: The Marine Corps currently has 16 additional MOSs¹⁴ closed to female Marines under the former DGCAR policy.

MOS	Description	Rank	In Closed Units	In Open Units	Number of Active Billets ¹⁵
0303	Light Armored Reconnaissance (LAR) Officer	2NDLT-LTCOL	91	15	106
0307	Expeditionary Ground Reconnaissance Officer	2NDLT-LTCOL	96	33	129
0312	Riverine Assault Craft Crewman	PFC-GYSGT			0
0314	Rigid Raiding Craft Rigid Hull Inflatable Coxswain	PFC-SSGT	0	0	0
0316	Combat Rubber Reconnaissance Craft Coxswain	PFC-SSGT	0	8	8
0317	Scout Sniper	LCPL-GYSGT	459	41	500
0323	Reconnaissance Man, Parachute Qualified	PVT-MGYSGT/SGTMAJ	0	0	0
0324	Reconnaissance Man, Combatant Diver Qualified	PVT-MGYSGT/SGTMAJ	0	0	0
0326	Reconnaissance Man, Parachute and Combatant Diver Qualified	PVT-MGYSGT/SGTMAJ	133	4	137
0370	Special Operations Officer	CAPT-LTCOL	72	8	80
0814	High Mobility Artillery Rocket System Operator	PVT-MGYSGT	243	3	246
0840	Naval Surface Fire Support Planner		0	1	1
7502	Forward Air Controller/Air Officer (FAC)		133	54	187
8002	Joint Terminal Attack Controller (JTAC)	SSGT-MGYSGT	73	46	119
8152	Marine Corps Security Force Guard	PVT-GYSGT	0	1965	1965
8154	Marine Corps Security Force Close Quarters Battle Team Member	LCPL-SSGT	0	20	20
TOTAL			1,300	2,198	3,498

¹⁴ Additional MOSs are assigned to a Marine in addition to a PMOS; they denote additional *qualifications*, which may or may not be related to the PMOS. Certain additional MOSs, such as the 0324 (Reconnaissance Man, Combatant Diver Qualified) are not associated with actual manpower structure but are awarded upon completing qualifications.

¹⁵ Based on FY13 Table of Organization (Active Duty Structure)

MOS	Description	Rank	In Closed Units	In Open Units	Number of Reserve Billets¹⁶
0303	LAR Officer	2NDLT-LTCOL	35	0	35
0317	Scout Sniper	LCPL-GYSGT	178	1	179
0814	High Mobility Artillery Rocket System Operator	PVT-MGYSGT	164	1	165
7502	FAC/Air Officer		38	11	49
8002	JTAC	SSGT-MGYSGT	0	7	7
<u>TOTAL</u>			415	20	435

¹⁶ Based on FY13 Table of Organization (Reserve Structure)

Pillar Two: Closed Units

Unit Type	Total number of Active billets (open MOS) by unit type ¹⁷
Assault Amphibian Battalion	531
Artillery Battalion	2461
Combat Assault Battalion	559
Combat Engineer Battalion	2117
Tank Battalion	618
Low Air Altitude Defense Battalion	218
ANGLICO	336
Infantry Regiment	1703
Infantry Battalion	4816
Light Armored Reconnaissance Battalion	800
Reconnaissance Battalion	490
CI-HUMINT Platoon/Team	548
MARSOC	636
TOTAL	15,833

Reserve Structure

Reserve Unit Type	Total number of Reserve billets (open MOS) by unit type ¹⁸
Assault Amphibian Battalion	195
Artillery Battalion	946
Combat Engineer Battalion	928
Tank Battalion	361
Infantry Regiment	298
Infantry Battalion	1,334
Light Armored Reconnaissance Battalion	289
Reconnaissance Battalion	338
ANGLICO	408
TOTAL	5,097

¹⁷ Billets include entire unit, not solely headquarters elements

¹⁸ Billets include entire unit, not solely headquarters elements

Implementation Timeline

All dates for planned openings are estimates; they are contingent upon recommendations made by the CMC, informed by the thorough research and analysis conducted throughout the preparation phase of this implementation plan, in accordance with the CJCS guiding principles. Billets will open for assignment/classification upon expiration of the mandated waiting period following Congressional notification.

