

JEGERTROPPE: A BRIDGING STRATEGY TOWARD FEMALE
INTEGRATION INTO UNITED STATES ARMY SPECIAL FORCES

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Art of War Scholars

by

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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

JEGERTROPPE: A BRIDGING STRATEGY TOWARD FEMALE INTEGRATION INTO UNITED STATES ARMY SPECIAL FORCES, by Major Joshua A. Singsaas, 89 pages.

Special Forces serve a critical role in the defense of United States national security objectives. Two critical characteristics intrinsic to the success of Special Forces operations include interoperability between Department of Defense military services and unit cohesion within the Special Forces Operational Detachment Alpha. This combination has been judiciously challenged by administrative efforts to integrate females into the historically all-male Special Forces cadre. Escalation of threats to United States national security necessitates the innovation of existing combat capabilities. These innovations must include analysis toward the effective integration of female operators into United States Army Special Forces.

This study utilized a qualitative research methodology to analyze an effective example of female integration into a foreign Special Forces unit, Norway's Jegertroppen. The purpose of this study was to concentrate analysis on Norway's elite female Special Forces unit to articulate the phenomenon behind Jegertroppen's operational success. This analysis determined the Jegertroppen model should influence a bridging strategy that enhances similar integration efforts by the United States Army. A critical examination rooted in DOTMLPF-P analysis explored the Organization, Training, and Doctrine components related to the development of Norway's Jegertroppen to enhance future attempts by the United States to integrate females into Army Special Forces.

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The gift of education comes with great responsibility. As I began this thesis, it was imperative I select a challenging topic as relevant in 2018 as it will be ten years from now. I believe I succeeded in finding that topic, and hope the time spent on this research will benefit the Department of Defense and United States Army. I hope the effort put forth in this thesis demonstrates that complex challenges can be overcome with effective innovation. The topic of female integration was a challenging research topic. I am grateful for three support systems that guided my vision to completion.

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TABLE OF CONTENTS

	Page
MASTER OF MILITARY ART AND SCIENCE THESIS APPROVAL PAGE	iii
ABSTRACT.....	iv
ACKNOWLEDGMENTS	v
TABLE OF CONTENTS.....	vi
ACRONYMS.....	viii
ILLUSTRATIONS	ix
TABLES	x
CHAPTER 1 INTRODUCTION	1
Overview.....	1
Fourth Army Warfighting Challenge.....	4
Problem Statement.....	5
Primary Research Question	6
Secondary Research Questions	6
Assumptions.....	7
Definitions and Terms	7
Limitations and Delimitations	8
Chapter Conclusion.....	10
CHAPTER 2 LITERATURE REVIEW	12
Chapter Introduction.....	12
Modern History of Female Integration into Special Forces	14
Innovation of Special Forces Training.....	19
Integration Challenges Related to Doctrine.....	26
Chapter Conclusion.....	29
CHAPTER 3 RESEARCH METHODOLOGY	31
Chapter Introduction	31
Primary Research Question	31
Secondary Research Questions	32
Evaluation Criteria.....	32
Research Methodology	35
Threats to Validity and Biases	39

Chapter Conclusion.....	41
CHAPTER 4 DATA PRESENTATION AND ANALYSIS	43
Chapter Introduction	43
Primary Research Question	44
Secondary Research Questions	44
Step 1: Summary of the Literature Review	45
Step 2: Analysis of the First Secondary Research Question.....	48
Step 3: Analysis of the Second Secondary Research Question	52
Step 4: Analysis of the Third Secondary Research Question	56
Step 5: Aggregation and Analysis of Steps 2-4	58
Step 6: Answer to the Primary Research Question.....	60
Chapter Conclusion.....	60
CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS	62
Chapter Introduction	62
Overview of the Study	63
Primary Research Question.....	64
Secondary Research Questions	64
Proposed Solution	65
Support for the Solution from Data Collected	67
Recommendations.....	69
Recommendations for Decision Makers	69
Recommendations for Future Research	71
Final Thoughts	74
REFERENCE LIST	76

ACRONYMS

DoD	Department of Defense
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
FSK	Norwegian Forsvarets Spesialkommando [Norwegian Armed Forces' Special Command]
NATO	North Atlantic Treaty Organization
SFAS	Special Forces Assessment and Selection
SFODA	Special Forces Operational Detachment Alpha
SFQC	Special Forces Qualification Course
SOF	Special Operations Force
SWCS	Special Warfare Center and School
USASOC	United States Army Special Operations Command
USSOCOM	United States Special Operations Command

ILLUSTRATIONS

	Page
Figure 1. Special Forces Operational Detachment Alpha Organization	24
Figure 2. Norwegian Armed Forces by Gender	27
Figure 3. Evaluation Criteria	34
Figure 4. Proposed Special Forces Operational Detachment Alpha Reorganization.....	67

TABLES

	Page
Table 1. Norway’s Jegertroppen Physical Standards.....	21
Table 2. United States Army Special Forces Candidate (18X) Training Pipeline.....	22
Table 3. United States Army Special Forces Candidate (18X) Physical Standards	23
Table 4. DOTMLPF-P Evaluation Criteria.....	33
Table 5. DOTMLPF-P Evaluation Criteria - Question 1	52
Table 6. DOTMLPF-P Evaluation Criteria - Question 2	56
Table 7. DOTMLPF-P Evaluation Criteria - Question 3	57
Table 8. DOTMLPF-P Evaluation Criteria - Aggregation and Analysis.....	59
Table 9. Proposed Female Special Forces Candidate Training Pipeline	71

CHAPTER 1

INTRODUCTION

Developing a lethal, professional, and technically competent force requires openness to new ideas and new ways of doing things in an increasingly complex world. We will change and adapt.

— General Mark A. Milley, 39th Chief of Staff of the Army

Overview

Combat operations have defined the 21st century global landscape. In an innovative effort to posture the United States military force of the future, Leon Panetta, Secretary of Defense, and General Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, decided 21st century combat required strength drawn from the broadest possible talent pool (Carter 2015, 1). On 24 January 2013, Department of Defense (DoD) leadership announced the repeal of the 1994 Direct Ground Combat Definition and Assignment Rule. This rule officially prohibited the integration of women into ground combat units. Notably, these actions were defended in accordance with validated gender-neutral occupational standards (Szayna et al. 2016, ix). With a strict deadline for action, the Secretary of the Army, Secretary of the Navy, Secretary of the Air Force, and commander of United States Special Operations Command (USSOCOM) were allocated three years to a date no later than 1 January 2016 to facilitate the required integration (Szayna et al. 2016, ix). Formal submissions for exceptions to doctrine were permissible and each service was encouraged to identify challenges associated with the integration of females into traditionally male-only units. This rapid transition toward female integration created a professional divide among senior military and political leaders who sought

answers to questions related to its purpose within each military department. On 3 December 2015, Secretary of Defense Ashton Carter announced the decision to open 220,000 additional combat positions to women. This policy decision was influenced by conclusions from a three-year review that included subsequent recommendations from each Service Secretary and the Chairman of the Joint Chiefs of Staff (Szayna et al. 2016, ix). The time for change had come. However, a plan for effective female integration into Special Forces units has yet to be implemented within USSOCOM.

The desired intent that drove female integration into Special Forces units was genuine. However, the calculated vision behind the elimination of the Direct Ground Combat Definition and Assignment Rule did not include the foresight required to achieve the desired end state. In the five years since the efforts initiated in 2013 by Panetta and Dempsey, females have yet to complete the Special Forces Assessment and Selection (SFAS) phase of the United States Army Special Forces candidate pipeline (Cox 2016, 1). Since January 2018, seven women have graduated from formal military training programs that specialize in ground combat. These military training programs include the United States Army Ranger School and the Marine Corps Infantry Officer Course (Sisk 2017, 2). However, these female graduates do not have the opportunity to employ their skills in ground combat assignments as mixed-gender infantry units do not currently exist in the United States Army (Cox 2016, 2). One of the first women to graduate from Ranger School, Captain Kristen Griest, has transferred from her original military police branch to the infantry branch. She currently awaits permanent assignment to an infantry unit, more than two years since her graduation from Ranger School (Cox 2016, 2). Preservation of current Special Forces physical qualification standards signify a positive

aspect associated with this lack of progress in female integration. While rigorous, it is not physically impossible for females to exceed these standards.

In 2018, the first female Special Forces candidate, an 18X series soldier according to the Military Occupational Specialty code, began her journey toward qualification as a Special Forces operator. She is currently assigned to Fort Bragg, North Carolina, in preparation for SFAS. Her status as the lone female in her SFAS class is an indicator of the attrition common to the Special Forces qualification pipeline. Progression through Army Basic training, Advanced Individual Training, and Airborne school net an average attrition rate of 70 percent (SFA 2018, 19). As attrition rates for SFAS vary, it is not possible to predict her probability of selection. Nonetheless, the magnitude of physical and physiological challenges ahead will be significant. Innovation in this area requires further analysis to ensure the vision for effective integration of qualified female Special Forces candidates can be achieved.

This lack of formal progress in the adaptation of the institutional Army inspired the purpose of this research study. The Army requires a bridging strategy that innovates an effective model for female integration to meet the dynamic combat requirements of United States Army Special Forces. Effective integration of female operators should not serve political gain, decrease operational readiness, or curb combat power. Adherence to these attributes generates a high probability for distraction from the primary goal to adapt the institutional Army toward innovations that enhance national defense capabilities. The long-term positive impact of an effective end state related to female integration in United States Army Special Forces substantially outweighs the temporary value of near-term social agenda victories. As the overview on current progress toward integration indicates,

this process involves complex challenges further compounded by negative influence from disingenuous sources. Innovative influence within the United States Army's leadership core will provide the fortitude required to achieve successful integration by 2025.

Fourth Army Warfighting Challenge

In 2010, senior Army leadership identified first order questions to establish a list of current and mid-term military problems and paired them with forecasted solutions to meet future force requirements for Army combat effectiveness (ARCIC-F/TRADOC 2010). These forecasted concepts led to the development of 20 Army Warfighting Challenges with influence from national, defense, joint, and Army doctrine, strategy, and directives. Each Army Warfighting Challenge focuses on the development of a singular capability with the integration of near-, mid-, and long-term efforts to enable sustained collaboration across the Department of the Army Staff, Training and Doctrine Command, Army Materiel Command, and Army Forces Command (HQDA 2014b, 8). This purposeful collaboration of doctrine and future concepts guides the innovation of current Army capabilities to influence current decisions toward forecasted requirements (Clark 2016, 60). Notably, the Fourth Army Warfighting Challenge addresses the necessity to adapt the institutional Army and innovate. This challenge seeks to, "improve the rate of innovation to drive capability development and deliver DOTMLPF-P solutions to the warfighter at a pace that meets operational demand within the existing constraints of the acquisition and budgeting processes" (ARCIC-F/TRADOC 2010). United States Army Training and Doctrine Command hopes to improve the Army's rate of innovation by driving the Mission Command Center of Excellence toward enhanced capability development. Their mission includes the verification and delivery of Doctrine,

Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) solutions to the warfighter at a pace that meets operational demands within existing fiscal constraints (HQDA 2014b, 32). Herein lies the purpose behind the pursuit of a qualitative research methodology that analyzed an effective method to integrate females into United States Army Special Forces.

Problem Statement

The primary focus of this research methodology was to analyze data from an effective model of female integration into Special Forces, Norway's Jegertroppen. Innovation of Norway's military model for female integration provided a valid bridging strategy to achieve effective female integration into United States Army Special Forces by 2025. It is imperative to note the desired end state did not aspire to create a United States version of Norway's Jegertroppen. Instead, qualitative analysis of the Jegertroppen components and characteristics facilitated an opportunity to craft a unique bridging strategy inspired by Norway's model. This new strategy includes specific characteristics desired by the United States in order to effectively integrate qualified female operators into United States Army Special Forces. Attributes of this research methodology combined an examination rooted in DOTMLPF-P analysis with an exploration into the history of women in combat and insight into the development of Norway's Jegertroppen. This method ensures future United States Army attempts to integrate females into Special Forces units include lessons learned from past organizations, training, and doctrine. The following primary and secondary research questions provide answers to the Army's Fourth Warfighting Challenge as they relate to explicit interest in the topic of institutional Army adaptation and innovation.

Primary Research Question

The purpose of this qualitative study was to identify a bridging strategy for the effective integration of females into United States Army Special Forces, specifically the Green Berets. Qualitative analysis of Norway's Jegertroppen yielded targeted data points that determined the feasibility of Jegertroppen's model as a bridging strategy toward a similar end state in the United States Army Special Forces. A DOTMLPF-P research methodology was guided by the following primary research question: "Does Norway's Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?"

