

GENDER INTEGRATION OF WOMEN INTO U.S. ARMY SPECIAL FORCES  
OPERATIONAL DETACHMENTS ALPHA AS AN 18 SERIES MILITARY  
OCCUPATIONAL SPECIALTY

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MASTER OF MILITARY ART AND SCIENCE  
General Studies

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

GENDER INTEGRATION OF WOMEN INTO U.S. ARMY SPECIAL FORCES OPERATIONAL DETACHMENTS ALPHA AS AN 18 SERIES MILITARY OCCUPATIONAL SPECIALTY, by Monica Kay Chronister, 161 pages.

On January 24, 2013, restrictions against women in ground combat units, to include U.S. Army Special Forces (SF), were rescinded by the Department of Defense. The military services were allowed to gradually and systematically integrate women into male-only military occupational specialties (MOS). By January 2016 the military services must open all combat jobs to women or explain why exceptions exist. Gender integration for Army SF Operational Detachments Alpha (ODAs) could present socio-dynamic hurdles that potentially erode operational readiness, combat effectiveness and group cohesion. This research explores implications to operational readiness, combat effectiveness and group cohesion gender integration may pose to Army SF ODAs. Historical accounts of women in the Office of Strategic Services are considered, and gender integration of combat jobs and special operations forces of foreign militaries are discussed. Surveys were conducted among a convenience sampling of U.S. Army SF officers and U.S. Army female officers. Findings and recommendations conclude gender integration of an SF ODA can be successful if leadership at all levels leads the way with clear communication to manage expectations, and current physical standards remain unaltered. Clear lines of communication and education of ODA spouses are also vital to the success of gender integration in ODAs.

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## CHAPTER 1

### INTRODUCTION

President Carter has stabbed American womanhood in the back in a cowardly surrender to women's lib. We are not going to send our daughters to do a man's job.

— Phyllis Schlafly, Quoted in *Women in the Military: An Unfinished Revolution*, by Maj Gen Jeanne Holm, USAF, (Ret)

No Man with gumption wants a woman to fight his battles.

— General William Westmoreland, Quoted in *Women in the Military: An Unfinished Revolution*, by Maj Gen Jeanne Holm, USAF, (Ret)

I do not believe in using women in combat, because females are too fierce.

— Margaret Mead,  
“35 Incredible Margaret Mead Quotes”

### Overview

Society expends a large amount of time, energy and thought attempting to shrink the social disparity between men and women. Interests in gender diversity metrics in the military, specifically in ground combat units and certain military occupational specialties (MOS), have recently made its way into the highest levels of Department of Defense (DOD) dialogues. “On January 24, 2013, the ground combat restrictions for women were rescinded by DOD.”<sup>1</sup> This marked a defining moment in the history of the United States Military regarding a new opportunity to integrate women into ground combat roles. As all echelons of DOD are discovering, the initial lifting of the restrictions for women in

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<sup>1</sup> David F. Burrelli, *Women in Combat: Issues for Congress* (Washington, DC: Congressional Research Service, 2013), 1.

ground combat roles was the easiest of all the essential tasks required for subsequent and full gender integration.

The main purpose and scope of this research is to examine if the integration of women into a U.S. Army Special Forces Operational Detachment Alpha (ODA) as an 18-Series MOS would degrade operational readiness, diminish combat effectiveness and-or compromise group cohesion of the ODA. By examining this problem set USASOC will have an expanded understanding of the socio-dynamics with gender integration and a foundation by which a framework could be developed in order to be more successful at gender integration at the ODA-level.

There have been several research studies published on the integration of women into varying facets of the U.S. military. There are none to date that have examined the integration of women into the U.S. Army Special Forces ODA as an 18-Series MOS. Previous studies, accounts and articles have highlighted the integration and participation of women in supporting elements to ground combat units, i.e. United States Marine Corps Female Engagement Teams (FET) in Afghanistan, Women Marines in Counterinsurgency Operations as Lionesses and FETs in Iraq, and USASOC Cultural Support Teams (CST) in Afghanistan. The U.S. Military recognizes the value added to mission sets where it is highly advantageous to adhere to cultural sensitivities regarding the treatment and interaction of the female population.

Given recent DOD Strategic Guidance in the 2014 QDR to reposition and realign its forces and resources due to increasingly tighter and tighter fiscal constraints, the U.S. Military must create a force that is highly adaptable, and capable to confront dynamic global threats to the National Security of the United States. In order to increase DOD's

success rate at creating a force that is highly adaptable with flexible capabilities, they need to strongly consider if the integration of women into ground combat units, Special Forces included, will lay the groundwork for enhanced success. Strategically, operationally and tactically the U.S. Military acknowledges the importance and advantage of incorporating women into well-defined mission sets. While full-scale unified land, sea, and air operations are still a possibility, there is a shifting trend to “low intensity conflicts.” Special Forces are particularly tailored to incisively operate in the low intensity conflict environment, but to do so without the effective operational involvement of women could in some instances limit mission capabilities.

One of the intentions of this research is to provide USSOCOM and USASOC leaders with a foundational knowledge of the advantages and disadvantages of integrating women into a Special Forces ODA as an 18-Series team member. In addition, this research will hopefully enable USSOCOM and USASOC leaders to develop a successful framework in which they can begin to include women in the selection process of Special Forces soldiers.

#### Primary Research Question

Can women be successfully integrated into Operational Detachments Alpha (ODAs) as an 18-series military occupational specialty (MOS) without degrading operational readiness, diminishing combat effectiveness, and-or compromising group cohesion within an ODA?

### Secondary Research Questions

1. What mission sets would the incorporation of women in ODAs be a distinct advantage or disadvantage?<sup>2</sup>
2. What are the relevant experiences of other armies in the integrating of women into ground combat units or SOF?<sup>3</sup>
3. What lessons can be learned from women in the Office of Strategic Services during WWII?<sup>4</sup>

### Assumptions

All male individuals selected for qualitative surveys will be representative of the U.S. Army Special Forces population located at Fort Leavenworth, Kansas. This sample group includes 18-Series Special Forces soldiers stationed at Fort Leavenworth, Kansas. All female individuals selected for qualitative surveys will be representative of U.S. Army Officers stationed at Fort Leavenworth, Kansas. The individuals selected will be provided a survey via email. Due to the confidentiality provided through the internet-based survey, is assumed that all participants will answer the survey questions candidly with open and honest answers.

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<sup>2</sup> All secondary questions listed prior were excerpted from Joint Special Operations University, *Special Research Topics 2014* (MacDill AFB, FL: The JSOU Press, 2014), 3, accessed August 13, 2014, [http://jsou.socom.mil/JSOU%20Publications/2014\\_SpecialOperationsResearchTopics\\_final.pdf](http://jsou.socom.mil/JSOU%20Publications/2014_SpecialOperationsResearchTopics_final.pdf).

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.



## Definitions

Cohesion: “is the relationship that develops in a unit or group where (1) members share common values and experiences; (2) individuals in the group conform to group norms and behavior in order to ensure group survival and goals; (3) members lose their personal identity in favor of a group identity; (4) members focus on group activities and goals; (5) unit members become totally dependent on each other for the completion of their mission or survival; and (6) group members must meet all standards of performance and behavior in order not to threaten group survival.”<sup>5</sup>

Fifth Column: “clandestine group or faction of subversive agents who attempt to undermine a nation’s solidarity by any means at their disposal. A cardinal technique of the fifth column is the infiltration of sympathizers into the entire fabric of the nation under attack, and, particularly, into positions of policy decision and national defense. From such key posts, fifth-column activists exploit the fears of a people by spreading rumors and misinformation, as well as by employing the more standard techniques of espionage and sabotage.”<sup>6</sup>

Gender-norming: “the controversial practice of reducing standards for women in some areas so that they can get equal results on tests when competing with men for jobs.”<sup>7</sup>

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<sup>5</sup> Report of the Presidential Commission on the Assignment of Women in the Armed Forces, November 15, 1992, Commission Finding (CF) 2.5.1, C-80.

<sup>6</sup> Encyclopedia Britannica, “Fifth Column,” accessed January 31, 2015, <http://www.britannica.com/EBchecked/topic/206477/fifth-column>.

<sup>7</sup> Conservapedia, “Gender-norming,” accessed November 15, 2014, [http://www.conservapedia.com/Gender\\_norming](http://www.conservapedia.com/Gender_norming).

Low Intensity Conflict: “political-military confrontation between contending states or groups below conventional war and above the routine, peaceful competition among states. It frequently involves protracted struggles of competing principles and ideologies. Low intensity conflict ranges from subversion to the use of armed force. It is waged by a combination of means employing political, economic, informational, and military instruments. Low intensity conflicts are often localized, generally in the third world, but contain regional and global security implications.”<sup>8</sup>

Misogyny: “hatred, dislike, or mistrust of women”<sup>9</sup>

Operational Detachment Alpha (ODA): As provided by globalsecurity.org in layman’s terms—the primary operational element of a Special Forces company and also known as an “A Detachment” or “A-Team,” consists of 12 Special Forces Soldiers: two officers and ten sergeants. All team members are Special Forces qualified and cross-trained in different skills. They are also multi-lingual. The A-Team is almost unlimited in its capabilities to operate in hostile or denied areas. A-Teams can infiltrate and ex-filtrate their area of operations by air, land, or sea. An A-Team can operate for an indefinite period of time in remote locations with little or no outside support. They are truly independent, self-sustaining “detachments.” A-Teams routinely train, advise, and assist other U.S. and allied forces and other agencies while standing by to perform other special operations as directed by higher authorities. All detachment members are capable of

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<sup>8</sup> COL Howard Lee Dixon, USAF, “Low Intensity Conflict Overview, Definitions, and Policy Concerns” (Extended Briefing, Army-Air Force Center for Low Intensity Conflict, Langley Air Force Base, 1989), 23.

<sup>9</sup> Free Dictionary, “Misogyny,” accessed November 15, 2014, <http://dictionary.reference.com/browse/misogyny>.

advising, assisting, and directing foreign counterparts in their function up through battalion level.<sup>10</sup>

### Limitations

Time constraints will be the greatest limiting factor given the data collected and subsequent analysis. The subject groups considered for data collection are a convenience sampling located at Fort Leavenworth, Kansas. One of the population samples to be queried is a small and distinct group—male Special Forces Officers. Given the small number of these specific individuals at Fort Leavenworth, Kansas, survey invitations and response rates could be low. The perceptions of officers attending or working at CGSC may not reflect the experiences, attitudes and opinions of enlisted female or U.S. Special Forces soldiers. Additionally, the Hawthorne Affect, a phenomena where human research subjects alter their behaviors with the knowledge of being studied, could have an effect on data validity.

### Way Forward

Integrating women into ground combat units and previously denied MOSs is a sensitive subject, and more so when you consider integrating women into the Special Forces community as an 18-Series MOS member on an ODA. A strong understanding of the socio-dynamics within the integrated group is required. This study explores some pitfalls and benefits of gender integration and plausible foundational frameworks in which USSOCOM/USASOC could begin to build successful full integration models.

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<sup>10</sup> Global Security Organization, “Special Forces Operational Detachment Alpha (SFOD-A),” May 7, 2011, accessed September 28, 2014, <http://www.globalsecurity.org/military/agency/army/a-team.htm>.

The literature review will consider historical perspectives of women in the OSS, particularly where women were integrated into roles that were previously held by an all-male force. It will include any previous research that could be considered parallel to this study. Also, previous research on the psychological sex differences between men and women when they are integrated together into small working groups will be considered.

Chapter 3 will explain and discuss the methodology incorporated into the research. A qualitative descriptive survey methodology will be utilized. Surveys will be administered to a designated sample of human subjects. A quantitative analysis will be conducted where applicable, but a large portion of the data received from the surveys will be qualitative in nature. Chapter 4 will be a discussion of the survey results. The final chapter will include an analysis of the survey results, findings and recommendations, and recommendations for further research.

## CHAPTER 2

### LITERATURE REVIEW

There have been several studies about integrating women into a wide spectrum of military roles conducted through the years. The scope of this research is limited to integrating women into U.S. Special Forces, specifically onto an ODA as an 18-series MOS. Women's roles in the Office of Strategic Services (OSS) will be discussed, followed by discussion on gender integration and its effects on group cohesion. Lastly, other nation states' military experiences with women in combat roles and their experiences with gender integration will conclude this review.

#### Women of the OSS

The OSS—Office of Strategic Services was a unique organization in which women served valiantly and from which the U.S. Special Forces originated. The OSS was a product of Major General William O. Donovan who convinced President Franklin D. Roosevelt that a new type of organization was needed, one that would collect intelligence and wage secret operations behind enemy lines during World War II.<sup>11</sup> Women served behind enemy lines with the OSS conducting secret military operations with their male counter-parts. The life and career of OSS agent Virginia Hall was one of many examples of females who served in this capacity.

Hall had deep aspirations to become a Foreign Service Officer for the U.S. Department of State, but was not offered a position due to a hunting accident in 1933

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<sup>11</sup> Special Warfare Center and School Publication, *To Free the Oppressed: A Pocket History of the U.S. Special Forces* (Fort Bragg, NC: SWIC, July 2008), 9.

where she lost one of her lower legs. She was told that Department regulations prohibited hiring anyone without the necessary number of appendages.<sup>12</sup> Near the beginning of the Second World War, Hall started her career in espionage with Britain in the Special Operations Executive (SOE). Later, March 10, 1944, Virginia Hall signed an agreement with the OSS.<sup>13</sup> Despite Hall's earlier setback, she proved to be an exemplary OSS agent.

There are nine Special Forces principal tasks—(1) Unconventional Warfare, (2) Foreign Internal Defense, (3) Counterinsurgency, (4) Security Force Assistance, (5) Special Reconnaissance, (6) Direct Action, (7) Counterterrorism, (8) Counterproliferation, and (9) Preparation of the Environment (figure 1).



Figure 1. Continuum of nine Special Forces Principal Tasks

*Source:* Department of the Army, Field Manual (FM) 3-18, *Special Forces Operations* (Washington, DC: Government Printing Office, May 2014), 3-4.

<sup>12</sup> Hayden B. Peake, review of *The Wolves at the Door: The True Story of America's Greatest Female Spy*, by Judith L. Pearson (Guilford, CT: The Lyon Press, 2005), accessed November 15, 2014, [https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/csi-studies/studies/vol49no4/Female\\_Spy\\_8.htm](https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/csi-studies/studies/vol49no4/Female_Spy_8.htm).

<sup>13</sup> Judith Pearson, *The Wolves at the Door: The True Story of America's Greatest Female Spy* (Guilford, CT: The Lyon Press, 2005), 2855 of 4278, Kindle.

When you compare these to the mission sets that OSS Agent Hall and other female OSS agents conducted, many of them are closely aligned.

“[Her initial] training was demanding. Recruits had to learn demolition, field craft (clandestine survival), Morse code, weapons training, map reading, canoeing, parachuting, bomber receptions, security, and the general organization of an underground circuit.”<sup>14</sup> Furthermore;

Virginia had been identified as having the qualities the SOE was seeking. Their agents would need to be leaders, but also have a team spirit. They needed organizational skills and to be efficient and industrious, but also had to know when to delegate. They needed versatility and resourcefulness as well as common sense, and they needed to be able to mix in well but be discreet and not draw attention to themselves. Most of all, they needed to understand that there would be no applause for a job well done.<sup>15</sup>

Similarly, author Dick Couch describes the foundational tenets to making a Special Forces soldier:

The Special Forces are looking for more than someone who is tough and smart and plays well with others. They are looking for adaptability and flexibility, men who can look at a given task and come up with any number of ways to solve it . . . . Since work often involves working as a team or in a cross-cultural environment, the Special Forces are looking for candidates who have good interpersonal skills. . . . More crudely put, it may come down to whether a man is more comfortable in shooting people or trying to make friends with them.<sup>16</sup>

The OSS understood the operational value and advantage of utilizing women among their forces. Of the approximately 20,000 members of the OSS, roughly 4,000 were women—only a few women took part in the activities of special operations (SO),

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<sup>14</sup> Ibid., 1073 of 4278.

<sup>15</sup> Ibid., 1089 of 4278.

<sup>16</sup> Dick Couch, *Chosen Soldier: The Making of a Special Forces Warrior* (New York: Crown Publishing, 2007), 46.

operational group (OG), and maritime unit (MU). “SO was a clandestine branch that organized and executed physical subversion including sabotage, fifth column activities, and guerilla warfare.”<sup>17</sup> The OG, usually composed of paratroopers, was also a similar branch to that of SO. It was composed of highly trained individuals who possessed language abilities and were well-versed in sabotage and the use of small arms.<sup>18</sup> The MU conducted maritime sabotage, for example using limpet mines attached by divers to enemy ships.<sup>19</sup>

Additionally, all 18-series soldiers are Airborne qualified, some ODAs are HALO, high altitude-low opening, qualified as well. There were a few select women of the OSS that attended the parachute school commanded by Colonel Lucius O. Rucker. Colonel Rucker trained thirty-eight hundred men and thirty-eight women. Of the twenty thousand jumps he supervised, only fifty trainees refused and not a single one of those refusals was a female agent.<sup>20</sup>

Women of the OSS accomplished difficult missions and provide an example of how women can be integrated into mission sets that share similar dangers and require just as much rigor to that of Special Forces mission sets today.

History has provided solid examples of women performing in combat or in missions similar to those of Special Forces, and, in the case of women in the OSS, they

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<sup>17</sup> Elizabeth P. McIntosh, *The Women of the OSS: Sisterhood of Spies* (Annapolis, MD: Naval Institute Press, 1998), 12.

<sup>18</sup> *Ibid.*, 13.

<sup>19</sup> *Ibid.*

<sup>20</sup> *Ibid.*



had to perform these mission sets side by side with their male counterparts. These few women knew and understood the fine line they had to tow in order to foster group cohesion without degrading effectiveness. Additionally, they had to possess a tremendous amount of maturity in order to maintain strong healthy boundaries with their male counter-parts.

### Gender Integration and Group Cohesion

Some scholarly reviews regarding gender integration on small combat teams voice concern that it degrades group cohesion. Degradation of group cohesion has a direct effect on a team's operational effectiveness and capabilities. One of the most probable risks to capabilities stems from the intersection of social behaviors and cohesion.<sup>21</sup> There are a number of studies that have explored the effect of gender integration on team cohesion and performance, but all were conducted in non-military environments.

There are several schools of thought regarding factors that may or may not erode at group cohesion on small combat teams (units). Studies thus far have pointed out that all male teams are brought together over a shared common goal, or in the case of Special Forces, a common core of organizational beliefs, a creed. The ODA members recognize that they have all been forged and selected as worthy from the Special Forces Selection process. All team members also share the commonality of satisfactorily completing the

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<sup>21</sup> LTC Charles Knight, "Sexuality, Cohesion, Masculinity and Combat Motivation: Designing Personnel Policy to Sustain," *Australian Army Journal* X, no. 3 (2013): 62, accessed January 31, 2015, [http://www.army.gov.au/~media/Files/Our percent20future/LWSC percent20Publications/AAJ/2013Winter/AustralianArmy Journal\\_V10N3Winter\\_Gender-SexualityCohesionMasculinityCombatMotivation.pdf](http://www.army.gov.au/~media/Files/Our%20future/LWSC%20Publications/AAJ/2013Winter/AustralianArmyJournal_V10N3Winter_Gender-SexualityCohesionMasculinityCombatMotivation.pdf).

Special Forces Qualification Course, or Q-Course. So from the very initiation of the ODA, all team members share common experiences based on their selection and training to become a Special Forces Green Beret. Their common experiences provide an initial foundation for team cohesion.

Another element that contributes to the cohesion of an all-male small combat team is an attitude of hyper-masculinity. Lieutenant Colonel Charles Knight illustrates this best:

Across time and place, militaries have exploited ‘hyper-masculine’ behavior<sup>22</sup> as a mechanism to generate both cohesion and the aggression required to overcome inhibitions and reliably kill at close quarters.<sup>23</sup> It is ‘abnormal conduct for abnormal’ effects. Hyper-masculinity is particularly associated with elite infantry units because it is a proven tool for sustaining the offensive culture required for conventional war.<sup>24</sup>

“Although hyper-masculinity is strongly associated with cohesion and combat effectiveness, few military sociologists regard it as essential.”<sup>25</sup> Knight (2013) argues that bonding through collective rituals like drinking, fighting and overt heterosexualism develops the essence of cohesion between all male small combat units. King (2006) argues that cohesion is not dependent on such collective rituals, but instead is built and

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<sup>22</sup> “Violence, aggression, risk-taking, physical ability, and self-discipline are tools actively used to force others, nation states, and individuals alike to submit to American political and military will. These are the tools of hegemonic masculinities.” Ramon Hinojosa, “Doing Hegemony: Military, Men, and Constructing a Hegemonic Masculinity,” *The Journal of Men’s Studies* 18, no. 2 (Spring 2010): 180, accessed February 1, 2015, Academic Search Complete, EBSCOhost.

<sup>23</sup> As noted by LTC Charles Knight, this is the central thesis of David Grossman in his book *On Killing: the Psychological Cost of Learning to Kill in War and Society* (Boston: Little Brown and Company, 1996).

<sup>24</sup> Knight, “Sexuality, Cohesion, Masculinity and Combat Motivation,” 64.

<sup>25</sup> *Ibid.*, 65.

fostered through “drills and training” and in a “standard model” based on “trust and teamwork.”<sup>26</sup> “[To clarify further,] collective combat performance—cohesion—relies more on training and professional competence . . . individuals are judged not so much on their personal characteristics but their professional ability.”<sup>27</sup>

Not all women are mature and comfortable enough to deal with hyper-masculinity in male groups. Yet, there exist successful instances of female integration. “[Furthermore], these women have understood their integration as a process of professionalizing.”<sup>28</sup>

The first case study, as described by a female journalist and former servicewoman, Erin Solaro, involves the successful attachment of female military police to a Special Operations Unit in Parwan Province, Afghanistan. “These women found the SOF teams highly professional in their orientation and were willing to accept female soldiers on a professional basis.”<sup>29</sup>

In a second example, female soldier Kayla Williams describes in her experiences in her book, *Love My Rifle More Than You: Young and Female in the US Army*. Williams was attached to the 101st Airborne Division in Iraq in 2003 and 2004. Williams describes how she recognized that she had a choice to make—be respected or disrespected amongst

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<sup>26</sup> Anthony King, “The Word of Command: Communication and Cohesion in the Military,” *Armed Forces and Society* 32 (July 2006): 493.

<sup>27</sup> Anthony C. King, “Women in Battle: The Female Soldier,” *Parameters* 43, no. 2 (Summer 2013): 15, accessed February 1, 2015, [http://www.strategicstudiesinstitute.army.mil/pubs/Parameters/issues/Summer\\_2013/2\\_King\\_Article.pdf](http://www.strategicstudiesinstitute.army.mil/pubs/Parameters/issues/Summer_2013/2_King_Article.pdf).

<sup>28</sup> *Ibid.*, 17.

<sup>29</sup> Kirsten Holmstedt, *Band of Sisters: American Women in Iraq* (Mechanicsburg, PA: Stackpole Books, 2007), 115-121.

her male peers. The respect she sought was rooted in proving she was professionally competent in her job, while not overcompensating. Williams noted that she was quite often propositioned to “show her tits” or asked to demean herself in other ways, but recognized the inappropriate behavior and remained professional yet jovial with her male soldiers. Williams explained that she often used directly blunt humor at times to redirect inappropriate conversations. Williams acknowledged that there is a fine line a female has to walk when in a male-dominated profession; prove that you are competent, and blend-in as best you can while not outshining your male cohorts. “Williams experienced some of the most intense problems of a mixed-gender force in combat and yet, at the end of her work, she recalls only the comradeship—male and female—she experienced in Iraq.”<sup>30</sup>

A final case study involves two female Marines, Corporal Carrie Blaise and Corporal Priscilla Kispetik. They were attached to the 3/25 Lima Company US Marines in 2005 in Haditha, Iraq. Both female Marines were assigned to “patrols on house-clearing missions; as females they were able to interact with women and facilitate unforced entries at various points.”<sup>31</sup> Women have a way of deescalating situations at times and can provide a valuable asset as a member on a unit (team), but it was not until they “proved” themselves worthy in the eyes of their male Marine counterparts that they felt as if they had been accepted and valued as a team member. This account happened on May 26, 2005:

The platoon to which Blaise and Kispetik were assigned was ambushed by insurgents as it cleared Haqlaniya; two Marines were killed by a rocket-propelled grenade in the initial contact and the rest eventually trapped in a school. The

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<sup>30</sup> King, “Women in Battle: The Female Soldier,” 18.

<sup>31</sup> Ibid., 19.

platoon had to fight hard merely to survive with almost all its members involved in this firefight. Blaise was on the second floor, with a good field of vision, and was, therefore, able to identify a male Iraqi with a weapon approximately 400 meters away. Blaise was ordered to engage by her staff sergeant. She shot two rounds, killing the Iraqi.<sup>32</sup>

The Experiences of other Nations with  
Gender Integration in Combat Units

Other nations have fully integrated female soldiers into their combat units. A specific research paper prepared for the UK Ministry of Defense explores the context of several different nations and their experiences with gender integration in their combat units. Australia, Canada, Czech Republic, Denmark, Estonia, Finland, France, Germany, Israel, Netherlands, New Zealand, Norway, Poland, Romania, Spain, Sweden, Ukraine, and the United States were all included in this paper. Each nation was queried with the following questions:<sup>33</sup>

1. What are the main changes in your academic literature since 2002 regarding the effectiveness of mixed gender teams in combat environments?
2. Is your nation employing women in combat roles/environments?
3. Has your nation reported difficulties with employing women in combat roles/environments?
4. Has there been an effect on operational performance?
5. Has team cohesion been assessed—if so how?
6. How has operational performance of mixed gender teams been assessed?

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<sup>32</sup> Holmstedt, *Band of Sisters*, 20.

<sup>33</sup> Paul Cawkill et al., “Women in Ground Close Combat Roles: The Experiences of other Nations and a Review of the Academic Literature” (Defense Science and Technology Laboratory for UK Ministry of Defense, September 29, 2009), 15, accessed April 1, 2015, [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/27406/women\\_combat\\_experiences\\_literature.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/27406/women_combat_experiences_literature.pdf).

The majority of the countries queried had already integrated female soldiers into combat units: Canada, Denmark, Finland, France, Germany, Israel, Netherlands, Norway, Poland, Romania, Spain, and Sweden. “Estonia currently does not have any policies relating to women in combat roles and has no relevant experiences in this area.”<sup>34</sup> Ukraine, at the time of this study, had employed roughly 18,000 women as soldiers in their young, newly formed army, but they were serving in areas of medical, accounting and as liaisons.<sup>35</sup> At the time of this study the United States and Australia had not fully integrated female soldiers into all combat units, but both nations have announced that they will be allowing women to voluntarily serve in combat units. “[In regards to the United States,] a decision on which combat roles will be open to women [Special Forces included] is expected in 2015.”<sup>36</sup>

#### Canada

Canada was one of the earliest countries to integrate women into their military. They rescinded their ban on females in combat units in 1989 and studied gender integration for the next 10 years. During that decade of gender integration Canadian Forces were able to identify successes and impediments to cohesion and overall effectiveness. In 1998 the Canadian Army Lessons Learned Centre published a report that stated:

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<sup>34</sup> Ibid., 22.

<sup>35</sup> Ibid., 30.

<sup>36</sup> Rowan Scarborough, “Fear of G.I. Jane: Special Operations Forces are Worried about Adding Women,” *The Washington Times*, June 27, 2013, accessed March 30, 2015, <http://www.washingtontimes.com/news/2013/jun/27/special-operations-forces-are-worried-about-adding/?page=all>.

