



NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1373

ARNG-HRH

JAN 29 2019

MEMORANDUM FOR The Adjutants General of the States, Territories and the
Commanding General of the District of Columbia

SUBJECT: Updated Army National Guard Full Gender Integration Implementation and Risk
Management Plan for the Assignment of Female Soldiers (PPOM 19-002)

1. References:

a. Army National Guard Full Gender Integration Implementation and Risk Management
Plan for the Assignment of Female Soldiers (PPOM 16-024), 9 August 2016.

b. FRAGO 3 to HQDA EXORD 097-16 to the U.S. Army Implementation Plan 2016-01
(Army Gender Integration), 17 January 2019.

2. Purpose. To announce change to the Leaders First requirement for assignment of
female junior enlisted Soldiers in the Army National Guard (ARNG).

3. Applicability. This guidance applies to all Infantry and Armor ARNG units.

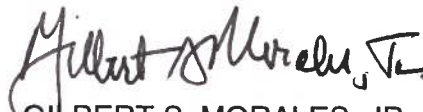
4. Guidance:

a. Reference 1b changes the Leaders First requirement for the ARNG to one (1) female
leader (officer or NCO) in the same career field and one (1) female leader (officer or NCO)
in any career field 30 days prior to assignment of female junior enlisted. Leader is defined
as E-5 and above / while junior enlisted is E-4 and below.

b. Female enlisted accessions into Infantry and Armor units will not occur until the
Leaders First conditions are met. This is achieved by leaders assigned or with duty at the
female enlisted Soldier's unit of assignment.

5. My point of contact for this memorandum is LTC Charles G. Stephenson, Operations
Officer, at 703-607-0023, or charles.g.stephenson2.mil@mail.mil.

Encl
FRAGO 3, 17 January 2019


GILBERT S. MORALES, JR.
Chief, Personnel Policy Division

UNCLAS F O U O

FRAGO 3 TO HQDA EXORD 097-16 TO THE U.S. ARMY IMPLEMENTATION PLAN 2016-01 (ARMY GENDER INTEGRATION)
HQDA EXORD 097-16 (FRAGO 3) App 2 to Annex C.docx
HQDA EXORD 097-16 (FRAGO 3) App 7 to Annex C.docx

Originator: DA WASHINGTON DC

DTG: 172248Z Jan 19 Precedence: P DAC: General

To: ARLINGTON NATIONAL CEMETERY ARLINGTON VA, ARNG NGB COMOPS ARLINGTON VA, ARNG NGB J3 JOC WASHINGTON DC, ARNGRC ARLINGTON VA, ARNGRC WATCH ARLINGTON VA, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR ARMY FUTURES COMMAND AUSTIN TX, CDR ATEC ABERDEEN PROVING GROUND MD, CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC, CDR MDW J3 FT MCNAIR DC, CDR MDW JFHQ-NCR FT MCNAIR DC, CDR NETCOM 9THSC FT HUACHUCA AZ, CDR TRADOC CG FT EUSTIS VA, CDR TRADOC DCS G-3-5-7 OPNS CTR FT EUSTIS VA, CDR USAR NORTH FT SAM HOUSTON TX, CDR USARCENT SHAW AFB SC, CDR USAREUR CG WIESBADEN GE, CDR USAREUR G357 WIESBADEN GE, CDR USASOC COMMAND CENTER FT BRAGG NC, CDR USASOC FT BRAGG NC, CDR USASOC MESSAGE CENTER FT BRAGG NC, CDR1STIO FT BELVOIR VA, CDR3RD ARMY USARCENT WATCH OFFICER SHAW AFB SC, CDRAMC REDSTONE ARSENAL AL, CDRFORSCOM FT BRAGG NC, CDRHRC G3 DCSOPS FT KNOX KY, CDRINSCOM FT BELVOIR VA, CDRINSCOMIOC FT BELVOIR VA, CDRMDW WASHINGTON DC, CDRUSACE WASHINGTON DC, CDRUSACIDC FT BELVOIR VA, CDRUSACYBER FT BELVOIR VA, CDRUSACYBER G3 FT BELVOIR VA, CDRUSACYBER G33 FT BELVOIR VA, CDRUSAEIGHT G3 CUROPS SEOUL KOR, CDRUSAEIGHT SEOUL KOR, CDRUSAFRICA VICENZA IT, CDRUSAMEDCOM FT SAM HOUSTON TX, CDRUSARC G33 READ FT BRAGG NC, CDRUSARCYBER WATCH OFFICER FT BELVOIR VA, CDRUSARPAC CG FT SHAFTER HI, CDRUSARPAC FT SHAFTER HI, COMDT USAWC CARLISLE BARRACKS PA, HQ IMCOM FT SAM HOUSTON TX, HQ INSCOM IOC FT BELVOIR VA, HQ SDDC CMD GROUP SCOTT AFB IL, HQ SDDC COC OPS G3 SCOTT AFB IL, HQ SDDC OPS MSG CNTR SCOTT AFB IL, HQ USARSO FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC, HQDA AOC G3 DAMO OD DIR OPS READ AND MOB WASHINGTON DC, HQDA ARMY STAFF WASHINGTON DC, HQDA CSA WASHINGTON DC, HQDA EXEC OFFICE WASHINGTON DC, HQDA IMCOM OPS DIV WASHINGTON DC, HQDA SEC ARMY WASHINGTON DC, HQDA SECRETARIAT WASHINGTON DC, HQDA SURG GEN WASHINGTON DC, MEDCOM HQ EOC FT SAM HOUSTON TX, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, NGB WASHINGTON DC, SMDC ARSTRAT CG ARLINGTON VA, SMDC ARSTRAT G3 ARLINGTON VA, SUPERINTENDENT USMA WEST POINT NY, SURGEON GEN FALLS CHURCH VA, USAR AROC FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR DCS G33 OPERATIONS FT BRAGG NC, USARCENT G3 FWD, USARPAC COMMAND CENTER FT SHAFTER HI