Secondary Research Questions

Three secondary research questions incorporated elements from DOTMLPF-P analysis, specifically focused on Organization, Training, and Doctrine. Systematic compilation of qualitative data points combined to yield the aggregate analysis required to conclusively answer the primary research question. The three secondary research questions were:

1. What aspects from the Jegertroppen model should the United States integrate into Army Special Forces?
2. How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?
3. What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?

Assumptions

Three assumptions facilitated the primary components of this qualitative study. First, research rooted in DOTMLPF-P analysis would yield valuable historical anecdotes related to women in combat. Second, analysis focused on Norway's Jegertroppen would produce abundant qualitative data. Finally, interpretation of data collected would not be influenced by opinions from military leaders, social advocates, or political appointees related to the integration of women into United States Army Special Forces. Each attribute provided the opportunity to harvest rich data that eliminated controversial bias that could have detracted from the quality of this research study. Collectively, these assumptions incorporated unbiased insight into historical and present-day roles of women in combat to determine the ideal vision for effective female integration into United States Army Special Forces.

Definitions and Terms

The following key terms and definitions provide clarity and common understanding of terms and concepts used throughout this thesis.

Doctrine: A guide for action rather than a set of rules; used to promote mutual understanding and enhance operational effectiveness (HQDA 2014a, vi).

Jegertroppen: Norway's all-female Special Forces group that specializes in surveillance and reconnaissance in urban areas as a subordinate unit within Norwegian Armed Forces Special Command. The name translates to "Hunter Troop" (Sutea 2016).

Operator: A specially qualified soldier certified to conduct operational special operations force (SOF) missions as part of elite special mission units within United States Army Special Operations Command (USASOC).

Qualitative Systematic Review: Consolidation of research related to a single topic and compiled through a systematic search for research evidence before drawing the findings together.

Special Forces: Forces organized, trained, and equipped to conduct special operations with an emphasis on unconventional warfare capabilities (DOD 2014, 179).

Special Forces Operational Detachment Alpha (SFODA): The primary fighting force for Special Forces operations. All other Special Forces organizations command, control, and support the SFODA (Alvarez et al. 2015, 61).

Special Operations: Operations within the United States Army Special Operations Force that require unique modes of employment, tactical techniques, equipment, and training conducted in hostile, denied, or politically sensitive environments and characterized by the following: time sensitive, clandestine, low visibility, conducted with and/or through indigenous forces, requiring regional expertise, and a high degree of risk (DOD 2014, 180).

Special Reconnaissance: Reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance. The employment of military capabilities not normally found in conventional forces (HQDA 2012, 89).

Limitations and Delimitations

Three delimitations contributed to the greater scope of this study to secure rich data points for qualitative analysis. First, this study utilized Norway's Jegertroppen as an established model for female integration into Special Forces units. Additionally, the focal point for effective female integration into Special Forces units was isolated to the United

States, generating rich analysis of a country that has yet to effectively integrate females into Special Forces units. Finally, the examination of historical anecdotes related to female integration into combat units framed the application of military history into the resulting conclusion. These elements were restricted by three limitations.

The element of time was the primary limitation to this research study. While the length of study spanned an eight-month period from August 2017 to April 2018, the timeframe included significant additional coursework requirements related to the United States Army Command and General Staff College curriculum. Course constraints contributed to the second limitation, research funding. The ideal research profile for this study would include face-to-face interviews with senior officers within the Norwegian Special Operations Forces, to include Jegertroppen operators. A finite amount of time and limited research budget prevented the opportunity to pursue these enhanced forms of data collection. Additionally, the estimation that women would be integrated into United States Army Special Forces units by 2025 did not include fixed analysis to conclude how these units should evolve beyond the recommended bridging strategy. The depth of this topic requires its own dedicated research recommended for future study. Finally, the dynamic characteristics of Special Forces limited the diversity of real-world anecdotes that would have strengthened valuable evidence for the effective integration of women in Special Forces units. While the influence of these limitations directly impacted the depth of this study, the research methodology controlled these critical aspects to enhance the recommended bridging strategy for the effective integration of females into United States Army Special Forces.

Chapter Conclusion

A qualitative research design enhanced the ability to analyze Norway's Jegertroppen through exploration into the history of women in combat and components related to the development of Norway's Jegertroppen's model for female integration. Incorporation of DOTMLPF-P analysis emphasized a research methodology rooted in systematic review of the broad synthesis of literature and application of evaluation criteria. Extensive research on the Special Forces community, attempted integration of women in combat units, and successful examples of female integration served as inspiration behind the primary research question, "Does Norway's Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?" Qualitative analysis of Norway's Jegertroppen yielded targeted data points that determined feasibility of the Jegertroppen model as a bridging strategy toward a female integration into United States Army Special Forces.

The second chapter, Literature Review, provides an overview of professional literature, scholarly articles, and scientific research specific to the selected components of DOTMLPF-P that includes Organization, Training, and Doctrine. The secondary research questions were:

1. What aspects from the Jegertroppen model should the United States integrate into Army Special Forces?
2. How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?
3. What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?

The compilation of this literature review yielded rich qualitative data for further analysis in Chapter 4, “Data Presentation and Analysis.” This evidence was correlated with their relationship to each secondary question to create response evaluation criteria. The criteria for response evaluation will be outlined in Chapter 3, “Methodology.” Systematic compilation of these qualitative data points combined to form the aggregate analysis required to conclusively answer the primary research question.

CHAPTER 2

LITERATURE REVIEW

We have to be very careful that we do not undercut the military battlefield effectiveness with shortsighted social programs.

—James N. Mattis, 26th United States Secretary of Defense

Chapter Introduction

Escalation of threats to United States national security interests required qualitative analysis to address how the United States should adapt the institutional Army and innovate efforts the integration of females into United States Army Special Forces. The United States Army's Fourth Warfighting Challenge served as the primary influence behind this effort toward innovation. This Challenge addresses the necessity to adapt the institutional Army and innovate to, "improve the rate of innovation to drive capability development and deliver DOTMLPF-P solutions to the warfighter at a pace that meets operational demand within the existing constraints of the acquisition and budgeting processes" (ARCIC-F/TRADOC 2010). As the Army continues to pursue solutions to this question, the United States must deliver answers to the warfighter that meet operational demands within existing constraints (HQDA 2014b, 32). The 2013 repeal of the Direct Ground Combat Definition and Assignment Rule identified an area where the Army can harness collective force capacity to train qualified women for effective integration into United States Army Special Forces (Szayna et al. 2016, ix). This study explored data related to the development of a bridging strategy toward the effective integration of females into United States Army Special Forces. The primary model used to focus this research was Norway's Jegertroppen. This purpose inspired the pursuit of a

comprehensive literature review that analyzed an effective example of female integration into Special Forces units, Norway's Jegertroppen. The recommended bridging strategy that resulted from this pursuit meets the primary objective to adapt the institutional Army and innovate efforts toward female integration into United States Army Special Forces.

The collective effort to effectively integrate women into Special Forces units has been met with limited success since 2013. Norway's current solution for effective gender integration provides a valid short-term model toward the goal for greater integration by 2025. Incorporation of DOTMLPF-P analysis with emphasis on Organization, Training, and Doctrine facilitated rich data sourced from the history of women in combat, Jegertroppen's development and operational success, and United States Army attempts to integrate females into Special Forces units. The collective attributes of this comprehensive literature review answered the United States Army's Fourth Warfighting Challenge as it relates to the primary research question, "Does Norway's Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?" Articulate analysis of the literature effectively enhanced an achievable method for the United States to integrate females into Army Special Forces units. The primary research tools used to identify quality literature included a formal research request conducted by professional librarians employed by the Ike Skelton Combined Arms Research Library complimented by electronic open source research databases. References sourced during the research phase of this study were discovered using search terms nested within the primary and secondary research questions.

The layout for this literature review is comprised of three primary sections that consolidate valuable information into comprehensive themes. These themes are inspired

by each of the three secondary questions. Within these primary sections, emphasis was placed on the history of women in combat, Jegertroppen development and operations, and current United States doctrine as it relates to forecasted integration of women into United States Army Special Forces by 2025. These targeted data points were used to determine the feasibility of Jegertroppen's model as a viable bridging strategy for DoD and United States Army efforts toward female integration into Special Forces.

Modern History of Female Integration into Special Forces

There were three primary examples of female integration into Special Forces units that have occurred outside the United States since the conclusion of World War II in 1945. Each example includes effective characteristics that exemplify the positive contributions of females who were qualified to serve alongside male counterparts in Special Forces units. The most valuable aspects from these examples are emphasized in lessons learned and negative stereotypes associated with the integration of females into Special Forces units. Identification and thorough analysis of these lessons provided significant tools for the innovation of an effective bridging strategy toward female integration into United States Army Special Forces. While the first example does not include a combat unit in the traditional sense, South Korea has continued to structure their military in postured defense of a nation under an armistice agreement with the Democratic People's Republic of Korea (North Korea) that paused Korean War combat action. They have remained a nation prepared for war since 1953.

South Korean officials immediately took measured action following their selection on 30 September 1981 to host the 1988 Summer Olympics. They took every conceivable effort to prevent an event similar to the 1972 Munich Olympics terrorist

attack carried out by the Palestinian terrorist group Black September against the Israeli Olympic team (Murphy 2017). South Korea was the first modern military to integrate women into Special Forces units with efforts made by their government the following year, in 1982. The creation of the 707th Special Mission Battalion within the Republic of Korea's Army Special Warfare Command produced a peacetime urban counter-terrorism unit and quick reaction force charged to eliminate and prevent terrorist threats. During wartime, the 707th Special Mission Battalion employs as a special-warfare unit.

Comprised of four subordinate companies, the two assault companies and one support company were manned with male Special Forces operators. The fourth company, the first to include all-female operators, trained as bodyguards with additional expertise concentrated on low-visibility operations (Murphy 2017). Inspiration for this specialized company originated from the desire to train qualified operators who could maintain a covert presence by blending into the civilian population typical of an urban environment. Limited precedence for female operators precluded the enemy from suspecting Special Forces expertise from a woman dressed as a civilian female. This is especially true within the Korean culture. Inclusion of this forward-thinking element within the 707th Special Mission Battalion generated the deployment of these elite operators under the guise of women in traditional Korean dress, nursing scrubs, and school uniforms (Miller 2003, 73). These low-visibility operations proved most valuable due to training requirements that mirrored their male counterparts.

Qualification for entry into the 707th Special Mission Battalion began with men and women within the ranks of Republic of Korea's Army personnel. Once identified, candidates completed an extensive background check followed by a rigorous ten-day

assessment and selection process that resulted in a 90 percent attrition rate.

Unfortunately, qualitative data on this attrition and how it relates to male and female applicants remains unknown. Those who completed the selection process began the 12-month formal training pipeline. The first six months consisted of basic infantry combat training evolutions followed by six months of special warfare training. This final phase of training included elements of parachute operations, rappelling, mountain warfare, martial arts, weapon familiarization, and demolition. Following graduation, female operators joined the 707th for additional training in weapons familiarization, breeching, and assault tactics, in addition to completion of SCUBA and advanced parachute qualifications (Miller 2003, 72). At the conclusion of this pipeline, men and women earned recognition within the 707th Special Mission Battalion as Special Forces operators. The attributes unique to the 707th Special Mission Battalion provide valuable organization and training characteristics for female integration into elite military units. These women met extraordinarily high qualification standards, were trained to a high level, and accomplished these feats alongside their male counterparts. A specialized concentration on low-visibility operations paired well with their skillset as counterterrorism operators (Miller 2003, 72). These characteristics provide valuable lessons as the discussion moves toward women specifically engaged in combat operations.

Modern militaries first began integration of women into combat units with efforts made by Norway and Israel in 1985. Prior to this development, women permitted to serve in their nations' military were traditionally assigned to medical, support, and logistics fields (Sutea 2016, 2-3). The lone exception occurred during Israel's War of Independence from 1947 to 1949. More than 12,000 women served in the Israeli military

during this conflict that resulted 114 females killed in action (Gal 1986, 46). Several of these women were recognized for their achievements in combat. One soldier, Netiva Ben Yuhuda, earned the name Blonde Devil by Arab forces who feared her reputation as an elite sniper (Stein 2006, 316). Despite a wealth of success in combat, one unfortunate event from the war led to considerable change after Arab forces captured, raped, mutilated, and murdered a female Israeli soldier for public consumption.

