

**RECORD VERSION**

**STATEMENT BY**

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**BEFORE THE**

**COMMITTEE ON ARMED SERVICES  
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**ON WOMEN IN SERVICE IMPLEMENTATION PLANS**

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COMMITTEE ON ARMED SERVICES**

## **Introduction**

Chairman Wilson, Representative Davis and distinguished members of the Committee, I thank you for this opportunity to discuss the Women in Service Review plan that is incorporated in the Army's "Soldier 2020" Implementation Plan. The "Soldier 2020" Implementation Plan reflects the effort to have greater opportunities for women and to ensure we have the best Soldiers in our future Army.

I am privileged to represent the more than one million courageous men and women in uniform who have deployed to combat over the past ten-plus years. I appreciate the opportunity to share with you and the American public, our integrated, incremental and scientific plan for expanding opportunities for all Soldiers to serve regardless of gender. I would like to take this opportunity to thank the members of this committee for your steadfast support and shared commitment in this endeavor.

## **Soldier 2020**

The Army is committed to providing the most ready all-volunteer force, which sustains its capability to defend this great nation at home and abroad. Our goal is to integrate women leaders and Soldiers into recently opened positions and units as expeditiously as possible. We will not sacrifice warfighting capability, the trust of the Congress, or that of the American people as we seek to enhance force readiness and capability. The Army's "Soldier 2020" campaign will aid leadership in selecting the best-qualified Soldiers, regardless of gender, for each job within the Army profession; ensuring future force capability and readiness.

As we move forward in validating performance standards, both physical and mental, for all occupations, focusing first on those currently closed to female Soldiers, we may require an adjustment to our recruiting efforts, assignment processes and personnel policies. Further, we will continually assess trends and indicators as we assimilate female leaders and Soldiers into heretofore "closed units".

In order to effectively and efficiently accomplish this task, the Army's campaign is driven by four lines of effort. The first line of effort is to open "closed" positions and military

occupational specialties previously restricted to women based on the Direct Ground Combat Definition and Assignment Rule (DGCAR). The second and third lines of effort will validate occupational standards to ensure they are gender neutral and conduct the Army's gender integration study. In the fourth line of effort, the Army will coordinate with United States Special Operations Command (USSOCOM), United States Army Special Operations Command (USASOC) and the sister Services to develop a plan for integration of women in special operations and long range reconnaissance.

Underscoring the Army's commitment to the Soldier 2020 effort are several key guiding principles. Those principles will ensure our men and women are given every opportunity to succeed and are postured for viable and fulfilling career paths. Equally important is maintaining the trust and confidence of the American people in their Army's capability to defend the Nation by promoting policies to maintain the best quality and most qualified people.

The Army will expand opportunities for female leaders and Soldiers in currently open occupations throughout the Army to previously closed units and positions over the next two years. The progression of opening career fields will be both deliberate and incremental; the Army will take a two-pronged approach to increasing opportunities for women. First, we will assign women to positions that were closed based on the DGCAR, and second, we will make a decision to open occupations previously closed to women or request an exception to policy to keep occupations closed.

### **Assignment of Women to Previously Closed Units – Based on DGCAR**

We have begun our effort to notify Congress this year to open additional positions in 133 currently open Military Occupational Specialties (MOS) across Active, Reserve and National Guard components; this equates to more than 30,000 positions that were closed to women due to DGCAR. We anticipate 12,946 Active Army; 21,217 Army National Guard; and 2,762 Army Reserve positions will open to females. We will assign female non-commissioned officers (NCOs) and officers first. After completing an assessment of the integration of NCOs and officers, then female privates through sergeants can be assigned in these units. Within the Brigade Combat Teams (BCTs),

we will assign first to maneuver battalion headquarters. After completing an assessment of the integration in these headquarters we will assign female NCOs and officers first in the companies, followed by assessment and assignment of female privates through sergeants to these units. This will ensure success by building cadre of female mentors for our most junior female Soldiers.

### **Expanding Occupational Specialty Opportunities**

Training and Doctrine Command (TRADOC) is one of several commands supporting the Army's plan to integrate women into previously closed occupations and units. TRADOC is leading two major efforts supporting the Soldier 2020 effort: (1) Review and validation of physical occupational physical requirements; and (2) Execution of an institutional and cultural study. TRADOC began scientific validation of occupational standards last year, focusing first on closed occupations. The purpose of TRADOC's efforts is to ensure success – both at the organization level and with individual Soldiers.

The Army currently assesses general recruit physical capabilities early in basic combat training. Our long term goal is to have a predictive test, similar to the Armed Services Vocational Aptitude Battery (ASVAB), but for physical occupational standards. Our current phased approach will ensure we develop and implement a tool that will enable men and women to enter specialties that meet their physical capabilities. This effort spans five phases through the end of 2015: TRADOC is currently in Phase I. Phase II is scheduled to begin in August 2013. All Soldiers, regardless of gender or grade, must meet specified physical standards to be awarded course completion and the award of a specialty. We also have a goal of validating physical occupational requirements based on a Soldier's progression through a specialty. These differ from the physical requirements associated with newly trained Soldiers. Soldiers typically meet their full physical potential through subsequent individual and collective training in the operational force.