[C]ohesion of mixed gender combat arms units was a leadership challenge. In a non-homogenous environment, there needed to be a search for common ground or a point on which all team members could identify, and it was considered a leadership responsibility to provide the framework and common ground to facilitate team building. *The cause of breakdown in unit cohesion, especially where gender was concerned, was reported to stem from the following: Inequitable leadership and discipline; Favouritism or harassment of distinct groups; Fraternization (especially in the chain of command); Isolation and segregation of distinct groups* [emphasis added].<sup>37</sup>

Canadian Forces still do not have any women serving in the “so called ‘assaulter’ roles in Canada’s elite anti-terrorist unit Joint Task Force 2.”<sup>38</sup> Women are not formally excluded from volunteering, but are dropped from the selection and training due to failure to meet the physical standards. The report reiterates that successful gender integration among military units hinges on forward looking and supportive leadership who values team building.

## Denmark

Denmark is another country that has a well-documented history of gender integration within its military combat units. In 1998 Denmark adopted a total inclusion policy for integrating women into all facets of their national military. This was backed up by research that showed that women performed just as well as men in land combat roles.<sup>39</sup> Denmark shares with the United States a dual scale for physical requirements—one set of standards for males and another set of standards for females, but the physical

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<sup>37</sup> Cawkill et al., 18.

<sup>38</sup> Ibid. The JTF 2 is a domestic anti-terrorism response team and is similar in concept and mission sets to that of the Federal Bureau of Investigation’s Hostage Response Team (HRT).

<sup>39</sup> Ibid., 21.

requirements for more physically demanding combat roles is the same for both males and females (i.e. special operations forces). “Although all posts are open to [Danish] women, the physical demands have to date prevented women from joining the special operations forces.”<sup>40</sup> Furthermore, the Danish report operational effectiveness and cohesion have not been formally assessed, but caveat there are no obvious concerns that are eroding at operational effectiveness or cohesion.

### The Netherlands

The Netherlands employ women in close combat roles, but in small numbers. As of the date of this report, all military posts are available to women with the exception of the Marine Corps and the Submarine Service. These two services have remained closed to women on the grounds of physical requirements and combat effectiveness. Cawkill et al (2009) insinuates that inclusion of females on submarines would diminish combat effectiveness.<sup>41</sup> The Netherlands recognize the contribution that female soldiers can offer on the battlefield. “The Netherlands have recognized that females possess useful psychological attributes such as negotiation and communication skills . . . [additionally,] with regard to provincial reconstruction teams in Afghanistan, gender is considered as an integral part of the analysis and planning process.”<sup>42</sup> The Netherlands do not provide any information or statistics regarding females and their Special Forces equivalent units.

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<sup>40</sup> Ibid.

<sup>41</sup> Ibid., 26.

<sup>42</sup> Ibid.



## Finland

Finland does employ women in close combat roles. All Finnish Services in the Finnish Defense Forces and the Finnish Border Guard accept females. All types of deployments are open to women, provided they have successfully completed the necessary military training.<sup>43</sup> There are no statistics provided and the literature does not provide any details specific to a special operations unit.

## France

France does employ women in close combat roles, and excludes women from submarines and riot control gendarmerie. 1.7 percent of combat infantry soldiers are female and there are no specific details provided in regards to females in special operations.<sup>44</sup>

## Germany

Since a 2001 European Court of Justice ruling, Germany does employ women in close combat roles. This includes elite units such as the marine commandos. To date there are approximately 800 female soldiers in combat units and 194 of the 4,200 deployed to ISAF in Afghanistan are also women.<sup>45</sup> “[It should be noted that] those females that have been involved in combat in Afghanistan have not been specifically deployed in close combat roles but have been employed as medical personnel, military police, or

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<sup>43</sup> Ibid., 22.

<sup>44</sup> Ibid.

<sup>45</sup> Cawkill et al., 23.

logisticians and have been part of a patrol or convoy.”<sup>46</sup> Cawkill et al (2009) reports Germany does not provide any details regarding gender integration and its effect on group cohesion. Germany also does not comment on how gender integration has or has not had an effect on operational readiness and/or combat effectiveness.

### New Zealand

Since New Zealand formally rescinded its policy of not allowing women to serve in combat roles in 2001, there are no restrictions on roles for women in its defense force and presently employ women in close combat roles. “As of May 2004, there were nine female gunners, three riflemen and one field engineer serving in the NZDF [(New Zealand Defense Forces)].”<sup>47</sup> In 2005 the NZDF commissioned a comprehensive review, “Review of Progress in Gender Integration in the NZDF,” stating that the NZDF had moved past the debate about women’s roles in combat and was now focused on a “deliberate and concerted effort” to successfully complete full gender integration. “The review concluded that the NZDF had made substantial progress in gender integration in terms of improving the representation of women, developing a culture that accepts and values women as well as men, and integrating equity principles and consideration of gender into some management systems and processes.”<sup>48</sup> NZDF attribute their success of gender integration to “clear leadership about the issue.” Lastly, while NZDF has been successful at integrating a very small number of females into their defense forces, but

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<sup>46</sup> Ibid.

<sup>47</sup> Ibid., 27.

<sup>48</sup> Ibid.

“they have not conducted any specific research into the effectiveness of mixed gender teams in the combat environment.”<sup>49</sup>

#### Norway

Norway does employ women in close combat roles, to include submarines. “The Personnel Division of the Norwegian Defense Force report that as far as they are aware none of their female soldiers has experienced actual ground close combat . . . however, they do participate in patrols in Afghanistan.”<sup>50</sup> Norway reports that there have been no official assessments of the effect of mixed gender teams in combat situations, but infer that female participation will increase operational effect. “[Additionally,] no incidents have been reported to indicate that cohesion will decrease and operational effectiveness be compromised.”<sup>51</sup>

#### Poland

Poland does employ women in close combat roles, and as of 2008 there were 1,153 women serving in the Polish Army (~1 percent).<sup>52</sup> It was not until recently as 2003 that female soldiers began graduating from 4 year training at military schools and military academies (universities). “Nowadays there are about 90 such graduates each year, and they represent a vast range of specialists in various corps: Armored and Mechanized Forces, Radiotechnical Forces, Missile and Artillery Forces, Logistics,

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<sup>49</sup> Ibid., 28.

<sup>50</sup> Ibid.

<sup>51</sup> Ibid.

<sup>52</sup> Ibid., 29.

Defense against WMD, Military Police, Communications and IT Forces, Air Force, Navy, Medical Forces.”<sup>53</sup> Poland does not provide any information regarding women in a special forces-type unit, but comments that they have one female soldier who is serving in a combat role within an armored unit.

#### Romania

Romania does employ women in close combat roles and provides no distinction between men and women regarding employment in combat roles. If women chose to serve in a close combat role (unit), they must volunteer and pass the required training.

The Romanian Armed Forces . . .

[H]ave not encountered any difficulties relating to women’s employment in combat roles or environments, nor have they experienced any impact on operational performance. Team cohesion is not reported to suffer as a result of having mixed gender combat team and the general view is that missions undertaken by these teams have been successfully achieved.<sup>54</sup>

#### Spain and Sweden

Spain and Sweden both employ women in close combat roles, but provide no significant data regarding affects to combat effectiveness and group cohesion. They also do not provide any information regarding women soldiers and their involvement or service with special forces-type units.

#### Israel

Israel also does employ women in close combat roles, but its classical image as a frontrunner to gender integration is misleading. Israeli Defense Forces (IDF) have long

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<sup>53</sup> Ibid.

<sup>54</sup> Ibid.

been known as the “People’s Army.” The IDF utilizes conscription to fill its ranks. IDF conscription does include women, but women have a choice to serve in combat or non-combat roles. The IDF as a whole has a huge representation of females among their forces—33 percent of regular IDF force is made up of women. It was not until 1995 that the IDF began incorporating women into combat positions. “A 2006 publication on trends in women’s service in the IDF reported that since 1996 there had been an increasing trend to abolish the structural exclusion that prevented women from serving in different positions.”<sup>55</sup> Currently, 92 percent of all positions in the IDF are open to women, close combat included, but only 3 percent serve in combat roles.<sup>56</sup> Israeli Special Forces units like Shayetet 13, Sayeret Matkal, the Nahal Regiment, Golani Regiment, and others do not allow women.

In 2004, the IDF established a unique mixed-gender infantry unit: the Caracal Battalion.<sup>57</sup> This infantry unit contains both male and female soldiers who train and serve together on the Israel-Egypt border. One female private new to the unit was quoted as saying, “Here we do not make a distinction between the sexes. We both wear the same uniform, carry the same weapons. If a male soldier is injured, he knows I will carry him to safety—same goes the other way around.”<sup>58</sup> The Caracal Unit seems to be a general

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<sup>55</sup> Ibid., 24.

<sup>56</sup> Jodi Rudoren, “Looking to Israel for Clues on Women in Combat,” *The New York Times*, January 25, 2013, accessed April 1, 2015, [http://www.nytimes.com/2013/01/26/world/middleeast/looking-to-israel-for-clues-on-women-in-combat.html?\\_r=0](http://www.nytimes.com/2013/01/26/world/middleeast/looking-to-israel-for-clues-on-women-in-combat.html?_r=0).

<sup>57</sup> Israeli Defense Forces Blog, “Girls and Guns: Caracal Battalion’s Newest Combat Soldiers,” February 8, 2015, accessed April 1, 2015, <http://www.idfblog.com/blog/2015/02/08/girls-guns-caracal-battalions-newest-combat-soldiers/>.

<sup>58</sup> Ibid.

gender integration success for the IDF, but there are instances where gender integration among the Caracal Unit is considered a mixed success.

In September of 2012 the IDF Caracal unit was involved in an incident near Mount Harif where three Sinai militants attacked them. The three Sinai militants and one IDF, Cpl. Netanel Yahalomi, were killed over the course of the 15-minute battle. One female caracal soldier stormed forward and shot one of the militants with two shots to the head, while a second caracal female hid behind a bush for nearly an hour and did not open fire on the gunmen.<sup>59</sup>

A recent IDF gender integration study based on sources from 2002 to 2005 showed that commanders “recognized that female combatants often exhibit superior skills in areas such as discipline and motivation, maintaining alertness, shooting abilities, managing tasks in an organized manner, and displaying knowledge and professionalism in the use of weapons.”<sup>60</sup> The study also revealed:

[D]ifferentiating practices such as: limiting the number of combat positions to which females can apply (even in the units in which they are incorporated); limiting the number of female combatants allowed to enter areas considered to be dangerous; refraining from allocating more combat-oriented tasks to mixed-gender units; isolating female combatants and marking boundaries for living and working zones; and removing female combatants from units or areas in which yeshiva boys are present.<sup>61</sup>

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<sup>59</sup> Gili Cohen and Avi Issacharoff, “IDF Probe: Female Soldier Hid Instead of Fighting during Deadly Egypt Border Incident,” *Haaretz*, September 24, 2012, accessed April 1, 2015, <http://www.haaretz.com/news/diplomacy-defense/idf-probe-female-soldier-hid-instead-of-fighting-during-deadly-egypt-border-incident-1.466584>.

<sup>60</sup> Cawkill et al., 25.

<sup>61</sup> Ibid.

Cawkill et al (2009) report Interviews and surveys were conducted with women in the IDF. Interviews revealed that women who served alongside male counterparts took part in “special cohesion” days, but ultimately their absorption into the unit was dependent on the unit’s leadership. “If the Commander was to express belief in their ability and considered them to be equal to their male counterparts, then they would eventually become ‘one of the gang’.”<sup>62</sup> Surveys of IDF women concluded that the IDF has come a long way since 1948, but “there is still much progress to be made with regard to allowing them, [women], to utilize their full potential.”<sup>63</sup>

### Summary

The literature is lacking in regards to specificity to gender integration in the special operations—Special Forces community. There are numerous studies and information regarding integration of women in ground combat units, and in some instances certain nations have been working the gender integration piece for over 20 years. Strong parallels can be drawn with gender studies in ground combat units, but conventional combat units lack some of the dynamics that are specific to the special operations community—more specifically a Special Forces ODA.

As noted in modern day literature, some of the greatest concerns regarding gender integration in combat units and-or as “operators” in the special operations community involves the consequential effect integration may have on operational readiness, combat effectiveness, and team cohesion. Literature also postulates that gender integration within

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<sup>62</sup> Ibid., 26.

<sup>63</sup> Ibid.

ground combat units can be successful if leadership at all levels is fully supportive and values team building exercises where both men and women acclimate into their roles on mixed gender teams. In the following chapter, research methodology for conducting surveys will be discussed.



## CHAPTER 3

### METHODOLOGY

The purpose of this survey research is to examine the perception of selected U.S. Army Officers regarding their thoughts, ideas, and concerns about integrating females into a U.S. Army Special Forces ODA. The four purposes of this chapter are to:

1. describe the research methodology of this study,
2. explain the sample selection,
3. describe the procedure used in designing the instrument, and
4. data collection and analysis.

The primary research question was, “Can women be successfully integrated into Operational Detachments Alpha (ODAs) as an 18-series military occupational specialty (MOS) without degrading operational readiness, diminishing combat effectiveness, and/or compromising group cohesion within an ODA?” To answer this question the research solicited data from selected CGSC students based on the following secondary questions:

1. What mission sets would the incorporation of women in ODAs be a distinct advantage or disadvantage?<sup>64</sup>
2. Do women in the U.S. Army have an overwhelming desire to be integrated into a Special Forces ODA?

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<sup>64</sup> Questions excerpted from Joint Special Operations University, *JSOU Special Research Topics 2014* (MacDill AFB, FL: The JSOU Press, 2014), 3, accessed August 14, 2014, [http://jsou.socom.mil/JSOU%20Publications/2014\\_SpecialOperationsResearchTopics\\_final.pdf](http://jsou.socom.mil/JSOU%20Publications/2014_SpecialOperationsResearchTopics_final.pdf).

3. What are current Special Forces Soldiers perceptions of gender integration on an ODA?
4. Do perceptions differ between genders?

### Research Methodology

A descriptive survey methodology was utilized for this study. A survey was administered to two selected samples from a specific population of individuals chosen by the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas.

“Surveys are information-collection methods used to describe, compare, or explain individual and societal knowledge, feelings, values, preferences and behavior.”<sup>65</sup> They lay the groundwork for how a chosen populace currently gauges the topic of integrating females into Special Forces ODAs and what sort of social dynamic would be anticipated from their perspective. Surveys are widely accepted as a key tool for conducting and applying basic social science research methodology.<sup>66</sup>

According to Beins (2009), there are several distinct advantages to using a survey research methodology over other suitable means of methodology. Surveys allow the researcher to collect a significant amount of diverse information easily, they allow for group administration, they cost relatively less than in-person interviews, and the amount

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<sup>65</sup> Arlene Fink, *How to Conduct Surveys: A Step by Step Guide* (Thousand Oaks, CA: Sage Publications, 2009), 1.

<sup>66</sup> Peter H. Rossi, James D. Wright, and Andy B. Anderson, *Handbook of Survey Research* (New York, NY: Academic Press, 1983).

of time required to gather a large amount of data is compressed as compared to interviews and-or case studies.<sup>67</sup>

For these reasons, a survey research methodology was chosen for the purposes of this research and a questionnaire survey instrument was designed to assess a selected population's professional thoughts and concerns with operational readiness, combat effectiveness, group cohesion, and sexuality dynamics regarding the integration of females onto a U.S. Army Special Forces ODA.

### Sample

For the purpose of this study, the researcher identified two distinct populations in concurrence with the U.S. Army Command and General Staff College Quality Assurance Office and the Human Protections Administrator. The methodologies for this study were a “nonrandom (nonprobability) sampling technique that involves using whatever participants [that] can conveniently be studied,” or a convenience sampling, and a “nonrandom (nonprobability) sampling technique in which participants are selected for a study because of some desirable characteristics, like expertise in some area, or a purposive sampling.”<sup>68</sup> Due to time constraints and strict Department of Defense human research guidelines, a convenience sample located at the Command and General Staff College had to be utilized. Furthermore, this study is not necessarily interested in precise measurements, but rather patterns of differences among the two stratified groups within the convenience sampling.

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<sup>67</sup> Bernard C. Beins, *Research Methods*, 2nd ed. (Boston, MA: Pearson, 2009), 104.

<sup>68</sup> *Ibid.*, 129-130.

In order for this study to extrapolate the necessary information to make viable inferences and determine certain results-founded relationships, the convenience sample had to be further divided or stratified into two separate groups, male Officers and female Army Officers. Due to the specialty and experiences as they relate to the research topic, the male Army Officers had to be further sorted into male 18-series Special Forces soldiers in order to capture a prudent purposive sample. These stratified purposive sampling is required due to the fact that these individuals have first-hand experience of working on a Special Forces ODA. Their experiences are extremely relative and important in determining how best to integrate females into that select group of individuals.

The first sub-strata group, both a convenience sample and a purposive sample, was male 18-series Special Forces Officers attending the Command and General Staff College located on Fort Leavenworth during the FY2015 graduating class or otherwise falling under the purview of TRADOC. The second sub-strata group, a convenience sample, was female officers who are attending the Command and General Staff College located on Fort Leavenworth, Kansas during the FY2015 graduating class. A total of 183 individuals were invited to take the survey and a total of 63 completed the survey. There were a total of 32 individuals identified as male 18-series Special Forces Officers who were students at the Command and General Staff College or under the purview of TRADOC. The response rate for the male 18-series Special Forces Officers was 62.5 percent, a total of 20 surveys out of 32 were completed. There were a total of 151 individuals identified as female Army Officers attending the Command and General Staff College. The response rate for the female Army Officers was 29.1 percent, a total of 44

surveys out of 151 were completed. The aggregate response rate for the study was 34.4 percent, 63 surveys out of 183 were completed.

### Instrumentation

The survey used in this study addressed two purposes. The first purpose was to gauge perception of current male 18-series Special Forces soldiers on the integration of females onto Special Forces ODAs to determine if there is a need for an organizational culture shift and determine if ODA operational readiness, combat effectiveness, and/or group cohesion would be affected. The second purpose was to gauge female Army officer's interest in serving in Special Forces and further concerns, thoughts, ideas, and notions regarding the integration of women onto ODAs.

The survey was branched into two separate sections—one set of questions specific for the 18-series Special Forces officers and another set of questions specific for the female Army Officers. Once the participant's gender was acknowledged, the survey branched accordingly based on their selection of male or female.

If male was selected, there was one additional question that required validation in order to ensure they are an 18-series MOS Special Forces officer. Once this question was validated, then questions 3 through 7 provide information concerning career progression and demographics. The questions that follow, questions 8 through 20, attempt to measure the affinity or lack thereof regarding the integration of women on Special Forces ODAs. Some questions ask the male participants to provide their professional opinion as to whether or not having a female on an ODA would pose itself as a tactical advantage for some Special Forces mission sets. There were a total of 20 male 18-series MOS survey questions.

If the participant selected female, the survey branched to questions selected for the female Army Officer sample. There were a total of 26 survey questions. The first three questions inquired about professional demographics. The remaining 23 questions asked the participants about their interest in serving in Special Forces, their experiences as a woman serving in a predominately male team (unit), and their thoughts, concerns, ideas and notions regarding women in ground combat units and more specifically Special Forces ODAs.

The survey item in this study was developed from consultation of relevant prior research, previous case studies that parallel the research topic (i.e. integrating females into ground combat units) and discussion with individuals who would be considered subject matter experts based on their personal and professional experiences on Special Forces ODAs. The male Special Forces officer survey questions are located in Appendix A. The female Army Officer Survey questions are located in Appendix B.

Krosnick and Presser (2010) offer eight guidelines for designing a useful questionnaire:

1. Use simple, familiar words (avoid technical terms, jargon, and slang);
2. Use simple syntax;
3. Avoid words with ambiguous meaning, i.e., aim for the wording that all respondents will interpret in the same way;
4. Strive for wording that is specific and concrete (as opposed to general and abstract);
5. Make response options exhaustive and mutually exclusive;
6. Avoid leading or loaded questions that push respondents toward an answer;
7. Ask about one thing at a time (avoid double-barreled questions);
8. Avoid questions with single or double negations.<sup>69</sup>

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<sup>69</sup> Jon A. Krosnick and Stanley Presser, "Question and Questionnaire Design," in *Handbook of Survey Research*, eds. P. Marsden and J. Wright (Emerald Group Publishing, 2010), accessed April 20, 2015, <http://www.uk.sagepub.com/kumar4e/study/Chapter%209/Questionnaires.pdf>.

These eight guidelines were adhered to in the survey instrument. Additionally when determining what the question order should be, the following “conventional wisdom” guidelines were also taken into consideration:

1. Early questions should be easy and pleasant to answer, and should build rapport between the respondent and the researcher;
2. Questions at the very beginning of a questionnaire should explicitly address the topic of the survey, as it was described to the respondent prior;
3. Questions of the same topic should be grouped together;
4. Questions on the same topic should proceed from general to specific;
5. Questions on sensitive topics that might make respondents uncomfortable should be placed at the end of the questionnaire;
6. Filter questions should be included, to avoid asking respondents questions that do not apply to them.<sup>70</sup>

The Inquisite Survey Builder, licensed software for designing surveys, was used to develop the survey instrument. The Inquisite software was supported by Allegiance. “The Allegiance Engage Platform is a system for collecting feedback analysis.”<sup>71</sup> The survey was published and administered using the Allegiance Engage Platform and it secured all data to meet human subjects’ protections and Army regulatory requirements for collecting data from CGSC students.<sup>72</sup> “Pilot testing, [a means to inject validity,] helps improve the response rate because it can eliminate severe potential sources of difficulty, such as poorly worded questions [or vernacular not recognized by the sample group.]”<sup>73</sup> Due to time constraints, a pilot survey was not developed, but a subject matter

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<sup>70</sup> Ibid.

<sup>71</sup> Maria Clark, “Out of Combat and into the Classroom: How Combat Experiences affect Combat Veteran Students in Adult Learning Environments” (diss., Kansas State University, 2014).

<sup>72</sup> Ibid.

<sup>73</sup> Fink, “How to Conduct Surveys: A Step-by-Step Guide,” 6.

expert was consulted to advise and direct instrumentation development in order to interject validity into the questionnaire.

Two types of response formats were utilized in this questionnaire—opened-ended and closed-ended. More specifically, Likert-Type interval scales of measurement were used on some closed-ended question answer formats along with “yes-no” answer formats. As follow-up to the yes-no answer formats, a comment box was provided in order to allow the respondent to elaborate as to why they chose their selected answer.

Research with human subjects did not commence until necessary approval was obtained from the Institutional Review Board Manager. The questionnaire was also reviewed and approved by the Institutional Review Board Manager. These procedures resulted in the development of the survey used in this study. Post-development, publication, and survey launch, results of the responses were collected and analyzed. Specifics to data collection will be discussed in the following section.

### Data Collection

The survey was published and launched via Allegiance survey building software on March 2, 2015 via email to the prescribed list of respondents provided by the U.S. Army Command and General Staff College. The survey remained active for a length of 17 days. In order to preserve the anonymity of the survey respondents, solely the institution’s Human Protections Administrator—Survey Control Officer handled the list of respondents’ emails. Additionally, all response information received was handled, stored and managed by the Human Protection Administrator—Survey Control Officer. Upon closure of the survey, the results were compiled and provided to the researcher as



an electronic Microsoft Word document from the Human Protections Administrator—  
Survey Control Officer.

### Data Analysis

#### Margin of Error and Confidence Interval

“The margin of error is the amount of error that you can tolerate. Lower margin of error requires a larger sample size. The confidence level is the amount of uncertainty you can tolerate. Higher confidence level requires a larger sample size.”<sup>74</sup> The population selected for this research contained a total of 183 subjects who worked or attended CGSOC at Fort Leavenworth. Using a response distribution of 50 percent, 125 participants were desired to have a 95 percent confidence interval with a  $\pm 5$  percent margin of error. Survey invitations sent to 183 Command and General Staff College’s Officers yielded 63 valid responses. The response rate of 34 percent provided a high level of confidence. The total population considered was 183 individuals. With a confidence level of 90 percent, a sample of 63 individuals with a response distribution of 50 percent yielded a margin of error of  $\pm 8.5$  percent.

### Summary

This chapter provided the research objectives and the target population was described. Chapter 3 also described and vindicated the methodology used in the research design, measuring instrument, development of the questionnaire, sampling process, data

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<sup>74</sup> Raosoft, “Sample Size Calculator,” accessed April 6, 2015, <http://www.raosoft.com/samplesize.html>.

collection method, and data analysis. The results of the data collected from the surveys will be presented and in chapter 4.

## CHAPTER 4

### SURVEY DATA RESULTS

This research examined how Special Forces male 18-series MOS and female Army Officers viewed the integration of females onto a Special Forces ODA as an 18-series MOS. Specifically; it considered two separate points of view—the male 18-series MOS point of view and the female Army Officer view. The study explored each groups' thoughts and concerns regarding gender integration onto a Special Forces ODA and which Special Forces mission sets females may provide a tactical advantage versus a tactical liability. Additionally, it asked the female Army Officers about their experiences in male-majority units or teams. Finally, it explored both groups' interest and receptivity for gender integration on an ODA. Survey data will be reported as follows: Aggregate Survey data, Special Forces Male 18-series MOS, female Army officers who identified with the functional alignment of Maneuver, Fires and Effects, followed by female Army officers in all other functions (Operations Support, Force Sustainment, Health Services and Special Branches, i.e. Chaplain Corps and JAG Corps).

#### Male Survey Data Results

##### What is Your Gender?

There were a total of 20 Special Forces 18-series MOS who identified themselves as male.

Are you currently a Special Forces CMF 18 Soldier?  
Where did you first serve after completion of the  
Special Forces Qualification Course (Q-Course)?

As expected, all 20 males confirmed they were Special Forces CMF 18 soldiers.  
5th SFG and 10th SFG reported to have six participants for each Special Forces group.  
3rd SFG had 5 participants, 7th SFG had 2 participants, and 1st SFG had one participant,  
reference the figure 2 below.

What is your Age Group?

Thirteen of the 20, 65 percent reported to be in the age group of 32 to 36 years  
old. Seven of the 20, 35 percent reported to be 37 years old or older.

What is your Functional Alignment?

All 20, 100 percent of the respondents reported to be in the Maneuver, Fires, and  
Effects functional category.

What is your MOS?

All 20 male respondents reported they were 18As, Special Forces Officers.

Since the completion of the Q-Course, how long  
have you served as a Special Forces Soldier?

Thirteen of the 20, 65 percent reported they had served more than three years, but  
less than six years as a Special Forces Soldier. Seven of the 20, 35 percent reported to  
have served more than six years as a Special Forces Soldier.

True or False: The ODA Team Structure would benefit by the addition of an MOS (i.e. Culture/Language Sergeant, Foreign Affairs Sergeant, etc.)?

Fourteen of the 20, 70 percent of the male respondents reported this statement to be false. 25 percent reported that they were unsure if this statement qualified as true or false. 5 percent reported the statement to be true.

