



PERSONNEL AND  
READINESS

UNDER SECRETARY OF DEFENSE  
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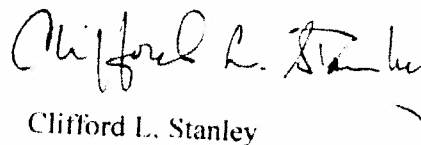
FEB 10 2011

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

SUBJECT: Repeal Implementation Plan of Don't Ask Don't Tell

The attached repeal implementation plan provided to the Secretary of Defense on February 4, 2011, provides the framework for the three areas of repeal implementation: policy, education and training, and communication. In the upcoming days, we will work together to solidify the format of progress updates as well as the frequency of leadership meetings. Your first progress update will be due to me by March 1, 2011.

Please direct any questions to Ms. Vee Penrod, DASD(MPP) at [REDACTED] or MajGen Steve Hummer, Repeal Implementation Team Chief of Staff at [REDACTED]



Clifford L. Stanley

Attachment:  
As stated

cc:  
Chairman of the Joint Chiefs of Staff  
Chief of Staff, Army  
Commandant of the Marine Corps  
Chief of Naval Operations  
Chief of Staff, Air Force  
Commandant of the Coast Guard (CG 1)  
Assistant Secretary of Defense (Public Affairs)  
Assistant Secretary of Defense (Legislative Affairs)  
General Counsel of the Department of Defense

## **Repeal Implementation Plan**

This plan walks through the major events and key tasks from pre-repeal through certification to repeal implementation and sustainment. Each major event includes the main categories of policy implementation, training and education of the force and internal and external communications.

### **Pre-Repeal**

Pre-repeal begins and will last until the effective date of repeal

- Policy
  - Memorandum (USD (P&R)) signed on January 28, 2011 along with Policy guidance
  - Monitor Service progress of policy review and changes
  - Monitor Court decisions and outcomes for potential actions
- Education and Training
  - Deliver standard training tool kit
  - Conduct training - Tiers 1 (experts), 2 (Leadership), and 3 (Force)
  - Monitor Service progress
  - Develop sustainment training plan
- Develop assessment tools for sustainment - utilizing existing reporting mechanisms
- Communications
  - Beginning March 1, 2011, USD (P&R) provides periodic progress reports on the Services activities in preparation for repeal – (at a minimum includes units trained, personnel trained, status of updated regulations, other preparation activities as required) to the following:
    - White House – periodic engagement as appropriate
    - SecDef & CJCS – reports every two weeks, and a monthly meeting
    - ExCom – As required, prior to SecDef meeting
    - M&RA/DCSPERS – weekly updates
  - LA/PA
    - Event driven engagements
    - Public Affairs Guidance (PAG) will be delivered to the OSD, Joint Staff, and Services
    - All legislative engagements involving training and implementation will be centrally managed and coordinated through OSD/LA
    - Facilitate outreach efforts with stakeholder groups, such as advocacy organizations, Veteran Service Organizations (VSO)/Military Service Organizations (MSO), and others

### **Certification**

The Repeal Implementation Team (RIT) will:

- Policy
  - Report when all policies are ready to support certification
- Education and Training
  - Report when Tier 1 & 2 training is complete
  - Verify and report when Tier 3 training is in progress and that a plan to complete is in place

- Commanders confirm education and training of their units
    - Document progress of total force training ongoing
  - Develop sustainment training (e.g. update annual training, accession, professional military education requirements, etc)
- Facilitate standardized objective and subjective criteria for judging the preparation of the force
  - Synchronize and support Service assessment of objective and subjective criteria, for their use in best military advice to their Secretaries and the CJCS
  - Support the Combatant Commanders in assessing the preparation of their forces for their use in providing military advice to the Secretary and CJCS
  - When ready, prepare and coordinate the appropriate documentation for certification
  - Support Secretary of Defense and CJCS in providing their recommendation for certification to the President
- Communications
  - Support leadership communication to the force emphasizing that new policies will not be in effect until repeal
  - LA/PA continue engagement with the public and the Hill as required

### **Implementation**

The implementation of the repeal begins upon the effective date of repeal

The Repeal Implementation Team (RIT) will:

- Prepare memorandum through CJCS for the Secretary of Defense to the Force that repeal has occurred
- Track progress of implementation
- Policy
  - Effective on “Repeal Day” DoD and Military Department policies will be effective
- Education and Training
  - Continue Tier 3 and report when complete
  - Begin sustainment training
- Assess the effects of Implementation through monitoring tools
  - Prepare one year report based on repeal date
  - Transition ongoing RIT processes to a standing office within OSD (P&R). Report when RIT Work complete
- Communications
  - White House – provide periodic progress reports on the Department’s efforts during the repeal phase
  - CJCS/SecDef – reports and meetings every two months on progress
  - ExCom – reports and meetings as required prior to SecDef meeting
  - M&RA/DCS Pers – monthly updates
  - LA/PA
    - Hearing prep as required

## **Sustainment**

Sustainment will begin after repeal

- Continue assessment of implementation
  - Policy changes as needed
  - Monitor current assessment tools
  - Evaluate sustainment training
  - Education and training programs will continue and be refined as needed