- Phase I: Initial tasks / physical requirements for each occupation identified and validated.

- Phase II: U.S. Army Research Institute of Environmental Medicine (USARIEM) independently and scientifically evaluates and validates initial data (begins in August 2013).
- Phase III: USARIEM verifies and refines tasks / requirements through focus groups and job analysis questionnaires for all Soldiers in an occupation.
- Phase IV: USARIEM develops task simulations that simulate the most demanding physical tasks for each occupational specialty. Predictive tests will be identified that will minimize "skill" and focus on physical capability requirements; predictive tests vetted and evaluated for accuracy and validity.

Once scientific studies are complete, the Army will develop and test a predictive physical occupational ability test. This test will enable Army leaders to recommend where prospective applicants may best serve based on their abilities and capabilities. Our intent is to place Soldiers in occupational fields where they are best suited to succeed physically. We also think this will reduce injuries while increasing Soldiers' job satisfaction. We are still in the assessment and evaluation phase of this study. We will complete further research to determine when to administer this test.

Once these occupational accession standards are validated, we will apply them gender neutrally as we open occupations in a deliberate manner according to a centralized plan that accounts for the cultural and institutional factors. TRADOC has initiated the Gender Integration Study that is identifying cultural and institutional issues that can impact the successful integration of women into new opportunities. We anticipate that once all studies and assessments have been completed, we may be able to open approximately 193,000 closed positions within 14 occupational specialties. Specifically, those closed positions represent approximately 117,000 Active Army; 71,592 Army National Guard; and 5,405 Army Reserve positions. Our planned decision points for closed occupations begins with combat engineer in spring 2014, followed by field artillery specialties - cannon crewmember, field artillery automated tactical data system specialist and fire support specialist remain in spring 2015, followed by armor and infantry in the late summer of 2015.

The second and equally important facet to effectively expanding occupational specialty opportunities to women is the execution of an institutional and cultural study. TRADOC Analysis Center (TRAC) is conducting a study of institutional and cultural factors associated with integration of women into previously closed occupations and units. The gender integration study draws upon literature review, surveys, focus groups, interviews, and process mapping to identify potential factors affecting integration. TRAC is also engaging Soldiers and leaders throughout the Army to ensure that their perspectives are evaluated. This study was initiated in January 2013.

The TRAC study process involves critical reviews by academia and retired senior Army leaders and collaboration with sister analytical agencies. The study has a dual focus - both institutional and operational. The analysis will study current policy, processes, and procedures within the institutional Army that may pertain to integration. Concurrently, focus groups and interview sessions with operational unit leaders will identify factors important to the force. The study will then evaluate potential strategies for implementation within the Army.

### **Achieving Successful Integration**

The key to women and men achieving their maximum capability is successful integration at all levels. The Army has developed a deliberate and focused approach to achieve that endstate. The process of assigning women in open occupational specialties in formerly closed units is to build a foundation of leaders before we open any closed occupation. This will ensure we have sufficient women to serve as mentors as more junior females complete the training and are awarded these previously closed specialties. For example, combat engineers, 12B, will be first in the validation process, as a good portion of the branch is already gender-integrated and maintains a large population of women officers and non-commissioned officers. All MOSs from 12C, Bridge Crewmember, through 12W, Carpentry and Masonry Specialist, (Engineer specialties) are already open to women, and many have similar tasks and capabilities as combat engineers. Male and female Soldiers already conduct integrated training for engineer specialties, completing many of the same physical requirements. Field artillery will be next, as this branch also

has women, but fewer than the engineers. Field artillery also already has women cadre, who will shape the cultural environment to help ensure success.

As the Army opens an occupation, women will attend the basic officer leadership course and be assigned to the units prior to more junior females, who will attend advanced individual training before assignment. Female lieutenants will be encouraged to request branch transfer to enter these career fields. Female sergeants and staff sergeants will be encouraged to request reclassification into newly opened occupations assuming they meet the physical requirements.

### **Closing Comments**

The Army of the Future will require more mental agility, teamwork and resilience from all Soldiers. The 'Soldier 2020' Implementation Plan reflects our effort to ensure we maintain the world's premiere landpower, ready and capable to defend this great nation at home and abroad. I assure the members of this committee that your Army's senior leaders remain focused on creating a climate of trust and respect in which every person is able to thrive and achieve their full potential and enjoy viable career paths, regardless of gender.

Mr. Chairman, members of the subcommittee, I thank you again for your steadfast and generous support of the outstanding men and women of the United States Army, Army Civilians and their Families. I look forward to your questions.