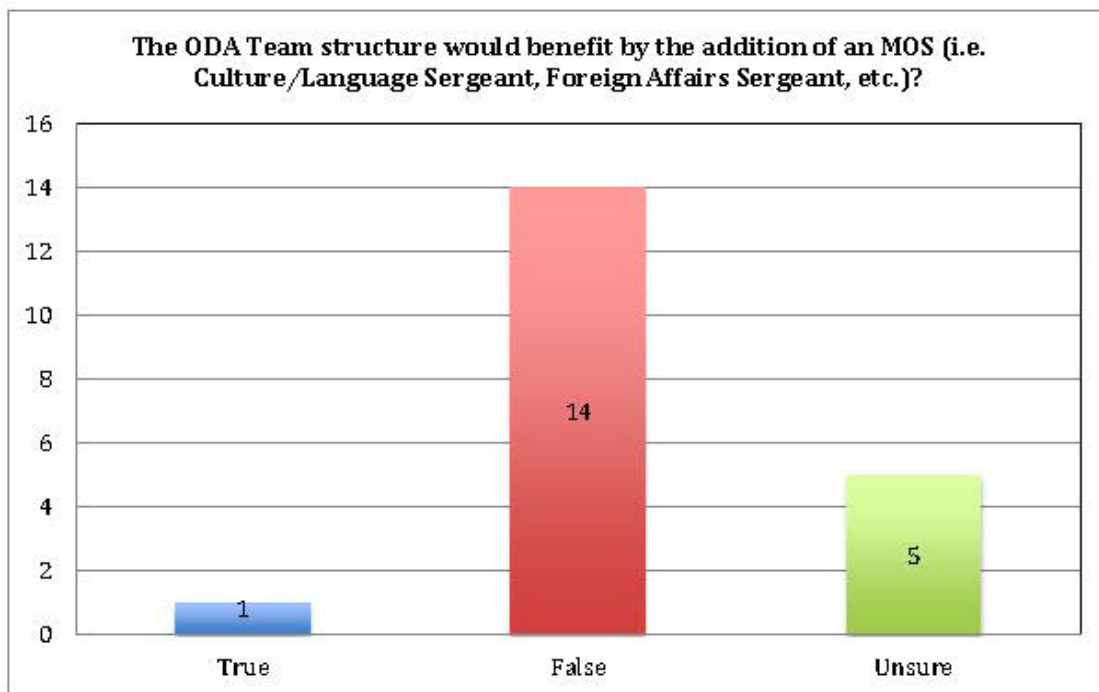


Figure 2. Male results for addition of an MOS to the ODA Team Structure

*Source:* Created by author.

#### Open-Ended Question: Recommendations as provided by Respondents

Participants were provided an open-ended box to report their recommendations in regards to altering the ODA team structure. Twelve replies were received. The general consensus is that the ODA team structure should not be altered in any way. One

respondent commented, “The current structure of the ODA dates back to the origin of Special Forces. The 12-man team was designed to have redundancy in the MOS’s while being able to operate as a split team or 3 and 4 man elements. There is no need to change what is not broken. This structure has survived 60 years and has worked great.” Another stated, “No change needed to the organizational structure of an ODA. It is already perfection realized.” The general theme throughout many of the open-ended comments states that all Special Forces 18-series soldiers should be both culture and language experts and that adding an additional MOS would not create any benefit to the ODA. One respondent replied, “This [ODA] does not need an additional MOS. This is an inherent requirement and skillset of every ODA member. Each ODA member interacts with the partner force, so they all need this skillset.” Another comment stated, “All SF soldiers must be proficient in foreign cultures. Relegating that skill set to a unique MOS will dilute what makes SF unique.”

Though strong criticism was noted among the responses, a few replies stated that this sort of capability should be utilized as an enabler for the ODA, not necessarily an 18-series team member. “This proposed addition is a great idea, but I question whether these MOS’s need to be assigned to the ODA and not enablers much like many other MOS’s that get attached to ODAs for operations.” And echoed again in this response:

SF is already SUPPOSED to be cultural and language knowledgeable. The addition of another person will not make this better if they cannot stay trained in the region either. If this person was added it should be as an attachment during train up to get the ODA ready to deploy and maybe deploy with them. If they were part of the team they would run into the same problem as the rest of the ODA members who have language and cultural training in one region yet deploy to another.

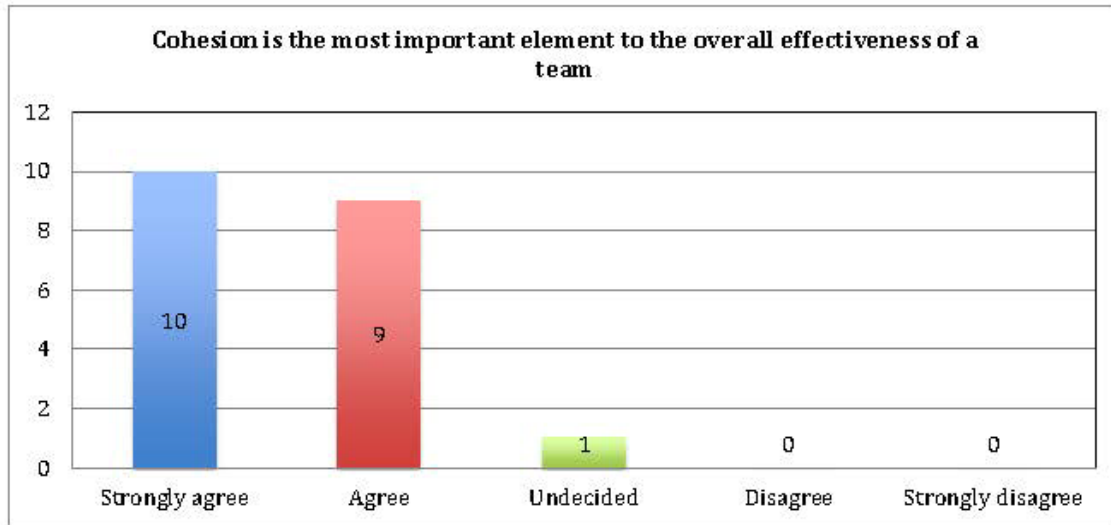


Figure 3. Male Likert Scale result for Statement 1

Source: Created by author.

#### Likert Scale Statements on ODAs and Gender Integration

This was a lengthy question that listed a series of statements regarding ODAs and gender specific topics. For each statement the respondent was allowed to check one of the following answers: Strongly Agree, Agree, Undecided, Disagree, or Strongly Disagree with the listed statement.

Statement 1, “Cohesion is the most important element to the overall effectiveness of a team,” elicited 50 percent of respondents to select Strongly Agree. 45 percent selected Agree, while only 5 percent were Undecided. Reference figure 3.

Statement 2, “A female team member would erode at an ODA’s cohesion,” elicited a wide spectrum of replies. 35 percent selected Undecided, 30 percent selected

Strongly Agree, 15 percent selected Agree, again 15 percent selected Disagree, and 5 percent selected Strongly Disagree. Reference figure 4.

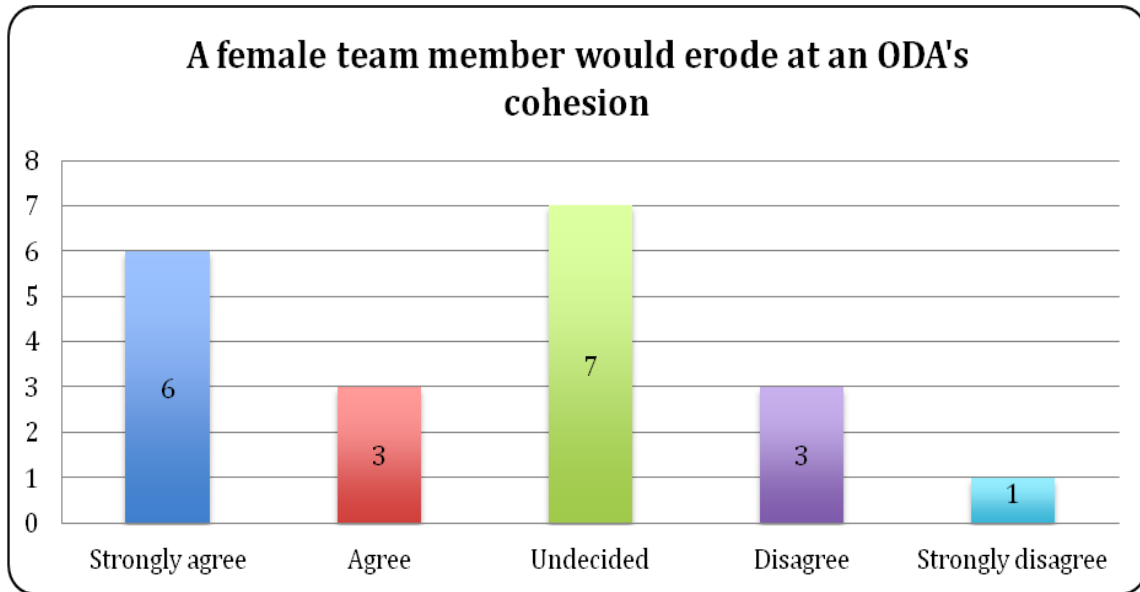


Figure 4. Male Likert Scale result for Statement 2

*Source:* Created by author.

Statement 3, “Gender does NOT affect competence in ODAs,” elicited 30 percent of respondents to select Agree. 20 percent of respondents selected Undecided; again 20 percent selected Strongly Disagree, and on both Strongly Agree and Disagree 15 percent of respondents selected these replies. Reference figure 5.



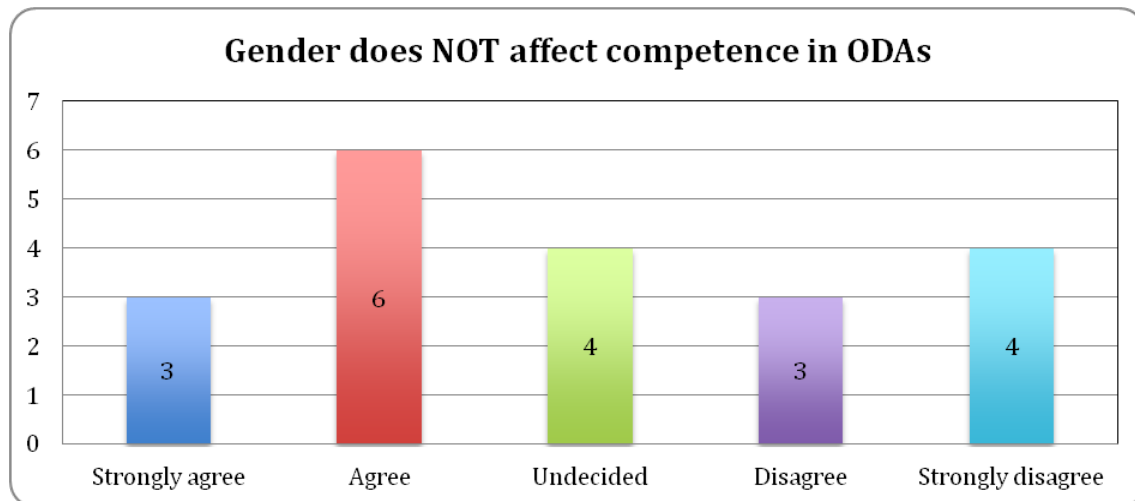


Figure 5. Male Likert Scale result for Statement 3

Source: Created by author.

Statement 4, “A female ODA member would be a tactical liability to the team,” elicited 35 percent of respondents to select Undecided. 30 percent of respondents selected Agree, 25 percent selected Disagree, and 10 percent of respondents selected Strongly Agree. None of the respondents selected Strongly Disagree. Reference figure 6.

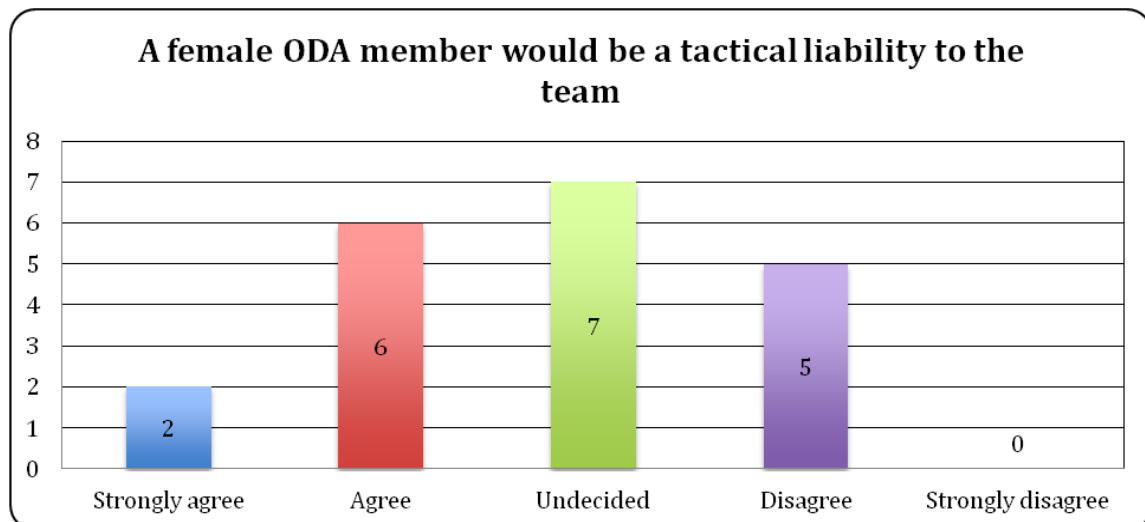


Figure 6. Male Likert Scale result for Statement 4

Source: Created by author.

Statement 5, “A female ODA member would provide a tactical advantage to the team,” elicited 40 percent of respondents to select Undecided. 30 percent of respondents selected Disagree, 15 percent selected Strongly Disagree, 10 percent selected Strongly Agree, and 5 percent selected Disagree. Reference figure 7.

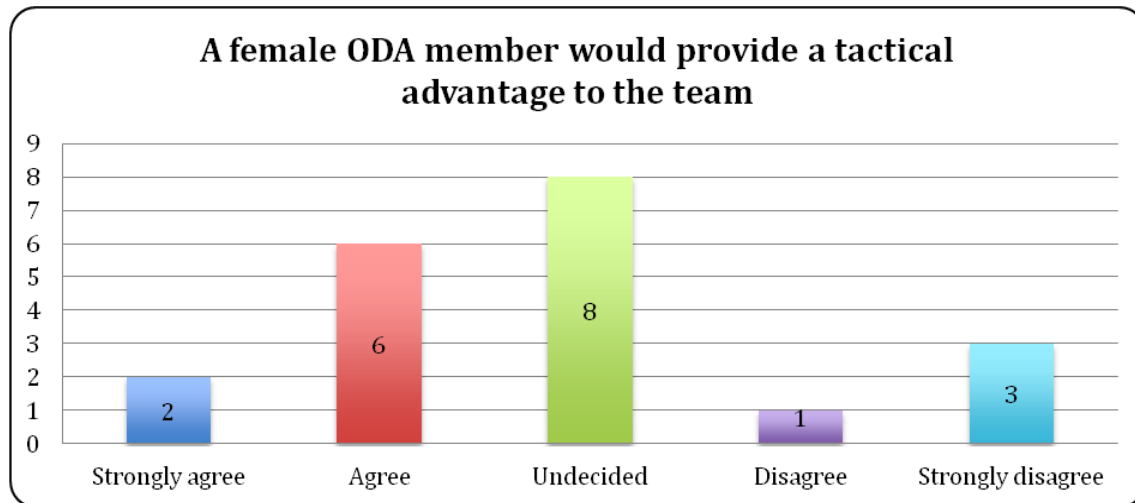


Figure 7. Male Likert Scale result for Statement 5

*Source:* Created by author.

Statement 6, “A female soldier who finishes the SF Qualification Course must sign an agreement to be expelled from an ODA assignment if she fails to prevent pregnancy during the assignment,” elicited 30 percent of respondents selecting Strongly Agree. 30 percent of respondents also selected Agree, 25 percent of respondents were Undecided, 10 percent selected Strongly Disagree, and 5 percent selected Disagree. Reference figure 8.

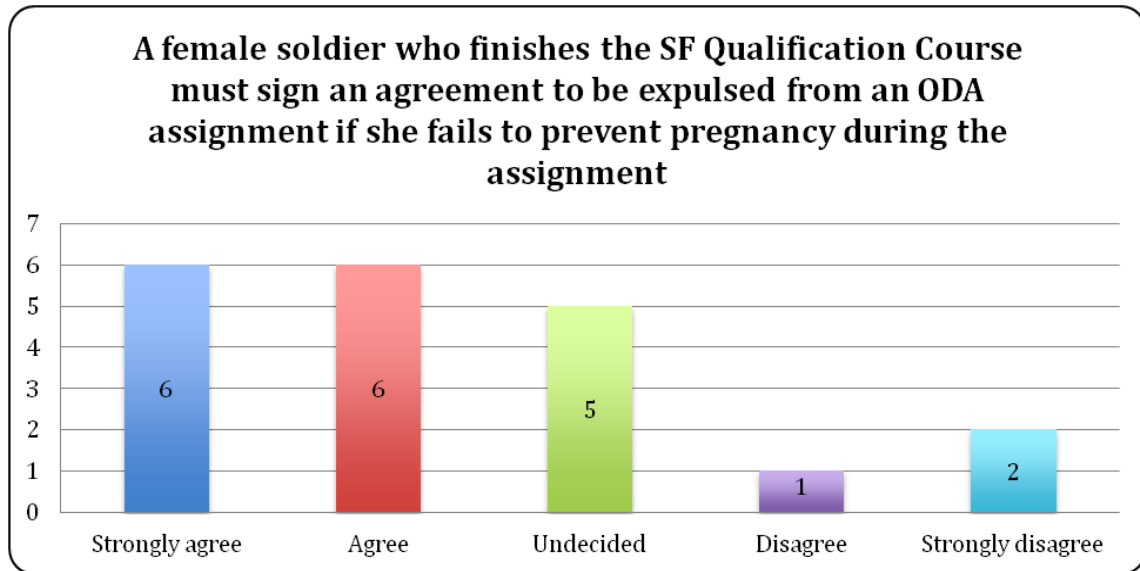


Figure 8. Male Likert Scale result for Statement 6

*Source:* Created by author.

Statement 7, “Loss of a female team member due to pregnancy is a primary concern regarding females on an ODA,” elicited 35 percent of respondents to select Strongly Agree. 30 percent of respondents selected Agree, 15 percent were Undecided, another 15 percent selected Disagree, and 5 percent selected Strongly Disagree.

Reference figure 9.

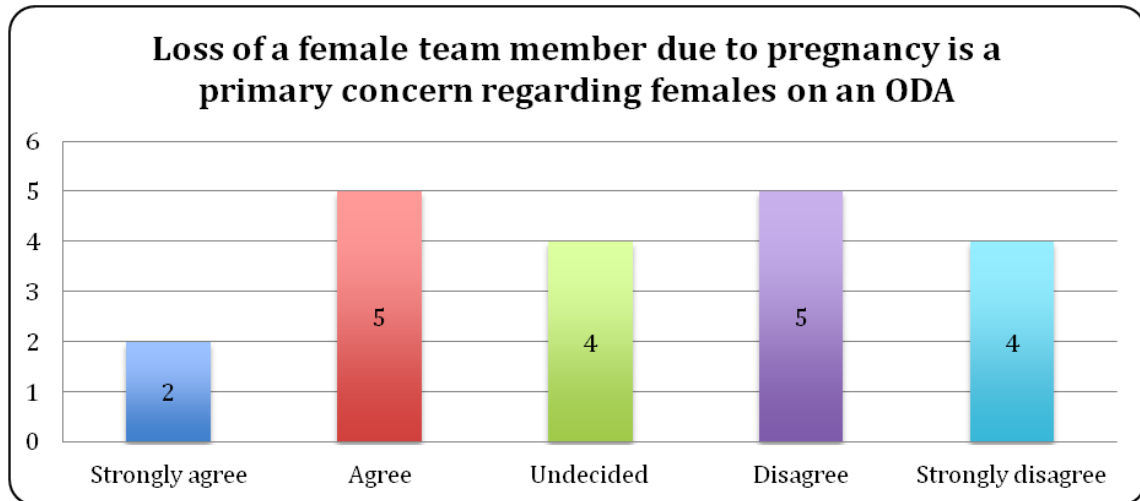


Figure 9. Male Likert Scale result for Statement 7

*Source:* Created by author.

Statement 8, “Putting a female soldier on an ODA will lead to sexual relationships within the ODA,” elicited 35 percent of respondents to select Strongly Agree. 30 percent of respondents selected Agree, 15 percent were Undecided, again 15 percent selected Disagree, and 5 percent selected Strongly Disagree. Reference figure 10.

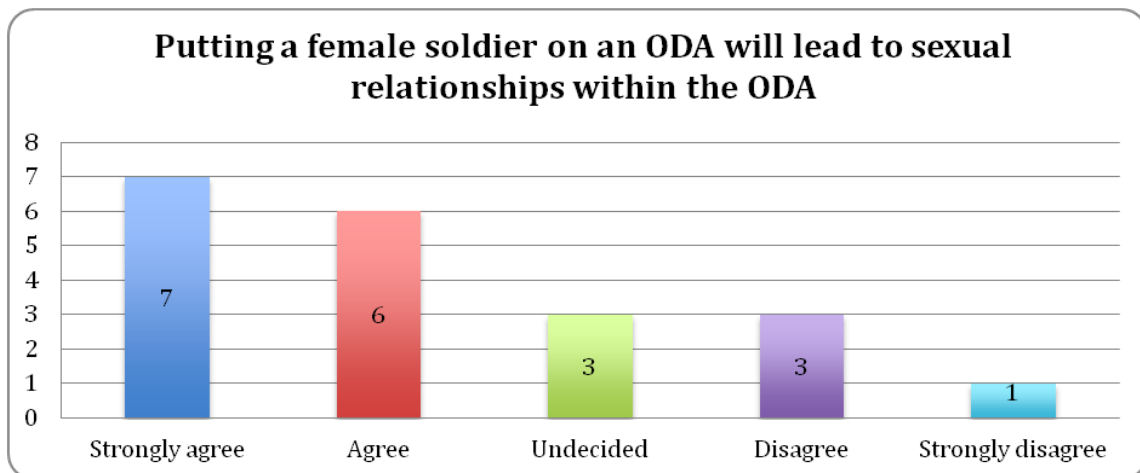


Figure 10. Male Likert Scale result for Statement 8

*Source:* Created by author.

Statement 9, “Having a female team member makes an ODA weaker,” elicited 40 percent of respondents to select Undecided. 30 percent of respondents selected Disagree, 15 percent selected Agree, 10 percent selected Strongly Agree, and 5 percent selected Strongly Disagree. Reference figure 11.

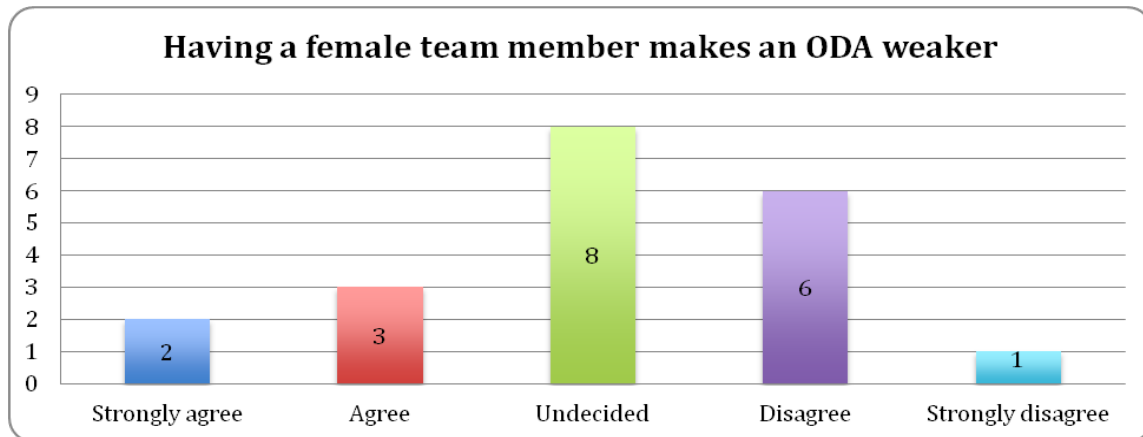


Figure 11. Male Likert Scale result for Statement 9

*Source:* Created by author.

Statement 10, “Having a female team member makes an ODA stronger,” elicited 50 percent of the respondents to select Undecided. 20 percent of respondents selected Disagree, 15 percent selected Agree, and 15 percent selected Strongly Disagree. None of the respondents selected Strongly Disagree. Reference figure 12.

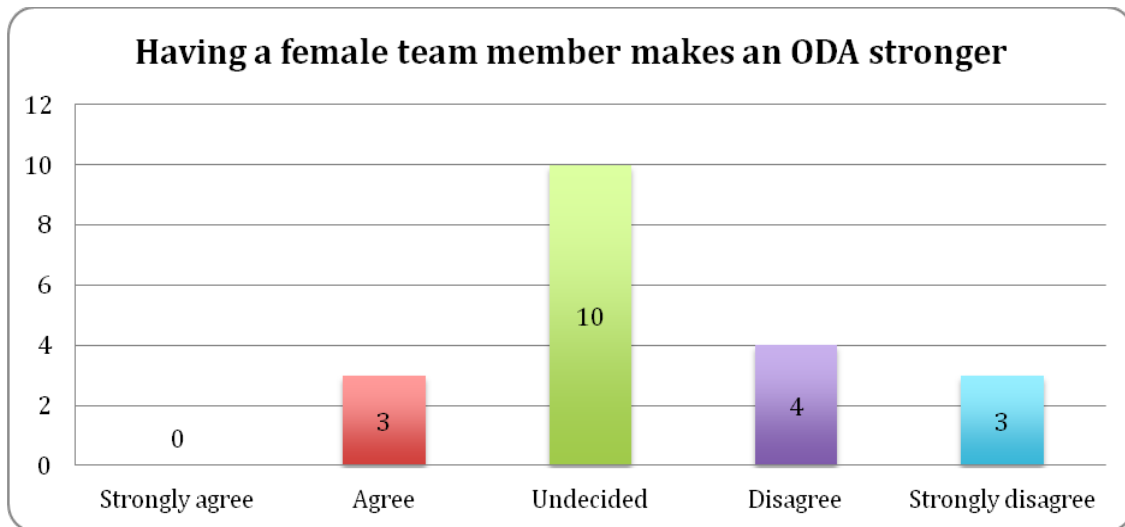


Figure 12. Male Likert Scale result for Statement 10

*Source:* Created by author.

Statement 11, “Gender diversity makes a team more effective,” elicited 40 percent of respondents to select Undecided. 20 percent of respondents selected Disagree, 20 percent also selected Strongly Disagree, 15 percent selected Agree, and 5 percent selected Strongly Agree. Reference figure 13.

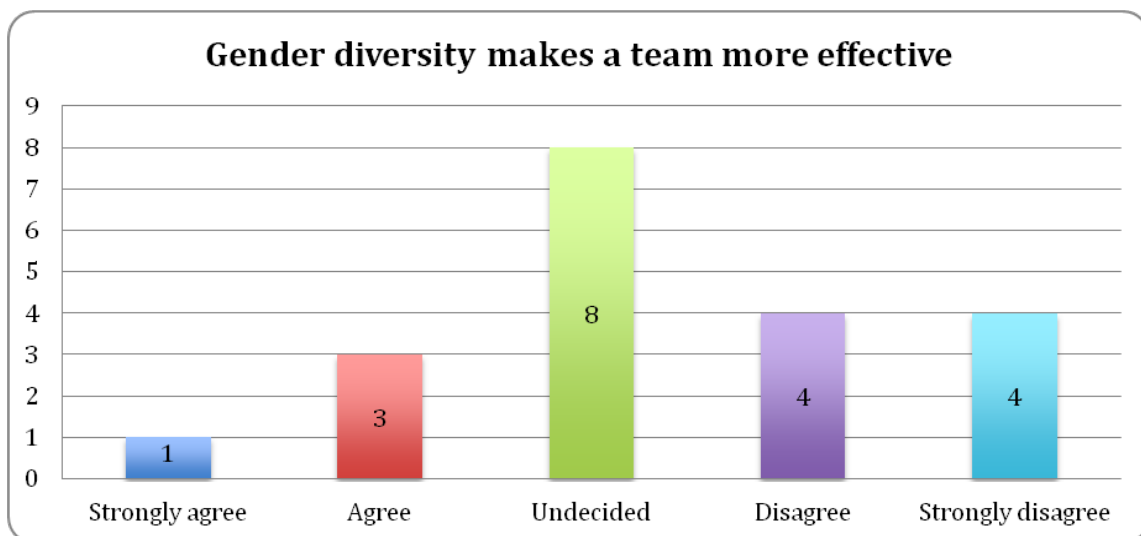


Figure 13. Male Likert Scale result for Statement 11

*Source:* Created by author.