CC: HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC, HQDA AOC G3 DAMO OD DIR OPS READ AND MOB WASHINGTON DC, HQDA AOC G1 PERSONNEL CONTRINGENCY CELL WASHINGTON DC, HQDA DCS G-1 WASHINGTON DC

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SUBJECT: FRAGO 3 TO HQDA EXORD 097-16 TO THE U.S. ARMY
IMPLEMENTATION PLAN 2016-01 (ARMY GENDER INTEGRATION)//

REFERENCES:

REF//A/ THROUGH REF//K/ NO CHANGE.

REF//L/ [ADD] FRAGO 2 TO HQDA EXORD 097-16 TO THE U.S. ARMY
IMPLEMENTATION PLAN 2016-01 (ARMY GENDER INTEGRATION), DTG: 151922Z
AUG 18//

NARR// (U) THIS IS FRAGO 3 HQDA EXORD 097-16 TO THE U.S. ARMY
IMPLEMENTATION PLAN 2016-01 (ARMY GENDER INTEGRATION). FRAGO 3
PROVIDES UPDATES TO THE BASE ORDER; CHANGES THE LEADERS FIRST POLICY
REQUIREMENT FROM ASSIGNMENT OF TWO (2) FEMALE LEADERS, PRIOR TO THE
ARRIVAL OF FEMALE JUNIOR ENLISTED SOLDIERS IN THE UNIT IN THE SAME
CAREER FIELD, TO ASSIGNMENT OF ONE (1) FEMALE LEADER FROM THE SAME
CAREER FIELD AND ONE (1) FEMALE LEADER FROM ANY CAREER FIELD PRIOR TO
THE ARRIVAL OF FEMALE JUNIOR ENLISTED SOLDIERS IN THE UNIT; AND
UPDATES ANNEX C, APPENDIX 2 (UNIT FILL PLAN) AND ANNEX C, APPENDIX 7
(GLOSSARY)//