From 1948 until 1985, Israeli women were limited to service in administrative and technical positions (Stein 2006, 316). During this time, women accounted for 10 percent of Israel's active duty force with service in elite airborne and specialized combat units as admin clerks and medics (Stein 2006, 317). This changed in 1985, when Israel joined Norway's abolishment of gender barriers with the creation of female accession to combat positions (Braw 2017, 2). Following these changes to policy, the percentage of the Israeli female population who served in the armed forces increased from 60 percent in the 1950s to 70 percent in the 1990s (Van Creveld 1998, 263). This nominal gain in female soldiers generated a talented pool of applicants interested in combat positions. However, these advancements in integration were hindered by the Israeli military assignment process. Female assignments were limited to Women's Corps hindered by a dual chain of command for female soldiers. Female opportunities for leadership experience were limited by this chain of command structure, resulting in few women rising to the rank of colonel (Stein 2006, 317). Norway experienced a significantly reduced rate of success compared to their Israeli counterparts during this period.

Thirty years after the abolishment of military gender barriers, only 10 percent of Norwegian officers and soldiers were female in 2012. In an innovative effort to attract

increased female integration, Norway created the initiative to modify their Air and Missile Defense Battalion into a mixed-gender organization. Characteristics of these changes included shared entry qualifications for men and women to include operational duties, living arrangements, and bedrooms with split occupancy (Braw 2017, 2-3). Senior leaders involved in the experiment referenced evidence that young Norwegians grew accustomed to sharing equal roles in society until they entered the Norwegian armed forces (Braw 2017, 3). It was the Norwegian armed forces that maintained legacy standards while civil society encouraged female integration. These characteristics of success inspired Norway's bridging strategy toward solving North Atlantic Treaty Organization (NATO) a critical requirement in Afghanistan where female operators were required for specialized missions at a time when none existed.

In 2014, the Norwegian Armed Forces Special Command (FSK) developed a one-year pilot program designed to solve the special reconnaissance operations critical capability that required female operators for contact with Muslim women during missions in Afghanistan (Strategy Page 2016, 1). A senior officer within the Norwegian Special Operations Forces described, "in Afghanistan, one of our biggest challenges was that we would enter houses and not be able to speak to women" (Leffler 2016, 2). According to Colonel Frode Kristoffersen, head of Norway's Special Forces, the first class of Jegertroppen graduates provided a critical ground presence with specialties in urban surveillance and reconnaissance. These operators opened high value interactions and information channels previously inaccessible by male counterparts (Leffler 2016, 3). The characteristics of Jegertroppen's success in combat indicated recognition of the physiological differences between these women and the FSK, however, they were valued

by senior Norwegian officers as professionally equivalent in combat (King 2014, 382). It was unit cohesion developed through the rigor of the Jegertroppen training pipeline that shaped graduates who maximized positive unit contributions and earned mutual respect through superior physical aptitude in combat.

Innovation of Special Forces Training

Norway's strategic military environment necessitates a combat force skilled in the protection of national security interests. These forces must be trained for effective contribution to international peace and security through the United Nations and NATO missions (Trucano et al. 2017, 15). The primary challenge in the development of effective training for female combatants was the accession of women into ground combat as Special Forces operators. This represented a profound historical transformation for the armed forces. This transformation had to be handled with purposeful preparation, as initial combat training for women must begin from a dissimilar baseline as the female body has a dissimilar physiology when compared to males (Brownson 2014, 3). Effective military training reinforces the physical ability of the human body to adapt. Specifically, the female body is not resistant to physical adaptation, it is as malleable as the male body when challenged by rigorous training (Ridley 1993, 180). Leadership within Norway's Special Operations Forces understood this phenomenon and embraced a training program that enhanced the female body to achieve the desired level of combat effectiveness.

In 2014, The FSK developed the one-year Jegertroppen pilot program with the goal to train female Special Forces candidates to a particular baseline who could exceed the physical standards required of their male counterparts upon graduation from the course. The initial program recruited 317 female candidates thrust into modules in Arctic

survival, counterterrorism, urban warfare, long-range patrols, and airborne operations (Leffler 2016, 2). These rigorous training evolutions mirrored components of the rigor resident to the FSK operative pipeline, Norway's counterterrorism operators. Following 12 months of training, only 13 women completed the initial Jegertroppen program, equal to a 96 percent rate of attrition (Leffler 2016, 3). The key to success in the Jegertroppen's first training class can be linked to the different training standards required for entrance into the course compared to those required for graduation. To complete the course, women had to accomplish a series of six physical disciplines at a specified threshold. See table 1 for a list of these physical standards.

Table 1. Norway's Jegertroppen Physical Standards				
Event	Distance	Repetitions	Time Limit	Pace
Ruck march in full gear (60 pounds) through forest terrain	15-kilometers (9 miles)	1	2 hours and 15 minutes	15 minutes per mile
Pull-ups	-	6	-	-
Sit-ups	-	50	2 minutes	-
Push-ups	-	40	2 minutes	-
Run	3-kilometers 1.8 miles	1	13 minutes	7 minutes per mile
Swim	400-meters with first 25 meters under water	1	11 minutes	-

Source: Developed by the author. Data from Ponniah 2017, 12.

The United States Army John F. Kennedy Special Warfare Center School (SWCS) have established physical qualification standards for Special Forces candidates. As the primary training center for the education and qualification of soldiers within USASOC and USSOCOM, SWCS trains Special Forces, Civil Affairs, and Psychological Operations personnel. This study focused on the Green Beret portion of SWCS training, specifically graduates of the Special Forces Qualification Course (SFQC). The Special Forces candidate, an 18X series soldier according to the Military Occupational Specialty code, begins their Special Forces training pipeline long before entry into SWCS. The timeline for a Special Forces candidate from recruitment to graduation can be found at table 2, United States Army Special Forces Candidate (18X) Training Pipeline.

Table 2. United States Army Special Forces Candidate (18X) Training Pipeline			
Phase	Course	Training Days	Timeline
-	Basic Airborne Course Fort Benning, GA	17	17 days
-	Special Forces Preparation Course (SFPC) Fort Bragg, NC	19	36 days
-	Special Forces Assessment & Selection (SFAS) Fort Bragg, NC	19	55 days
Selection and Permanent Change of Station to Fort Bragg, NC			
Enter Special Forces Qualification Course (SFQC) - 420 Training Days			
I	Special Forces Orientation	42	97 days
II	Small Unit Tactics and SERE Training	63	160 days
III	Military Occupational Specialty Training	112	272 days
IV	Culmination Exercise (Robin Sage)	28	300
V	Special Operations Language Training (SOLT)	175	475
Total Training Days		475 days (1 year, 110 days)	

Source: Developed by the author. Data from US Army, 2018.

Following the prerequisite Basic Airborne Course, the Special Forces Preparation Course, SFAS, and the SFQC, the Special Forces candidate earns their Green Beret and assignment to an SFODA (US Army 2018, 1). The United States Army Special Forces Candidate (18X) Fitness Standards listed at table 3 illustrate the physical standards each candidate must achieve prior to graduation from SFQC.

Table 3. United States Army Special Forces Candidate (18X) Physical Standards				
Event	Distance	Repetitions	Time Limit	Pace
Ruck march with full gear (60 pounds)	12 miles	1	3 hours	15 minutes per mile
Pull-ups	-	8	-	-
Sit-ups	-	66	2 minutes	-
Push-ups	-	57	2 minutes	-
Run	5 miles	1	40 minutes	8 minutes per mile
Swim Test	-	1	-	-

Source: Developed by the author. Data from Murphy 2017, 3.

In comparison, Jegertruppen standards at table 1 are similar to Army Special Forces standards at table 3; however, Army standards are higher in every category. A primary concern amongst Special Forces soldiers is their standards will decrease with the future integration of women. In 2014, a study from the RAND Corporation led a military study to discover the potential challenges related to the integration of women into Special Forces. The survey was administered among personnel assigned to USSOCOM positions closed to females. A primary finding from the RAND Corporation study determined a strong, deep-seated, and intense opposition to the integration of women in USSOCOM Special Forces units. Specifically, 85 percent of surveyed operators opposed the integration of females into their Military Occupational Specialty (Szayna et al. 2016, xi). This statement deserves a point of clarification. A SOF specialty includes one of seven codes that combine to form a Special Forces Operational Detachment Alpha, illustrated at figure 1. The basic building block of the SFODA includes 12 operators with specialties

dispersed amongst the seven specialty codes. The specialty codes highlighted in figure 1 include: Special Forces Officer (18A), Special Forces Warrant Officer (180A), Special Forces Weapons Sergeant (18B), Special Forces Engineer Sergeant (18C), Special Forces Medical Sergeant (18D), Special Forces Communications Sergeant (18E), Special Forces Intelligence Sergeant (18F), and Special Forces Senior Sergeant (18Z). Considering this background information, 85 percent of operators opposed female integration within their Special Forces specialty code. Additionally, 71 percent opposed the inclusion of women within Special Forces units (Szayna et al. 2016, xi).

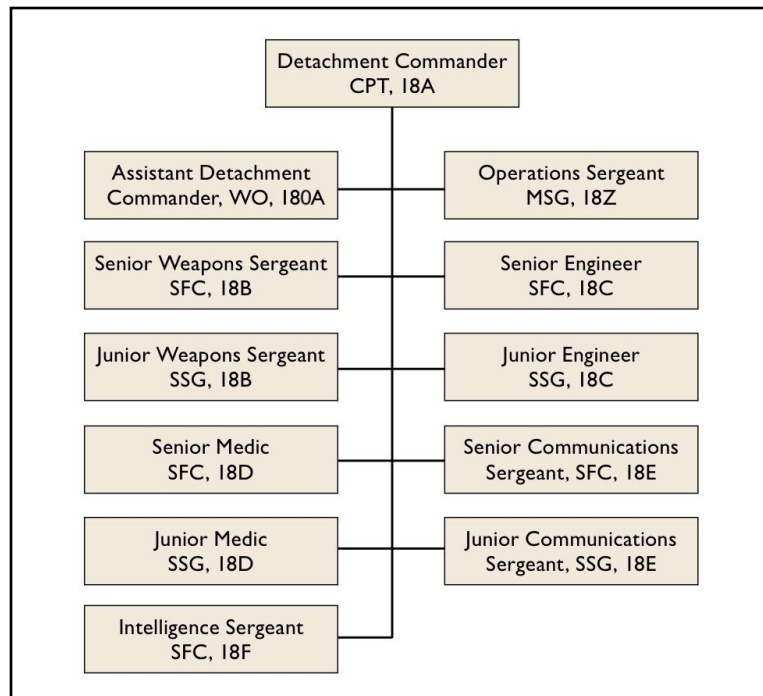


Figure 1. Special Forces Operational Detachment Alpha Organization

Source: Alvarez, Nalepa, Wyant, and Zimmerman 2015, 3-7.

Three risk areas influenced this majority opposition. These areas included concerns about a decrease in physical qualification standards, that integration of women

would lead to erosion of unit cohesion, and that integration of women would reduce leadership availability to resolve conflict within the unit (Szayna et al. 2016, xii). A separate study conducted in 2002 with similar results published in 2010 identified risks to cohesion as the primary threat to combat effectiveness in mixed-gender units (Reynolds 2016, 2). The combination of these factors parallel concerns highlighted by senior Norwegian leadership prior to the development of the Jegertroppen program.

Cohesion among mixed-gender Special Forces units is the most critical component of effective combat units. Unfortunately, cohesion is difficult to measure and changes rapidly and without warning (Kristiansen 2017, 1). Attributes of cohesion unique to Norwegian culture were identified by the FSK to ensure ideal adaptability for soldiers who integrated with Jegertroppen operators. Following several years as a Jegertroppen instructor, Magnus, a male Norwegian Special Forces soldier, claimed problems of cohesion do not exist in Norway. In most circumstances, male and female soldiers share rooms without issue. On the subject of equal physical strength between men and women, Magnus added, “I don’t think you should view it as the girls are going to do the exact same as the guys. They are not going to win hand-to-hand combat, but most of the time we use guns and a lot of the time they shoot better than the guys” (Ponniah 2017, 9). As most Jegertroppen were elite athletes prior to admission to the program as candidates, their physical ability was further developed from a high baseline through a rigorous training pipeline. “In this way, their physiological differences from their male comrades is recognized, but they are simultaneously valued as professionally equivalent” (King 2014, 382). This sense of equivalency was developed through the unique characteristics of the Jegertroppen training pipeline.

Jegertroppen candidates begin their training pipeline at the Terningmoen Camp, 100 miles north of Oslo, Norway. There are many advantages to a tailored training program for women according to Colonel Frode Kristofferson, commander of Norway's Special Forces. "At the end of the one-year program the female soldiers are just as capable as their male counterparts" (Angerer 2017, 4). This key difference in Norwegian training allows female candidates to train in isolation from males to purposely develop the characteristics required of a Norwegian Special Forces operator. Once the initial one-year Jegertroppen pipeline is complete, the women enter mixed-gender training with their male FSK counterparts. Follow-on training includes parachuting, skiing in the Arctic Tundra, land navigation, and urban combat (Angerer 2017, 5). This allows Jegertroppen to seamlessly integrate with male operators as their mental and physical strength are attuned to the combat requirements of Special Forces operators.