### Should Women serve in Combat Jobs?

This question was presented as a yes-no question followed by an open-ended comment box. Fourteen of the 20 respondents, 70 percent, affirmed that women should serve in combat jobs. 6 of the 20, 30 percent, marked the answer “no.”

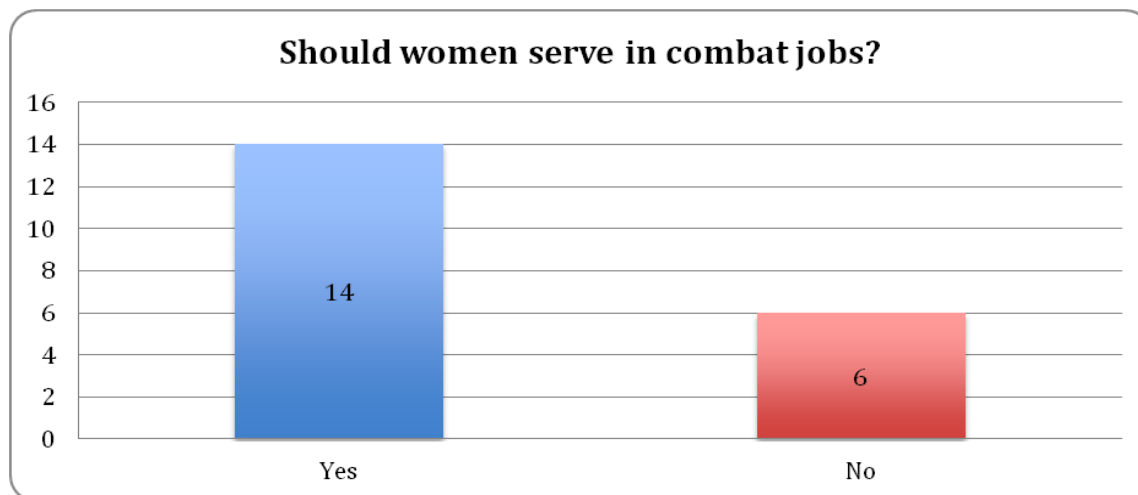


Figure 14. Male results for “Should Women serve in Combat Jobs?”

*Source:* Created by author.

An open-ended opportunity was provided for participants to explain why they selected their particular answer. There were 17 comments provided in the open-ended comment box. Again a wide spectrum of comments was provided. Some individuals clearly think that women should not be serving in combat jobs, “Women are a liability and are physically less capable. There may be women who can function for a short duration in combat environment in a combat arms job, but they are the exception, not the norm. The combat exclusion role should not be re-written to accommodate the minority.” Still another respondent commented, “The Army is no place for social experimentation.

There is a reason there are separate categories for males and females in the Olympics, professional sports, and even acting/music!” One last strong comment about women in combat jobs states “The physical differences between men and women prevent women from being as effective as men in combat roles.”

Other respondents’ comments believe women should serve in combat jobs, but with limitations or caveats. Many respondents seem to be concerned that physical standards will be changed in order to accommodate women, as mentioned by this respondent, “They already do [serve in combat jobs]. As long as they can meet the same standards as men (no change to current male standards assumed) then absolutely.” Still two other respondents affirmed that women should be allowed to serve in combat jobs, but offered strong criticism due to personal experiences. This respondent stated:

Yes, in a limited capacity. We don’t need women in infantry because it adds nothing to the unit and causes internal problems. Most of these problems come from males’ ability to interact with the females and not vice versa. I think having females as augmentees is a good idea. During my 2nd deployment I had a female medic and it was great. She could be used to treat local Iraqi women and our FID partner force loved her. That being said, she ended up sleeping with my RTO [Radio Telephone Operator]. . . . She was definitely value added to the team and was stronger than some of my weaker soldiers.

Another respondent also offered up strong criticism about the problems females present when gender integration takes place in combat units.

I have no problem with women serving in some combat MOSs. I am certain that many women are physically and mentally capable. I do have an issue with full integration of women into combat units. Mixing men and women together degrades a unit’s effectiveness due to the biological desires to procreate. Men and women focus more on impressing one another than their jobs. It often superseded all societal barriers: rank, marital status, supervisor/employee, etc. I have seen it in every unit to which I have been assigned.

Another respondent commented that women do already serve in combat jobs, but offered a uniquely different point of view as compared to other comments, “it is a moot



point of combat vs. non-combat the issue lies in standards. If a man cannot do the task and a woman can then she should do that task. Yes it will take some getting used to and a cultural shift. But there are examples of military units that have woman that are very successful.”

### Should Women be in 18-series MOSs?

This question was presented as a yes-no question followed by an open-ended comment box. Eleven of the 20 respondents, 55 percent, affirmed that women should not serve in 18-series MOSs. Nine of the 20, 45 percent, stated “yes” women should serve in 18-series MOSs.

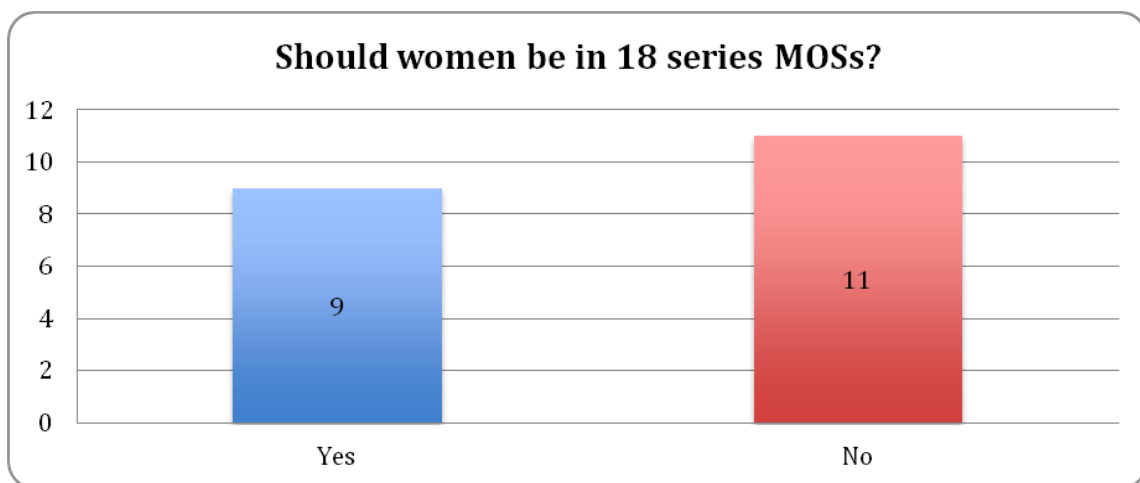


Figure 15. Male results for Women as 18-series MOS

*Source:* Created by author.

An open-ended opportunity was provided for participants to explain why they selected their particular answer. There were 19 comments provided in the open-ended comment box.

Eighteen of the 19 comments vehemently speak against women serving as an 18-series soldier. Some of the commented concerns are rooted in the physical ability piece:

My biggest concerns with females serving in Special Forces is the double standard when it comes to physical fitness. I'd more than willing to serve with any female able to pass the SFQC using the current male physical fitness standards in place for the males. However, I expect the physical fitness standards would start out comparable to the males and drop sharply following what I imagine would be an extremely high failure rate for women attempting the course.

Another respondent commented, "Women are a liability and are physically less capable."

Another respondent strongly comments, "Women should not be assigned 18-series MOSs primarily because, as the course is currently designed, it is doubtful that any women could pass the qualification course. This is not to say there is no place for women in SF."

Another concern about women serving as 18-series MOSs voiced by several respondents was operational degradation women would bring to the ODA team due to cultural norms of host nation military forces. One respondent comments:

I believe women can be both an asset and a liability to an SFOD-A. Women could provide access and placement in areas men are unable to go. The incorporation of women (especially in key leadership positions) would be a liability for a detachment operating in a male dominated society, i.e. Islamic culture. I am undecided if the benefit of incorporating women into SF is worth the potential liabilities.

Another respondent had similar concerns, "Many of the cultures we work with do not share the same cultural norms and values of the U.S. Injecting our cultural values of gender neutrality and all inclusive increase tension between SF and the partner military."

Another respondent echoes their concern in regards to host nation cultural norms and females as 18-series MOSs, "Special warfare requires 18-series soldier to operate within the cultural norms of the populations they work with. If the introduction of females into

that population would have negative effects on the outcome of the mission and/or safety of the ODA assigned to work with that population, they should not be included.”

While the majority of the respondents stated that women should not be allowed to serve as 18-series MOSs, some respondents did provide comments about how females should be utilized to increase the effectiveness of an ODA. “Simply put, the cons outweigh the pros in my opinion. Women do not need to be assigned to SFODAs. If women are required for an operation, then they can be attached much like many other enablers (think Intel analysts, military working dog teams, EOD, SOT-As, etc.).” Another comment states:

They [women] would be invaluable in intelligence and UW [Unconventional Warfare] situations. This of course is dependent on the cultural peculiarities of an area. Females on UW campaigns in the Middle East would be a disaster. South America and Europe very different story. I’m not sure about their roles in an assaulter role such as CIF [Commander’s In-extremis Force] and DA [direct action].

Another respondent also positively comments on how females could be utilized on ODAs, but still has concern if they were interjected in certain cultures, “for HUMINT jobs in Europe or South America. Probably not in the Middle East or Central Asia.”

There were two respondents’ comments that stood out from the group. One was lengthy and discussed how women should be allowed to serve as 18-series MOS, but with the caveat of women going through their own selection and modified pipeline. The respondent states:

I think they should go through some sort of selection but it doesn’t have to be the same exact thing. It could be mostly the same but with different weight/time standards and could even be run simultaneously with the same cadre. I would leave them in language phase, give them their own modified SUT (shorter, less tactical movement focused), go through SERE, go through a version of MOS, some other advanced training and part of Robin Sage. I’m even okay with giving them a green beret and a long tab. I also think there is a lot of value to having

women as attachments to the team. Their value comes from their gender and could help build rapport in certain situations. They also provide a different perspective on things. Without going into classified topics, their value is very high. Regarding their MOS, you could have them be another 18 B, C, D, E or F . . . . It doesn't really matter. Although they would most value added as 18D or 18F. After all the training I would create an all women unit within each group. Then as women are needed for missions they are attached to ODAs for a year at a time (train up and deployment) before going back to their own unit. This allows you to pick and choose what deployments the women go on to ensure they are best utilized. This creates a pool of women that are utilized and receive advanced training. . . . The skills I want women to have required years of training, not a one-time check the block tour. The 18A women would work on staffs and lead the all-female units but would not be ODA team leaders.

The most positive comment provided still voiced concerns as to exactly how leaders would integrate the few female 18-series soldiers into the ODAs of a Special Forces

Group Headquarters:

I think it can work but it will take time and a cultural shift. Once all ODAs have one or more women on the team it will be easier. The issue comes from only having a few women who want to be 18s and even fewer who make the cut. . . . It will be just as difficult for leader to decide where to assign them, which group, which ODA.

What concerns do you have with integrating  
Women into the 18-series MOS?

Seven statements listed as concerns were provided to the participant. Each participant was allowed to check all statements that they thought would apply. The two concerns that elicited the most responses were "Degradation to team cohesion" and "Mitigating interpersonal issues between males and females." 16 respondents marked each of those statements. These results are depicted in figure 16.

The next item that concerned participants was "Accommodating living arrangements." Fifteen respondents selected this response. Thirteen respondents selected "Negative effect to operational readiness" as a concern. Thirteen respondents also selected "Solving male/female personnel issues" as another concern. Ten respondents

selected “Perceived reduction in capabilities,” four respondents selected “Other,” and three respondents selected “Reduction of prestige in the regiment.” The four respondents that selected Other mentioned the following concerns:

Ensuring that standards are not adjusted to meet the requirements placed on us by our bosses, i.e. lawmakers.

Forced introduction of female operators into cultures who do not respect women could lead to mission failure or danger to teams.

Issues with partnered foreign unit.

Pregnancy.

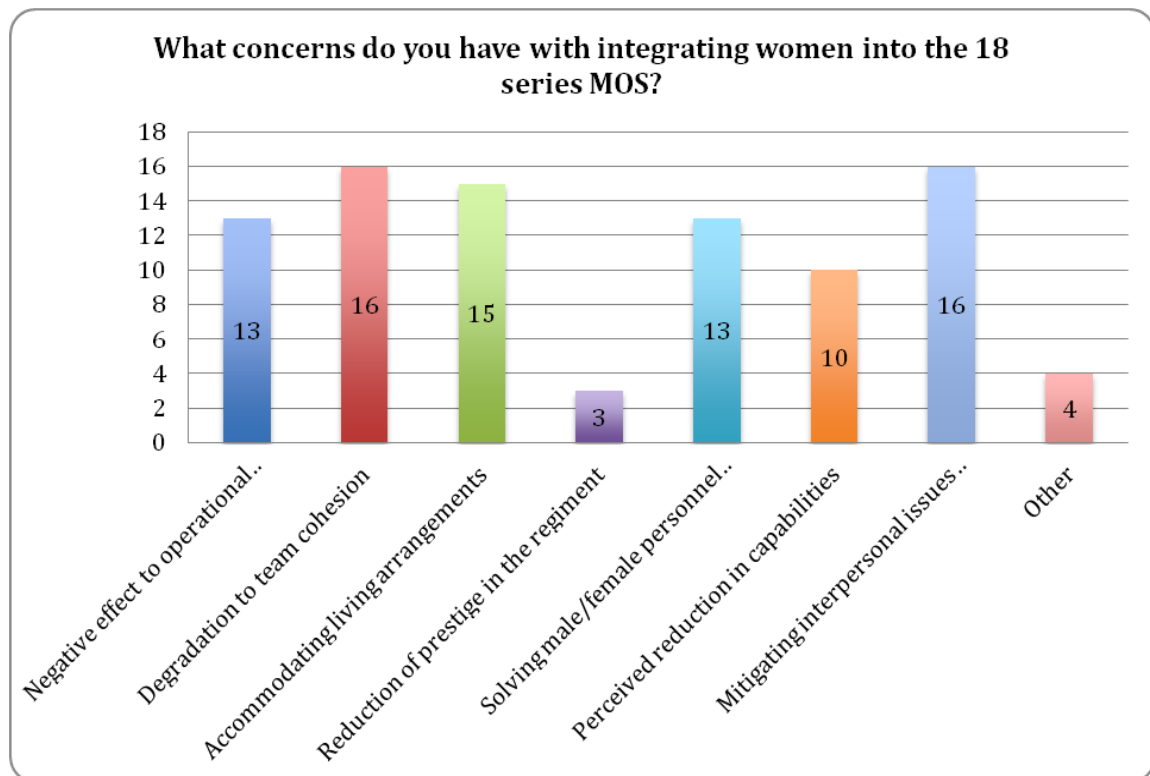


Figure 16. Male concerns with Gender Integration on ODAs

Source: Created by author.

### Do Women on an ODA lower your Signature when conducting Clandestine Operations?

This was a yes-no format question. The participants were allowed to select Yes, No or Unsure. Thirteen of the 20 respondents, 65 percent, selected Yes, affirming that women do lower an operational signature on an ODA. Two of the 20, 10 percent, selected No and five of the 20, 25 percent, were unsure.

An open-ended opportunity was provided for participants to explain why they selected their particular answer. There were 14 comments provided in the open-ended comment box. Generally the comments all agreed that in most situations the addition of a female would lower an operational signature during clandestine operations. As noted by one respondent, “The reduction of signature would depend on the operating environment the ODA is working in.” Another comment states, “It depends on the environment. In an area where women are sheltered in the house, that increases our risk of compromise. On the other side, in a western style environment, a female-male team could blend in better.” As stated by the respondents, women can lower the operational signature, but it is dependent on cultural variables.

### Mechanism of affiliation to an ODA

The next question asked the participants if they would prefer to have a female teammate either permanently assigned to their ODA, temporarily attached to their ODA, or not assigned or attached in any way. Fourteen of the 20 responses, 70 percent, selected temporarily attached to their ODA. Five of the 20, 25 percent, selected not assigned or attached in any way, and only one of the 20, 5 percent, selected permanently assigned to my team.

Which 18-series MOS would best  
suit a Female Soldier?

This question provided an array of answers for participants. It included all 18-series MOSs and also included different levels of leadership within the Special Forces group hierarchy. Participants were allowed to check all the responses they thought would best apply to the question. The highest category selected was SF Group-Battalion Staff with eight responses. The next most selected category was “none of the above” with seven responses. The next most selected category was Other with six responses. When Other was selected each respondent was allowed to enter a short comment. Those comments included:

Any MOS required for an operation—value added to the team on a temporary basis.

Counter-intelligence operative who remains permanently assigned to her [parent agency].

Female engagement augmentee for specific mission (purpose).

No 18-series MOS ideally suits a female soldier, nor does any 18-series MOS preclude female soldiers from performing them.

Temporary attachment.

Translator—Engagement team member.

The following other categories had five responses or less: 18A Detachment Commander—two responses, 180A Assistant Detachment Commander—two responses, 18C Engineer Sergeant—one response, 18D Medical Sergeant—four responses, 18E Communications Sergeant—two responses, 18F Intelligence Sergeant-Assistant Operations Sergeant—five responses, SF Company Commander-SGM—one response,

SF Battalion-CSM—one response, SF Group Commander-CSM—one response. There were no respondents that selected 18B Weapons Sergeant.

**Would having a Female assigned to your ODA  
affect your Spouse or Significant Other?**

This was a yes-no format question. The participants were allowed to select Yes, No, or “I don’t have a spouse or significant other.” Thirteen of the 20 respondents, 65 percent, marked Yes and insinuating that having a female assigned to their ODA would affect their spouse or significant other in some way. Seven of the 20 respondents, 35 percent, selected No, and zero participants selected the third category, I don’t have a spouse or significant other.

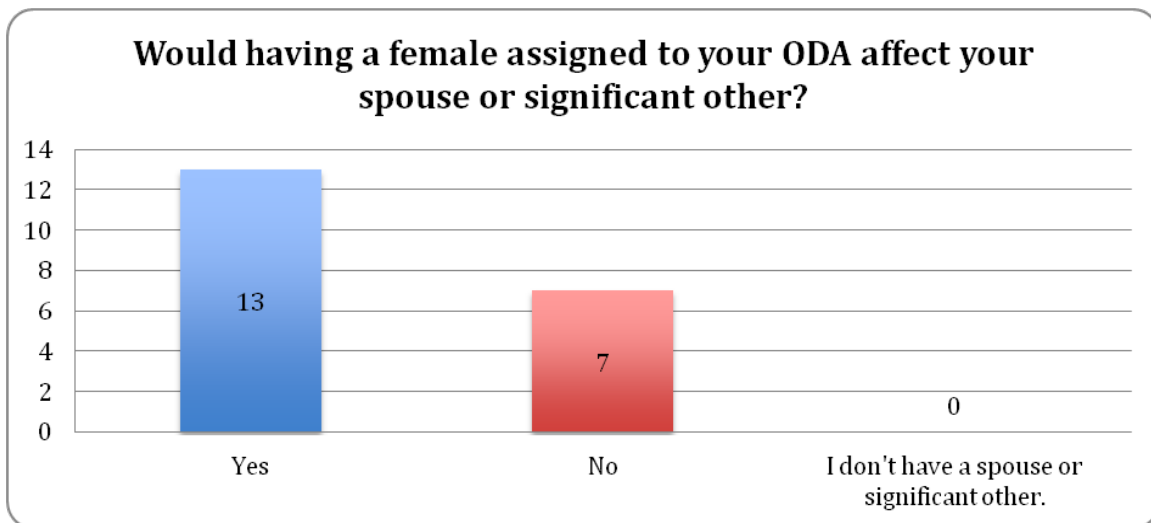


Figure 17. Male results for “Would having a female assigned to your ODA affect your Spouse or Significant Other?”

*Source:* Created by author.



An open-ended opportunity was provided for participants to explain why they selected their particular answer. There were 14 comments provided in the open-ended comment box. Three of the 14 comments state that having a female on their ODA would not have any effect on their relationship with their spouse—significant other. Two separate comments were closely related. One stated, “Not mine because my wife is trusting and mature,” yet this respondent believes his situation to be an anomaly as he further comments, “but there is probably 1–3 wives per team that would have a serious problem with it.” Another respondent stated, “The health of my relationship with my wife is not contingent upon proximity or exposure to women.” The third respondent does have a different perspective as he mentions his wife is a Civil Affairs Officer in the Special Operations Community and works in a “male dominated career field.” He states, “I do feel that this would be an issue for many immature and insecure spouses out there. . . . The issue would fade over time. Many male soldiers have been working and deploying closely with females for a long time.”

The majority of the male comments speculate that having a woman on their ODA would cause significant concerns and in some cases issues with their spouse—significant other. Most of these concerns are rooted in the experiences and time spent with the female ODA member. Many respondents comment how their spouses—significant others are already jealous of the time spent and closeness shared amongst their ODA team, and to add a woman to the mix would precipitate more tension in the marriage—relationship. One respondent stated, “The perception of a female would increase tension between me and my spouse and the relationships between other team members and their wives. No

matter if there is an actual non-professional interaction; the perception from the spouse will cause family tension, especially on deployments.”

Still there were a couple of comments that expressed concern with a female on their ODA, but it was for a different reason. The spouse doubts the female’s ability. She fears it could result in serious physical injury or death to her husband. Still another respondent states, “My spouse has severe concerns about the capabilities of females to operate at a level equal to males. She does not want her husband killed for a political and social experiment.”

#### How is risk mitigated with a Female ODA Member?

This question listed four different statements concerning mitigating risk on an ODA with a female team member. With each statement, the participant was provided a Likert-type scale and could select one of the following: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree.

#### Statement 1: I would assume less Tactical Risk with a Female ODA Team Member

Six of the 20, 30 percent of the respondents agreed with this statement, while a different 30 percent of respondents were neutral about this statement. Twenty-five percent of respondents, five of the 20, Strongly Disagreed with the statement, 10 percent, two of the 20, Disagreed, and 5 percent, one of 20, Strongly Agreed.

Statement 2: There would be no change in the amount of assumed Tactical Risk with a Female ODA Member

There were only a total of 19 responses to this particular statement. Thirty-two percent, six of the 19, Disagreed with this statement, while 26 percent, five of the 19, Agreed, and another 26 percent stated that they were Neutral. Eleven percent, two of the 19, Strongly Disagreed with the statement and 5 percent, one of the 19, Strongly Agreed.

Statement 3: A Female ODA Detachment Commander or Team Sergeant would be too risk adverse with Tactical Missions

Nine of the 20 respondents, 45 percent, were Neutral towards this statement. Thirty-five percent, seven of the 20 Disagreed, while 15 percent, three of the 20 Strongly Disagreed. One of the 20, 5 percent, Agreed with this statement. None of the respondents had marked that they Strongly Disagreed with the statement.

Statement 4: A Female ODA Detachment Commander or Team Sergeant would exhibit the same threshold for risk as other Male Detachment Commanders-Team Sergeants

Ten of the 20 respondents, 50 percent, were Neutral towards this statement. Thirty percent, six of the 20, Agreed, while 10 percent, two of the 20 Disagreed with the statement. Five percent strongly disagreed and another 5 percent Strongly Agreed with the statement.

Assuming all Physical—Training Standards are the same, does a Female receiving the Special Forces Skill Tab reduce it in any way (i.e. Prestige, Honor, Notoriety)?

This was a yes-no format question. The participants were allowed to select Yes or No. Sixty percent of respondents, 12 of the 20, believed that awarding a female soldier who was held to the current physical—training standards would not diminish the skill

tab's prestige, honor, or notoriety. Forty percent of the respondents, eight of the 20 marked Yes, and believed that it would diminish its prestige, honor, or notoriety.

An open-ended opportunity was provided for participants to explain why they selected their particular answer. There were 12 comments provided in the open-ended comment box. Half of the comments provided expressed that awarding a female soldier the Special Forces skill tab would diminish the prestige, honor, and notoriety of the accomplished honor. One respondent clearly states this, "The prestige, honor, and sense of accomplishment is degraded if a female receives the SF [Special Forces] tab." Still another respondent expressed his concerns about other countries perceptions of the regiment if women were awarded the Special Forces skill tab, "Many other countries around the world will not respect a female special forces soldier. Therefore, she (and regiment by extension) will have diminished credibility with our partnered countries."

Then there are pendulous comments from the other end of the spectrum. One respondent states, "I believe the accomplishments of the unit earn the unit prestige, honor, and notoriety and not the composition of the unit." Another respondent comments that awarding the Special Forces skill tab would not take away from its prestige, honor and notoriety for men, but, regardless if the standards remain the same, the perception received by women wearing a Special Forces tab would insinuate that the standards must have been lowered even when they were not.

#### Difficult conversations with Female ODA Team Members

The next question asked of the participants examined the Special Forces Officer's capabilities to have difficult conversations involving female related topics (i.e. pregnancy

and its affects to the ODA's mission readiness, how she may affect team capabilities, exclusion from a mission, or feminine needs in the field). The participants were allowed to select one of the three answers: Very Capable, Somewhat Capable, or Not Capable. Only 19 participants chose to answer this question. Nine of the 19 believed that they would be Somewhat Capable of having these types of discussions with a female ODA team member. Eight of the 19 believed that they would be Very Capable of having these discussions, while two of the 19 believed that they were Not Capable.

Would Training for Conducting Feminine Personal  
needs conversations be useful?

This question consisted of two statements. Each participant was allowed to select either True or False for each of the statements. The first statement, "Given a female on an ODA, training for conducting feminine personal needs conversations would be useful," had 20 responses. Sixty percent, 12 of the 20 respondents, marked this statement as False, and the other 40 percent marked this statement as True. There was very little interest for training in this subject.

The second statement, "An ODA is no place to have feminine personal needs conversations with females," also had 20 responses. Sixty percent, 12 of the 20 respondents, marked this statement as True, and the other 40 percent marked this statement as False. The majority believes an ODA is not the venue for these types of discussion.