1. (U) SITUATION. NO CHANGE.
2. (U) MISSION. NO CHANGE.
3. (U) EXECUTION.
 - 3.A. INTENT. NO CHANGE.
 - 3.B. CONCEPT OF THE OPERATION.
 - 3.B.1. PHASE 1: SET CONDITIONS FOR THE ARMY. NO CHANGE.
 - 3.B.2. PHASE 2: INITIATE GENDER NEUTRAL TRAINING. NO CHANGE.
 - 3.B.3. PHASE 3: ASSIGNMENT TO OPERATIONAL UNITS. NO CHANGE.
 - 3.B.3.A. NO CHANGE.
 - 3.B.3.A.1. [CHANGE TO READ] THE LEADERS FIRST REQUIREMENT IS TO HAVE ONE (1) FEMALE LEADER (EITHER OFFICER OR NCO) AT THE COMPANY LEVEL, IN THE SAME CAREER FIELD, AND ONE (1) FEMALE LEADER (EITHER OFFICER OR NCO) AT THE COMPANY LEVEL, IN ANY CAREER FIELD, 30 DAYS PRIOR TO THE ASSIGNMENT OF FEMALE JUNIOR ENLISTED (E-4 AND BELOW) INFANTRY AND ARMOR SOLDIERS. FOR THE PURPOSE OF THIS ORDER, AN NCO LEADER IS DEFINED AS AN E-5 AND ABOVE.
 - 3.B.3.A.2. NO CHANGE.
 - 3.B.3.A.3. [CHANGE TO READ] ASSIGNING RESERVE COMPONENT FEMALE ENLISTED SOLDIERS TO THE UNITS INTO WHICH THEY WERE RECRUITED ONLY WHEN LEADERS FIRST CONDITIONS HAVE BEEN MET. THIS CAN BE MET BY LEADERS ASSIGNED OR WITH DUTY AT THE FEMALE ENLISTED SOLDIER'S UNIT OF ASSIGNMENT, WITHIN RC FUNDING LIMITATIONS. LEADERS FIRST FOR THE RC CONSISTS OF A MINIMUM OF ONE (1) FEMALE LEADER (OFFICER OR NCO) IN THE SAME CAREER FIELD AND ONE (1) FEMALE LEADER (OFFICER OR NCO) IN ANY CAREER FIELD.
 - 3.B.3.A.4. NO CHANGE.
 - 3.B.3.A.5. [CHANGE TO READ] FEMALE OFFICERS COMMISSIONED OR APPROVED THROUGH THE VOLUNTARY TRANSFER INCENTIVE PROGRAM INTO INFANTRY AND ARMOR WILL SERVE 12-24 MONTHS UTILIZATION UPON SUCCESSFUL COMPLETION OF TRAINING IN THE APPROVED BRANCH.
 - 3.B.3.B. NO CHANGE.
 - 3.B.3.C. NO CHANGE.
 - 3.B.4. PHASE 4: SUSTAIN AND OPTIMIZE. NO CHANGE.
 - 3.C. LINES OF EFFORT. NO CHANGE.

3.D. TASKS TO THE ARMY STAFF AND SUBORDINATE UNITS.

3.D.1. COMMANDER, TRADOC.

3.D.1.A. THROUGH 3.D.1.S. NO CHANGE.

3.D.1.T. [CHANGE TO READ] REQUIRE PERSONNEL WHO SEPARATE FROM 11B/C AND 19D/K OSUT, AND 12-SERIES, 13-SERIES, 91-SERIES AIT TO TAKE THE EXIT SURVEY ISO LONGITUDINAL STUDIES.

3.D.1.U. [CHANGE TO READ] REQUIRE PERSONNEL WHO GRADUATE FROM IET TO TAKE THE ATTITUDES AND PERFORMANCE ASSESSMENT AT THE END OF TRAINING FOR THE 50 HIGHEST DENSITY MOS ISO LONGITUDINAL STUDIES.

3.D.1.V. NO CHANGE.

3.D.2. COMMANDER, FORSCOM.

3.D.2.A. THROUGH 3.D.2.N. NO CHANGE.

3.D.2.O. [CHANGE TO READ] SUPPORT FOCUS GROUPS AND SURVEYS FOR INTEGRATING UNITS THROUGH 2022.

3.D.3. COMMANDER, UNITED STATES ARMY SPECIAL OPERATIONS COMMAND (USASOC). NO CHANGE.

3.D.4. COMMANDERS, ARMY SERVICE COMPONENT COMMANDS (ASCC) AND DIRECT REPORTING UNIT (DRU).

3.D.4.A. NO CHANGE.

3.D.4.B. NO CHANGE.

3.D.4.C. [CHANGE TO READ] NLT THE 2ND QUARTER, FY19, COORDINATE WITH HQDA G-1 AND FORSCOM POCS TO IMPLEMENT LEADER EDUCATION PLANS TO SUPPORT GENDER INTEGRATION AND FUTURE OBJECTIVES FOR THE OPERATIONAL FORCE.

3.D.4.D. THROUGH 3.D.4.F. NO CHANGE.

3.D.5. COMMANDER, MEDCOM/OFFICE OF THE SURGEON GENERAL (OTSG). NO CHANGE.

3.D.6. SUPERINTENDENT, UNITED STATES MILITARY ACADEMY (USMA). NO CHANGE.