Integration Challenges Related to Doctrine

The integration of an all-female Special Forces unit is indicative of a progressive trend toward increased female composition in the Norwegian armed forces. In 2002, females represented 0.7 percent of Norway's military personnel. By 2016, that number rose to 10 percent with expectation for continued growth. This compares to a 15 percent ratio of women in the United States armed forces (Ponniah 2017, 11). It is projected women will comprise 20 percent of the Norwegian military by 2025, an indication of increased female entrance into the Norwegian armed forces following their movement as NATO's first alliance member to adopt universal conscription in 2015 (Leffler 2016, 3). At figure 2, Norwegian Armed Forces by Gender, growth indicated by these statistics can be assessed from 2012 to 2016. The calculated purpose behind this growth in Norwegian

female soldiers stemmed from NATO's need for operation-critical surveillance and reconnaissance missions within female populations in Afghanistan, counter-piracy missions off the coast of Somalia, and expanded coalition force missions in Iraq and Syria (Korpela 2016, 3). Further analysis of the differences between NATO SOF doctrine and United States SOF doctrine will explain how these distinctions impact the integration of females into Special Forces units.

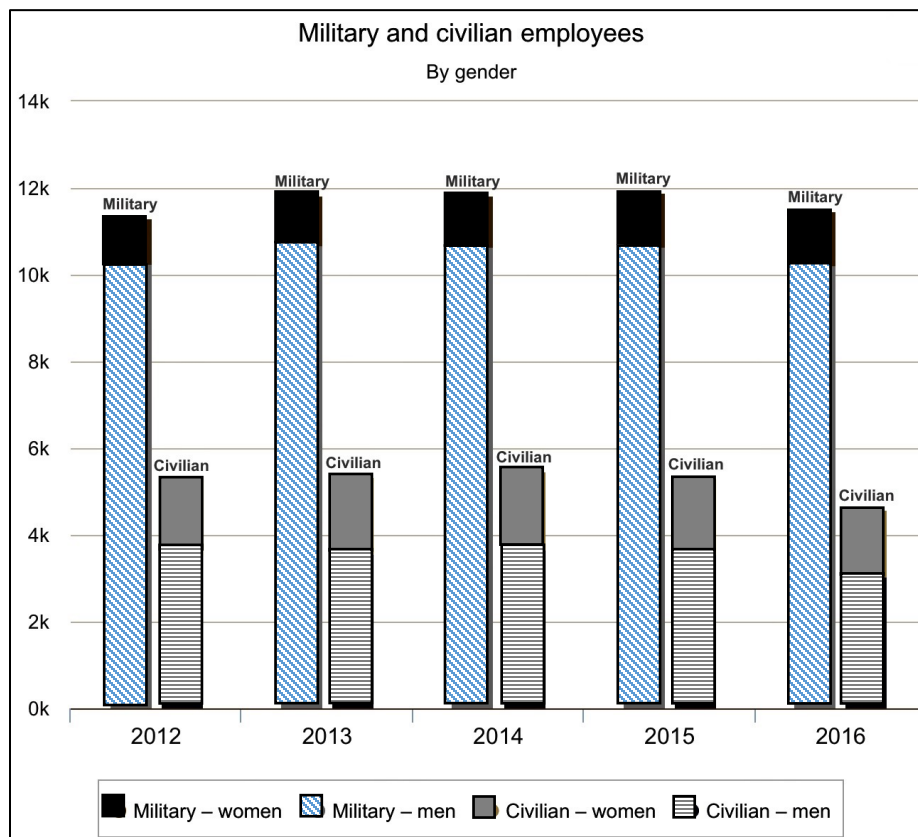


Figure 2. Norwegian Armed Forces by Gender

Source: Norwegian Armed Forces 2017.

A comparison between NATO SOF doctrine (AJP-3.5, *Allied Joint Doctrine for Special Operations*) and United States SOF doctrine (Joint Publication 3-05, *Special Operations*) reveals both nations recognize the advanced qualifications required of Special Forces operators. These attributes include highly qualified Special Forces candidates trained, educated, and equipped to effectively operate across the full range of military operations. The ability for Special Forces units to operate independently and in concert with conventional forces generates their unique capacity to achieve strategic effects (Kristiansen 2017, 4). Independent from United States doctrine, NATO SOF doctrine classifies military operations based on forecasted intensity with the underlying assumption that peace and conflict are cyclic conditions. Anticipation of cyclic requirements for Special Forces expertise limits NATO SOF doctrine to three activities: direct action, special reconnaissance, and military assistance (Kristiansen 2017, 4).

United States SOF doctrine classifies Special Forces missions based on the characteristics of one activity or combination of multiple activities. These twelve activities include direct action, special reconnaissance, countering weapons of mass destruction, counterterrorism, unconventional warfare, foreign internal defense, security force assistance, hostage rescue and recovery, counterinsurgency, foreign humanitarian assistance, military information support operations, and civil affairs (DOD 2014, x). Within these 12 activities, military information support operations and civil affairs operations are specialized military branches within the Army Special Operations Force community. Soldiers who serve in these two branches are highly qualified professionals who perform a critical role within the Special Operations community. The specialized nature of the training required to serve in these branches necessitates a military

occupational specialty code unique to military information support operations and civil affairs. However, it is important to note these soldiers do not enter the 18X pipeline and are not considered Special Forces operators. For these reasons, the United States Special Forces missions are limited to the remaining ten activities.

The numerical difference between doctrinally defined United States and NATO SOF activities (a four to one ratio) are primary indicators of their different approach to SOF doctrine (Kristiansen 2017, 4). Both methods have unique strengths, where United States SOF doctrine influences Special Forces operator training across ten unique activities, NATO SOF simultaneously focuses on three doctrinal activities. The operational necessity for Jegertroppen's development resulted from Norway's desire to create a female Special Forces operator with superior skill in special reconnaissance complimented by elite training in direct action and military assistance (Kristiansen 2017, 5). Norway recognized the difficulty in training an initial qualification female Special Forces candidate across multiple doctrinal activities. While the operational need for female Special Forces operators remained critical, early female attempts to pass the selection process for Norway's Fallskjermjeger [paratroopers], Spesialjeger [special hunters], and Marinejeger [marine hunters] resulted in failure (Korpela 2016, 2). Norway's solution to this doctrinal challenge inspired the Jegertroppen model to develop a female operator with superior skill in special reconnaissance complimented by highly trained skills in direct action and military assistance.

Chapter Conclusion

Incorporation of DOTMLPF-P analysis provided the ideal research tool for the layout of this literature review. Three primary sections consolidated rich information into

comprehensive themes. A thorough overview of the literature illustrated the link between the modern history of women in combat, Jegertroppen development and operations, and doctrinal challenges related to the forecasted integration of women into United States Army Special Forces by 2025. Extensive research on the Special Forces community, attempted integration of women in combat units, and successful examples of female integration reinforce the validity of the primary research question, “Does Norway’s Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?”

The next chapter, Research Methodology, illustrates the six-step approach used to analyze the research design. This qualitative research design was comprised of two methods, the literature review and application of evaluation criteria. Review of the literature was sourced from qualitative systematic review of the literature presented throughout this chapter, “Literature Review”. This evidence facilitated the correlation of relationships required to answer each secondary question. This led to response evaluation criterion that framed a six-step process used to review professional literature, scholarly articles, and scientific research specific to the selected components of DOTMLPF-P that included Organization, Training, and Doctrine. The compilation of this research methodology yielded rich qualitative data for further analysis in Chapter 4, “Data Presentation and Analysis.” The criteria for response evaluation will be outlined in Chapter 3, “Methodology.” Systematic compilation of these qualitative data points combined to yield the aggregate analysis that led to a conclusive answer the primary research question.

CHAPTER 3

RESEARCH METHODOLOGY

Western militaries need to think about what they must do and then codify how they will do it.

—General Gordon R. Sullivan, 32d Chief of Staff of the Army

Chapter Introduction

The research design for this qualitative study was comprised of two methods, the literature review and application of evaluation criteria. Review of the literature was sourced from the qualitative systematic review of the broad synthesis of literature presented in Chapter 2, “Literature Review.” This evidence facilitated the correlation of relationships required to answer three secondary questions. These answers yielded responses imbedded within an evaluation criterion that framed the six-step process used to review professional literature, scholarly articles, and scientific research specific to the selected components of DOTMLPF-P that included Organization, Training, and Doctrine.

Primary Research Question

Thorough research on the Special Forces community, attempted integration of women in combat units, and effective examples of female integration served as inspiration for the primary research question, “Does Norway’s Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?” The United States Army’s Fourth Warfighting Challenge was the prime influence behind this effort toward innovation. This Warfighting Challenge addresses the necessity to, “improve the rate of innovation to drive capability development and deliver

DOTMLPF-P solutions to the warfighter at a pace that meets operational demand within the existing constraints of the acquisition and budgeting processes” (ARCIC-F/TRADOC 2010). Qualitative analysis of Norway’s Jegertroppen determined feasibility of the Jegertroppen model as a bridging strategy toward effective integration of females into United States Army Special Forces.

Secondary Research Questions

Three secondary research questions incorporated elements from DOTMLPF-P analysis focused on Organization, Training, and Doctrine. Systematic compilation of qualitative data points combined to yield the aggregate analysis required to successfully answer the primary research question. The three secondary research questions were:

1. What aspects from the Jegertroppen model should the United States integrate into Army Special Forces?
2. How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?
3. What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?

Evaluation Criteria

Qualitative systematic review of the literature review presented in chapter 2 required inclusion of a second research methodology to further refine calculated answers to the primary and secondary research questions. This necessity for compounded exploration into the primary and secondary research questions was met with the incorporation of qualitative evaluation criteria. The development of evaluation criteria

influenced by DOTMLPF-P principles facilitated sound rationale for data analysis in response to each secondary research question.

Three characteristics were included in the evaluation criteria to ensure these objectives were met. First, a chart was created at table 4, DOTMLPF-P Evaluation Criteria, to document responses against each secondary research question. Next, three questions were input within the first column, “Questions.” Last, four categories of evaluation criteria were established to measure the effectiveness of each response question. The combination of these characteristics maintained the validity of the research study. Further background will define the development of these criteria and how they will be applied during data analysis in Chapter 4, “Data Presentation and Analysis.”

Table 4. DOTMLPF-P Evaluation Criteria				
Questions	Non-Effective (0 points)	Slightly Effective (1 point)	Effective (2 points)	Highly Effective (3 points)
1) Will aspects from Norway’s Jegertroppen effectively integrate into United States Army Special Forces?				
2) Do Jegertroppen’s training requirements meet the needs of United States Army Special Forces?				
3) Do Norway’s doctrine solutions relate to United States integration challenges?				

Source: Developed by the author.

Evaluation Criteria

- Effectiveness -

Innovate aspects of Norway's Jegertroppen model to develop an effective bridging strategy toward female integration into the U.S. Army Special Forces. The effectiveness of U.S. Army Special Forces requires three important factors. First, the organization must combine to form a cohesive group of professional operators synchronized in pursuit of a common objective. Second, training must prepare the mental and physical well-being of the operator for every conceivable operational environment. Third, policy development must remain in line with United States and Department of Defense requirements for the defense of the nation and associated national interests.



Non-Effective

Does not comply
with Special
Forces readiness
requirements



Slightly Effective

Some aspects
comply with Special
Forces readiness
requirements



Effective

Complies with Special
Forces readiness
requirements



Highly Effective

Exceeds Special
Forces readiness
requirements

Figure 3. Evaluation Criteria

Source: Adapted by author from Kem 2013, 276.

Three response questions inspired by the secondary research question were the most important attributes of the qualitative evaluation criteria found at table 4, DOTMLPF-P Evaluation Criteria. Each response question was developed to generate analysis that corresponded to critical areas of the research study. These elements were purposely influenced by three DOTMLPF-P components that included Organization, Training, and Doctrine. The first question relates to Organization, the second to Training, and the third to Doctrine. Characteristics intrinsic to each secondary question were combined to create response questions that yielded a dichotomous answer with qualitative attributes. Specifically, each question may be answered “yes” or “no” within

the confines of four distinct criteria. These criteria were defined as “Non-Effective,” “Slightly Effective,” “Effective,” and “Highly Effective.” Each of these criteria are outlined in figure 3, Evaluation Criteria. It is important to note traditional applications of this evaluation criteria methodology are generally limited to three qualitative criteria. Four qualitative criteria were selected as a unique component to this study to generate the option for a “non-effective” response. This response was created to acknowledge that attributes from Norway’s Jegertroppen model may not be compliant with United States Army Special Forces requirements.