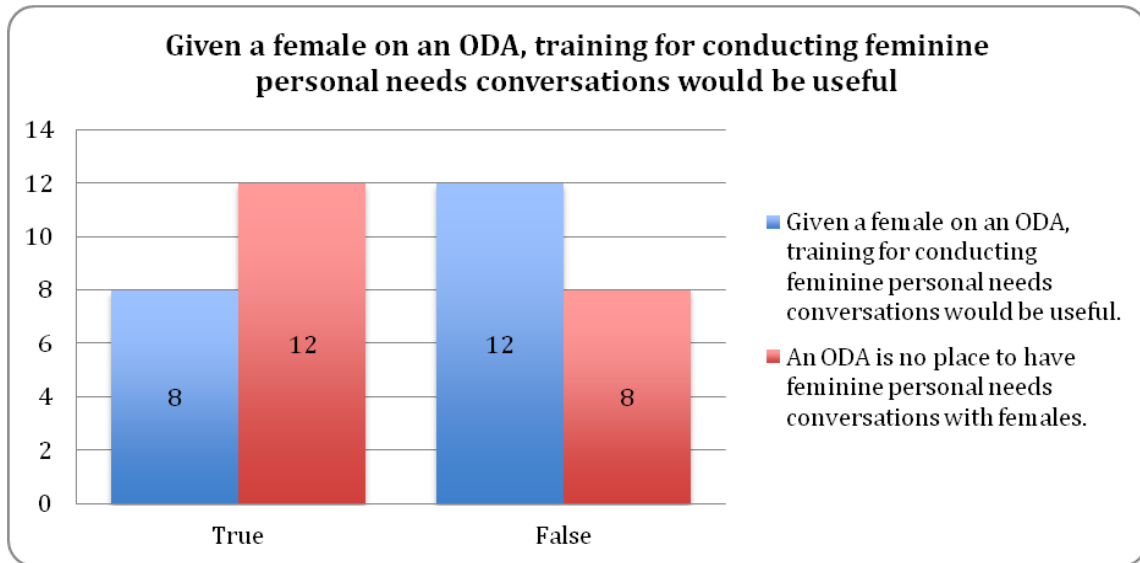


Figure 18. Male results for conducting Feminine Personal Needs Conversations on ODAs

*Source:* Created by author.

### Female Survey Data Results

What is your Gender?

There were 43 female Army officers who identified themselves as female.

What is your Age Group?

An overwhelming majority of the respondents, 29 of the 43 reported to be in the age group of 36 years old or younger. Six respondents reported to be 37 years old to 41 years old and eight respondents reported to be 42 years old or older.

What is your Functional Alignment?

Thirteen of the 43, 30.2 percent of the respondents reported to be in the Operations Support functional category. Twelve of the 43, 27.9 percent of the

respondents reported to be in the Force Sustainment functional category. Ten of the 43, 23.2 percent of the respondents reported to be in the Maneuver, Fires, and Effects functional category, and a total of eight of 43, 18.6 percent of the respondents reported to be affiliated with Health Services or the Special Branches of the Chaplain Corps or JAG Corps.

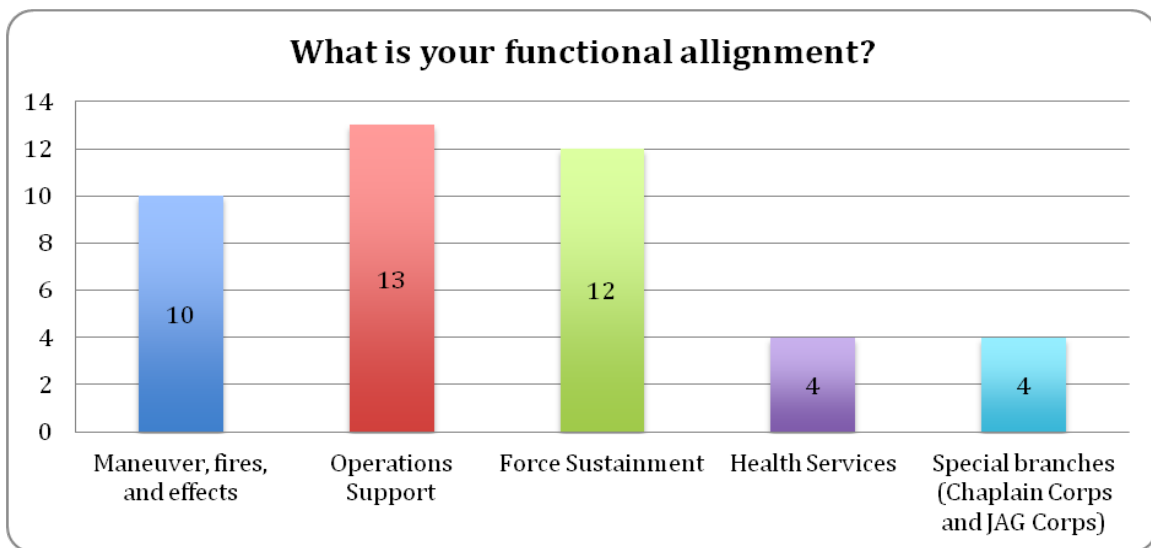


Figure 19. Female's Functional Alignment within U.S. Army

*Source:* Created by author.

#### What is your MOS?

This question was a fill-in-the-blank with your assigned MOS and this version was only asked of the female population. Reference the graph below, figure 20, for a specific breakdown for each MOS listed.

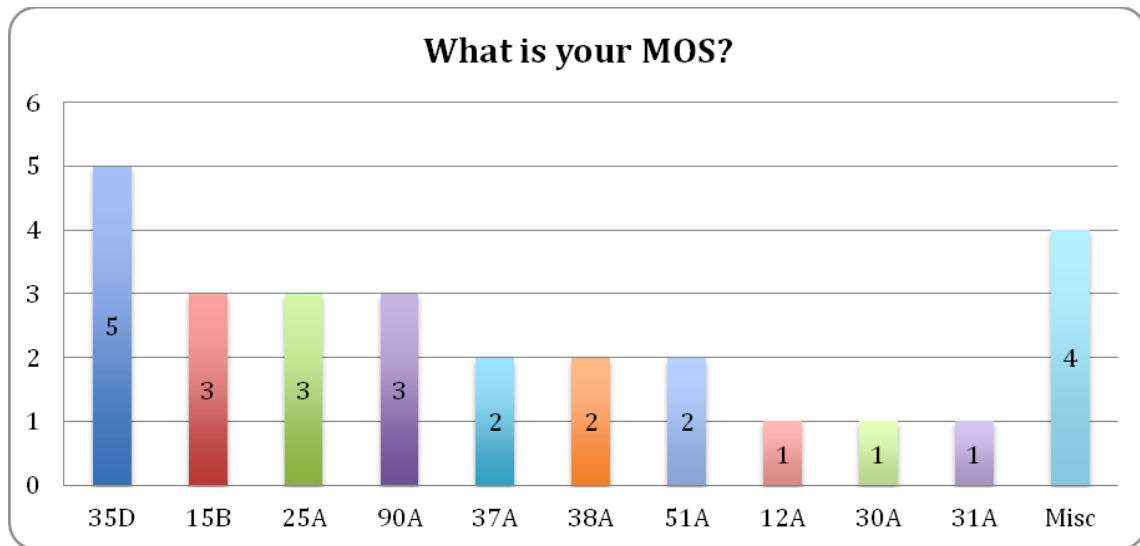


Figure 20. Female MOSs Reported

*Source:* Created by author.

#### How would a Female Soldier's involvement change the effectiveness of certain tasks?

This question was presented with a list of Special Forces mission tasks and the respondent was able to choose one of three categories: More Effective, No Effect, or Less Effective. More Effective meaning female soldier involvement would increase task effectiveness (table 1). Less Effect meaning female soldier involvement would decrease task effectiveness, and No Effect means there would be no change to task effectiveness. Eighty-three percent of respondents reported that having a female soldier involved in a capture—kill raid would have No Effect on task effectiveness. Twelve percent reported that a female soldier would increase task effectiveness while only 5 percent reported that female soldiers would decrease task effectiveness.



When Muslim culture is interjected, 62 percent of respondents reported that having a female soldier involved in a capture—kill raid in a Muslim country would have No Effect on task effectiveness. Twenty-one percent of respondents reported that a female soldier would decrease task effectiveness while 17 percent reported that female soldiers would increase task effectiveness.

When Latin culture is interjected, 76 percent of respondents reported that having a female soldier involved in a capture—kill raid in a Latin country would have No Effect on task effectiveness. Seventeen percent of the respondents reported that having a female soldier involved would increase effectiveness while 7 percent reported that female soldier's involvement would decrease effectiveness.

Forty-Nine percent of respondents reported that having a female soldier involved in surveillance conducted in a rural setting would have No Effect on task effectiveness. Forty-four percent of respondents reported that having a female involved in surveillance conducted in a rural setting would increase effectiveness while 7 percent reported that it would decrease effectiveness if a female soldier was involved.

Fifty-one percent of respondents reported that having a female soldier involved in surveillance conducted in an urban setting would increase the effectiveness of the task. Forty-seven percent of respondents reported that female soldiers would have No Effect on task effectiveness while 2 percent report that female soldiers would decrease task effectiveness.

In regards to conducting training of host nation military forces, 57 percent of the respondents reported that having a female soldiers involved in training host nation forces would have No Effect on the task effectiveness. Thirty-eight percent of respondents

reported that having a female involved in the training of host nation forces would increase task effectiveness while 5 percent reported that female soldiers would decrease task effectiveness.

When Muslim culture is interjected, 51 percent of the respondents reported that having a female involved in training host nation military forces in a Muslim country would decrease task effectiveness. Thirty-three percent of respondents reported that having a female involved in training host nation military forces in a Muslim country would have No Effect on the task effectiveness while 16 percent reported that female soldiers would increase task effectiveness.

When Latin culture is interjected, 47 percent of respondents reported that having female soldiers involved in training host nation military forces in a Latin country would have No Effect on the task effectiveness. Twenty-eight percent of respondents reported that having female soldiers involved in training host nation military forces in a Latin country would decrease task effectiveness while 26 percent reported that female soldiers would increase task effectiveness.

Forty-four percent of respondents reported that having female soldiers involved in Key Leader Engagements (KLEs) would have no measureable effect on task effectiveness. Twenty-eight percent of respondents reported that female soldiers involved in KLEs would decrease task effectiveness while 28 percent also reported that female soldiers would increase task effectiveness.

Sixty percent of respondents reported that having female soldiers involved in Sensitive Site Exploitation (SSE) would have No Effect on task effectiveness. Thirty-seven percent of respondents reported that having a female soldier involved in SSE

would increase task effectiveness while 2 percent reported that female soldiers would decrease task effectiveness.

When Muslim culture is interjected, 45 percent of respondents reported that having female soldiers involved in SSE in a Muslim country would have No Effect on task effectiveness. Thirty-three percent of respondents reported that having a female soldier involved in SSE in a Muslim country would increase task effectiveness while 21 percent reported that female soldiers would decrease task effectiveness.

When Latin culture is interjected, 60 percent of respondents reported that having female soldiers involved in SSE in Latin countries would have No Effect on task effectiveness. Thirty-three percent of respondents reported that having women involved in SSE in Latin countries would increase task effectiveness while 7 percent reported that female soldiers would decrease task effectiveness.

In regards to a Joint Combined Exchange Training (JCET) in a Latin country, 53 percent of respondents reported that having female soldiers involved would have No Effect on task effectiveness. Thirty-five percent of respondents reported that having a female involved in JCET in a Latin country would increase task effectiveness while 12 percent reported that a female soldier would decrease task effectiveness.

In regards to a JCET in a Muslim country, 44 percent of respondents reported that having a female soldier involved would have No Effect on task effectiveness. Forty percent of respondents reported that having a female soldier involved in a JCET in a Muslim country would decrease task effectiveness while 16 percent reported that a female soldier would increase task effectiveness.

In regards to a JCET in a European country, 56 percent of respondents reported that having a female soldier involved would have No Effect on task effectiveness and 44 percent reported that a female soldier would increase effectiveness. No respondents reported that having a female soldier involved would decrease task effectiveness.

Fifty-six percent of respondents reported that having a female soldier involved in negotiations with men would have No Effect on task effectiveness. Twenty-three percent of respondents reported that having a female soldier involved in negotiations with men would decrease task effectiveness and 21 percent reported that a female soldier would increase task effectiveness.

Seventy-seven percent of respondents reported that having a female soldier involved in negotiations with women would increase task effectiveness. Twenty-one percent of respondents reported that having a female soldier involved in negotiations with women would have No Effect on task effectiveness and 2 percent reported that a female soldier involved would decrease task effectiveness.

Fifty-eight percent of respondents reported that having a female soldier involved in interfacing with the U.S. Embassy Country Team would increase task effectiveness and 42 percent reported that a female soldier would have No Effect on task effectiveness. No respondents reported that having a female soldier involved would decrease task effectiveness.

Fifty-one percent of respondents reported that having a female soldier involved in interfacing with host nation military leaders would have No Effect on task effectiveness. Forty percent of respondents reported that having a female soldier involved in interfacing

with host nation military leaders would increase task effectiveness while 9 percent reported that having a female soldier involved would decrease task effectiveness.

Specific to a Medical Civil Action Program (MEDCAP), 58 percent of respondents reported that having a female soldier involved in a MEDCAP would increase task effectiveness and 42 percent reported that having a female soldier involved would have No Effect on task effectiveness. No respondents reported that having a female soldier involved would decrease task effectiveness.

Specific to a Veterinary Civil Action Program (VETCAP), 51 percent of respondents reported that having a female soldier involved in a VETCAP would increase task effectiveness and 49 percent reported that having a female soldier involved would have No Effect to task effectiveness. No respondents reported that having a female soldier involved would decrease task effectiveness.

Table 1. How would a Female Soldier's involvement change the effectiveness of these tasks?

	More Effective	No Effect	Less Effective	Total Responses
Capture/kill raid	5 12%	35 83%	2 5%	42
Capture/kill raid in a Muslim country	7 17%	26 62%	9 21%	42
Capture/kill raid in a Latin country	7 17%	32 76%	3 7%	42
Surveillance in a rural setting	19 44%	21 49%	3 7%	43

Surveillance in an urban setting	22 51%	20 47%	1 2%	<b>43</b>
Training host nation forces	16 38%	24 57%	2 5%	<b>42</b>
Training host nation forces in a Muslim country	7 16%	14 33%	22 51%	<b>43</b>
Training host nation forces in a Latin country	11 26%	20 47%	12 28%	<b>43</b>
Tribal key leader engagements (KLEs)	12 28%	19 44%	12 28%	<b>43</b>
Sensitive Site Exploitation (SSE)	16 37%	26 60%	1 2%	<b>43</b>
SSE in a Muslim country	14 33%	19 45%	9 21%	<b>42</b>
SSE in a Latin country	14 33%	25 60%	3 7%	<b>42</b>
Joint Combined Exchange Training (JCET) in Latin country	15 35%	23 53%	5 12%	<b>43</b>
JCET in Muslim country	7 16%	19 44%	17 40%	<b>43</b>
JCET in European country	19 44%	24 56%	0 0%	<b>43</b>
Negotiations with men	9 21%	24 56%	10 23%	<b>43</b>
Negotiations with women	33 77%	9 21%	1 2%	<b>43</b>

Interface with US Embassy Country Team	25 58%	18 42%	0 0%	<b>43</b>
Interface with host nation military leaders	17 40%	22 51%	4 9%	<b>43</b>
Medical Civil Action Program (MEDCAP)	25 58%	18 42%	0 0%	<b>43</b>
Veterinary Civil Action Program (VETCAP)	22 51%	21 49%	0 0%	<b>43</b>
<b>Total Responses</b>	<b>322</b>	<b>459</b>	<b>116</b>	<b>897</b>

*Source:* Created by author.

#### Have you ever been the only Female in your Platoon, Company, or other size Unit?

This was a yes-no format question. The participants were allowed to select Yes or No. 65.1 percent of respondents, 28 of the 43, affirmed that they have been the only female in a platoon, company, or other size unit. 34.9 percent of respondents, 15 of the 43, answered No to this question.

An open-ended opportunity was provided for participants in order for them to comment on their experiences as the only female in a platoon, company, etc. if they so desired. There were 29 comments provided in the open-ended comment box. A vast majority of the comments were framed very positive in regards to working as the only female in an all-male working environment. Many of the respondents comment on how mutual respect and professionalism went hand in hand in their experiences. Others had less positive remarks to offer when describing their experiences as the only female in an

all-male platoon, company, etc. One respondent reported working for an Armor officer who simply did not approve of women in the military and “made comments that were counter to the Army’s SHARP program.” That same respondent further commented, “It was clear that he trusted men more.” Other respondents commented that initially it was very difficult to integrate into the all-male unit, but over time and in some cases, once they proved themselves, the respondents stated they felt as if they were then fully integrated, professionally and interpersonally, into the all-male unit.

Still another respondent commented very positively about her experiences working with U.S. Special Forces, “As an intelligence officer I have had the pleasure of working with SF from US and other nations. My understanding and perception of how they viewed me as an officer did not really matter based on my gender.” Lastly, a respondent who identified herself as a civil affairs officer provided comments about working with Special Forces. She specifically provided an example where her integration into a JCET as a civil affairs officer in a Muslim country did not impede or degrade its overall success. On a different paradigm, she commented that it is very difficult to be a female in the greater Special Operations Community. She cites, “There are different communication methods and it can be very challenging as a female to not be categorized by men. . . .Emotionally and mentally it can be tough to measure up at times.”

Have you ever been hindered in the conduct of your duties  
while working in a Primarily Male Group  
because you are a Female?

This was a yes-no format question. The participants were allowed to select Yes or No. 25.6 percent of respondents, 11 of the 43, affirmed that they have been hindered in



the conduct of their duties while working in a primarily male group due to being a female. 74.4 percent of respondents, 32 of the 43, answered No to this question.

An open-ended opportunity was provided for participants in order for them to comment on their experiences. There were 13 comments provided in the open-ended comment box. The comments provided mentioned the issues related to the female officers performing their duties. In particular, there was a common theme among several responses regarding mutual respect and having their input valued by fellow team members. Some commented that this dynamic existed at the beginning of their time in the group and later dissipated as they (the female soldier) was able to “prove” herself as a legitimate and valuable member of the team. Another respondent commented that she was quite often excluded or isolated from activities and information when she was the only female on a team of four pilots.

Because [of] the exclusion I experienced . . . the rest of my team sometimes made a decision to push show-time an hour to the right, or go to a meal together before mission, etc., and they never bothered to tell me. . . .On multiple occasions, I would show up for preflight and mission brief and no one else would be there, and I would be angry and confused and unable to continue with mission duties without the rest of the crew.

Still another respondent commented on how she felt that she was not directly hindered in the conduct of her duties while working in a primarily all male group, but she commented that they devalued her contributions on matters related to “tactics or other male dominated areas.”

#### Likert Scaled Statements on working in a Primarily Male Group

This was a lengthy question that listed a series of statements asking respondents about topics on risk and impact on a primarily male group as a female. For each

statement the respondent was allowed to select one of the following answers: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree.

The statement, “I subscribe to group think,” elicited 35 percent of respondents to select Disagree. Twenty-eight percent of respondents were Neutral, 21 percent Agreed, and 16 percent Strongly Disagreed. None of the respondents selected Strongly Agree.

The statement, “I feel obligated to take more risk in order to prove myself,” elicited 30 percent of respondents to select Disagree. Twenty-three percent of respondents were Undecided, 19 percent Agreed, 14 percent Strongly Disagreed, and another 14 percent Strongly Agreed.

The statement, “I am more risk adverse for fear of ridicule,” elicited 40 percent of respondents to select Disagree. Twenty-one percent of respondents Agreed, 16 percent Strongly Disagreed, 12 percent Strongly Agreed, and another 12 percent remained Neutral with this statement.

The statement, “I am respected for my contribution to the group,” elicited 52 percent of respondents to select Agree. Twenty-nine percent of respondents Strongly Agreed, 14 percent remained Neutral, and 5 percent Disagreed. None of the respondents selected Strongly Disagree.

The statement, “I am able to voice my opinion,” elicited 58 percent of respondents to select Agree. Thirty-three percent of respondents Strongly Agreed, and 5 percent remained Neutral, and another five percent Disagreed with this statement.

The statement, “My opinion is valued by the group,” elicited 63 percent of respondents to select Agree. Nineteen percent of respondents Strongly Agreed, 12 percent remained Neutral, and 7 percent Disagreed with this statement.

The statement, “Being a female has no impact on the group,” elicited 28 percent of respondents to select Disagree. Twenty-three percent of respondents Agreed, 19 percent Strongly Agreed, 16 percent Strongly Disagreed, and 14 percent remained Neutral with this statement.

The statement, “I am more risk adverse than my male counterparts,” elicited 40 percent of respondents to select Disagree. Another 40 percent of respondents remained Neutral, 12 percent Agreed, 7 percent Strongly Disagreed, and 2 percent Strongly Agreed.

The last statement, “As a female, my risk aversion does not affect group cohesion,” elicited 49 percent of respondents to select Neutral. Thirty percent of respondents Agreed, 9 percent Strongly Agreed, 7 percent Disagreed, and 5 percent Strongly Disagreed.

Have Male Peers altered their behavior as a result  
of your inclusion into the Unit?

This was a yes-no format question. The participants were allowed to select Yes or No. 60.5 percent of respondents, 26 of the 43, affirmed that their male peers altered their behavior as a result of their inclusion into the unit. 39.5 percent of respondents, 17 of the 43, answered No to this question.

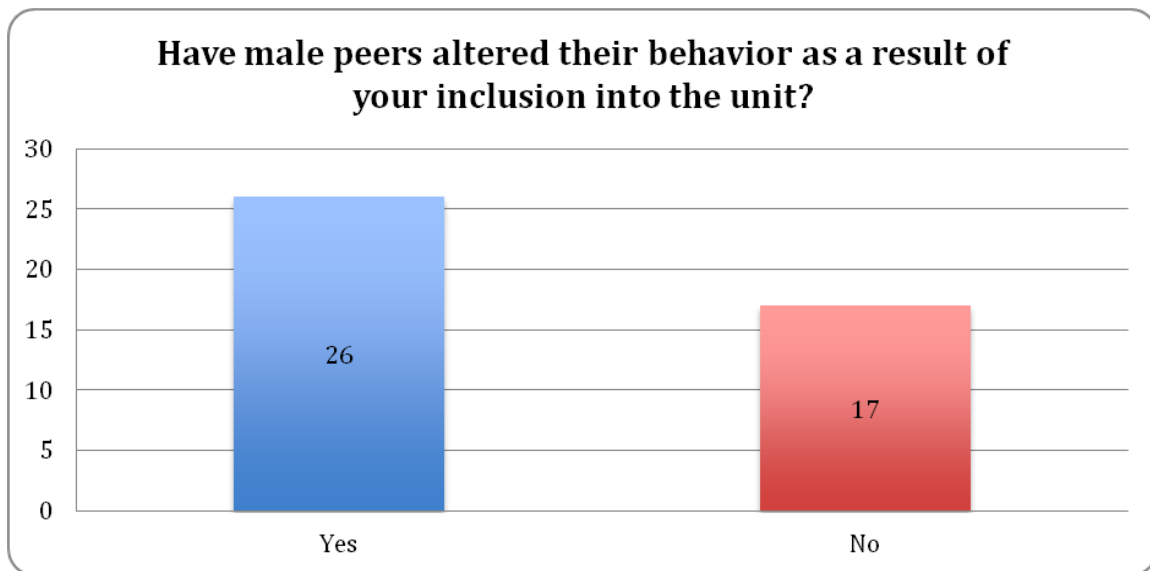


Figure 21. Female results reporting if Male Peers altered their behavior as a result of Females in their Unit

*Source:* Created by author.

An open-ended opportunity was provided for participants in order for them to comment on their experiences. There were 29 comments provided in the open-ended comment box. An overwhelming amount of responses were generally the same. Most respondents reported that their male peers do alter their behavior, but it was framed in a positive light. The respondents reported that the men alter their choice of words and-or initially refrain from using foul language and crude humor in the presence of the female peer. Some comments even refer to the behavior alteration as the male peers being more respectful, but after the group acclimates many respondents mention that the male peers revert back to their foul language and crude humor even when they are present. Only one comment reported that there was not enough change for her to notice a difference.

Have you interfaced with Host Nation Soldiers  
during your time in the Military  
(i.e. Iraq, Afghanistan, or other)?

This was a yes-no format question. The participants were allowed to select Yes or No. 76.7 percent of respondents, 33 of the 43, affirmed that they had interfaced with host nation soldiers in some form or fashion. 23.3 percent of respondents, 10 of the 43, answered No to this question.

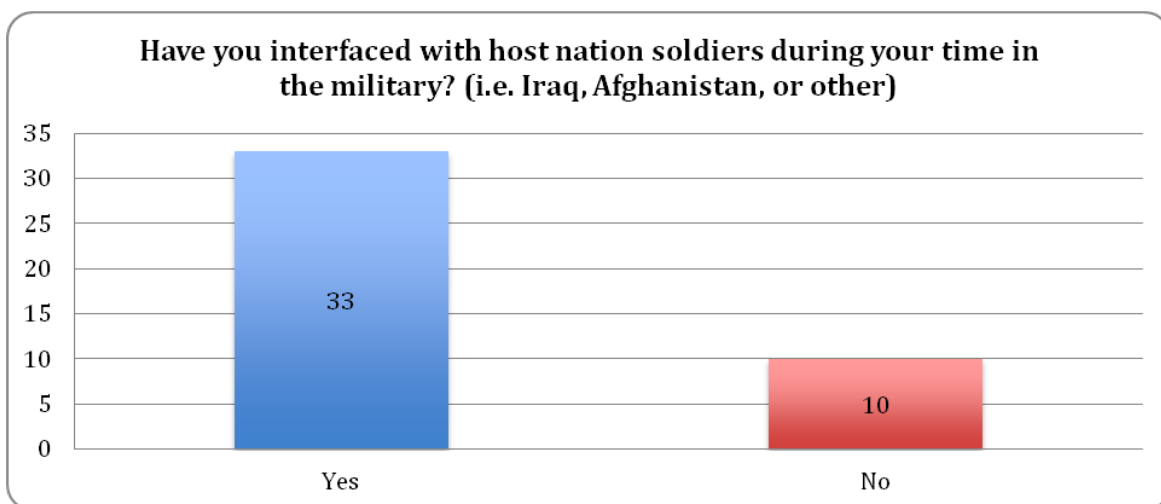


Figure 22. Females who report to have interfaced with Host Nation Soldiers

*Source:* Created by author.

Do you feel that their [Host Nation Soldiers] Culture  
hindered the conduct of your duties?

This was a yes-no format question. The participants were allowed to select Yes or No. 29.3 percent of respondents, 12 of the 41, affirmed that their duties were hindered as

a result of the host nation soldiers' culture. 70.7 percent of respondents, 29 of the 41, answered No to this question.

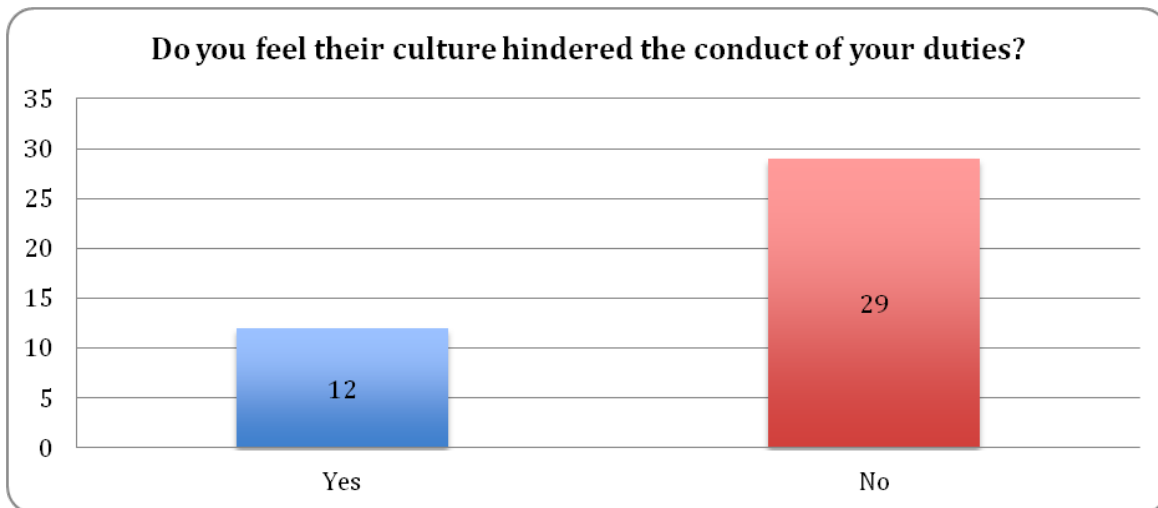


Figure 23. Have Host Nation Cultures hindered the conduct of Female Duties?

