

Statement by Lieutenant Colonel Charles A. McLean II

SECTION I – INTRODUCTION

DISTINGUISHED GUESTS – I AM HONORED THIS AFTERNOON TO DISCUSS WITH YOU THE PAPER ON WHICH I AM WORKING.

THROUGHOUT MY CAREER I'VE WATCHED THE DEBATE OVER US CODE TITLE 10, SECTION 654 AND ITS IMPLEMENTATION GUIDANCE KNOWN AS DON'T ASK DON'T TELL.

MUCH OF THAT TIME I DIDN'T CONCERN MYSELF WITH THE DETAILS OF THE ISSUE FOR SEVERAL REASONS, BUT FOREMOST BECAUSE IT DIDN'T APPEAR THE LAW WOULD CHANGE ANYTIME SOON. SO I RESIGNED MYSELF TO PASSING DISCUSSIONS AND WHATEVER SOUND BITES AND NEWS ARTICLES HAPPENED TO COME ACROSS MY PATH – THE QUALITY OF WHICH WAS CERTAINLY VARIABLE.

OVER THE LAST YEAR OR SO THE LAW HAS COME CLOSER REVIEW BY CONGRESS. ADDITIONALLY THE PRESIDENT HAS MADE IT CLEAR HE INTENDS TO CHANGE THE LAW AND THE SECRETARY OF DEFENSE HAS UNDERTAKEN A STUDY TO PREPARE FOR THE POTENTIAL OF A CHANGE. FORESEEING THESE DEVELOPMENTS EARLY LAST FALL I BEGAN TO THINK WHAT WOULD HAPPEN IF THE LAW CHANGED. I DETERMINED THAT WHATEVER DECISION IS MADE WE – THE MILITARY - NEEDED TO BE PREPARED TO FOLLOW ORDERS JUST AS WE ARE FOR MANY CONTINGENCIES WHICH MAY OR MAY NOT OCCUR. SO I BEGAN TO STUDY THE ISSUE DEEPLY.

HAVING JUST LEFT COMMAND I DECIDED TO FOCUS ON WHERE IN MY MIND – “THE RUBBER MEETS TO ROAD” IN SUCH PERSONNEL MATTERS – THE BARRACKS WHERE THE SINGLE TROOPS LIVE 24/7. IT STRUCK ME -WOULD ONE OF MY TROOPS REFUSE TO LIVE WITH A FELLOW TROOP WHO WAS GAY? WOULD THERE BE DISOBEDIENCE OR WORSE VIOLENCE.

I WAS IN GOOD COMPANY WITH MY CONCERNS. FORMER COMMANDANT OF THE MARINE CORPS GENERAL MUNDY HAS ARGUED JUST SUCH PERSONNEL DISRUPTIONS WOULD OCCUR, SAYING "THERE WOULD BE SOME WHO WOULD RESIST [LIVING WITH HOMOSEXUALS] VERY ACTIVELY, AND YOU HAVE TO DEAL WITH THEM. YOU MIGHT HAVE GOOD TROOPS WHO SAY, 'I'M JUST NOT GOING TO LIVE IN THAT BARRACKS WITH HIM,' AND THEN YOU HAVE TO DECIDE WHAT TO DO." AN ARMY COMMANDER DEBATED SIMILARLY, "DO WE DISCIPLINE A SOLDIER FOR NOT ADHERING TO ARMY VALUES IF HE COMPLAINS ABOUT HAVING TO PULL GUARD OR SHARE A BUNK WITH AN OPENLY GAY SOLDIER? SEND HIM TO SENSITIVITY TRAINING?"

SO BEING PROACTIVE, MY DISCUSSION TODAY WILL FOCUS ON WHAT WE CAN EXPECT TO UNFOLD IN THE BARRACKS AND WHAT WE CAN DO TO MITIGATE ANY POTENTIAL DISRUPTIONS IF THE CONGRESS DECIDES TO CHANGE THE LAW.

WHAT MY RESEARCH DETERMINED IS: SEGREGATION IS NOT A SUITABLE COURSE OF ACTION. AN INCLUSIVE QUARTERING OPTION HAS WORKED IN THE MILITARIES OF ALL OUR MAJOR ALLIES WITHOUT CAUSING DISRUPTIONS. IT CAN WORK IN THE U.S. MILITARY IF WE TAKE SEVERAL MEASURES THAT HAVE PROVEN SUCCESSFUL IN THE UNITED KINGDOM, CANADA, AND AUSTRALIA.