Framework for this evaluation criteria was developed to capitalize on characteristics with the greatest potential to influence quality analysis of the primary and secondary research questions. The compilation of answers to these questions resulted in an effective bridging strategy that incorporates unique aspects of Norway’s Jegertroppen model. The innovation of this model will enable this bridging strategy to provide tangible guidance for the effective integration of females into the United States Army Special Forces. An understanding of how this evaluation criteria contributed to the research methodology will provide insight to the six-step process that was implemented in Chapter 4, “Data Presentation and Analysis.”

Research Methodology

The purpose of this research study was to analyze qualitative data from a successful model of female integration into Special Forces, Norway’s Jegertroppen, to create an effective bridging strategy toward the integration of females into United States Army Special Forces. Six steps comprised the execution of this research methodology that included two subordinate methods, systematic review of the broad synthesis of

literature and application of evaluation criteria. When combined, dichotomous results from three response questions led to calculated answers to three secondary research questions and the primary research question, “Does Norway’s Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?” The following outline describes the step-wise approach that comprised these six steps.

The first step in the research design methodology included a comprehensive literature review that analyzed examples of female integration into Special Forces units to provide anecdotes toward a bridging strategy that achieves institutional adaptation of United States Army Special Forces. A compilation of literature demonstrated depth in three components of DOTMLPF-P that included Organization, Training, and Doctrine. These components were further articulated with literature sourced across three foreign nations whose modern military history illustrated effective aspects of female integration into Special Forces units. This combination of depth and breadth established comprehensive themes that reinforced the validity of three secondary research questions. The first of these secondary questions served a primary role in the second step of this research design.

The second step in the research design utilized the evaluation criteria presented at table 4, DOTMLPF-P Evaluation Criteria. In the first column at table 4, the first response question determined if aspects from Norway’s Jegertroppen would prove effective within United States Army Special Forces. Two sources provided inspiration that led to the creation of this response question. These sources were the Organization component from DOTMLPF-P analysis and the first secondary research question. Through systematic

review of the broad synthesis of literature, the first response question was evaluated using dichotomous analysis. Each response was input in the column that corresponded to the correct level of predicted effectiveness: “Non-Effective,” “Slightly Effective,” “Effective,” or “Highly Effective.” Conclusion of this second step in the framework resulted in a calculated answer to the first secondary research question, “What aspects from the Jegertroppen model should the United States integrate into Army Special Forces?”

The third step in the research design also utilized the evaluation criteria presented at table 4, DOTMLPF-P Evaluation Criteria. In the first column at table 4, the second response question determined if training requirements tailored to Norway’s Jegertroppen meet the needs of United States Army Special Forces. Two sources provided inspiration that led to the creation of this response question. These sources were the Training component from DOTMLPF-P analysis and the second secondary research question. Similar to the second step, consideration for the systematic review of the broad synthesis of literature resulted in dichotomous analysis of the second response question. This response was input in the column that corresponded to the correct level of predicted effectiveness. Conclusion of this third step in the framework resulted in a calculated answer to the second secondary research question, “How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?”

The fourth step in the research design also utilized the evaluation criteria presented at table 4, DOTMLPF-P Evaluation Criteria. In the first column at table 4, the third response question determined if Norway’s doctrine solutions related to DoD

integration challenges. Two sources provided inspiration that led to the creation of this response question. These sources were the Doctrine component from DOTMLPF-P analysis and the third secondary research question. Similar to the second and third step, consideration for the systematic review of the broad synthesis of literature presented resulted in dichotomous analysis of the third response question. Once a response was placed in the column that corresponded to the correct level of predicted effectiveness, the fourth step resulted in a calculated answer to the third secondary research question, “What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?”

The fifth step in the research design required the aggregation of findings documented throughout steps two through four during completion of the evaluation criteria found at table 4, DOTMLPF-P Evaluation Criteria. This compilation of data provided the first half of qualitative data utilized to conclusively answer the primary research question. Additional qualitative data resulted from calculated analysis of the literature review that offered contrasts and comparisons when combined with results from the evaluation criteria. The combination of these two methods secured the data analysis required to proceed to the final step of the research design.

The last step in the research design involved arrival at a conclusive answer to the primary research question. This capstone phase required a comprehensive review of literature, thorough analysis of the evaluation criteria, and calculated answers to the secondary research questions. Completion of these research milestones generated the ability to conclusively answer the primary research question, “Does Norway’s Jegertroppen provide an effective bridging strategy for the integration of females into

United States Army Special Forces by 2025?” Conclusions drawn from the primary research question resulted in the ability to articulate the phenomenon behind Jegertroppen’s operational success and identification of valuable characteristics that could enhance United States Army’s attempts to effectively integrate females into Special Forces units.

Threats to Validity and Biases

The validity of this research study required accurate measurement of a structured qualitative methodology that led to a conclusion free of logical errors (Garson 2016, 11). Conclusions drawn from Chapter 4, “Data Presentation and Analysis,” had to formulate functional characteristics of an effective bridging strategy without the threat of undue influence from author bias. The complex subject of female integration enhanced the potential for these threats. Therefore, a thorough overview of the potential internal and external threats to validity along with inherent bias from the researcher were developed. The compilation and awareness of these threats ensured the production of meaningful research data, as it was imperative these attributes did not detract from the potential to generate valuable adaptations of the institutional Army.

The first threat to validity affected the internal structure of the research study through authentic opposition of content believed to be relevant based on the support of sound rationale (Garson 2016, 13). Internal threats to validity were addressed through the qualification of secondary sources reinforced with opposing analysis from qualified viewpoints. The combination of two research design methods ensured the research methodology articulated primary concepts through professionally accepted definitions that supported measurable characteristics in response to the primary research question

(Garson 2016, 14). Selection of Norway's Jegertroppen as the primary influence toward a bridging strategy that leads to female integration into United States Army Special Forces was made with careful consideration to maintain internal validity. The proposal of the Jegertroppen as a model for innovation rather than the explicit recommendation for a United States version of the Jegertroppen model encouraged authentic opposition to further validate the recommended bridging strategy toward female integration into Army Special Forces. There are benefits to the structure of this study that assist with the risks toward external validity as well.

The second threat to validity affected the external structure of the research study through opposition of generalizations made throughout the methodology and analysis phase. It was imperative the presence of these generalizations was acknowledged within the delimitations of the research study, as identified in Chapter 1, "Introduction." While generalizations were a necessary component within the narrow scope of this research study, the Special Forces community should never incorporate generalizations in their innovation of ideas with a high probability of operational impact. These threats to external validity were mitigated through articulate analysis of lessons learned and the incorporation of successful traits demonstrated by foreign nations who attempted female integration in their own Special Forces units. The compilation of these strengths and weaknesses led to a conclusion strengthened by thorough DOTMLPF-P analysis. There were no additional sources of bias that further influenced internal and external validity.

The credibility of a research study can be decisively damaged by researcher induced-bias. Bias may originate from two sources: the sociological characteristics of the researcher and conclusions narrowed by a single indicator within a research methodology

(Garson 2016, 20). The sensitive nature of subject matter related to female integration requires absolute awareness of potential bias. To generate unified vision inspired by the conclusions from this research study, the subject of female integration into United States Army Special Forces was selected by a United States Air Force officer. To demonstrate further absence of bias, the researcher has not served within United States Special Operations Command or Air Forces Special Operations Command. To complement this lack of bias, the researcher has demonstrated the required degree of credibility through an extensive military background as a senior Air Force pilot with more than 260 combat missions totaling 2,000 combat hours in command of electronic attack and intelligence, surveillance, and reconnaissance missions flown in support of Special Forces operations. Additionally, the researcher's attendance at the United States Army Command and General Staff College developed the familiarity required to understand United States Army doctrine at the graduate level. Further, recognition in academia as a 2018 Art of War Scholar and recipient of a doctoral degree in 2016 highlights the aptitude required to sufficiently research this critical topic. These sociological characteristics serve to mitigate the potential for researcher induced-bias, as the researcher does not have professional ties to the United States Army or Special Forces units. Finally, a research methodology that combined two methods, the literature review and application of evaluation criteria, eliminated the potential for conclusions narrowed by a single indicator within a research methodology.

Chapter Conclusion

A sound research methodology provided the cornerstone for rich qualitative data. The compilation of two research methods, the literature review and application of

evaluation criteria, enabled valuable qualitative systematic review of the broad synthesis of literature presented in Chapter 2, “Literature Review.” When combined, the outcome of this methodology yielded extensive qualitative data for comprehensive analysis in Chapter 4, “Data Presentation and Analysis.” Criteria outlined in the response evaluation facilitated manageable components of data acquired through DOTMLPF-P analysis that narrowed the scope of the literature review. Systematic compilation of these qualitative data points combined to yield the aggregate analysis required to conclusively answer the primary research question, “Does Norway’s Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?”

Through application of these methods, chapter 4 will demonstrate how the six-step approach was implemented to incorporate the evaluation criteria used to analyze the research design. These six steps will include a summary of literature review, analysis of the first secondary research question, analysis of the second secondary research question, analysis of the third secondary research question, aggregation and analysis of steps two through four, and a conclusive answer to the primary research question. This six-step approach will incorporate the Organization, Training, and Doctrine components of DOTMLPF-P analysis to further orient a strategic perspective toward the innovation of Norway’s Jegertroppen model. Qualitative analysis of these targeted data points answered the feasibility of the Jegertroppen as an effective bridging strategy toward the effective integration of females into United States Army Special Forces units.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

If you always do what you always did, you will always get what you always got.
—Albert Einstein, 1921 Nobel Laureate in Physics

Chapter Introduction

The purpose of this chapter, Data Presentation and Analysis, will be to utilize a six-step approach toward analysis of the secondary research questions. Aggregation and analysis of these questions will incorporate a systematic review of the literature to yield extensive qualitative data for comprehensive examination. Organization of this review includes criteria relevant to the research study outlined using Evaluation Criteria (figure 3). These evaluation criteria will produce rich data related to three characteristics within DOTMLPF-P analysis. The six-step approach utilized in this study incorporated the Organization, Training, and Doctrine components of DOTMLPF-P further orient a strategic perspective toward the innovation of Norway's Jegertroppen model.

Through application of these methods, the analysis phase incorporated evaluation criteria that depended on this six-step approach to ensure thorough analysis. These six steps included a summary of literature review, analysis of the first secondary research question, analysis of the second secondary research question, analysis of the third secondary research question, aggregation and analysis of steps two through four, and a conclusive answer to the primary research question. Finally, this conclusive answer to the primary research question will be followed by recommendations for Operational, Training, and Doctrine innovations to further the opportunity for future research

strategies. Qualitative analysis of these targeted data points answered the feasibility of the Jegertroppen as an effective bridging strategy toward the effective integration of females into United States Army Special Forces.

Primary Research Question

Extensive research on the Special Forces community, attempted integration of women in combat units, and successful examples of female integration served as inspiration behind the primary research question, “Does Norway’s Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?” The United States Army’s Fourth Warfighting Challenge served as the prime influence behind this effort toward innovation. The Fourth Warfighting Challenge addressed the necessity to adapt the institutional Army and innovate. This challenge seeks to, “improve the rate of innovation to drive capability development and deliver DOTMLPF-P solutions to the warfighter at a pace that meets operational demand within the existing constraints of the acquisition and budgeting processes” (ARCIC-F/TRADOC 2010). Qualitative analysis of Norway’s Jegertroppen determined the feasibility of their model for integration as a bridging strategy toward the effective integration of females into United States Army Special Forces.

Secondary Research Questions

Three secondary research questions incorporated elements from DOTMLPF-P analysis, specifically focused on Organization, Training, and Doctrine. Systematic compilation of qualitative data points combined to yield the aggregate analysis required

to conclusively answer the primary research question. The three secondary research questions were:

1. What aspects from the Jegertroppen model should the United States integrate into Army Special Forces?
2. How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?
3. What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?

Step 1: Summary of the Literature Review

The layout for the literature review was comprised of three primary sections. Each section consolidated valuable data into comprehensive themes. These themes were uniquely inspired by three secondary research questions. These themes included the modern history of women in combat, Jegertroppen development and operations, and current United States policy related to the forecasted integration of women in United States Army Special Forces by 2025. The combination of these targeted data points provided the comprehensive and unbiased background required to accurately assess the data aggregation. Feasibility of Norway's Jegertroppen model as a potential United States Army bridging strategy was determined through accurate analysis derived from the results of this aggregation. The first of these themes presented in the literature review was the modern history of women in combat. This detailed history presents an enormous volume of data too broad for qualitative analysis specific to this study. Alternately, an emphasis on a modern history of women in combat captured a valuable snapshot of

historical data between post-World War II (1945) and the present day. Three unique all-female forces were recognized during this period.