A. Third Quarter, FY 2013 (Apr-Jun 2013):

1. Complete MOS physical standards review and validation
2. Initiate testing of MOS physical tasks (sample of ~400 male/400 female Marines) to research correlation to PFT and CFT events performance
3. Open 0203 MOS to female officers in select 56 billets and 36 ANGLICO HQ billets, pending completion of Congressional notification; re-code billets for either gender
4. Notify Congress to open officer/SNCO/NCO(open MOS) billets within Reserve component (of same unit type as Active component pilot); re-code billets for either gender
5. Review DOTMLPF requirements

B. Fourth Quarter, FY 2013 (Jul-Sept 2013):

1. **CMC recommendation to expand pilot to Active Component NCOs**
2. Continue to test MOS physical tasks (sample of ~400 male/400 female Marines) to research correlation to PFT and CFT events performance
3. Review DOTMLPF requirements
4. Submit initial quarterly progress report to SECDEF (for preceding quarter)

C. First Quarter, FY 2014 (Oct-Dec 2013):

1. **Codify physical screening test based on research conducted**
2. Notify Congress to expand Active component pilot program to NCOs in open MOS billets; re-code billets for either gender
3. Review DOTMLPF requirements
4. Submit quarterly progress report to SECDEF (for preceding quarter)

D. Second Quarter, FY 2014 (Jan-Mar 2014):

1. **CMC recommendation to open/keep closed MOS/units**
2. Validate physical screening test for accessions process
3. Notify Congress to open 7204 MOS
4. Review DOTMLPF requirements
5. Submit quarterly progress report to SECDEF (for preceding quarter)

E. Third Quarter, FY 2014 (Apr-Jun 2014):

1. Recruiters/BOC staff trained to administer Physical Screening test
2. Ensure schoolhouse female cadre assigned to all closed Schoolhouses
3. Notify Congress to open Reserve component pilot units to assignment of female LCpl in open MOS billets
4. Facilities preparation/Integration Education
5. Re-code 7204 billets for either gender
6. Notify Congress to open 1803, 1802 and 7212 MOS

7. Submit quarterly progress report to SECDEF (for preceding quarter)

F. Fourth Quarter, FY 2014 (Jul-Sep 2014):

1. 7204 open for female classification
2. Re-code 1803/1802/7212 billets for either gender
3. Notify Congress to open 0802/0803 MOS
4. Facilities preparation/Integration Education
5. Submit quarterly progress report to SECDEF (for preceding quarter)

G. First Quarter, FY 2015 (Oct-Dec 2014):

1. 1803/1802/7212 open for female classification
2. Re-code 0802/0803 billets for either gender
3. Notify Congress to open 1833 MOS
4. Notify Congress to open LCpl (open MOS) billets within Active component pilot units; re-code billets for either gender
5. Facilities preparation/Integration Education
6. Submit quarterly progress report to SECDEF (for preceding quarter)

H. Second Quarter, FY 2015 (Jan-Mar 2015):

1. 0802/0803 open for female classification
2. Re-code 1833 billets for either gender
3. Notify Congress to open 0302/08xx/1812/21xx MOS
4. Notify Congress to open officer/SNCO (open MOS) billets within Active and Reserve component LAR/Recon/Infantry Regiments and Battalions; re-code billets for either gender
5. Facilities preparation/Integration Education
6. Submit quarterly progress report to SECDEF (for preceding quarter)

I. Third Quarter, FY 2015 (Apr-Jun 2015):

1. 1833/2141 open for female classification
2. Re-code 0302/08xx/1812/21xx billets for either gender
3. Notify Congress to open 03xx
4. Facilities preparation/Integration Education
5. Submit quarterly progress report to SECDEF (for preceding quarter)

J. Fourth Quarter, FY 2015 (Jul-Sep 2015):

1. 0302/08xx/1812/21xx open for female classification
2. Re-code 03xx billets for either gender
3. Notify Congress to open NCO and below (open MOS) billets within Active and Reserve component LAR/Recon/Infantry Regiments and Battalions; re-code billets for either gender
4. Facilities preparation/Integration Education
5. Submit quarterly progress report to SECDEF (for preceding quarter)

K. First Quarter, FY 2016 (Oct-Dec 2015):

1. 03xx MOS open for female classification
2. Facilities preparation/Integration Education
3. Submit quarterly progress report to SECDEF (for preceding quarter)

L. Second Quarter, FY 2016 (Jan-Mar (2016):

1. Submit final quarterly progress report to SECDEF