3.D.7. OFFICE OF THE CHIEF, ARMY RESERVE (OCAR).

3.D.7.A. THROUGH 3.D.7.H. NO CHANGE.

3.D.7.I. [ADD] ISO HQDA G-1 EXECUTION OF LONGITUDINAL STUDIES,

SUPPORT ARMY RESEARCH INSTITUTE (ARI) CONTINUED LONGITUDINAL ASSESSMENTS (2018-2028) BY PROVIDING PERSONNEL FROM INTEGRATING UNITS TO PARTICIPATE IN SURVEYS AND FOCUS GROUPS.

3.D.8. DIRECTOR, ARMY NATIONAL GUARD (ARNG), AS DIRECTED BY THE CHIEF, NATIONAL GUARD BUREAU.

3.D.8.A. THROUGH 3.D.8.E. NO CHANGE.

3.D.8.F. [CHANGE TO READ] FEMALE ENLISTED ACCESSIONS INTO INFANTRY AND ARMOR UNITS WILL NOT OCCUR UNTIL THE LEADERS FIRST CONDITIONS HAVE BEEN MET AS DESCRIBED IN PARAGRAPH 3.B.3.A.3.

3.D.8.G. THROUGH 3.D.8.J. NO CHANGE.

3.D.8.K. [ADD] ISO HQDA G-1 EXECUTION OF LONGITUDINAL STUDIES, SUPPORT ARMY RESEARCH INSTITUTE (ARI) CONTINUED LONGITUDINAL ASSESSMENTS (2018-2028) BY PROVIDING PERSONNEL FROM INTEGRATING UNITS TO PARTICIPATE IN SURVEYS AND FOCUS GROUPS.

3.D.9. HQDA G-1. NO CHANGE.

3.D.10. HQDA G-3/5/7. NO CHANGE.

3.D.11. HQDA G-8. NO CHANGE.

3.D.12. UNITED STATES ARMY HUMAN RESOURCES COMMAND (HRC). NO CHANGE.

3.D.13.A. ASSISTANT SECRETARY OF THE ARMY (ACQUISITION, LOGISTICS AND TECHNOLOGY) (ASA(ALT))/PEO SOLDIER. NO CHANGE.

3.E. COORDINATING INSTRUCTIONS. NO CHANGE.

4. (U) SERVICE AND SUPPORT. NO CHANGE.

5. (U) COMMAND AND SIGNAL.

5.A. COMMAND. NO CHANGE.

5.B. SIGNAL.

5.B.1. THROUGH 5.B.7. NO CHANGE.

5.B.8. [ADD] HQDA POC THIS MESSAGE IS: LTC NAOMI MERCER, EMAIL: NAOMI.R.MERCER.MIL@MAIL.MIL, COMM: 703-695-7370.

ATTACHMENTS:

ANNEX A - MEMORANDUM FOR SECRETARY OF DEFENSE, SUBJECT: U.S. ARMY IMPLEMENTATION PLAN 2016-01 (ARMY GENDER INTEGRATION), DATED 05 JANUARY 2016. NO CHANGE.

ANNEX B - SOLDIER 2020 IMPLEMENTATION TIMELINE. NO CHANGE.
ANNEX C - OPERATIONS. NO CHANGE.
ANNEX C APPENDIX 1 - TRANSFORM ACCESSIONS. NO CHANGE.
[CHANGE] ANNEX C APPENDIX 2 - UNIT FILL PLAN.
ANNEX C APPENDIX 3 - TALENT MANAGEMENT. NO CHANGE.
ANNEX C APPENDIX 4 - EDUCATE CONCEPT. NO CHANGE.
ANNEX C APPENDIX 5 - COMMUNICATE CONCEPT. NO CHANGE.
ANNEX C APPENDIX 5 TAB A - PUBLIC AFFAIRS GUIDANCE FOR GENDER
INTEGRATION IN THE ARMY. NO CHANGE.
ANNEX C APPENDIX 5 TAB B - PHYSICAL DEMANDS STUDY FACT SHEET. NO
CHANGE.
ANNEX C APPENDIX 5 TAB C - GENDER INTEGRATION STUDY FACT SHEET. NO
CHANGE.
ANNEX C - APPENDIX 6 - ASSESSMENT CONCEPT. NO CHANGE.
[CHANGE] ANNEX C APPENDIX 7 - GLOSSARY.

BT
#2904