First, South Korea created the 707th Special Mission Battalion from soldiers within the ranks of the Republic of Korea Army. Unit development began in 1982 as an advanced measure to build an elite urban counter-terrorism force for service during the 1988 Seoul Olympic Games (Murphy 2017). One company within this battalion was comprised of all females. These women specialized in low-visibility operations as forward observers and bodyguards for public figures (Murphy 2017). Qualification for entry into the 707th Special Mission Battalion continues to mirror its rigorous beginnings. Once identified, candidates complete an extensive background check followed by a ten-day selection process that results in an average attrition of 90 percent. Those who proceed beyond selection enter a 12-month formal training pipeline. This pipeline includes emphasis on basic infantry combat skills and special warfare training with elements that include parachuting, mountain warfare, martial arts, weapons familiarization, and demolition. The sensitive nature of this unit limits further quantifiable information. Despite their classification as a counter-terrorism unit with limited combat experience, the integration model utilized by the 707th demonstrates valuable characteristics of female integration into a Special Forces unit.

Israel founded their all-female force in 1947. These women fought in Israel's War of Independence from 1947 to 1949. There were 12,000 women who served during this period to include 114 killed in action. One anecdote from the war delayed further integration after an Israeli woman was captured, raped, mutilated, and murdered for public consumption. The negative publicity associated with this event resulted in a 40-

year hiatus in female combat service. This changed in 1985 when Israel joined Norway's formal abolishment of gender barriers with the inclusion of female accession into combat assignments (Braw 2017, 2). These changes in legislation led to a 10 percent increase in the percentage of Israeli women who served in the armed forces, from 60 percent in the 1950s to 70 percent in the 1990s (Van Creveld 1998, 263). Negative attributes associated with the increase included the female assignment system and their isolated command structure. While women were permitted to serve in combat units, they were limited to the Women's Corps. This corps effectively removed women from their male counterparts through implementation of a dual chain of command. With one female and one male in a parallel reporting chain, these women were isolated professionally. Israel's commitment to include women in combat units was notable but exhibited limited attributes that would effectively integrate into the United States Army. Alternately, Norway has made substantial progress toward female integration since the 1985 legislation.

The first Norwegian military unit to adopt a mixed-gender organization was their Air and Missile Defense Battalion. Senior Norwegian leaders involved in the integration trial referenced evidence that young Norwegians had grown accustomed to sharing equal gender roles in society. In the past, these equal roles had succumbed to the more traditional culture within the Norwegian military. Therefore, the male and female soldiers assigned to the Air and Missile Defense Battalion shared identical entry requirements, operational duties, and living arrangements with split occupancy (Braw 2017, 2-3). The success behind this organizational innovation served as the bridging strategy that inspired Norway's Jegertroppen.

In 2014, the FSK developed a one-year pilot program designed to solve the critical gap in combat reconnaissance operations that required a female operator. Specifically, female operators were required to initiate contact with Muslim women during Operation Enduring Freedom where none existed. Success of the pilot program resulted in 13 qualified operators from an original candidate class of 317 (Leffler 2016, 2). The head of Norway's Special Forces recognized the critical ground presence provided by the Jegertroppen. These specialized operators trained alongside their male counterparts following graduation from the Jegertroppen pipeline. While each female specialized in conventional and irregular warfare, the Jegertroppen displayed interoperability and partnership with multi-agency organizations and multi-national forces (White 2016, 9). Their training aptitude and demonstrated combat effectiveness provided inspiration for the innovation of a bridging strategy toward female integration into United States Army Special Forces.

Step 2: Analysis of the First Secondary Research Question

The second step of the evaluation criteria determined if aspects from Norway's Jegertroppen would prove effective within United States Army Special Forces. Two sources inspired the creation of this response question, the Organization component from DOTMLPF-P analysis and the first secondary research question. The first response question was evaluated using dichotomous analysis. This response was input in the column that corresponded to the level of predicted effectiveness: non-effective, slightly effective, effective, or highly effective. Conclusion of the second step in this framework will result in a calculated answer to the first secondary research question, "What aspects

from the Jegertroppen model should the United States integrate into Army Special Forces?”

The prospect for integration of Jegertroppen attributes into United States Army Special Forces requires substantial foresight and the responsibility to consider the overall scope of influence each characteristic will have within USASOC and USSOCOM upon implementation. As the requirement to integrate females into Special Forces advances toward reality, further negative influence will continue to limit creative innovation as operators continue to predict unwanted decreases in physical qualification standards within their unit (Szayna et al. 2016, xi). Every aspect from Norway’s Jegertroppen proposed for integration into the United States Army Special Forces must address this disparity.

Females who enter the Special Forces 18-series community must be valued as professional equals based on physical adequacy and professional competence (King 2014, 4). Influence from the Fourth Army Warfighting Challenge indicates the importance of innovation that improves combat effectiveness rather than detracts from it. It is worth repeating the Fourth Challenge that seeks to, “improve the rate of innovation to drive capability development and deliver DOTMLPF-P solutions to the warfighter at a pace that meets operational demand within existing constraints of the acquisition and budgeting process” (ARCIC-F/TRADOC 2010).

From the vision characterized within this Challenge there are two recommended aspects from Norway’s Jegertroppen that would effectively integrate into United States Army Special Forces. These aspects include the addition of an eighth SOF specialty code, 18G, and a single Special Forces unit chain of command structure. The first

recommendation is influenced by the specialized nature of Jegertroppen training as it is tailored to the unique operational capabilities of the female operator. As a bridging strategy toward effective female integration, the introduction of a new Special Forces specialty code will maintain qualification standards for existing specialty codes. This action comes with majority support from the current Special Forces community as 85 percent of operators oppose women within their current specialty (Szayna et al. 2016, xi). Implementation of an 18G specialty code will enable a new Special Forces candidate pipeline tailored to the female combat skillset desired by USASOC and USSOCOM. Unique attributes of these skillsets should include the operational necessity for highly skilled females with the physical and mental aptitude of a Special Forces operator to gather intelligence and reconnaissance among females and children in conservative societies (Ponniah 2017, 2). As unit cohesion adapts to the effective integration of female operators, the opportunity for qualified 18G females to cross train to a secondary specialty code should be considered. As a note, the naming convention for the 18G specialty code was selected as the next available letter in the alphabetical sequence of current Special Forces specialty codes. The association of 18G with “girl” is purely coincidental and not designed as an administrative identifier for females. Maintenance of unit cohesion within the SFODA is the overarching priority associated with this aspect of the bridging strategy. One aspect from Norway’s Jegertroppen that will further encourage cohesion is a single military chain of command.

The literature covered several examples for the development of a military chain of command in a mixed-gender organization. Israel demonstrated the least effective organization structure as Israeli women were separated into a Women’s Corps that

included a parallel chain of command with one female commander and one male commander (Van Creveld 1998, 263). This command structure created a professional environment that did not benefit the men in command or female soldiers isolated from their male counterparts. The model utilized by the Republic of Korea's Army Special Warfare Command 707th Special Mission Battalion and Norway's Jegertroppen was most effective for two reasons. First, the single military chain of command generated the opportunity for a female to serve as commander of the all-female company or platoon within a traditional battalion structure. Second, this organization structure fostered unit cohesion within the battalion as male and female soldiers shared rooms in Norway (Ponniah 2017, 7). Further, the current Jegertroppen training commander, Captain Ole Vidar, suggests an all-female Special Forces unit exhibits a stronger sense of solidarity, an attribute that had a positive impact on the male counterparts within the battalion (Angerer 2017, 6). The combination of these two recommended aspects from Norway's Jegertroppen will effectively integrate into the United States Army Special Forces through emphasis on unit cohesion and preservation of Special Forces physical standards.

In consideration of these recommendations, the DOTMLPF-P Evaluation Criteria at table 5 utilized inspiration from the Fourth Army Warfighting Challenge with influence from the Organization element of DOTMLPF-P. Aspects from these recommendations can be implemented in accordance with the evaluation criteria's first critical factor: the organization must combine to form a cohesive group of professional operators synchronized in pursuit of a common objective (figure 3). Following a qualitative systematic review of the broad synthesis of literature, the first response question can be decisively answered, Effective (complies with Special Forces readiness

requirements). The addition of an eighth SOF specialty code, 18G, and a single Special Forces unit chain of command structure answers the first secondary research question, “What aspects from the Jegertroppen model should the United States integrate into Army Special Forces?” The third step of the evaluation criteria will analyze the second secondary research question to determine if training requirements tailored to Norway’s Jegertroppen will meet the needs of United States Army Special Forces.

Table 5. DOTMLPF-P Evaluation Criteria - Question 1				
Questions	Non-Effective (0 points)	Slightly Effective (1 point)	Effective (2 points)	Highly Effective (3 points)
1) Will aspects from Norway’s Jegertroppen effectively integrate into United States Army Special Forces?			X	

Source: Developed by the author.

Step 3: Analysis of the Second Secondary Research Question

The third step of the evaluation criteria determined if training requirements tailored to Norway’s Jegertroppen met the needs of United States Army Special Forces. The Training component from DOTMLPF-P analysis and the second secondary research question inspired this response question. Similar to the second step, consideration of a systematic review sourced from the broad synthesis of literature resulted in dichotomous analysis of the second response question. This response will be indicated in the column that corresponds to the correct level of predicted effectiveness. Conclusion of this third

framework step will result in a calculated answer to the second secondary research question, “How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?”

A Special Forces soldier must complete rigorous training during the qualification pipeline to certify as an operator and SFODA team member. The standards in place to certify these operators ensure each operator has proven they are capable of thriving in harsh environments. Special Forces training must be tougher than what is expected from the enemy to ensure the mental and physical components of each operator prepare them for effective employment in every conceivable operational scenario. This preparation requires several years of training before operators are certified to deploy in support of worldwide operations. While the traditional Special Forces pipeline has effectively trained operators for decades, Norway’s Jegertroppen training model presents a valid bridging strategy with calculated innovation.

There are two aspects of Jegertroppen’s training requirements that meet the needs of United States Army Special Forces. These include the addition of an all-female 18A and 18G initial qualification pipeline with graduated physical training standards. This answer to the second response question was inspired by a wealth of literature that indicated the benefit of training tailored to physical development of the female body. Initial combat training for women must begin from a dissimilar baseline because the female body has a unique physiology compared to their male counterparts (Brownson 2014, 3). The Jegertroppen training pipeline acknowledges the critical nature of this dissimilar baseline in their physical and mental development of the female body through a 12-month pipeline tailored to develop elite women for effective Special Forces

operations. Graduated Jegertroppen operators validate the physiological truth that the female body is as malleable as the male body when challenged by rigorous training (Ridley 1993, 180). The FSK ensures the female-only initial qualification pipeline maintains the high-performance threshold required from all Norwegian Special Forces training program graduates. This is exemplified by the 96 percent attrition rate recorded from 317 candidates who began the course in 2014 (Leffler 2016, 2). Strict qualification standards must be honored to protect the aptitude of Special Forces operators.

The addition of graduated physical qualification standards compliments the physiological truth of the human body by providing ample yet necessary time for female Special Forces candidates to hone their bodies for follow-on training programs and ultimately effective combat operations. This key to success can be linked to the different training standards required for entrance into the Jegertroppen pipeline compared to those standards required for graduation (Ponniiah 2017, 12). As Magnus, the Jegertroppen instructor, pointed out, “their physiological differences from their male comrades is recognized, but they are simultaneously valued as professionally equivalent” (King 2014, 382). The combination of an all-female 18A (officers) and 18G (enlisted) initial qualification pipeline with graduated physical training standards will provide valuable additions to Special Forces SFODA’s with service to USASOC and USSOCOM.

It is important to note, graduation from the first 12-month qualification course should not certify a female United States Army Special Forces candidate as a Green Beret. Instead, the proposed 12-month course should use an attrition-based model to prepare qualified female applicants for competitive entry into the first phase of the SFQC and the SFAS. In the interest of cohesion, this model will maintain a cohesive group of

mixed-gender professional operators synchronized in pursuit of a common objective. Incorporation of the Jegertroppen inspired 12-month female training course creates the environment for women with high potential for service in the Special Forces to excel in the traditional male pipeline. This recommendation serves two purposes. First, it provides a validated avenue for female Special Forces candidates to train their minds and bodies to exceed Special Forces candidate physical qualification standards. Second, the recommendation protects the cohesion that results between Special Forces candidates who successfully complete the 75-week training pipeline. This ensures recently graduated and veteran Special Forces operators continue to unite through the shared experience of a tested training pipeline. Ultimately, the physical differences between men and women in a mixed-gender Special Forces unit should be inconsequential. A 12-month female training course provides the bridging strategy required to achieve this vision.

