



**THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000**

January 1, 2016

MEMORANDUM FOR THE COMMANDANT OF THE MARINE CORPS

SUBJECT: Implementation Plan for Gender Integration of Marine Corps Officer and Enlisted Basic Training

In accordance with Secretary of Defense's (SECDEF) decision to rescind the 1994 Direct Ground Combat Definition and Assignment Rule and the SECDEF memorandum of December 3, 2015, the Department of the Navy's (DON) implementation plan must include gender integration of Marine Corps enlisted recruit training and officer candidate school.

No later than January, 15, 2016, submit to my office a detailed implementation plan that addresses the gender integration of officer and enlisted basic training, and additionally, provide a subject matter expert point of contact to my office. In this submission, identify specifically where, if anywhere, this training is already integrated, where it is separate, and specific steps that you will take to fully integrate these trainings. Colocation does not meet the requirement for gender integrated training. This plan will complete the DON's implementation plan and ensure full integration of female Sailors and Marines within the DON in accordance with SECDEF's guidance.

The DON will begin implementation to include this Marine Corps' gender integration plan as soon as practicable, but no later than April 1, 2016 in accordance with the guidance outlined in the SECDEF memorandum referenced above.

A handwritten signature in blue ink, appearing to read "Ray Mabus".

Copy to:
SECDEF
CJCS
DEPSECDEF
ACMC
USD(P&R)
ASN(M&RA)



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SUBJECT: Leadership in the Implementation of the Marine Corps Force Integration Implementation Plan

As the Marine Corps moves forward with the full integration of the force, as you have noted, education and leadership – at all levels – will be critical to the successful execution of the directed policy change.

In the submitted Marine Corps Force Implementation Integration Plan, the Marine Corps highlights the Commander's Critical Information Requirements: (1) indications of decreased combat readiness or effectiveness; (2) indications of increased risk to Marines in previously closed units, to include incidents of sexual assault and/or sexual harassment and hazing; (3) indications of a lack of career viability for female Marines in ground combat arms MOSs or units; (4) indications that Marine Corps command climates and/or culture is unreceptive to the inclusion of qualified female Marines in ground combat arms units and MOSs; (5) indications that morale and/or cohesion is degraded in integrated ground combat arms units; and provide an expansion of these indications and their respective measures of performance and measures of effectiveness in the Assessment Plan Synchronization Matrix.

As we have collectively noted, there will be challenges as we move forward with this policy change, but none are insurmountable, and all of this is dependent upon the very best leadership on the part of the Marine Corps and the Department of the Navy. I expect that as the Marine Corps monitors the indicators listed in the Integration Plan, the Marine Corps will use its observations and data collected to measure progress, inform education programs and equip leadership at every level with the information needed to best facilitate this force integration, rather than as a justification to hinder or halt this policy. Similarly, as the Marine Corps adds elements such as the leadership plan that includes the goals of female leadership teams, cohesive cohorts, and mentors, I expect you will ensure that a worthwhile goal does not unreasonably delay or prevent the execution of a policy imperative.

Lastly, as we achieve full integration of the force, mirroring even more closely the Nation we defend, this is an opportunity to update the position titles and descriptions themselves to demonstrate through this language that women are included in these MOSs. Please review the position titles throughout the Marine Corps and ensure that they are gender-integrated as well, removing "man" from their titles and provide a report

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to me as soon as practicable and no later than April 1, 2016, so that it is included in the rest of the integration efforts.

I commend you for prioritizing this implementation and requiring quarterly leadership updates at your Executive Off-Sites. Please provide a copy of these quarterly updates to me on a regular basis. I look forward to seeing the progress that the Marine Corps makes as you work diligently to implement and sustain the content, spirit, and intent of this policy.

A handwritten signature in blue ink, appearing to read "Ray Adams", is centered on the page below the main text.