SECTION II – THE CONCERNS

AT THE RISK OF PREACHING TO THE CHOIR, MILITARY LIFE IS DIFFERENT. IT REQUIRES TROOPS TO LIVE IN SUB-OPTIMAL CONDITIONS THAT ARE OFTEN SPARTAN, PRIMITIVE, AND CHARACTERIZED BY FORCED INTIMACY WITH LITTLE OR NO PRIVACY. OUR MEN AND WOMEN RECOGNIZE THESE CONDITIONS ARE PART OF THE MANY DAILY SACRIFICES THEY MAKE IN THE SERVICE OF OUR COUNTRY.

THERE ARE MANY CONCERNS RELATED TO REPEALING DADT, BUT ONE IN PARTICULAR HAS RESONATED THROUGHOUT THE DEBATE – THE LOSS OF PRIVACY. PROPONENTS OF THE BAN STATE THAT REQUIRING HETEROSEXUALS AND HOMOSEXUALS TO LIVE TOGETHER, OR “FORCED COHABITATION,” IS A VIOLATION OF PRIVACY DIRECTLY AKIN TO REQUIRING MEN AND WOMEN TO LIVE TOGETHER AND WILL RESULT IN SEXUAL MISCONDUCT AND A GENERAL BREAKDOWN OF GOOD ORDER AND DISCIPLINE.

MANY AUTHORITIES HAVE ARTICULATED VARIOUS ASPECTS OF THIS ISSUE, BUT THE POLLS OF MILITARY PERSONNEL AND THE INTERNET PERHAPS BEST SHOW THE LEVEL OF CONCERN. IN A RECENT SURVEY, 58 PERCENT OF MILITARY PERSONNEL SAID THEY WOULD BE UNCOMFORTABLE SHARING A SHOWER AREA WITH A GAY OR LESBIAN. GRANTED POLLS ON THE MATTER VARY, BUT EVEN A FOCUSED SEARCH OF NEXUS AND THE INTERNET WILL PRODUCE VOLUMES OF ARTICLES, OP-EDS, LETTERS, AND BLOG/WEB ENTRIES ON THE ISSUE.

SUCH CONCERNS HAVE LED TO SERIOUS CONSIDERATION OF SEGREGATION OVER THE YEARS. HOWEVER, FROM CLINTON'S ADMINISTRATION TILL EVEN RECENTLY SUCH "SEPARATE BUT EQUAL"

NOTIONS HAVE BEEN ROUNDLY CRITICIZED AS IMPRACTICAL, DISCRIMINATORY, AND OUTRIGHT OFFENSIVE. GENERAL MUNDY AGAIN STATES IT BEST SAYING QUOTE – THE LAST THING YOU EVEN WANT TO THINK ABOUT IS CREATING SEPARATE FACILITIES OR SEPARATE GROUPS OR SEPARATE MEETING PLACES OR HAVING FOUR KINDS OF SHOWERS ...THAT WOULD BE ABSOLUTELY DISASTROUS IN THE ARMED FORCES, IT WOULD DESTROY ANY SENSE OF COHESION OR TEAMWORK OR GOOD ORDER AND DISCIPLINE.

SO THAT LEAVES US TO CONSIDER AN INCLUSIVE OPTION SUCH AS THAT ADOPTED BY OUR ALLIES.