*Source:* Created by author.

An open-ended opportunity was provided in order for respondents to comment on their personal experiences. There were 22 comments provided in the open-ended comment box. There were approximately five respondents who commented on how the host nation's culture seemed to directly impede their ability to complete their jobs or provided obstacles that eroded at mission success in some instances. One respondent comments, "Muslim soldiers stopped and stared at female[s], [I] felt like my presence was a training distractor." Another comment stated, "My experience is that Muslim nations respect men more than women. It is a cultural issue, but has been an obstacle in my experience," and another, "Muslim men tend to dismiss women and it makes it very

difficult to work with them.” One comment provided examples from two very different cultures:

Often had to talk through male counterparts. I was not taken seriously; Iraqis tried to kiss/asked me to marry them/made comments. Leaders were cordial but obviously did not take me serious. Korea, older Korean males were less likely to speak to females as equals, expected us to be submissive, I had to talk through male counterparts to communicate effectively.

Still another respondent commented on how it was an impediment, but she recognized it and was able to mitigate it accordingly, “because I knew what to expect, in these situations I purposely utilized other male peers or subordinates to conduct the interface. In doing so I was still able to convey the message, but be respectful that my job was not to change their culture but work within its bounds.”

Though some comments mentioned how the host nation culture did impede their abilities to conduct their duties, there were several other comments that experienced just the opposite: “I interfaced with Iraqi police and they were always delighted to meet me and work with me. . . . Worked alongside Afghan National Army soldiers and had no issues. . . . We mostly supported ANA [Afghan National Army] missions with AV [aviation] support [and] there were no issues dealing with females.”

A civil affairs officer who works in the Special Operations Community and has supported Special Forces soldiers provided one of the most distinct comments:

Just as the FETs [Female Engagement Teams] have shown, females bring a lot to the table we just don’t bring the same things the men do. In CA [Civil Affairs] I’m in the SOF community and being a female has at times added the shock and awe factor allowing me to be accepted faster into a culture. I bring something different; it’s not anything less than what the men bring—just a different perspective and different communication methods that attain information in a different manner.

Are you uncomfortable in close living conditions with  
Male Soldiers for moderate lengths of time  
(i.e. 6–8 months)?

This was a yes-no format question. The participants were allowed to select Yes or No. 28.6 percent of respondents, 12 of the 42, affirmed that they would be uncomfortable in close living condition with male soldiers for moderate lengths of time. 71.4 percent of respondents, 30 of the 42, answered No to this question.

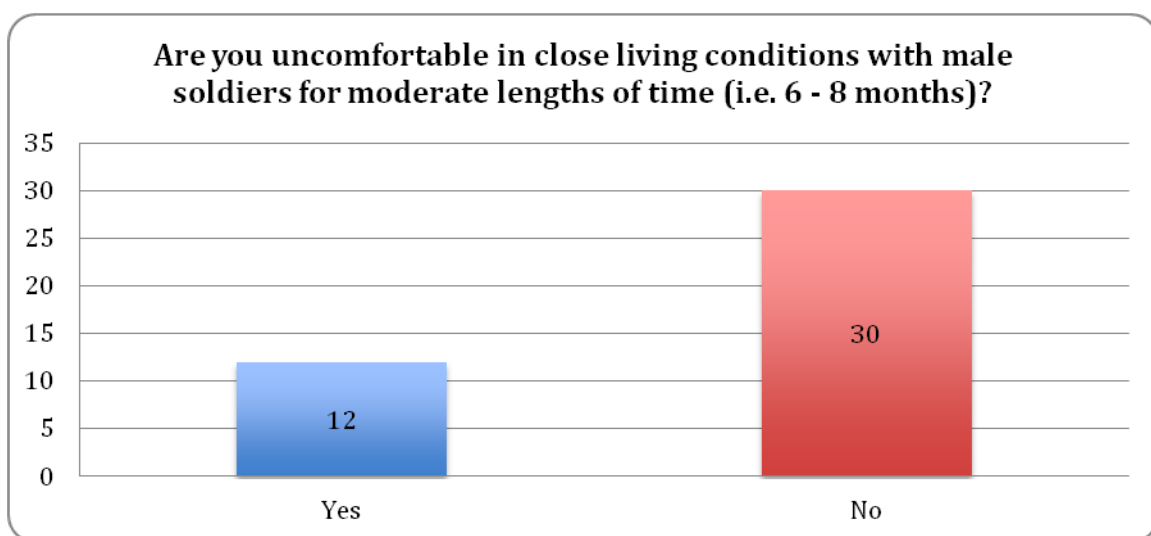


Figure 24. Female results for living in close quarters with Male Soldiers for moderate lengths of time

*Source:* Created by author.

Have your ideas ever been discounted as  
a Female in a Primarily Male Unit?

This was a yes-no format question. The participants were allowed to select Yes or No. 27.9 percent of respondents, 12 of the 43, affirmed that their ideas had at one time or



another been discounted as a result of them being female in a primarily male unit. 72.1 percent of respondents, 31 of the 43, answered No to this question.

**Are there certain jobs in the Military that  
Men do better than Women?**

This was a yes-no format question. The participants were allowed to select Yes or No. 58.1 percent of respondents, 25 of the 43, affirmed that there are certain jobs in the military that men do better than women. 41.9 percent of respondents, 18 of the 43, answered No to this question.

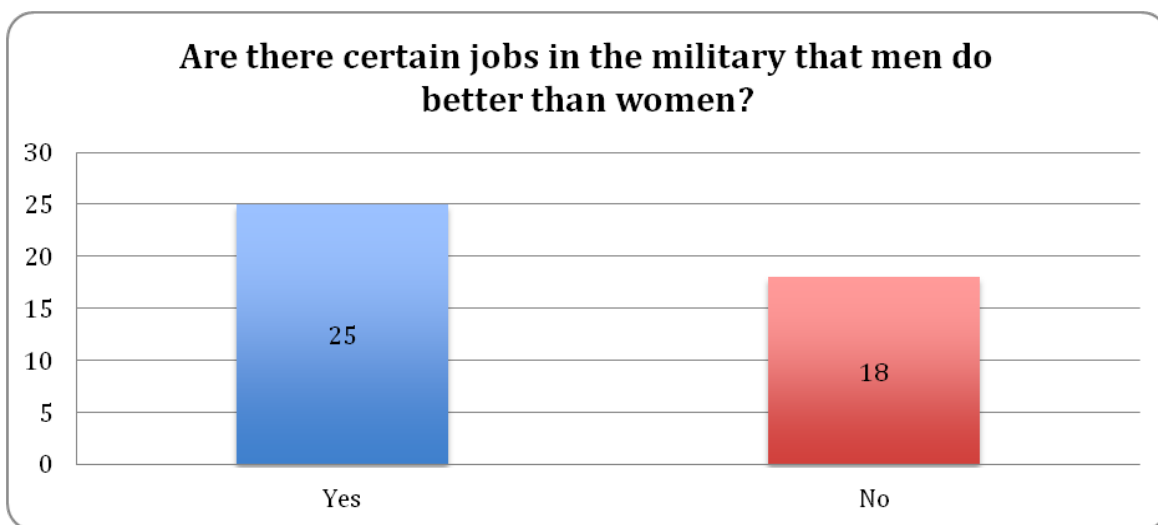


Figure 25. Female results for “Are there certain jobs in the Military that Men do better than Women?”

*Source:* Created by author.

An open-ended opportunity was provided in order for respondents to comment on their personal experiences. There were 31 comments provided in the open-ended comment box. Many of the respondents echoed their sentiments that being better

equipped for a job are not based on gender, but on abilities. In most instances the respondents commented on the fact that there were some military jobs that required greater strength and endurance, and in those instances there are more men that are capable of performing at those strength-intensive jobs more readily than women. Though many of the respondents acknowledged that many men do possess a higher level of physical fitness, there are still many strong and capable female soldiers.

There were two other respondents that provided some distinct comments and concerns. The first stated:

I think jobs that require harsh living conditions combined with strenuous physical requirements are much harder for females mostly due to our generally smaller size and muscle capacity. I have always considered myself as tough or tougher than any guy, but even I have to admit that I cannot carry more than half my body weight as efficiently as a guy can carry. . . . Some females can hack it, but many more cannot, and I worry that a misguided quota system or other forms of forced integration might allow women who are not physically up to the task into these types of units, creating resentment and frustration.

The second respondent commented, “I think men are better physically equipped to handle the demands of certain career fields (SF and Infantry). I think women can be efficient in these career fields and perhaps even better problem solvers but at what cost physically and emotionally?”

One respondent also acknowledged the issue of hydration and hygiene in the field as an impediment to a female’s ability to perform some military jobs:

[H]ygiene can become an issue. . . . I can’t count the number of times I’ve intentionally dehydrated myself in combat or training to avoid the logistics of having to urinate . . . not to mention menstrual issues in a long-term isolated environment. . . . Is it worth all the extra struggle and frustration and resentment to just barely perhaps equal the capacity that all-male units already enjoy for certain types of missions? I’m not sure it is.

### Are Women capable to serve in Ground Combat Units?

This was a yes-no-it depends format question. The participants were allowed to select Yes, No, or It Depends. 72.1 percent of respondents, 31 of the 43, affirmed that women are capable of serving in ground combat units. 27.9 percent of respondents, 12 of the 43, answered It Depends to this question. None of the respondents selected the answer No.

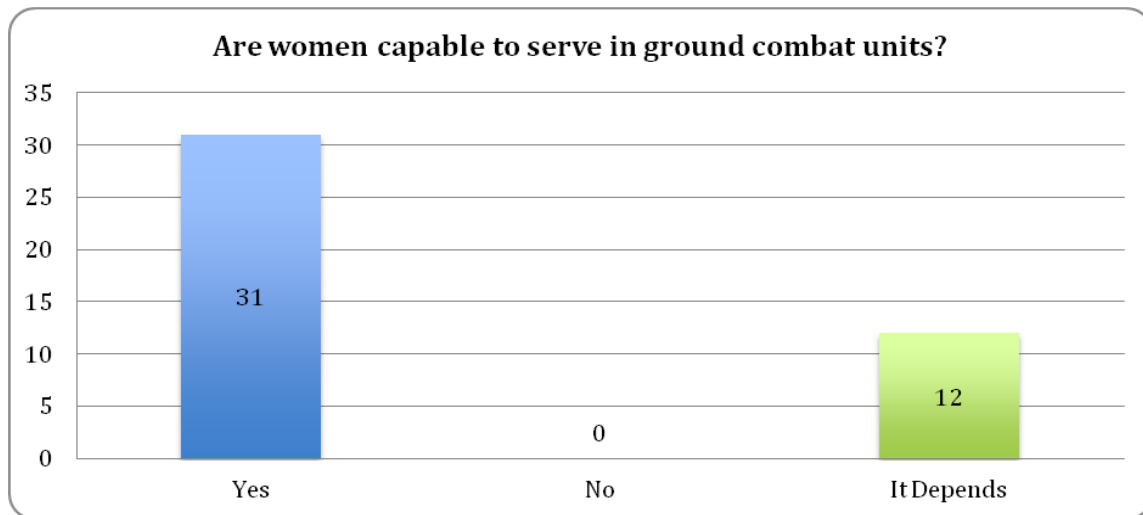


Figure 26. Female results for Women's capability for serving  
in Ground Combat Units

*Source:* Created by author.

An open-ended opportunity was provided for participants in order for them to comment on why they chose their particular answer. There were 26 comments provided in the open-ended comment box. There was a range of comments. Some respondents stated that women already do serve in ground combat units, but the vast majority shared that same sentiment but with the caveat of being physically capable to meet standards that

were not gender-normed. There many comments that reiterated that the female would be capable of serving in ground combat units if she was able to meet the current unaltered physical standards that males are expected to adhere to. One respondent voiced her concerns with choosing certain unqualified female candidates, “[If you chose] mature, stable competent women, no problems; immature, insecure, less competent women will cause problems through social relationships within the unit.”

There was one comment that was specific to special operations:

[W]hen it comes to specialized operations, I just do not see how women could actually consistently perform with no issues especially as she ages or has children. Her body will change and unsure of her adaptability both mental and physical especially after having children.

Overall, nearly all the comments stated that women are already serving in ground combat roles or should be allowed only if they can meet both the same physical and mental standards that their male counterparts already do.

Would you have any fears or concerns  
serving in a Primarily Male Unit?

This was a yes-no format question. The participants were allowed to select Yes or No. Thirty-one percent of respondents, 13 of the 42, affirmed that they would have fears or concerns with serving on a primarily male unit. Sixty-nine percent of respondents, 29 of the 42, answered No to this question.

An open-ended opportunity was provided in order for respondents to comment on their personal experiences. There were 24 comments provided in the open-ended comment box. There were a couple of common themes. Some respondents commented that they had, “been there done that” while other females who may or may not have been

exposed to such an experience mentioned some concerns about serving in a primarily male unit:

It depends, if the unit is being forced to open up to female that would put me in physical and psychological danger as they will do what they can barring crossing the line to get me to leave the unit. If the unit is open to it, it's not a problem and the challenges faced will be done jointly in a manner that eventually leads to a well-integrated and supportive unit.

Along with this comment, there were others that voiced their concerns about negative sentiments from the primarily male group and feared that those "feelings" would be reflected in their Officer Evaluation Report (OER).

Would you apply to the Special Forces selection process  
if it were open to Female Soldiers?

This was a yes-no format question. The participants were allowed to select Yes or No. 23.8 percent of respondents, 10 of the 42, affirmed that they would apply to the Special Forces selection process if it were open to female soldiers. 76.2 percent of respondents, 32 of the 42, answered No to this question.

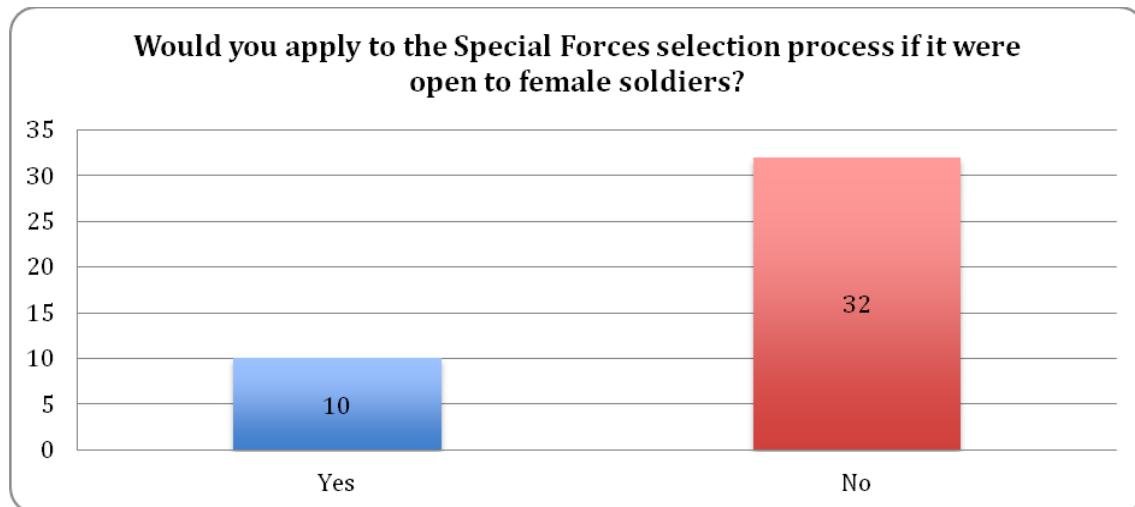


Figure 27. Results for Female Interest in the Special Forces selection process

*Source:* Created by author.

An open ended opportunity was provided in order for respondents to comment on some specific concerns their significant others may have. There were five comments provided in the open-ended comment box. There were two comments that said if the respondents were younger, they would be very interested in applying to Special Forces. There other comments mentioned that they would not apply due to knowing that they would not be capable of meeting the physical standards. Still one respondent felt very strong about women in Special Forces:

I don't feel it's the place for women and as a woman I'm not interested in doing what SF does. I enjoy working with them but I'm good in my lane and I know what I bring to the table. I don't need to be SF to do it. . . . I especially don't see how women can contribute to raids and rescues—they may just place a team in greater danger not to mention themselves.

In order to be considered for Special Forces Selection,  
would you sign an agreement to Unit expulsion if  
you became pregnant while on an ODA?

This was a yes-no format question. The participants were allowed to select Yes or No. Thirty-nine percent of respondents, 16 of the 41, affirmed that they would be willing to sign an agreement to unit expulsion if they became pregnant while serving on an ODA. Sixty-one percent of respondents, 25 of the 41, answered No to this question.

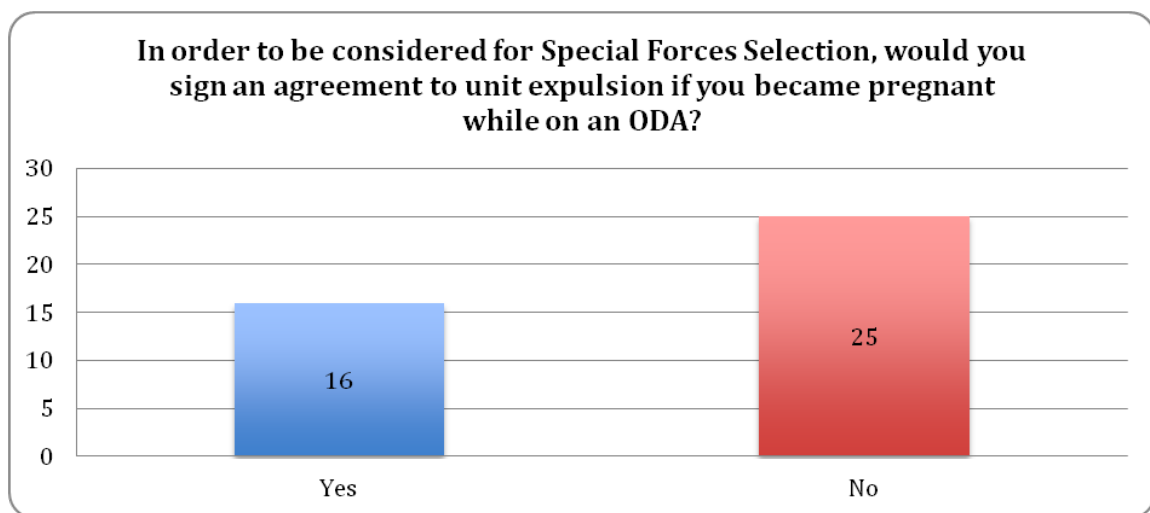


Figure 28. Female results for pregnancy postponement agreement

*Source:* Created by author.

An open ended opportunity was provided in order for respondents to comment on some specific concerns their significant others may have. There were four comments provided in the open-ended comment box. Only one of the comments expressed no concerns with the expulsion due to pregnancy agreement, “totally agree with the unit expulsion simply due to the nature of the job and its requirements.” Two other comments

had issues with the expulsion due to pregnancy agreement. They said that pregnancy is short-term and that the female could be moved to a support role during this time. The last comment strongly disagreed with the expulsion for pregnancy agreement, “Accidents happen and so do rapes so punishing someone in their career is going to far.”

**Would your Significant Other voice their concern  
with you serving in a SF ODA?**

This was a yes-no format question. The participants were allowed to select Yes or No, or simply state they did not have a significant other. 34.1 percent of respondents, 14 of the 41, affirmed that their significant other would voice concerns about them serving on a Special Forces ODA. 29.3 percent of respondents, 12 of the 41, answered No to this question. 36.6 percent of respondents, 15 of 41 stated that they did not have a significant other.

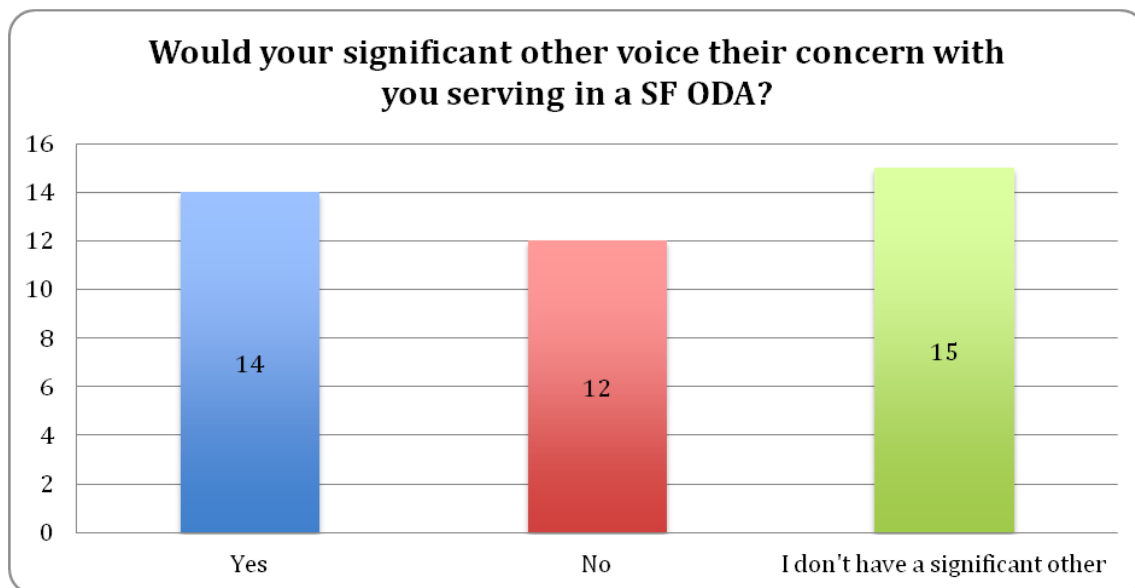


Figure 29. Female results for “Would your Significant Other voice their concern with your serving in a SF ODA?”

Source: Created by author.



An open ended opportunity was provided in order for respondents to comment on some specific concerns their significant others may have. There were 13 comments provided in the open-ended comment box. Most of the comments provided included concerns with being exposed to an increase of physical harm. Also, there were concerns with increased secrecy and jealousy of other men. Still, other concerns involved increased “stress levels at work and the potential for verbal, sexual and physical harassment.”

Another respondent commented, “My spouse would be concerned with the way I may be treated and the implications on my career if I did become pregnant.” There was another comment that stated her significant other has already voiced concerns with her serving in the military in general because of the extremely unbalanced male to female ratio.

#### Which 18-series MOS would best suit a Female Soldier?

This question provided an array of answers for participants. It included all 18-series MOSs and also included different levels of leadership within the Special Forces group hierarchy. Participants were allowed to check all the responses they thought would best apply to the question. With 21 responses for each, there was a three way tie for the highest category selected: 18D Medical Sergeant, 18E Communications Sergeant, and 18F Intelligence Sergeant-Assistant Operations Sergeant. The next most selected category was SF Group-Battalion Staff with 18 responses. The next most selected category was 18C Engineer Sergeant with 16 responses.

The remaining categories provided responses as follows: 1180A Assistant Detachment Commander—15 responses, 18B Weapons Sergeant—13 responses, 18A

Detachment Commander—12 responses, SF Company Commander-SGM—nine responses, SF Battalion-CSM—eight responses, SF Group Commander-CSM—eight responses.

Would Women on an ODA lower a Signature  
when conducting Clandestine Operations?

This was a yes-no format question. The participants were allowed to select Yes, No, or Unsure. 34.1 percent of respondents, 14 of the 41, believed women would lower the signature of an ODA conducting clandestine operations. 26.8 percent of respondents, 11 of the 41, answered No to this question and 39.0 percent, 16 of 41, were unsure if women would lower the signature of an ODA conducting clandestine operations.

What is your primary concern integrating Women  
into a Special Forces 18-series MOS?

Seven statements listed as concerns were provided to the participant. Each participant was allowed to check all statements that they thought would apply. The two concerns that elicited the most responses were “Solving Male/Female personnel issues” and “Perceived reduction in capabilities.” 20 respondents and 18 respondents, respectively, marked each of those statements.

The next item that concerned participants was “Accommodating living arrangements.” Twelve respondents selected this response. Nine respondents selected “Negative effect to operational readiness” as a concern. Nine respondents also selected “No Concerns.” Seven respondents selected “Degradation to team cohesion,” six respondents selected Other, and two respondents selected “Reduction of prestige in the regiment.” The six respondents that selected Other mentioned the following concerns:

“All of these concerns are leadership issues. The right leader, committed to integration, can mitigate these concerns.”

“People who are unable to see women in SF are the same people who were unable to see women, blacks, homosexuals in the military.”

Rated performance during pregnancy.

Fear that the administration-leadership does not fully understand the psychology of men and women well enough to address issues that may arise.

Women not receiving the same opportunities as their male counterparts.

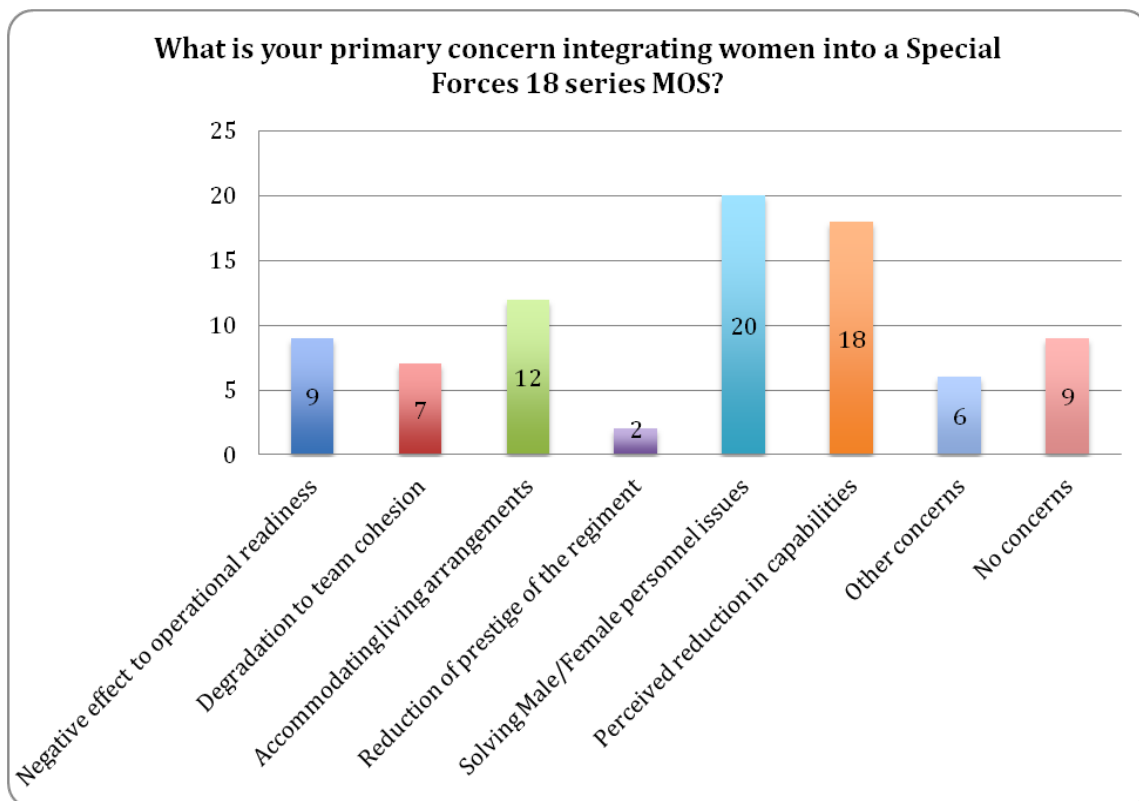


Figure 30. Female concerns with Gender Integration on ODAs

Source: Created by author.