In consideration of these recommendations, this DOTMLPF-P Evaluation Criteria at table 6 has incorporated inspiration from the Fourth Army Warfighting Challenge Training element of DOTMLPF-P. These recommendations can be implemented in accordance with the evaluation criteria's second critical factor: training must prepare the mental and physical well-being of the operator for every conceivable operational environment (figure 3). Following a qualitative systematic review of the broad synthesis of literature, the second response question can be decisively answered, Effective (complies with Special Forces readiness requirements). The addition of an all-female 18A (officers) and 18G (enlisted) initial qualification training pipeline with graduated physical training standards answers the second secondary research question, "How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively

integrate women and maintain physical standards?” The fourth step of the evaluation criteria analyzed the third secondary research question to determine if the Norway’s doctrine solutions relate to United States integration challenges.

Table 6. DOTMLPF-P Evaluation Criteria - Question 2				
Questions	Non-Effective (0 points)	Slightly Effective (1 point)	Effective (2 points)	Highly Effective (3 points)
2) Do Jegertroppen’s training requirements meet the needs of United States Army Special Forces?			X	

Source: Developed by the author.

Step 4: Analysis of the Third Secondary Research Question

The fourth step in the evaluation criteria determined if Norway’s doctrinal solutions related to United States integration challenges. Two sources inspired the creation of this response question, the Doctrine component from DOTMLPF-P analysis and the third secondary research question. Similar to the second and third step, consideration of meta-analysis sourced from the broad synthesis of literature will result in dichotomous analysis of the third response question. A response will be placed in the column that corresponds to the predicted level of effectiveness. The fourth step will conclude by answering the third secondary research question, “What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?”

In consideration of these recommendations, this DOTMLPF-P Evaluation Criteria at table 6 has incorporated inspiration from the Fourth Army Warfighting Challenge Training element of DOTMLPF-P. These recommendations can be implemented in accordance with the evaluation criteria's third critical factor: doctrine development must remain in line with United States and Department of Defense requirements for the defense of the nation and associated national interests (figure 3). Following a qualitative systematic review of the broad synthesis of literature, the third response question was decisively answered, Slightly Effective (some aspects comply with Special Forces readiness requirements). The recommendation to train female Special Forces candidates to a superior level in all SOF doctrine activities, rather than the three emphasized by NATO SOF doctrine, answers the third secondary research question, "What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?" The fifth step of the evaluation criteria will aggregate the findings documented throughout steps two through four.

Table 7. DOTMLPF-P Evaluation Criteria - Question 3				
Questions	Non-Effective (0 points)	Slightly Effective (1 point)	Effective (2 points)	Highly Effective (3 points)
3) Do Norway's doctrine solutions relate to United States integration challenges?		X		

Source: Developed by the author.

Step 5: Aggregation and Analysis of Steps 2-4

The fifth step in the evaluation criteria involved the aggregation and analysis of findings documented throughout steps two through four. This compilation of data provides the first half of qualitative data that will be utilized to effectively answer the primary research question. Additional qualitative data will result from systematic analysis of the literature review to define the contrasts and comparisons when combined with results from the evaluation criteria. The combination of these two research design methods will complete the data analysis required to proceed to the final phase of this step-wise approach. To this point, three secondary research questions have been answered decisively through the combination of a qualitative systematic review of the broad synthesis of literature and application of evaluation criteria. An aggregation of the answers to each secondary research question include the following responses:

1. What Aspects from the Jegertroppen model should the United States integrate into Army Special Forces?

Answer: The addition of an eighth Special Operations Force specialty code, 18G, and a single chain of command structure within each Army Special Forces unit.

2. How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?

Answer: Create an all-female 18A and 18G initial qualification pipeline with graduated physical training standards to prepare their minds and bodies to excel at SFAS and SFQC.

3. What solutions should the United States implement that alleviate doctrinal challenges solved by Norway during initiation of their Jegertroppen model?

Answer: Train female Special Forces candidates to a superior level in all SOF doctrine activities, rather than the three emphasized by NATO SOF doctrine.

Table 8. DOTMLPF-P Evaluation Criteria - Aggregation and Analysis				
Questions	Non-Effective (0 points)	Slightly Effective (1 point)	Effective (2 points)	Highly Effective (3 points)
1) Will aspects from Norway's Jegertroppen effectively integrate into United States Army Special Forces?			X	
2) Do Jegertroppen's training requirements meet the needs of United States Army Special Forces?			X	
3) Do Norway's doctrine solutions relate to United States integration challenges?		X		
Total	0	1	4	0

Source: Developed by the author.

Overall, application of the evaluation criteria concludes that Norway's Jegertroppen provides the innovative characteristics required to serve as an effective bridging strategy for the integration of females into United States Army Special Forces by 2025. These results were established through the combination of two qualitative research methods, systematic review of the broad synthesis of literature and DOTMLPF-P evaluation criteria. Additional influence from the Fourth Army Warfighting Challenge sought to, "improve the rate of innovation to drive capability development and deliver DOTMLPF-P solutions to the warfighter at a pace that meets

operational demand within the existing constraints of the acquisition and budgeting process” (ARCIC-F/TRADOC 2010). Emphasis on unit cohesion and the preservation of established Special Forces physical qualification standards were evaluated with emphasis on the Organization, Training, and Doctrine aspects of DOTMLPF-P. The final phase of the evaluation criteria will result in a conclusive answer to the primary research question.

Step 6: Answer to the Primary Research Question

The last step in the research design involves the conclusive answer to the primary research question. This capstone phase requires systematic review of literature, thorough analysis of the evaluation criteria, and calculated answers to each secondary research question. With the completion of these research milestones, the primary research question may be answered conclusively, “Does Norway’s Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?” The answer to this primary question is a conclusive, yes.

Chapter Conclusion

Conclusions drawn from the primary research question articulate the phenomenon behind Jegertroppen’s operational success. These successful attributes include validated aspects that should be used to enhance the United States Army’s attempts to effectively integrate females into Special Forces units. The researcher discovered all findings related to the recommended Jegertroppen attributes that will effectively integrate into United States Army Special Forces. Presentation of the findings was consolidated into DOTMLPF-P evaluation criteria. These recommendations include the addition of an eighth Special Operations Force specialty code, 18G, a single Special Forces unit chain

of command structure, an all-female 18A and 18G initial qualification pipeline, graduated physical training standards, and a focus on training female Special Forces candidates to a superior level in all SOF doctrine activities are the innovative attributes from Norway's Jegertroppen that will serve as the foundation of a bridging strategy toward the effective integration of females into United States Army Special Forces.

The rich data that led to the results of this qualitative analysis were sourced from the systematic review of the broad synthesis of literature, application of evaluation criteria, and the Fourth Army Warfighting Challenge. Aggregation of the data identified unit cohesion as the critical factor in the development of an effective bridging strategy. For these reasons, it has been determined that aspects from Norway's Jegertroppen will effectively integrate into United States Army Special Forces, that Jegertroppen's training requirements will effectively meet the needs of United States Army Special Forces, and Norway's doctrinal solutions are slightly effective in their relationship to United States integration challenges related to doctrine. The final chapter, Conclusions and Recommendations, will complement the results of the qualitative analysis presented in chapter 4 with a thorough review of the conclusive answer to the primary research question. Additionally, recommendations for decision makers and recommendations for future research will shape the influence this research within the United States Army, the Department of Defense, and academia.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

He will win whose army is animated by the same spirit throughout all its ranks.

—Sun Tzu, Chinese Military Strategist

Chapter Introduction

This study utilized the synthesis of two qualitative research methods to determine if Norway's Jegertroppen should serve as inspiration for an innovative bridging strategy toward the integration of females into United States Army Special Forces. All conclusions presented throughout this chapter resulted from data collected through a systematic review of the broad synthesis of literature and application of evaluation criteria developed using DOTMLPF-P analysis. Implications from this study, support for the solution from data collected, recommendations for action, and recommendations for future research establish the ideal contribution to the body of strategic knowledge within the United States Army. Reflections from the researcher articulate the projected challenges associated with implementation of the proposed solution. This combination of conclusive professional and personal analysis ensures subject matter comprehension and support for a unified vision toward effective integration of females into United States Army Special Forces units. Validation of the proposed bridging strategy through United States Army, USASOC, and USSOCOM professional and academic channels are further requirements for a successful conclusion to this research study. An overview of the study will provide the ideal transition to these components.

Overview of the Study

The purpose of this qualitative research study was to analyze an effective operational model of female integration in a Special Forces unit, Norway's Jegertroppen. The primary research question, "Does Norway's Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?" was answered with a conclusive, yes. The vision for this research did not aspire to create a United States version of Norway's Jegertroppen. Instead, characteristics from Norway's Jegertroppen facilitated the inspiration to design an innovative bridging strategy for United States Army Special Forces consumption. The recommended bridging strategy includes characteristics desired by the United States to effectively train females as qualified Army Special Forces operators, also known as Green Berets.

Attributes from this research methodology combined to facilitate an examination rooted in DOTMLPF-P analysis focused on Organization, Training, and Doctrine. Integration of the Fourth Army Warfighting Challenge further supplemented this research with qualitative aspects from the United States Army's current desire to, "improve the rate of innovation to drive capability development" (ARCIC-F/TRADOC 2010). This methodology was selected to ensure future United States Army attempts to integrate females into Special Forces units included lessons learned from past organizations, training, and doctrine. A six-step approach was developed to analyze three secondary research questions. These results were chronologically documented using evaluation criteria to formulate calculated answers to each secondary research question. The aggregation of analysis resulted in a conclusive answer to the primary research question. It is critical to understand the inspiration behind the primary and secondary research

questions that formed the foundation of this study. The following explanation details how the primary and secondary research questions were designed to integrate aspects from DOTMLPF-P analysis, the Fourth Army Warfighting Challenge, and the synthesis of two qualitative research methods to answer the United States Army's explicit interest in institutional Army adaptation and innovation.

Primary Research Question

Extensive research on Special Forces culture, previous attempts at female integration into Special Forces training, and successful female integration by foreign militaries served as inspiration for the primary research question, "Does Norway's Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?" The Army's Fourth Warfighting Challenge inspired the principal influence behind this effort toward innovation. The Fourth Warfighting Challenge addresses the necessity to adapt the institutional Army through innovation. This challenge seeks to, "improve the rate of innovation to drive capability development and deliver DOTMLPF-P solutions to the warfighter at a pace that meets operational demand within the existing constraints of the acquisition and budgeting processes" (ARCIC-F/TRADOC 2010).

Secondary Research Questions

Three secondary research questions incorporated elements from DOTMLPF-P analysis focused on Organization, Training, and Doctrine. Systematic compilation of qualitative data points combined to yield the aggregate analysis that conclusively answered the primary research question. The three secondary research questions were:

1. What aspects from the Jegertroppen model should the United States integrate into Army Special Forces?
2. How should the Jegertroppen training pipeline influence Army Special Forces qualification to effectively integrate women and maintain physical standards?
3. What solutions should the United States implement that alleviate doctrine challenges solved by Norway during initiation of their Jegertroppen model?

Proposed Solution

Characteristics from Norway's Jegertroppen demonstrate the effective attributes required to form an innovative bridging strategy for female integration into United States Army Special Forces. Specific characteristics inspired by Jegertroppen's model include the addition of an eighth Special Operations Force specialty code, 18G, the addition of an all-female training preparatory pipeline, a single Special Forces unit chain of command structure, and graduated physical training standards for women that preserve established Special Forces qualification requirements. The synthesis of these recommendations protects the most important attribute within the Special Forces operational community, unit cohesion. Emphasis on unit cohesion and the preservation of established Special Forces physical qualification standards were decisively paramount in the achievement of effective integration of females into Special Forces units.

This solution includes one aspect that limits the scope of these recommendations to a short-term bridging strategy rather than long-term policy. In 2018, United States Special Operations Force doctrine limits the SFODA organization to one officer (18A) and one warrant officer (180A). Therefore, the proposed 18G specialty code would limit female candidates to noncommissioned officers. This was not the desired intent of the

bridging strategy and detracts from the United States Army's "leaders first" approach to female integration. Instead, female officers should be eligible to compete for entry into the Special Forces training pipeline with a projected classification as an 18A upon successful graduation and certification as a Green Beret. This design preserves the integrity of the officer to enlisted ratio within the SFODA and ensures female soldiers are assigned to operational units with integrated female leaders. The inclusion of the 18G specialty code should coincide with future opportunities for 18G operators to compete for 180A (assistant detachment commander, warrant officer) positions commensurate with their rank, capabilities, and leadership potential within the Special Forces branch. The tangible benefits to SFODA cohesion and the opportunity for professional development through competition and leadership experience will ensure the best female candidates remain competitive for increased professional responsibility. In turn, the best female operators will join their male counterparts as model leaders and operators that inspire future generations of candidates to challenge themselves to pursue entry into United States Army Special Forces. An illustration of the recommended innovation to the SFODA organization can be found at figure 4, Special Forces Operational Detachment Alpha Reorganization.