SECTION III – ALLIED EXPERIENCES

WITH OVER 20 PLUS YEARS, IN SOME CASES, OF EXPERIENCE IN THIS MATTER THERE ISN'T A LACK OF INTERNATIONAL EXAMPLES OF GAY AND LESBIAN MILITARY SERVICE TO REVIEW. AT PRESENT 25 COUNTRIES, INCLUDING MANY WHO ARE PARTICIPATING IN COMBAT OPERATIONS IN IRAQ AND OR AFGHANISTAN, ALLOW GAYS AND LESBIANS TO OPENLY SERVE. THESE INCLUDE COMBAT FORCES FROM THE UNITED KINGDOM, CANADA, AUSTRALIA, GERMANY, FRANCE, AND THE NETHERLANDS. IN REVIEWING THE NUMEROUS U.S. AND ALLIED GOVERNMENT STUDIES SUCH AS THOSE DONE BY RAND, GAO, AND THE ARMY RESEARCH INSTITUTE – AS WELL AS MULTIPLE INDEPENDENT REPORTS, PEER-REVIEWED STUDIES, AND PRESS ACCOUNTS - THERE HAVE BEEN NO FINDINGS SHOWING DEGRADATIONS TO COMBAT EFFECTIVENESS OR MILITARY READINESS CAUSED BY INCLUSIVE SERVICE POLICIES TO INCLUDE IN THE BARRACKS. IN FACT, THE LATEST STUDY REPORTS THAT NO CONSULTED EXPERT ANYWHERE IN

THE WORLD CONCLUDED THAT LIFTING THE BAN ON OPENLY GAY SERVICE CAUSED AN OVERALL DECLINE IN THE MILITARY.

SOME ARGUE HOWEVER THOSE FOREIGN MILITARY CASES ARE JUST THAT – FOREIGN. THE MILITARY AND CULTURAL DIFFERENCES ARE TOO VAST; OUR RESPONSIBILITIES TOO GREAT – IN SHORT - OUR SUPERIOR MILITARY IS A ROLE MODEL FOR OTHER COUNTRIES, NOT THE OTHER WAY AROUND. THEY CONCLUDE THE US DOES NOT, CANNOT, AND SHOULD NOT COMPARE ITSELF TO OTHERS.

FOR THE SAKE OF BREVITY I'LL SUFFICE WITH THE FOLLOWING COUNTERPOINTS:

WHILE NOT EXACTLY IDENTICAL TO THE UNITED STATES, THE CULTURES, SOCIETIES, AND MILITARIES OF BRITAIN, CANADA, AND AUSTRALIA CERTAINLY BEAR MORE SIMILARITIES THAN DIFFERENCES.

THE MILITARY ORGANIZATIONS OF THE THREE NATIONS BEAR CLOSE RESEMBLANCES IN MILITARY ORGANIZATION, EQUIPMENT, TRAINING, AND READINESS PRIORITIES TO THOSE OF THE U.S.

MORE IMPORTANTLY, AS PART OF PROFESSIONAL MILITARY EDUCATION, ALL U.S. MILITARY LEADERS ARE TAUGHT TO STUDY FOREIGN MILITARY CASES AS A MEANS OF DISTILLING THE SALIENT AND RELEVANT STRATEGIES, TACTICS, AND HUMAN FACTORS OF WAR.

SO WHILE THESE CASE STUDIES ARE PERHAPS NOT PERFECT ANALOGIES, THEY ARE VERY CLOSE AND OFFER NUMEROUS LESSONS LEARNED ABOUT HUMAN NATURE AND MILITARY SERVICE. MORE OVER, WHEN THESE THREE CASES ARE VIEWED IN LIGHT OF THE EXPERIENCES OF THE OTHER 22 ARGUABLY DISSIMILAR COUNTRIES THAT HAVE HAD NO PROBLEMS INTEGRATING GAYS AND LESBIANS, THEY HOLD EVEN MORE PROMISE FOR SHOWING HUMAN NATURE AND THUS HOW REPEAL WOULD UNFOLD IN THE U.S. MILITARIES BARRACKS.

SECTION IV – ALLIED PRIVACY CONCERNS

NOW, LET ME BRIEFLY HIGHLIGHT OUR ALLIES PRIVACY CONCERNS PRIOR TO THEIR LIFTING THEIR BANS. IN SHORT – NOT SURPRISINGLY THEY WERE IDENTICAL TO THOSE BEING DEBATED NOW. PROPONENTS OF MAINTAINING THEIR BANS ARGUED THAT

FORCING HETEROSEXUALS AND HOMOSEXUALS INTO THE SAME CLOSE QUARTERS WOULD VIOLATE PRIVACY LEADING TO MISCONDUCT, HARASSMENT, VIOLENCE, AND A GENERAL BREAKDOWN OF ORDER AND DISCIPLINE. POLLS OF MILITARY PERSONNEL REFLECTED THESE CONCERNS:

IN BRITAIN: A WORKING GROUP WAS TASKED TO REVIEW THE U.K.'S BAN AND REPORT IF CHANGES WERE NEEDED. AS PART OF THE APPRAISAL, THEY SURVEYED THE ATTITUDES OF 13,500 SERVICE MEMBERS AND FOUND THAT AN OVERWHELMING MAJORITY (79-88%) FELT IT WASN'T ACCEPTABLE TO SHARE A ROOM OR SHOWER WITH A HOMOSEXUAL.