### Summary

Chapter 4 presented the results of the study. Survey invitations sent to a total population of 183 Command and Staff College's Officers yielded 63 valid responses. The aggregate response rate was 34 percent. The response rate among male SF officers was 62.5 percent and yielded a margin of error of  $\pm 12$  percent with a confidence level of 90 percent and response distribution of 50 percent. The response rate among female Army officers was 29.1 percent and yielded a margin of error of  $\pm 10.5$  percent with a confidence level of 90 percent and response distribution of 50 percent. Chapter 5 provides an analysis of both the quantitative and qualitative data and implications. Further analysis will expand on how these results will predict how gender integration may or may not affect the operational readiness, combat effectiveness, and group cohesion of a Special Forces ODA.

## CHAPTER 5

### ANALYSIS, FINDINGS, AND RECOMMENDATIONS

Human sexuality has been regulated and shaped by men to serve men's needs.

— Ana Castillo, "Brainy Quotes"

And finally, in our time a beard is the one thing that a woman cannot do better than a man, or if she can her success is assured only in a circus.

— John Steinbeck, *Travels with Charley: In Search of America*

All through life there were distinctions—toilets for men, toilets for women; clothes for men, clothes for women—then, at the end, the graves are identical.

— Leila Aboulela, *Minaret*

The results presented in chapter 4 provide a snapshot of concerns both male Army SF Officers and female Army officers have regarding the integration of female soldiers into a U.S. Army Special Forces ODA as an 18-series MOS. A thematic breakdown and analysis for each gender will be discussed in this chapter. These analyses will be followed by the research's findings and recommendations, as well as recommendations for future research.

#### Analysis and Discussion of Male Special Forces Results

The feedback provided by the male SF officers via the survey was candid and poignant. The majority, 55 percent of the respondents, expressed strong emotion regarding gender integration on an ODA level as an 18-series MOS. What does this mean and on what do these male SF officers hinge their concerns? Seventy percent of the male respondents did not agree with the idea of altering the ODA team structure, along with 55 percent of the male respondents affirming that women should not serve on ODAs as 18-

series MOSs. Seventy percent of the male respondents preferred a temporary attachment of a female soldier to their ODA rather than having a female soldier permanently assigned. There is a desire to maintain the status quo. Many of the male SF officers' comments echoed the old cliché "if it isn't broken, then don't fix it."

With the hinge pin of this research being based on the effects gender integration has on operational readiness, combat effectiveness and group cohesion, questions were tailored in order to discern what concerns, if any, the male SF officers have. In an effort to further dissect the majority of male SF officers' strong feelings against gender integration at the ODA level, they were asked about specific concerns. The top two categories noted were "Degradation to team cohesion" and "Mitigating interpersonal issues between males and females." The degradation to team cohesion raises the question as to whether or not the male SF officers feel inept in dealing with certain female issues as they relate to the overall team dynamics, or could it possibly be that their concerns about team cohesion are rooted in a fear that females may legitimately hinder an ODA's capabilities.

As noted in many open-ended comments and responses by the male SF officers, there is a fervent concern with how their team will be perceived and respected among other host nation Special Forces units where women have very conservative and traditional roles in their societies. Male SF officers do not see any advantage for mission success by imposing a female soldier onto host nation male Special Forces-equivalent soldiers. The male SF officers have concerns in some instances it could pose a barrier that would diminish operational effectiveness.

Though still very different, gays in the military do provide some parallel likeness to gender integration on ODAs. Leading up to the acknowledgment of gays in the military, there was just as fierce of a firestorm on the subject matter as noted in a U.S. News article from 1992, “The generals raged at the Pentagon as did the bulls on Capitol Hill, warning that lives could be lost and the military damaged.”<sup>75</sup> As a result of this very heated and controversial topic, there were fears and threats of mass resignations in the services, but as time allowed the circumstances to play out this was not the case. As noted in the same article, President Harry Truman some 67 years ago faced similar challenges when he voiced his concern about equal treatment of blacks in the military. Opponents of those times like United States Senator from South Carolina Strom Thurmond charged, “It would be bad for morale and un-American.”<sup>76</sup> Thankfully, President Truman had the moral courage to move forward and issued an antidiscrimination order. In both instances there were inherent fears that the military’s capabilities would be diminished as a result of gays and blacks, but today there is no evidence to provide such data.

#### ODA Team cohesion and sexuality

Still there is a need to further address male SF officers’ concerns with a breakdown of team cohesion between the ODA and its members if it were fully integrated. In fact as presented in chapter 4, 95 percent of the male respondents either Strongly Agreed or Agreed that “Cohesion is the most important element to the overall

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<sup>75</sup> David Gergen, “The Commander’s First Minefield,” *U.S. News and World Report*, 113, no. 21 (November 1992): 32, accessed April 20, 2015, Military and Government Collection, EBSCOhost.

<sup>76</sup> Ibid.

effectiveness of a team.” There is no doubt that there would be growing pains associated with gender integration. There are growing pains as a result of introducing a new ODA team member regardless of gender. Yet, there may be some legitimate concerns in regards to maintaining group cohesion. Those concerns are rooted in the risk associated with gender integration. “the most plausible risks to capability arise from the intersection of social behaviors and cohesion.”<sup>77</sup> Though a taboo topic, sexuality cannot be ignored.

Sexuality is “the state or quality of being sexual,” or a “preoccupation with or involvement in sexual matters.”<sup>78</sup> To think of sexuality between just a male and a female is naïve. Today there are many forms of sexuality and to assume that sexuality exists only when women are introduced onto an ODA is close-minded given that you have homosexuality, bisexuality, and trans-gendered sexuality.

Fear of sexual relations with the integration of a female on an ODA as an 18-series MOS is a concern among male SF officers as depicted in their responses to the statement, “Putting a female soldier on an ODA will lead to sexual relationships within the ODA.” As noted earlier, a total of 65 percent of the respondents either Agreed or Strongly Agreed with this statement. The question remains as to who, a male or female, would be most likely to proposition or initiate such a relationship. It is unknown whether their overwhelming concern is with a lack of professionalism with their male ODA team members or with the integrated female.

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<sup>77</sup> Knight. “Sexuality, Cohesion, Masculinity and Combat Motivation,” 62.

<sup>78</sup> Dictionary.com, “Sexuality,” accessed April 20, 2015, <http://dictionary.reference.com/browse/sexuality>.



As noted by a former Airborne Ranger and Special Forces sergeant in Iraq and Afghanistan, Jack Murphy, “It can shift the focus of doing the job if everybody’s trying to get laid. I know it sounds incredibly juvenile, but it’s incredibly true.”<sup>79</sup> Murphy further commented, “Throwing a woman in the middle of a team like that is just going to make the entire team useless because, in the end, there will be so much infighting, so much drama.”<sup>80</sup> Though current DOD administration has not commented on the subject of sexuality specifically, it has noted that they have “particular concern” over how integrating women would affect mission sets.<sup>81</sup> Gender integration of a Special Forces ODA is being referred to as a cultural disruption for the community and with it follows the concerns of degraded capabilities even though it may be temporary. Cultural disruption in this context is the reorganization of the social sex-role plan between the sexes. It would not occur overnight and would take a decade or two to be second nature.

Some U.S. military leaders used this concept of cultural disruption as a result of integration twice in the past: before the repeal of “Don’t Ask Don’t Tell” and before the branches were racially integrated.<sup>82</sup> Past instances of successful integration within the military seem to negate the cultural disruption theory for gender integration on Special Forces ODAs. As in past instances of integration, it boils down to maintaining and fostering a climate of professionalism.

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<sup>79</sup> WPSD Local 6 News Report, “Sexual Distraction? The fear that may keep women out of Special Ops,” accessed April 20, 2015, <http://www.wpsdlocal6.com/story/25363443/sexual-distraction-the-fear-that-may-keep-women-out-of-special-ops>.

<sup>80</sup> Ibid.

<sup>81</sup> Scarborough, “Fear of G.I. Jane.”

<sup>82</sup> WPSD Local 6 News Report, “Sexual Distraction?.”

Another concern expressed among the male respondents about gender integration on Special Forces ODAs was the loss of the female team member as a result of pregnancy. “The real issue seems to be planned pregnancies with the inevitable gaps in service and possible unavailability of women for operations,” quotes Anthony King in his 2013 article “The Female Soldier.” Furthermore, he comments, “Pregnancy is not an insurmountable obstruction, but in preparing for women’s integration into the career of the infantry, it is an issue,” as it would be an issue for a small cohesive unit like an ODA. The ODA is a 12 person team and the loss of one of its team members equates to the loss of a specific capability. Another pitfall pertaining to pregnancy specifically for female officers serving as 18As is that it would greatly diminish their time served leading an ODA.

Typically 18As spend only 18 to 24 months as a Detachment Commander of an ODA. A normal healthy pregnancy would prevent a female officer from serving in that capacity for nearly a year. The loss of an ODA’s detachment commander due to pregnancy would have a significant and very possibly negative affect on the unit’s operational readiness and group cohesion. A new detachment commander would have to be located and assigned to the ODA. A new detachment commander presents challenges that could erode at operational readiness, combat effectiveness, and group cohesion, but there are numerous circumstances other than pregnancy where an ODA could lose their detachment commander. Loss of capability due to pregnancy is a viable concern, but one that could be mitigated. More on this topic will be discussed further in the Analysis and Discussion of Female Officer Survey Results.

### ODA Gender Integration: Tactical Liability or Tactical Advantage?

One of the last topics to analyze and discuss within the male Special Forces survey results concerns whether gender integration at the ODA level would introduce a tactical liability or a tactical advantage for the Special Forces community. Discerning whether gender integration at the ODA level is a tactical liability must be examined though the operational risk associated with gender diversity.

There have been numerous studies regarding sex differences as they relate to risk taking. Evolutionarily speaking, “women have not only had less to gain from taking risks but have also had more to lose.”<sup>83</sup> This may be the case, but this statement is stereotypical in nature. A more accurate representation of sex differences as they relate to risk with gender integration on ODAs is the alteration of a male’s actions as a result of chivalry towards a female ODA team member. If a male counterpart was chivalrously over-protective, they could remove the female ODA teammate from a more dangerous task though she may be perfectly competent and qualified for the task. As previously stated, there is clear delineation of agreement or disagreement when the male SF officers were asked if they would assume less tactical risk with a female ODA team member.

There is a large amount of research conducted on the differences in risk-taking behavior for males and females outside of combat. This non-combat research does conclude that females are more conservative when it comes to taking risk. The majority of the SF male officers were neutral when asked about their opinions of females and the

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<sup>83</sup> Kingsley R. Browne, “The Relevance of Sex Differences in Risk-Taking to the Military and the Workplace,” accessed September 7, 2014, [http://www.academia.edu/3279707/Commentary\\_The\\_Relevance\\_of\\_Sex\\_Differences\\_in\\_Risk-Taking\\_to\\_the\\_Military\\_and\\_the\\_Workplace](http://www.academia.edu/3279707/Commentary_The_Relevance_of_Sex_Differences_in_Risk-Taking_to_the_Military_and_the_Workplace).

amount of risk a female would be willing to assume as an ODA detachment commander or Team Sergeant. Quite possibly this would be a moot point in that the Special Forces selection process would be able to cull those types of individuals from the process.

If gender integration does not pose a tactical liability, then does gender integration within an ODA present itself as a tactical advantage for ODA capabilities? As mentioned, there are lengthy concerns about how a host nation force may perceive a female ODA team member. Granted, most foreign militaries are male-dominated, but many have also integrated females into combat positions. If the United States military could successfully integrate females onto ODAs as 18-series MOSs, they would then have a model by which they could emulate to other foreign nation militaries. It is understood that Foreign Internal Defense-FID is not there to reconfigure a host nation's culture, but gender integrated ODAs could serve as a powerful tool in those nations that have a tendency to suppress women's rights. On that same token, the second and third order effects with a gender integrated ODA could be detrimental to the mission. A legitimate and transparent mission analysis could be conducted in order to determine if a female team member would indeed pose a huge detriment to mission success.

Within the realm of Unconventional Warfare, an ODA could exponentially add to mission success when they are able to access and connect with 50 percent of the population—the mothers and daughters. From a capabilities standpoint, disregarding nearly 50 percent of the population, especially in a Muslim country, is degrading operational effectiveness. Case in point, consider the role of women during the Algerian War of Independence against the French in the 1950s. When the Algerian men were

being repeatedly targeted by the French military the Algerian women moved from handing out leaflets to more operational roles.

[T]he Algerians realized that women were near-perfect operatives. Dressed in European clothes, sporting heavily applied make-up and French-style handbags, Algerian women by the dozens entered cafes frequented by French soldiers and dropped bombs under tables or tossed them into club doorways.<sup>84</sup>

Employing women in unconventional warfare campaigns is foundational. Failure to do so is negligent in the assessment and planning of an unconventional warfare campaign. Women can and are just as nationalistic as men in this case. In the Muslim world women know and understand that a *burqa* or *abaya* hides more than their face and figure. Behind those garments are weapons and explosives that easily go undetected due to the fact that women, Muslim or non-Muslim, are typically not searched. To connect with 50 percent of the population that reins the power to travel anonymously under a veil while trafficking weapons and explosives is an empowering tactical advantage in aspects of an unconventional warfare campaign. Only other women can access and accomplish influencing women in closed Islamic societies, in many cases.

#### Analysis and discussion of Female Army Officers' results

The female Army officers had an array of survey questions that differed from the male SF officer questions. This was done in order to explore gender integration on an ODA from a different paradigm. The female officers acknowledged that there are some very motivated and qualified women who would be more than capable of passing the

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<sup>84</sup> Kathryn M. Coughlin, "Women, War and the Veil: Muslim Women in Resistance and Combat," in *A Soldier and a Woman*, eds. Gerard J. DeGroot and Corina Peniston-Bird (UK: Pearson Educated Limited, 2000), 227.

Special Forces Qualification Course, but they are few and far between. Additionally, the female officers commented on the fact that men were more physically capable for Special Forces, but that women would bring superb critical thinking and problem-solving capabilities to an ODA.

Of the seven statements provided to the female officers on primary concerns with integrating women into a Special Forces 18-series MOS, “Solving Male/Female personnel Issues” was the most selected. It is evident that female Army officers acknowledge that gender integration would introduce new management and leadership issues that an ODA has not had to deal with directly. There is concern from the female officers that as members of an ODA their male peers may not be well-equipped to navigate male/female personnel issues. This concern can be alleviated through education on interpersonal communication across genders and clear guidance and management of expectations within the chain of command.

#### ODA Team cohesion and sexuality

There were several female officers that provided comments on their experiences in working in a primarily male unit (team). As a female in a primarily male profession, many of the female officers had developed mechanisms for coping with the male-female dynamics in a new group or work environment. Based off many of the comments, there are still pockets of hyper-masculinity within certain areas of the U.S. Army, but many female officers mentioned that their experiences in primarily male units were professional with the exception of instances where female officers were purposefully isolated, misinformed, or information withheld from them.

The female officers' perception of the male-female group dynamics was mostly positive. They believe they are able to voice their opinions and that their opinions and contributions to the group are valued. The female officers were split in regards to whether or not being a female in a primarily male group had any impact on the group. But, it cannot be ignored that over 60 percent of the female officers acknowledged that their male peers altered their behavior as a result of their inclusion in a group. This discrepancy may be due to perceived context of these statements. The statement may have been perceived in a positive or negative context to the respondent. Though the male peers altered their behavior once a female was included in the group, the modification to their behavior was done so to ensure that the environment remained professional. As stated the male peers modified their behavior; this slight modification had to impact the overall group cohesion. In time the decline in group cohesion could potentially be rebuilt. The Tuckman Model of Team Development specific to military professionals describes this process best: Assessing, Forming, Storming, Norming, and Performing.

#### ODA Gender Integration: Tactical Liability or Tactical Advantage?

The majority of the female officers exuded confidence in their answers about balancing risk as a female. There were still some responses that were uncertain whether or not they would assume more risk in order to prove themselves among their male peers. In regards to being more risk adverse for fear of ridicule, the majority of female officers disagreed with this statement. When the results of these two statements are compared, female officers may have more of a struggle discerning prudent risk. They do not want to be perceived as risk averse by their male peers.

Female Officers reported a broad spectrum of experiences and responses in regards to interfacing with host nation soldiers. Over 75 percent of the female officers had interfaced with host nation soldiers. Seventy percent of the female officers also noted that their duties were not ever hindered as a result of the host nation's culture. Some of the female officers noted circumstances where interfacing proved to be difficult, but due to their understanding of the culture they were able to mitigate the shortcoming by using a male proxy. This type of culture prowess and sensitivity would need to be cultivated by Special Forces selection officials when considering female candidates. It takes a clear understanding of the culture you are working within, but more importantly it takes patience and maturity to know when to push the cultural envelope as a female or a male. As described by some female officers, if the host nation force was able to recognize that she had something valuable to contribute they were more inclined to take her serious.

#### Pregnancy from the Female Officer's Perspective

As noted above one of the biggest concerns male SF officers had with gender integration within an ODA was the issue of female soldiers and pregnancy. Losing a female ODA team member to pregnancy does present a loss of capabilities, but so does losing a male ODA team member to injury or illness. Still critics argue that pregnancy is preventable while injury or illness is not. Pregnancy is not an insurmountable dilemma that cannot be solved, but it is one that comes with a quiet stigma within the Special Operations Community. One female aviation officer provided an interesting perspective regarding pregnancy and being rated in a specialized unit:

Reduction in readiness due to pregnancy/post pregnancy issues adds a level of management that these units have not previously experienced. If female personnel



want to serve in these types of units and be taken seriously they should expect to be rated based on their performance, or lack thereof during a pregnancy. Aviation females have this issue because they cannot fly while pregnant. The solution is not to have children (which I am fine with).

According to this female officer, the Army aviation community has confronted the circumstances of female pilots and pregnancy. Perhaps they have procedures in place that could be overlaid within the framework of an ODA. To paraphrase this female aviator, pregnancy is a matter of priorities. In small-specialized units cohesion is built on knowing that team members make the needs of the team or unit a top priority. Granted, there are times in life where other things will supersede competing professional priorities, but initially a cohesive foundation must be built within the gender-integrated group.

There was a strong negative response among the female officers regarding signing an agreement to unit expulsion if they were to become pregnant while on an ODA. Many commented that the female could simply be moved to a support position or ODB (Operational Detachment Bravo or B-Team). This is true, but as mentioned previously 18As have such a limited time to serve on an ODA in order to fulfill one of their key development positions in their officer career progression. Pregnancy could derail that and professionally set a female SF officer back from her peers. For male 18As they face this very same dilemma of being short key development time on an ODA if they were to sustain an injury work-related or non-work-related which removed them from an ODA for an extended period of time.

The Marine Security Guard in U.S. embassies and consulates abroad are Marines that have been selected based on stringent criteria both physically and professionally. Along with many other selection criteria, the Marine Security Guard candidates, excluding Staff non-commissioned officers, must not be married or pregnant. Per Marine

Corps Order P1326.6D, Chapter 4, Paragraph 4003(1), single parents are not eligible to apply and this order further expresses that pregnant Marines are not qualified to apply to the MSG program.<sup>85</sup>

Once accepted into the program, they are obligated to complete 38 months of service once the Marine reports to Marine Security Guard School. There are approximately 1,476 Marine Security Guards worldwide. Just under 7 percent, 103 of those Marines are female Marine Security Guards. As female Marine Security Guards, they sign an agreement to abstain from marriage and pregnancy during the course of their 38 month service requirement or risk being removed from the program, per Group Order 1300.2I, paragraph 4b.<sup>86</sup>

With the Marine Security Guard Program, a precedent has been established in that it is not unreasonable to expect a female Marine-Soldier to post-pone family planning to include pregnancy or risk being removed from the program (team). A large investment is made in selecting and training a Marine for Marine Security Guard duty, as is to train an

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<sup>85</sup> Marine Corps Order P1326.6D excerpt provided in Appendix C.

<sup>86</sup> Per the Group Order 1300.2I, paragraph 4b – “Request for early relief for GOS will be considered when a Marine's performance, conduct, or conditions adversely affects the detachment but is a result of circumstances beyond that Marine's control . . . irreconcilable marital problems, pregnancy, psychological conditions . . . etc.” The pregnant Marine’s obligated service will then be forwarded to HQMC for termination through the Career Planner. Special Duty pay will also be terminated the date of the sign relief letter. The pregnant MSG’s will then be brought back to Group HQ where medical attention adequate quarters is available and at the earliest time possible PCS the Marine to a new duty station so she can be more fitted to a more permanent chain of command. The Marine will not return on the program following the birth of the child, they will then be categorized as a single parent. However, if they later get married and become a Staff NCO (E6 and above) they can re-applied as a Detachment Commander vice a Watchstander. A GOS (Good of Service Relief) is non punitive. This relief for GOS application applies to both single female Detachment Commander/Married Detachment Commander and all female Watchstanders.

individual to be a Green Beret. It is not unreasonable to require a female NCO to postpone family planning upon the completion of their active duty service obligation of 36 months. This ensures that there is a return on the time, money, and effort invested into the training and preparation of this female NCO SF candidate. Accidents and rapes do occur. A female soldier should not be punished for such instances, but will face the same recourse that a male NCO ODA team member would if he were a victim of a violent crime or had to take time away from work and his team to care for a sick family member (i.e. terminal illness of spouse or child).

Pregnancy of a female ODA team member poses a degradation of operational readiness and an inherent loss of capability to the ODA. It is understandable that it is a concern for current male SF officers, but as explained it is not an insurmountable dilemma that cannot be mitigated accordingly. Female soldiers who intend to be successful in small, primarily male groups understand the importance of communicating by word and actions that her team is priority. Furthermore, loss of ODA capability due to pregnancy is no more of an issue as losing an ODA capability to personal injury.

#### Comparison, Trends, and Summary of Male and Female Data Sets

As discussed previously the survey instrument was branched according to which gender the participant selected. The male SF officers were directed to their respective survey and the female Army officers were also directed to their respective survey. There was a small group of questions asked of both sample groups. This section further analyzes and discusses the results of those questions when male and female data sets are compared to each other.

Both groups selected different answers regarding their concerns with integrating females onto an ODA as an 18-series MOS. Clearly the male SF officers are very concerned with degradation to team cohesion and mitigating interpersonal issues between males and females. The female Army officers were most concerned with solving male-female personnel issues. Both groups acknowledge legitimate concerns with mitigating gender-related issues due to integration. It is unrealistic to insinuate that there will be no issues before, during, or after full gender integration takes place. There will be problems to address and the key will be to prevent those issues from developing into the kind of strife that would erode team cohesion.

Both male SF officers and female Army officers were asked if women should serve in combat jobs. Both the male SF officers and female Army officers shared nearly the same affirming results, 70 percent and 72 percent, respectively. One common shared concern among both male SF officers and female Army officers and an unintended result finding was physical ability. Among both male and female respondents, 71.4 percent agree that women should serve in combat jobs if they possess the physical strength and stamina to meet the same physical standards as their male peers.

Both groups were asked about which 18-series MOSs would be best suited for a female soldier. The answers between the male SF officers and female Army officers shared very little in common. The male SF officers' most common answers said females would be best suited as SF Group-Battalion Staff or that they would not be suited for any 18-series positions. The next most common categories selected by the male SF officers were 18D Medical Sergeant and 18F Intelligence Sergeant-Assistant Operations Sergeant. There is a small amount of overlap with the female Army officers' most

popular responses. 18D Medial Sergeant and 18F Intelligence Sergeant-Assistant Operations Sergeant were among the most highly selected 18-series MOSs by the female Army officers. Both groups recognize that a female soldier may be best utilized as one of these two MOSs, or the best starting point for gender integration on an ODA may be with a female soldier in one of these two positions.

This leads into the comparison of answers regarding females lowering a signature during clandestine operations. The male SF officers see a significant application of a female's operational involvement. Only a few female Army officers recognize the same application, as most of the female Army officers were unsure. With Unsure being the most selected category, quite possibly there may have been a lack of understanding of clandestine operations and how females could be involved.

Given the nature of the survey instruments, there are very few questions in which a direct comparison between both sample groups could be made. It is clear that both groups acknowledge that gender integration will force the introduction of new leadership and management techniques as they relate to mitigating male-female interpersonal issues. Furthermore, both sample groups see the value added with females serving in the roles of 18D Medial Sergeant and 18F Intelligence Sergeant-Assistant Operations Sergeant.

### Recommendations

The findings of this study suggest several recommendations for Civilian Policymakers and Department of Defense Senior Executive Service equivalents:

1. Gender integration for the sake of gender equality should not be the sole motivating factor for integrating females into the U.S. Army Special Forces.

Male SF officers, female Army officers and their spouses need clear

communication behind the motivations of gender integration on ODAs. They all have concerns. Failure to address those concerns via in-person and through face-to-face communication will further erode at any possibility of successfully integrating females onto a Special Forces ODA. Family Readiness Groups (FRG) would be an outlet for socialization of gender integration on ODAs as well as a conduit for education and information on U.S. Army programs and private sector programs for coping with family-related problems that result from ODA gender integration. Due to the cultural disruption for both Special Forces soldiers and their families, FRGs need to be included and involved so as to foster success for gender integration rather than tear it down behind the scenes.

2. It is important to both Special Forces males and U.S. Army females that the current physical standards for Special Forces selection not be altered or gender-normed in any form or fashion. Current Special Forces soldiers covet their current standards that have carried them through nearly a decade and a half of war. There is a strong belief that the current physical and mental standards are tried and true. Special Forces Selection is a difficult selection process for good reason. Current female Army soldiers fear that by lowering the current physical standards that it would communicate a perceived loss in Special Forces capabilities, as well as indignation towards females among current Special Forces soldiers. Ultimately, altering or gender-norming current Special Forces selection standards sets the gender integration process back if not push it towards failure.

3. Management of expectations is vital to success. Communication of policy directives should be clear decisive written communication for Civilian Policymakers, Congress, and senior levels of the Department of Defense and lower echelons of the U.S. Army. Strong supportive leadership at all levels will make gender integration in Special Forces successful. As noted by Canadian Forces report in 1998 on their successful gender integration efforts, “Knowledgeable, proactive and effective leadership, particularly at the levels where integration was occurring, was acknowledged to be the fundamental element to ensure the initiative was successful.” Additionally, both USSOCOM and potential female candidates should not be force-fed this opportunity. USASOC should be allowed to be just as selective with female Special Forces candidates as they would be with male Special Forces candidates. It should be acknowledged and understood that finding strong, competent and willing female Special Forces candidates will take time. Finding the right candidates will ensure that gender integration is successful.

The findings of this study suggest several recommendations for USSOCOM, USASOC, and all leaders down to the ODA level:

1. As iterated to higher echelons of leadership, management of expectations from USSOCOM to the ODA level must be paramount. Strong, effective leadership will be responsible for fostering gender integration success. All levels involved in the integration process must be kept well informed.
2. Though not the scope of this study, unaltered physical standards are important as to foster mutual respect and cohesiveness between male and female ODA

team members. As mentioned above, both male SF officers and female Army officers mention the importance of keeping physical standards as they are. It is recommended that they are not altered in any way so as to avoid the perception that standards were gender-normed in order to increase the number of female Special Forces candidates.

