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:
   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
UNCLASSIFIED/FOR OFFICIAL USE ONLY

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: 1519222 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.V. NO CHANGE.

3.D.2. COMMANDER, FORSCOM.


3.D.3. COMMANDER, UNITED STATES ARMY SPECIAL OPERATIONS COMMAND (USASOC). 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.6. SUPERINTENDENT, UNITED STATES MILITARY ACADEMY (USMA). NO CHANGE.


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.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.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.
[CHANGE] ANNEX C APPENDIX 6 - ASSESSMENT CONCEPT. NO CHANGE.
[CHANGE] ANNEX C APPENDIX 7 - GLOSSARY.

BT
#2904