IN CANADA: A WORKING GROUP SURVEYED 6,500 SERVICE MEMBERS AND FOUND SUBSTANTIAL PRIVACY CONCERNS AMONG MALE SOLDIERS; 62% OF WHOM STATED THEY WOULD REFUSE TO SHOWER, UNDESS, OR SLEEP IN THE SAME ROOM AS A GAY SOLDIER.

IN AUSTRALIA: WHILE NO OFFICIAL POLLS WERE FOUND, ONE LEADER OF A VETERANS GROUP STATED THAT "98 PERCENT WOULD BE 'DISAPPOINTED' BY THE REMOVAL OF THE BAN AND WOULD FIND IT UNCOMFORTABLE TO WORK WITH HOMOSEXUALS."

SECTION V – ALLIED EXPERIENCES WITH REGARDS TO PRIVACY CONCERNS

DESPITE THE DIRE PREDICTIONS, EXPERIENCES WITH OPEN GAY AND LESBIAN MILITARY SERVICE HAS PROVEN UNEVENTFUL IN THE CASE EXAMPLES. NONE OF THEIR ARMED FORCES CHOSE TO SEGREGATE HOMOSEXUALS FROM HETEROSEXUALS AS PART OF THEIR CHANGE IN OVERALL POLICY.

OVERALL THE LIFTING OF THE BRITISH BAN IN JANUARY 2000 WAS, IN A WORD, A "NON-ISSUE." DESPITE ALL THE PRIOR DOOM-AND-GLOOM COMMENTARY, AN INDEPENDENT STUDY AS WELL AS THE MINISTRY OF DEFENSE'S OWN INTERNAL ASSESSMENTS CONDUCTED AT THE 6 , 10, AND 30 MONTH POINTS RESPECTIVELY, FOUND THAT THE CHANGE IN POLICY HAD CAUSED NO DISCERNIBLE IMPACT ON OPERATIONAL EFFICIENCY AND THAT THE ARMED FORCES CODE OF SOCIAL CONDUCT HAS BEEN WELL RECEIVED.

IN REGARDS TO PRIVACY, A BRITISH OFFICER WHO STUDIED THE ISSUE AND HELPED DEVELOP THEIR SOCIAL CODE OF CONDUCT TO REGULATE BEHAVIOR AND MITIGATE

PRIVACY CONCERNS CHARACTERIZED THE RESPONSE OF THE TROOPS AS QUOTE – BEING VERY SHORT-TERM COMPLAINTS, VERY LOUD BUT SHORT-LIVED. AND AS FAR AS I KNOW, THE ARMED FORCES OF THE UNITED KINGDOM HAS ONLY LOST THREE PEOPLE WHO HAVE RESIGNED OVER THIS ISSUE.

ANOTHER OFFICIAL SAID – QUOTE THE MEDIA LIKES SCARE STORIES – ABOUT SHOWERS AND WHAT HAVE YOU. A LOT OF PEOPLE WERE WORRIED THAT THEY WOULD HAVE TO SHARE BODY HEAT IN CLOSE QUARTERS OR SEE TWO MEN BEING AFFECTIONATE, AND THEY WOULD FEEL UNCOMFORTABLE. BUT IT HAS PROVED AT FIRST LOOK THAT IT'S NOT AN ISSUE.