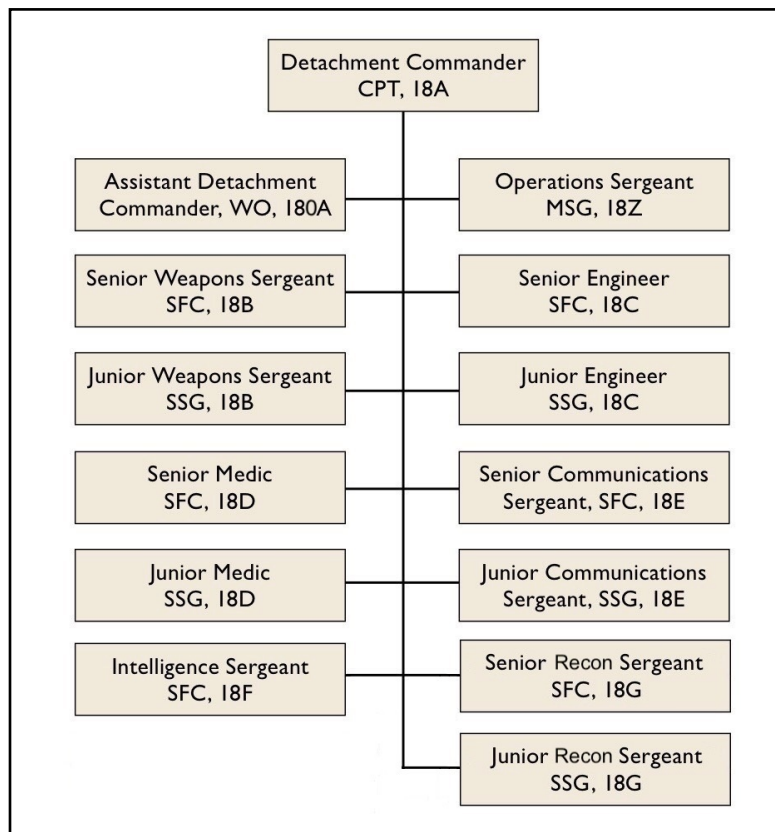


Figure 4. Proposed Special Forces Operational Detachment Alpha Reorganization

Source: Adapted by the author from Alvarez, Nalepa, Wyant, Zimmerman 2015, 3-7.

Support for the Solution from Data Collected

Systematic review of the broad synthesis of literature revealed unit cohesion as the most critical characteristic behind effective Special Forces operations. The second most critical attribute within the Special Forces community was the preservation of physical qualifications standards founded on the rigors of ground combat. These two characteristics are the most critical qualities within Special Forces culture. Every change to Army doctrine and DoD policy must protect these two characteristics to ensure unit cohesion and physical qualification standards remain at the highest level. The Army's

Fourth Warfighting Challenge further qualifies the importance of improving the rate of innovation to drive capability development. Innovation that leads to capability detriment does not benefit the United States Army or subordinate organization subject to unintended outcomes that harm unit cohesion and decreased operational readiness.

The five recommendations inspired by Norway's Jegertroppen model were developed with the preservation of unit cohesion and physical qualification standards as the highest priority. Recommendations for the development of an all-female unit were avoided to eliminate unwanted emphasis toward a single aspect of female integration. The vision for this study ensured all recommended solutions emphasized the development of mixed-gender Special Forces units. This preservation of Special Forces unit cohesion requires continued refinement of a bridging strategy that develops qualified mixed-gender operators who postured to conduct effective Special Forces operations.

Together, recommendations for an eighth Special Operations Force specialty code, 18G, an associated training pipeline, a single Army Special Forces unit chain of command structure, and graduated female physical training standards that preserve established Special Forces qualification requirements combine to accomplish two desired outcomes. First, the comprehensive development of qualified female Special Forces candidates who are physically and mentally fit to excel at SFAS and the SFQC. Second, to qualify female Special Forces candidates for service as effective operators using currently established physical training standards. These attributes will further enhance SFODA cohesion with an improved rate of innovation that drives capability development; ideal attributes inspired by the Fourth Army Warfighting Challenge.

Recommendations

There are two areas for recommendations inspired by the qualitative analysis conducted throughout this research study. These areas include recommendations for decision makers and recommendations for future research.

Recommendations for Decision Makers

It has been five years since Secretary Panetta's 2013 announcement to repeal the 1994 Direct Ground Combat Definition and Assignment Rule. A thorough review of data analysis indicates that women have yet to meet the rigorous qualification standards required for entry into United States Army Special Forces units, specifically a SFODA. As Norway discovered in 2014, there is a critical operational need for qualified females highly trained in special reconnaissance. The opportunity to develop a Army Special Forces training pipeline using validated characteristics from Norway's Jegertroppen model yields the opportunity to purposely develop Special Forces caliber females as qualified operators within an SFODA. Present day professional opportunities do not supplement the rigorous physical development required for the female body to meet current Special Forces physical qualifications. Calculated recommendations inspired by systematic analysis of the literature review and application of qualitative evaluation criteria met three critical conditions.

1. Emphasize Special Forces unit cohesion.
2. Preserve Special Forces physical qualifications standards.
3. Adhere to the Fourth Army Warfighting Challenge (improve the rate of innovation to drive capability development).

Consideration for the critical nature of these characteristics leads to three recommendations for key decision makers. These recommendations include:

1. Create a 12-month training program tailored to female Special Forces candidates to prepare their minds and bodies to excel at SFAS and SFQC.
2. Incorporate the unique capabilities of the female physique (both its physical form and cultural relevance) into an innovative bridging strategy.
3. Implement this bridging strategy with initial operational capability by 2025.

The recommended training pipeline for female Special Forces candidates can be found at table 9, Proposed Female Special Forces Candidate Training Pipeline. The proposed pipeline results in 346 additional training days compared to their male counterparts, illustrated at table 2. The combination of these three recommendations generates the most capable female Special Forces candidate with the highest potential to meet the original intent proposed by Secretary Panetta in 2013 and reinforced by Secretary Carter in 2015. More importantly, these recommendations incorporate inspiration from a validated Norwegian model, emphasize the critical nature of Special Forces unit cohesion, and preserve Special Force physical qualification standards. These attributes achieve the vision inspired by the Fourth Army Warfighting Challenge.

Table 9. Proposed Female Special Forces Candidate Training Pipeline			
Phase	Course	Training Days	Timeline
-	Basic Airborne Course Fort Benning, GA	17	17 days
-	Special Forces Preparation Course (SFPC) Fort Bragg, NC	365	382 days
-	Special Forces Assessment & Selection (SFAS) Fort Bragg, NC	19	401 days
Selection and Permanent Change of Station to Fort Bragg, NC			
Enter Special Forces Qualification Course (SFQC)			
I	Special Forces Orientation	42	443 days
II	Small Unit Tactics and SERE Training	63	506 days
III	Military Occupational Specialty Training	112	618 days
IV	Culmination Exercise (Robin Sage)	28	646 days
V	Special Operations Language Training (SOLT)	175	821 days
Total Training Days		821 days (2 years, 91 days)	

Source: Developed by the author. Data from US Army 2018.

Recommendations for Future Research

Two recommendations for future research were inspired by limitations of this qualitative study. Limited time available for dedication to this research resulted in a purposely-narrow research framework. While this framework contained the elements required to conduct comprehensive data analysis, further investigation into the subject matter would prove most valuable. An overarching recommendation to continue research on the original problem statement demonstrates the inherent strength of the conclusion to this study. Expansion of the research methodology would strengthen future analysis, further influence effective female integration across the four major DoD military

services, and systematically improve the rate of innovation that drives effective capability development. With this end state in mind, the first recommendation for further research includes DOTMLPF-P analysis across the remaining elements (Materiel, Leadership and Education, Facilities, and Policy). Materiel research should identify vehicle and equipment requirements that accommodate an increased SFODA strength in personnel. Leadership and Education research should focus on professional limitations caused by an additional 12-months of female Special Forces candidate training and the predicted impact to their career progression. Facilities research should identify the ideal lodging and training facility requirements that enhance cohesion in mixed gender units. Finally, Policy research should incorporate lessons learned from Norway's Jegertroppen and United States efforts toward female integration to enhance future integration efforts across the DoD military branches.

This study was limited to DOTMLPF-P analysis focused on Organization, Training, and Doctrine. A systematic review of the literature through the lens of Materiel, Leadership and Education, Facilities, and Policy would further the development of defense strategies that enhance effective integration of females into Special Forces units across all four DoD military services. The limited scope of this research study provided a valuable perspective on the critical characteristics of an effective Special Forces unit, the SFODA. Expansion of DOTMLPF-P analysis across its remaining elements has a high potential to reinforce the critical value of unit cohesion and preservation of Special Forces physical qualification standards in mixed-gender units. An intriguing component of this recommendation is the likelihood expanded analysis will identify additional critical aspects within effective Special Forces units. The inherent value to this discovery

would complement existing efforts to integrate females into United States Army Special Forces units, a substantial benefit to an innovative bridging strategy and follow-on long-term strategies. A unified effort toward analysis across all four DoD military services would compound the potential success of this recommendation. A second recommendation involves the incorporation of personal interviews with Jegertroppen staff, instructors, students, and graduate operators.

A second limitation from this research study was the inability to conduct personal interviews with Jegertroppen staff, instructors, students, and graduated operators. The addition of a complete DOTMLPF-P analysis supplemented by extensive personal interviews with Jegertroppen experts would certify the validity of conclusions yielded from this study. Future efforts to research follow-on studies associated with this topic would benefit exponentially. There is a high likelihood this recommendation would reveal valuable strengths and weaknesses within the Jegertroppen program. Disclosure of these critical attributes would further enhance United States Army efforts to cultivate the best conceivable bridging strategy toward effective integration of females into United States Army Special Forces. Learning these lessons in advance of concentrated efforts toward formal design of such a bridging strategy would reap benefits beyond those outlined in the five recommendations inspired by Norway's Jegertroppen model. A thorough DOTMLPF-P analysis combined with personal interviews from Jegertroppen experts has increased potential to permeate continued effective integration of females into Special Forces units as part of a long-term strategic effort toward driving capability development. Future applications of these results will yield ideal United States military capabilities across the full spectrum of USSOCOM Special Forces operations.

Final Thoughts

There were four components within this chapter that articulated the wealth of contributions results from this study could have on the United States Army Special Forces community, USASOC, USSOCOM, and the DoD. An overview of the study provided a comprehensive review of the research methodology, inspiration behind the broad synthesis of literature, and explanation of the evaluation criteria. Additional detail on DOTMLPF-P analysis described how the Fourth Army Warfighting Challenge influenced the selection of Organization, Training, and Doctrine as primary analysis elements. Finally, the primary and secondary research questions demonstrated how DOTMLPF-P analysis, the Fourth Army Warfighting Challenge, and synthesis of two qualitative research methods met the United States Army's explicit interest in the topic of institutional Army adaptation and innovation.

The answer to the primary research question, "Does Norway's Jegertroppen provide an effective bridging strategy for the integration of females into United States Army Special Forces by 2025?" was a conclusive, yes. Support for the solution from data collected indicated the wealth of valuable female integration attributes demonstrated by Norway's Jegertroppen. Aggregation of the data identified unit cohesion and preservation of Special Forces physical qualification standards as the critical factors in the development of an effective bridging strategy. Discussion of recommendations for key decision makers and future research highlighted the importance of these two critical factors within the United States Army Special Forces. Regardless of the future emphasis placed on the valuable bridging strategy attributes inspired by the Jegertroppen, emphasis on unit cohesion and preservation of standards will be paramount to the effective

integration of females into United States Army Special Forces. To strike an articulate balance between the five recommendations inspired by Norway's Jegertroppen and the two critical elements of effective Special Forces operations will yield the desired bridging strategy for female integration into United States Army Special Forces. It must be emphasized, again, that this bridging strategy provides a short-term model toward the goal for greater female integration by 2025. Inspired words from Simon Sinek indicate the influence Jegertroppen's model could have on a bridging strategy that fuels effective long-term solutions to female integration into United States Army Special Forces.

What good is an idea if it remains an idea? Try. Experiment. Iterate. Fail.
Try again. Change the world.

—Sinek

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