ACCORDING TO SEVERAL OFFICIAL SOURCES THE LIFTING OF THE BAN IN CANADA WENT EQUALLY AS WELL AS IN BRITAIN. A WASHINGTON POST ACCOUNT SUMS IT UP - QUOTE THE NINE MONTHS SINCE A COURT CASE INDUCED CANADA'S MILITARY LEADERS TO OPEN THE RANKS TO GAYS HAVE BEEN VIRTUALLY CASUALTY-FREE. NO RESIGNATIONS, VIOLENCE OR HARASSMENT HAVE BEEN REPORTED. GAY SOLDIERS, WHILE REMAINING DISCREET ABOUT THEIR PRIVATE LIVES, SAY THEY FEEL MORE COMFORTABLE NOW. AND STRAIGHT SOLDIERS -- NOT ONLY THOSE WHO HAVE CONCERNS ABOUT GAYS, BUT ALSO THOSE WHO DO NOT – SAY THEY HAVE ACCEPTED THE NEW REGIME.

ONE STUDY FOUND NO REPORTS OF SEXUAL HARASSMENT OR SEXUAL MISCONDUCT IN THE YEARS FOLLOWING THE BAN AND THAT SEXUAL AND PERSONAL HARASSMENT RATES DECREASED FOR SEVERAL SUBSEQUENT YEARS.

IN CANADA, LIKE BRITAIN, THEY DID NOT SEGREGATE HOMOSEXUALS AND MADE NO EXCEPTIONS FOR ACCOMMODATION IN THE NEW POLICY. DOING SO HOWEVER, DIDN'T CREATE THE PRIVACY ISSUES THAT HAD BEEN EXPECTED.

A CANADIAN ARMY GENERAL REPORTED - QUOTE WE HAVE NO SIGNIFICANT EVIDENCE WHICH WOULD INDICATE THAT THERE IS AN IMPACT ON UNIT COHESION, MORALE, CONDUCT OR ANYTHING TO DO WITH THE MISSION OF THE FORCES DEPLOYED. ...THERE HAS NOT BEEN AN ISSUE WITH RESPECT TO SHOWERING, HETEROSEXUALS AND HOMOSEXUALS SHOWERING TOGETHER.

IN AUSTRALIA IT WAS THE SAME. THE MOST COMPREHENSIVE STUDY FOUND THAT THERE WERE NO - QUOTE IDENTIFIABLE NEGATIVE EFFECTS ON TROOP MORALE, COMBAT EFFECTIVENESS, RECRUITMENT AND RETENTION, OR OTHER MEASURES OF MILITARY PERFORMANCE.

LITTLE HARASSMENT, SEXUAL HARASSMENT, BULLYING, AND OTHER FORMS OF SEXUAL MISCONDUCT WERE REPORTED.

SECTION VI – ALLIED LESSONS LEARNED REGARDING US PRIVACY CONCERNS

SO WHAT ARE SOME OF THE LESSONS LEARNED FROM THESE CASES?

FOREMOST IS THAT POLLS, SURVEYS, AND OTHER ATTITUDE INDICATORS DO NOT ACCURATELY PREDICT HOW INDIVIDUALS WILL BEHAVE IN REAL WORLD SCENARIOS – ESPECIALLY WITHIN TIGHTLY REGULATED ENVIRONMENTS AND CULTURES. BEHAVIORS, ESPECIALLY AMONG MILITARY PERSONNEL, ARE TIGHTLY REGULATED BY WHAT TROOPS THINK IS EXPECTED OF THEM OR THE STANDARDS WE SET; WHAT THEY SEE AND EXPERIENCE OR THE ACTIONS OF OTHERS AND COMMAND CLIMATES; AND BY WHAT RESOURCES OR OPTIONS ARE MADE AVAILABLE TO THEM.

SO THE FOCUS MUST BE ON BEHAVIOR AND NOT ATTITUDES.

IN THIS REGARD EACH COUNTRY ISSUED CODES OF CONDUCT THAT APPLIED EQUALLY TO ALL SEXUAL ORIENTATIONS. THESE CODES FOCUSED ON INDIVIDUAL DIGNITY AND FORBID ANY FORM OF BEHAVIORAL MISCONDUCT, SEXUAL OR OTHERWISE, THAT MIGHT DAMAGE TRUST AND THE UNITS COHESION AND COMBAT EFFECTIVENESS.

EACH COUNTRY’S LEADERS SENT STRONG, CLEAR MESSAGES OF SUPPORT FOR THE NEW CODES AND REASSURANCES THAT THE TROOPS COULD HANDLE IT AND THERE WOULD BE NO PROBLEMS. THEY STRESSED ZERO TOLERANCE FOR BAD BEHAVIOR, INAPPROPRIATE CONDUCT, AND DISOBEDIENCE.

THERE WERE NO MASS COMING OUTS. FEW GAYS AND LESBIANS COME OUT FOR YEARS AFTER THE BANS ARE LIFTED AND THOSE THAT DO RESPECT THEIR SERVICE CULTURES AND NORMS.

CONSIDERING THIS, GIVEN THE ESTIMATED 66,000 GAYS AND LESBIANS SERVING IN THE US MILITARY, EXTRAPOLATED DOWN – THE RATE OF MALE ACTIVE DUTY OPENLY HOMOSEXUAL SERVICE MEMBERS SHARING BARRACKS ROOMS WITH HETEROSEXUAL SERVICE MEMBERS MAY BE 1 PER 1000. THIS WOULD SEEM TO INDICATE THAT VERY FEW ACTIVE DUTY MALE HETEROSEXUAL SERVICE MEMBERS WILL ULTIMATELY COME INTO CONFLICT LIVING CLOSELY WITH ANOTHER MALE SERVICE MEMBER WHOM THEY KNOW IS HOMOSEXUAL. TO FURTHER MITIGATE THIS ISSUE, HOUSING FACILITIES SUCH AS BARRACKS AND DORMITORIES INCREASINGLY PROVIDE BOTH MORE SPACE AND PRIVACY AND YOUNGER SERVICE PERSONNEL ARE INCREASINGLY MORE TOLERANT – MAKING ROOM ASSIGNMENTS LESS PROBLEMATIC THAN MIGHT BE EXPECTED.

SO, AT LEAST IN AN ACTIVE DUTY GARRISON SETTING, THE NUMBER OF HETEROSEXUAL SERVICE MEMBERS WHO MIGHT CONFRONT A SITUATION WHERE THEY WILL HAVE TO CLOSELY LIVE AND SHOWER WITH AN OPENLY GAY SERVICE MEMBER MAY BE VERY SMALL.

LASTLY, WE SEE THAT PRIVACY ISNT THAT BIG OF AN ISSUE WHEN IT COMES DOWN TO IT.

- 1) PRIVACY NORMS ARE NOT INNATE BUT LEARNED AND DICTATED BY EACH SOCIETY AND THEREFORE ARE ALWAYS SHIFTING.
- 2) DESPITE SOCIETAL INFLUENCES, PRIVACY OR MODESTY IS A VERY FLEXIBLE PERSONAL CONCEPT THAT WE ADAPT TO ROUTINE AND SETTING – WHETHER THE DOCTORS OFFICE, THE BEACH, OR THE GYM SHOWERS.
- 3) PEOPLE ROUTINELY EXERCISE NORMS OF DISCRETION OR ETIQUETTES OF DISREGARD AND GIVE EACH OTHER AS MUCH PRIVACY AS THE SETTING PERMITS -
- 4) PRIVACY CONCERNS OFTEN EMANATE FROM PEOPLE WHO DO NOT WANT TO CHANGE THEIR ROUTINE OR HABITS TO COPE WITH THE NEW SITUATION. THOSE CONCERNED WITH MODESTY AND PRIVACY WILL ADAPT THEIR BEHAVIORS ACCORDING TO THE SITUATION.

SECTION VII – CONCLUSION AND RECOMMENDATIONS

CONSIDERING THESE FINDINGS, IF CONGRESS REPEALS DADT, THE U.S. MILITARY SHOULD ADOPT THE SAME QUARTERING POLICY AS OUR ALLIES; THAT SEXUAL ORIENTATION IS A PRIVATE MATTER AND AS SUCH NOT GERMANE TO ASSIGNMENT OF QUARTERS.

THE FRAMEWORK FOR IMPLEMENTING SUCH INCLUSIVE POLICIES SHOULD INCLUDE THE FOLLOWING RECOMMENDATIONS:

PROMOTION OF OVERALL POLICIES AND ESTABLISHMENT OF COMMAND CLIMATES THAT FOCUS ON FAIR AND RESPECTFUL TREATMENT OF ALL PERSONNEL REGARDLESS OF RACE, GENDER, OR SEXUAL ORIENTATION. THESE SHOULDN'T FOCUS ON GAYS AND LESBIANS, BUT ON EQUAL TREATMENT OF EVERYONE.

ADOPTION AND STRICT ENFORCEMENT OF A SOCIAL OR PROFESSIONAL CODE OF CONDUCT BASED ON THOSE USED BY OUR ALLIES IN FOSTERING EQUAL TREATMENT AND GOOD ORDER AND DISCIPLINE. FOCUS SHOULD BE ON ADHERENCE TO THIS BEHAVIOR CODE AND CONDUCT AND NOT ON CHANGING ATTITUDES OR BELIEFS ABOUT HOMOSEXUALITY.

SENIOR LEADERSHIP COMMUNICATION OF CLEAR, CONSISTENT, AND POSITIVE SUPPORT FOR THE POLICY CHANGES DOWN TO ALL LEVELS. THIS SHOULD INCLUDE STRONG MESSAGES OF REASSURANCE THAT THE LEADERSHIP EXPECTS THAT SERVICE MEMBERS CAN AND WILL HANDLE THE CHANGE IN POLICY; IT WILL NOT HAVE NEGATIVE EFFECTS; AND THE INSTITUTION'S VALUES AND CULTURE WILL NOT CHANGE. EXISTING SERVICE THEMES THAT HIGHLIGHT COMMONALITIES, CAN-DO ATTITUDES, MISSION FIRST/PEOPLE ALWAYS IMPERATIVES, TEAMWORK, AND INCLUSIVENESS AS WELL AS OTHER DIVERSITY THEMES SHOULD BE INCORPORATED INTO THESE MESSAGES.

IMPLEMENTATION OF FINAL BARRACKS POLICIES SHOULD BE RAPID, SIMPLE, AND COMPLETE WITHOUT ANY PHASED APPROACHES WHICH MAY SIGNAL HESITANCY AND LACK OF COMMITMENT ON BEHALF OF THE LEADERSHIP. OVERALL CHANGE WILL BE SELF-REGULATING AND OCCUR OVER TIME PHASING ITSELF IN AS THE INSTITUTION BECOMES MORE COMFORTABLE AND TOLERANT.

EMPOWER SUBORDINATE LEADERSHIP TO IMPLEMENT THE POLICY AND RESOLVE INDIVIDUAL PERSONNEL ISSUES APPROPRIATELY. LEADERS SHOULD RECEIVE SOME PRIOR TRAINING AND GUIDANCE RELATED TO THE OVERALL POLICY AND HOW TO HANDLE GENERAL SITUATIONS OR QUESTIONS. THE BRITISH "SERVICE TEST" PROVIDES AN EXCELLENT EXAMPLE OF WORKING GUIDANCE LEADERS CAN USE TO HANDLE CHALLENGES.

CONTINUATION OF EFFORTS TO PROVIDE IMPROVED QUARTERS THAT AFFORD ALL MEMBERS AS MUCH INDIVIDUAL PRIVACY AND PHYSICAL SECURITY AS APPROPRIATE AND FEASIBLE – BOTH IN GARRISON AND IN THE FIELD.

CONTINUED GENERAL EDUCATION AND AWARENESS ON TOPICS CONCERNING EQUAL OPPORTUNITY, PROFESSIONAL CONDUCT, AND SEXUAL HARASSMENT, SEXUAL ASSAULT, AND SEXUAL TRANSMITTED DISEASE PREVENTION. THERE SHOULD BE NO SENSITIVITY TRAINING OR OTHER EDUCATION FOCUSED SPECIFICALLY ON GAY AND LESBIAN ISSUES. SUCH TRAINING TARGETED ON CHANGING ATTITUDES AND BELIEFS WILL ONLY BE COUNTERPRODUCTIVE TO FOSTERING COHESION AND EQUAL TREATMENT.

IN CLOSING THERE IS TREMENDOUS VALUE IN HOLDING FRANK OBJECTIVE DISCUSSIONS WITH OUR ALLIES ON THESE ISSUES. WE WILL FIND IN THE END THAT THEIR EXPERIENCES IN THIS MATTER ARE PERHAPS NOT AS FOREIGN AS WE MAY THINK.

THANK YOU AND I LOOK FORWARD TO THE DISCUSSION.