3. Given many of the male SF officers' open-ended responses, a climate change will need to take place in policy and leadership, but more importantly at the Special Forces Group level. Successfully sustained climate change will occur evolutionary rather than revolutionary. Particularly at the group level leadership needs to be hands-on with its staff and ODA teams. Gender integration could be slow due to low numbers of qualified female candidates. ODA teams who receive a female team member should be encouraged and offered training and/or education resources specific to building cohesive male-female teams.
4. In an effort to show USSOCOM's commitment to gender integration, it is recommended that they proactively, but quietly attempt to recruit those few willing, strong, and qualified female soldiers. This projected commitment will help to expedite gender integration with the right individuals.

#### Recommendations for Further Research

The RAND Corporation conducted surveys of Special Forces 18-series MOS soldiers in 2014 on this very topic and the results have been released to DOD sources only. A brief synopsis has been released publically which reiterates that nearly half of the male Special Forces soldiers believe their female counter-parts will not be able to meet the physical and mental standards it takes to be a Green Beret. Interim results from the



RAND report mirror what this research discovered, but public release of the RAND could potentially redirect any further research topics.

Further research would include a sizeable RAND study of females in the U.S. Military Services. As it is these individuals that will be most affected by the gender integration in Special Forces. Their perceptions, thoughts and concerns are just as significant and should be given just as much consideration as a successful way forward is developed.

Another aspect of success or failure to gender integration within Special Forces ODAs will revolve around the 18-series soldiers' spouses and families. Their perceptions, thoughts and concerns should also be considered. Based on open-ended responses provided by both male and female officers, team cohesion with males and females in a close group like an ODA in many cases will present residual effects to marital relationships. In a community where the divorce rate is already very high, care should be taken to not exacerbate the dissolution of marriages.

Another and final topic for further research would be cohesion versus mission success in a mixed gender team like an ODA. A study to determine the nexus of mixed gender group cohesion and mission success among other communities (i.e. Diplomatic Security Mobile Security Deployments) that could provide strong parallels. The FBI's Hostage Rescue Team (HRT) and the Drug Enforcement Administration's Foreign-deployed Advisory and Support Teams (FAST) are small tactical teams who do not exclude females from tryouts, but have not had any females successfully complete the process due to the demanding physical requirements. Operating procedures of both these units could provide some valuable principles through further research. Determining

whether a strong mixed-gender group cohesion is paramount to mission success or would mission success be paramount to building a cohesive mixed-gender team like an ODA could be potential research topics.

### Summary and Implications

Gender integration among strong cohesive all male teams like an ODA will likely be complicated and messy, at least at first. It is no easy task, but one that can be accomplished with strong leadership that provides clear, succinct face-to-face communication in order to manage the expectations of all parties that will be affected in this process. This includes each and every 18-series MOS soldier as well as their spouses. It must be acknowledged that the gender integration process will have an ebb and flow in both positive and negative directions.

As the researcher, I have worked with several Special Forces 18-series CMF and also served on a small worldwide deployable tactical team as the only female with five other male peers. It is a unique role and a fine line a female must walk in a group with mixed-gender dynamics. That fine line seems to develop with time and experience. Competence alone will not allow a female to acclimate into a cohesive all male team (unit) like an ODA. It takes maturity, professionalism and an understanding of strong delineated personal and professional boundaries. As the only female team member, you must socialize yourself among the wives and families of your male peers as well as convince them of your maturity, professionalism, and strong delineated personal and professional boundaries. Failure to do so can and does result in an external friction to the cohesion of the mixed-gender team.

To close, gender integration on an ODA as an 18-series MOS is possible if all the mechanisms are in place to provide clear communication from all levels of leadership. Expectations at all levels must be managed in order to thwart misinformation that could derail or sabotage the process of integrating female soldiers in the 18-series MOS. Clear sincere face-to-face communication will ensure the success of this process, as will providing helpful education resources for both the 18-series soldier and their families. Clear sincere communication from the top down and acknowledging the second order effects to the 18-series soldiers' family is essential. The difficulties posed by gender integration on ODAs are best summarized by open-ended responses received from surveys:

Men want to be men and prove themselves as men. It may not be right and culture will adjust over time but in the short term it will be hard to take. Boys on the playground still make fun of a boy who gets out run by a girl. Boys need to be boys.

— Male SF officer

Integration will take time to be accepted and after a few years, we might not even talk about this anymore. . . . However, I have no doubt this will happen down the road once the SF community is used to working with females in their units.

— Female Army officer

Diversity is synonymous with change and the majority of individuals fear or dislike change. USASOC should not tip-toe over eggshells on this topic, but consider gender integration seriously and objectively. Success is conceivable. Just as racial integration or the recension of Don't Ask, Don't Tell was feared to dismantle the very bedrock of the U.S. Military's masculine brotherhood, dedicated leadership to clearly manage expectations of soldiers and their families, and the passage of time will bridge the vast gender gap that exists in the U.S. Army Special Forces community of 18-series soldiers.

## APPENDIX A

### MALE SF OFFICER SURVEY AND QUESTIONS

**Dear Survey Participant:**

This survey supports my MMAS research and explores the integration of Women into Special Forces Operational Detachment Alphas (ODAs). Your input, thoughts, and concerns on this topic are very valuable. The survey should take approximately 15 minutes to complete. Your participation in this survey is voluntary and all answers/comments are confidential.

Thank you for your willingness to participate. If you have any questions, comments or concerns, please feel free to direct them to Dr. Maria Clark--contact info below.

Dr. Maria Clark, Human Protections Administrator  
email: maria.l.clark.civ@mail.mil

This survey has been approved by the CGSC Quality Assurance Office. The survey control number is 15-02-022.

**The following paragraph is provided to set the scenario for the survey. Please read it before proceeding through the survey.**

**Survey Scene Setter:** Until recently, the Department of Defense subscribed to a policy that limited or restricted women from certain military units and military occupational skill codes. On January 24, 2013, the restrictions against women in ground combat were rescinded by the Department of Defense. "This is partially in response to the realities of the modern battlefield and recent experiences with female engagement teams and cultural support teams. With the removal of these restrictions, the special operations community needs to determine how best to integrate women into SOF" (JSOU 2014 Research Topics). The perception of physical and psychological differences between men and women seems to be the focal point of contention and apprehension when individuals discuss ways, means, or propose models that provide a framework for gender integration.

What is your gender?

<input checked="" type="radio"/> Male
<input type="radio"/> Female

Are you currently a Special Forces CMF 18 soldier?

<input type="radio"/> Yes
<input type="radio"/> No

Where did you first serve after completion of the Q-Course?

<input type="radio"/> 1st SFG
<input type="radio"/> 3rd SFG
<input type="radio"/> 5th SFG
<input type="radio"/> 7th SFG
<input type="radio"/> 10th SFG
<input type="radio"/> 19th SFG
<input type="radio"/> 20th SFG
<input type="radio"/> Other <input type="text"/>

What is your age group?

<input type="radio"/> 27 - 31 years old
<input type="radio"/> 32 - 36 years old
<input type="radio"/> 37 - 41 years old
<input type="radio"/> 42 years or older

What is your functional alignment?

<input type="radio"/> Maneuver, fires, and effects
<input type="radio"/> Operations Support
<input type="radio"/> Force Sustainment
<input type="radio"/> Health Services
<input type="radio"/> Special branches (Chaplain Corps and JAG Corps)

Since the completion of the Q-Course, how long have you served as a Special Forces soldier?

- 3 or LESS years as a SOF soldier
- More than 3 but less than 6 years as a SOF soldier
- More than 6 but less than 10 years as a SOF soldier
- More than 10 years as a SOF soldier

What is your current MOS?

- 18A Detachment Commander/Officer
- 180A Assistant Detachment Commander/SF Warrant Officer
- 18B Weapons Sergeant
- 18C Engineer Sergeant
- 18D Medical Sergeant
- 18E Communications Sergeant
- 18F Intelligence Sergeant/Assistant Operations Sergeant
- 18Z Team Sergeant

**The ODA Team structure would benefit by the addition of an MOS (i.e. Culture/Language Sergeant, Foreign Affairs Sergeant, etc.)?**

☐ True

☐ False

☐ Unsure

**What are your recommendations?**

For each statement mark the answer that most accurately reflects your thoughts.	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Cohesion is the most important element to the overall effectiveness of a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female team member would erode at an ODA's cohesion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender does NOT affect competence in ODAs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female ODA member would be a tactical liability to the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female ODA member would provide a tactical advantage to the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female soldier who finishes the SF Qualification Course must sign an agreement to be expelled from an ODA assignment if she fails to prevent pregnancy during the assignment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loss of a female team member due to pregnancy is a primary concern regarding females on an ODA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Putting a female soldier on an ODA will lead to sexual relationships within the ODA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a female team member makes an ODA weaker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a female team member makes an ODA stronger.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender diversity makes a team more effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Should women serve in combat jobs?**

<input type="radio"/> Yes
<input type="radio"/> No

**Please explain:**

**Should women be in 18 series MOSs?**

<input type="radio"/> Yes
<input type="radio"/> No

**Please explain:**



**What concerns do you have with integrating women into the 18 series MOS? (Check all that apply)**

<input type="checkbox"/> Negative effect to operational readiness
<input type="checkbox"/> Degradation to team cohesion
<input type="checkbox"/> Accommodating living arrangements
<input type="checkbox"/> Reduction of prestige in the regiment
<input type="checkbox"/> Solving male/female personnel issues
<input type="checkbox"/> Perceived reduction in capabilities
<input type="checkbox"/> Mitigating interpersonal issues between males & females
<input type="checkbox"/> Other <input type="text"/>

**Do women on an ODA lower your signature when conducting clandestine operations?**

<input type="radio"/> Yes
<input type="radio"/> No
<input type="radio"/> Unsure

**Please Explain:**

<div></div>
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**I would prefer to have a female teammate:**

- ☐ **Permanently assigned to my team**
- ☒ **Temporarily attached to my team**
- ☐ **Not assigned or attached in any way**

**Which 18 series MOS would best suit a female soldier?  
(Check all that apply)**

- ☐ **18A Detachment Commander**
- ☒ **180A Assistant Detachment Commander**
- ☐ **18B Weapons Sergeant**
- ☒ **18C Engineer Sergeant**
- ☐ **18D Medical Sergeant**
- ☒ **18E Communications Sergeant**
- ☐ **18F Intelligence Sergeant/Assistant Operations Sergeant**
- ☒ **SF Group/Battalion Staff**
- ☐ **SF Company Commander/SGM**
- ☒ **SF Battalion Commander/CSM**
- ☐ **SF Group Commander/CSM**
- ☒ **None of the above**
- ☐ **Other**

**Would having a female assigned to your ODA affect your spouse or significant other?**

☐ **Yes**

☐ **No**

☐ **I don't have a spouse or significant other.**

**Please explain:**

For each statement mark the answer that most accurately reflects your thoughts.	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I would assume less tactical risk with a female ODA team member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There would be no change in the amount of assumed tactical risk with a female ODA team member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female ODA detachment commander or Team Sergeant would be too risk adverse with tactical missions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female ODA detachment commander or Team Sergeant would exhibit the same threshold for risk as other male detachment commanders/team sergeants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Comments:**

Assuming all physical/training standards are the same, does a female receiving the Special Forces skill tab reduce it in any way (i.e. prestige, honor, notoriety)?

☐ Yes

☒ No

Please explain:

How capable do you feel about having difficult conversations with female team members (i.e. how pregnancy would affect mission readiness, team capabilities, exclusion from a mission, feminine needs in the field, etc.)?

☐ Very Capable

☒ Somewhat capable

☐ Not Capable

True or False	True	False
Given a female on an ODA, training for conducting feminine personal needs conversations would be useful.	<input type="radio"/>	<input type="radio"/>
An ODA is no place to have feminine personal needs conversations with females.	<input type="radio"/>	<input type="radio"/>

## APPENDIX B

### FEMALE ARMY OFFICER SURVEY AND QUESTIONS

**Dear Survey Participant:**

This survey supports my MMAS research and explores the integration of Women into Special Forces Operational Detachment Alphas (ODAs). Your input, thoughts, and concerns on this topic are very valuable. The survey should take approximately 15 minutes to complete. Your participation in this survey is voluntary and all answers/comments are confidential.

Thank you for your willingness to participate. If you have any questions, comments or concerns, please feel free to direct them to Dr. Maria Clark--contact info below.

Dr. Maria Clark, Human Protections Administrator  
email: maria.l.clark.civ@mail.mil

This survey has been approved by the CGSC Quality Assurance Office. The survey control number is 15-02-022.

**The following paragraph is provided to set the scenario for the survey. Please read it before proceeding through the survey.**

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What is your gender?

<input checked="" type="radio"/> Male
<input type="radio"/> Female

Are you currently a Special Forces CMF 18 soldier?

<input type="radio"/> Yes
<input type="radio"/> No

Where did you first serve after completion of the Q-Course?

<input type="radio"/> 1st SFG
<input type="radio"/> 3rd SFG
<input type="radio"/> 5th SFG
<input type="radio"/> 7th SFG
<input type="radio"/> 10th SFG
<input type="radio"/> 19th SFG
<input type="radio"/> 20th SFG
<input type="radio"/> Other <input type="text"/>

What is your age group?

<input type="radio"/> 27 - 31 years old
<input type="radio"/> 32 - 36 years old
<input type="radio"/> 37 - 41 years old
<input type="radio"/> 42 years or older

What is your functional alignment?

<input type="radio"/> Maneuver, fires, and effects
<input type="radio"/> Operations Support
<input type="radio"/> Force Sustainment
<input type="radio"/> Health Services
<input type="radio"/> Special branches (Chaplain Corps and JAG Corps)

How would a female soldier's involvement change the effectiveness of these tasks?	More Effective	No Effect	Less Effective
Capture/kill raid	●	●	●
Capture/kill raid in a Muslim country	●	●	●
Capture/kill raid in a Latin country	●	●	●
Surveillance in a rural setting	●	●	●
Surveillance in an urban setting	●	●	●
Training host nation forces	●	●	●
Training host nation forces in a Muslim country	●	●	●
Training host nation forces in a Latin country	●	●	●
Tribal key leader engagements (KLEs)	●	●	●
Sensitive Site Exploitation (SSE)	●	●	●
SSE in a Muslim country	●	●	●
SSE in a Latin country	●	●	●
Joint Combined Exchange Training (JCET) in Latin country	●	●	●
JCET in Muslim country	●	●	●
JCET in European country	●	●	●
Negotiations with men	●	●	●
Negotiations with women	●	●	●
Interface with US Embassy Country Team	●	●	●
Interface with host nation military leaders	●	●	●
Medical Civil Action Program (MEDCAP)	●	●	●
Veterinary Civil Action Program (VETCAP)	●	●	●

**Have you ever worked directly with an Special Forces (SF) Operational Detachment Alpha (ODA)?**

☐ Yes

☐ No

**Have you ever been the only female in your platoon, company or other size unit?**

☐ Yes

☐ No

**Please describe your experience.**

[illegible]

**Have you ever been hindered in the conduct of your duties while working in a primarily male group because you are female?**

☐ Yes

☐ No

**If yes, please provide comment.**

--



Thinking about working in a primarily male group, please select the most accurate response.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I subscribe to group think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel obligated to take more risk in order to prove myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more risk adverse for fear of ridicule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am respected for my contribution to the group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to voice my opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My opinion is valued by the group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a female has no impact on the group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more risk adverse than my male counterparts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a female, my risk aversion does not affect group cohesion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Have male peers altered their behavior as a result of your inclusion into the unit?**

☐ Yes  
☐ No

**Please explain:**

**Have you interfaced with host nation soldiers during your time in the military? (i.e. Iraq, Afghanistan, or other)**

☐ Yes  
☐ No

**Do you feel their culture hindered the conduct of your duties?**

☐ Yes  
☐ No

**Please provide details in the space below.**

**Are you uncomfortable in close living conditions with male soldiers for moderate lengths of time (i.e. 6 - 8 months)?**

<input type="radio"/> Yes
<input type="radio"/> No

**Have your ideas ever been discounted as a female in a primarily male unit?**

<input type="radio"/> Yes
<input type="radio"/> No

**Are there certain jobs in the military that men do better than women?**

<input type="radio"/> Yes
<input type="radio"/> No

**Please explain:**

<div></div>
-------------

**Are women capable to serve in ground combat units?**

<input type="radio"/> Yes
<input type="radio"/> No
<input type="radio"/> It Depends

**Please explain:**

**Would you have any fears or concerns serving on a primarily male unit?**

<input type="radio"/> Yes
<input type="radio"/> No

**Please explain:**

**Would you apply to the Special Forces selection process if it were open to female soldiers?**

<input type="radio"/> Yes
<input type="radio"/> No

**In order to be considered for Special Forces Selection, would you sign an agreement to unit expulsion if you became pregnant while on an ODA?**

<input type="radio"/> Yes
<input type="radio"/> No

**Would your significant other voice their concern with you serving in a SF ODA?**

<input type="radio"/> Yes
<input type="radio"/> No
<input type="radio"/> I don't have a significant other

**What are some of those concerns?**

------------------

**Are there certain jobs in Special Forces that women would be better equipped for? (Check all that apply)**

<input type="checkbox"/> <b>18A Detachment Commander/Officer</b>
<input type="checkbox"/> <b>180A Assistant Detachment Commander/Warrant Officer</b>
<input type="checkbox"/> <b>18B Weapons Sergeant</b>
<input type="checkbox"/> <b>18C Engineer Sergeant</b>
<input type="checkbox"/> <b>18D Medical Sergeant</b>
<input type="checkbox"/> <b>18E Communications Sergeant</b>
<input type="checkbox"/> <b>18F Intelligence Sergeant/Assistant Operations Sergeant</b>
<input type="checkbox"/> <b>18Z Team Sergeant</b>
<input type="checkbox"/> <b>SF Group Commander/CSM</b>
<input type="checkbox"/> <b>SF Battalion Commander/CSM</b>
<input type="checkbox"/> <b>SF Company Commander/SGM</b>
<input type="checkbox"/> <b>SF Group/Battalion Staff</b>

**What is your primary concern integrating women into a Special Forces 18 series MOS? (Check all that apply)**

<input type="checkbox"/> <b>Negative effect to operational readiness</b>
<input type="checkbox"/> <b>Degradation to team cohesion</b>
<input type="checkbox"/> <b>Accommodating living arrangements</b>
<input type="checkbox"/> <b>Reduction of prestige of the regiment</b>
<input type="checkbox"/> <b>Solving Male/Female personnel issues</b>
<input type="checkbox"/> <b>Perceived reduction in capabilities</b>
<input type="checkbox"/> <b>Other concerns</b>
<input type="checkbox"/> <b>No concerns</b>

**You selected "other concerns," please provide additional details.**

**Would women on an ODA lower a signature when conducting clandestine operations?**

<input type="radio"/> <b>Yes</b>
<input type="radio"/> <b>No</b>
<input type="radio"/> <b>Unsure</b>

How would your involvement, as a female soldier, change the effectiveness of these tasks?	More Effective	No Effect	Less Effective
Capture/kill raid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capture/kill raid in a Muslim country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capture/kill raid in a Latin country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surveillance in a rural setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surveillance in an urban setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training host nation forces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training host nation forces in a Muslim country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training host nation forces in a Latin country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tribal key leader engagements (KLEs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sensitive Site Exploitation (SSE)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SSE in a Muslim country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SSE in a Latin country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint Combined Exchange Training (JCET) in Latin country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
JCET in Muslim country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
JCET in European country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negotiations with men	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negotiations with women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interface with US Embassy Country Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interface with host nation military leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Civil Action Program (MEDCAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Veterinary Civil Action Program (VETCAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement mark the answer that most accurately reflects your thoughts.	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Cohesion is the most important element to the overall effectiveness of a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female team member would erode an ODA's cohesion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender does NOT affect competence in ODAs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female ODA member would be a tactical liability to the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female ODA member would provide a tactical advantage to the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A female soldier who finishes the SF Qualification Course must sign an agreement to be expelled from an ODA assignment if she fails to prevent pregnancy during the assignment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loss of a female team member due to pregnancy is a primary concern regarding females on an ODA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Putting a female soldier on an ODA will lead to sexual relationships within the ODA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a female team member makes an ODA weaker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a female team member makes an ODA stronger.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender diversity makes a team more effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**If you were a member on a Special Forces ODA, would you prefer:**

<input type="radio"/> <b>A male leader/supervisor</b>
<input type="radio"/> <b>A female leader/supervisor</b>
<input type="radio"/> <b>I have no preference</b>

**If accepted into Special Forces, are you prepared to live in austere conditions for 6 - 9 months as the only female on an ODA (i.e. defecating in a bag, lack of showers in the field, limited privacy, limited resources for feminine needs)?**

<input type="radio"/> <b>Yes</b>
<input type="radio"/> <b>No</b>

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## APPENDIX C

### U.S. MARINE CORPS ORDER P1326.6D (EXCERPT)

#### SDAMAN CHAPTER 4 MARINE SECURITY GUARD

4000. GENERAL. The Marine Corps has a continuing requirement to provide qualified enlisted Marine volunteers as Marine Security Guards at the Department of State's overseas installations listed in Appendix G. This duty involves protection of classified material and United States property and personnel.

#### 4001. TOUR LENGTHS

1. Thirty-six months for married and single SNCOs; 18 months at two posts.
2. Thirty months for sergeants and below; 15 months at two posts.

4002. ASSIGNMENTS. Graduates will be transferred to their assigned posts immediately after graduation from the school. Therefore, delay enroute will be taken prior to reporting to MSG school.

#### CH 1 4003. ELIGIBILITY

1. Only mature and qualified Marines in the grade of lance corporal or higher (with the exception of sergeants major, master gunnery sergeants with more than 27 years total active service, first sergeants, first sergeant selects, staff sergeants with less than 1 year in grade, and staff sergeant selects) are eligible to apply for the program. Mature and qualified privates first class may be granted a waiver by the Commandant of the Marine Corps (MMEA-85) and will be promoted to lance corporal upon successful completion of MSG school. SNCOs are not eligible to apply if their spouse is an active member of the Armed Forces, to include the United States Coast Guard, National Guard, or a member of an active Reserve component of the Armed Forces. Single parents are not eligible to apply.
2. Gunnery Sergeants with more than one and a half years time in grade and pursuing a "First Sergeant" career path may apply for MSG Duty. However, due to the time and effort required to screen and train Detachment Commanders, the feasibility of those Marines to complete the required 36 month tour will be closely scrutinized and will be a major consideration in an assignment to the program. A Marine initially found unqualified due to his/her inability to complete a tour as Detachment Commander may voluntarily change their career path in order to comply with time-on-station requirements.
3. Sergeants and Below. In addition to meeting all of the above eligibility requirements and those detailed in Appendix C, sergeants and below must be advised that they are not authorized to operate privately owned motor vehicles or motorcycles when overseas on the MSG Program. Because they travel overseas immediately upon graduation, sergeants and below will not bring vehicles to the MSG school.

4. Staff Noncommissioned Officers. In addition to meeting all of the above requirements and those detailed in Appendix C, SNCOs must be advised of the following:

a. Family members and household effects cannot be moved at Government expense until ultimate duty station orders are received at MSG Battalion. If family members are moved, they must be aware it is at their own expense. The transportation of family members after graduation will only be from last duty station or port of entry if returning from overseas.

b. SNCOs are authorized to bring a vehicle to MSG school.

5. Disqualification. Any of the following will be considered disqualifying:

a. Spouse and dependent children not medically and/or dentally qualified for overseas assignment to remote areas upon applying for MSG duty per references (g) and (h). Some medical conditions, e.g. asthma, attention-deficit hyperactivity disorder, and other conditions requiring special educational support, are disqualifying. Questions should be referred to the MSG Battalion medical officer.

b. Conviction by general courts-martial.

c. Conviction by special or summary courts-martial within 5 years of applying for the program.

d. More than one nonjudicial punishment within 1 year of applying for the program.

e. A record of a civilian felony conviction within 12 months of applying for the program or action taken which is tantamount to a finding of guilt of an offense for which the maximum penalty under the Uniform Code of Military Justice is confinement in excess of 1 year or in which moral turpitude is involved.

f. A history of financial instability; i.e., written checks with insufficient funds, nonpayment of financial obligations, over extension, repossessions, bankruptcy, etc.

g. Pregnancy. (See reference (i).)

h. Any derogatory information in an applicant's background which may preclude obtaining a top secret clearance. (See reference (j). If necessary, contact local S-2 for verification.

i. A history of alcohol abuse or alcohol related incidents. If the Marine has previously failed rehabilitation or has been diagnosed by competent medical or health authority as an alcoholic, alcohol dependent or chronic abuser then the Marine must successfully complete a rehabilitation program and totally abstain from alcohol for period of at least two years. (See reference (j) chapter 22 for other mitigating factors).

j. In-service drug use within the last 5 years, or drug trafficking, sales or distribution.

Commanders should note that the use of certain steroids is not waivable. If questions arise check with the command drug and alcohol representative. (See reference (j), chapter 22 for mitigating factors).

#### 4004. APPLICATIONS

1. Time On Station. Applications will be submitted for general assignment to the program rather than for a specific location. Applications are desired from qualified personnel on a continuing basis. Marines serving on fixed tours, or in overseas billets, should apply 6 months prior to their rotation tour date or upon completing 2 years on station, whichever occurs first.

2. Interviews. Each applicant must be interviewed by the commanding officer. Commands are encouraged to conduct battalion/squadron level screening boards. It is recommended these boards consist of former Marine Security Guard detachment commanders or MSG company officers when possible. Careful consideration must be given to the maturity, stability, and motivation of the applicant. The initial forwarding endorsement will contain a recommendation regarding the applicant's suitability as determined by the commanding officer. The applicant interview guide is contained in Appendix H and should be used in conjunction with the Commanding Officer's screening/interview guide Checklist, Appendix C. Commanders will comment on any unique warrior or combat enhancing skills of Marine applicants in their endorsement. The completed Commanding Officer's Checklist will be hand carried by the Marine to MSG school and a copy forwarded to MC (MMEA-85), if assigned.

3. MSG Screening Team. Each applicant must also be interviewed by a member of the Marine Security Guard Battalion Screening Team during a visit to the command. The MSG Screening Team will explore an applicant's professional, personal, medical, dental, psychological, and criminal history to determine basic eligibility for a security clearance and overall suitability for the MSG Program. The senior member of the MSG Screening Team is authorized to accept or reject an applicant from further consideration for the program with the option to consider the applicant at a later date. If the applicant is not available for interview during the MSG Screening Team's visit, the interview may be accomplished by telephone with the Chief Instructor of the Marine Security Guard School.

4. Citizenship:

a. The applicant must have proof of United States citizenship upon arrival at MSG school. In addition, married SNCOs must also have in their possession proof of United States citizenship for their dependents. If such primary evidence of citizenship is not obtainable, a notice from the registrar shall be submitted stating no birth record exists. The notice shall be accompanied by the best obtainable secondary evidence such as a baptismal certificate, a certificate of circumcision, a hospital birth record, affidavits of persons having personal knowledge of the facts of the birth, or other documentary evidence such as early census, school or family Bible records, newspaper files and insurance papers. A personal knowledge affidavit should be further supported by at least one public record reflecting birth in the United States. Secondary evidence should be created as close to the time of birth as possible.

b. All documents submitted as evidence of United States citizenship by birth shall include the given name, surname, place and date of birth of the applicant, if this is customary, and the signature of the person before whom such documents were executed or by whom they were issued. The documents must also bear the seal of office of the issuer.

5. Physical:

a. Complete physical, dental, and eye examinations are required for all Marines prior to detachment to ensure applicants will be qualified for assignment. The MSG school curriculum is followed by immediate assignment upon graduation and does not allow for completion of medical, dental, or eye treatment while in a student status. Particular emphasis will be given to detecting abnormalities which would interfere with or restrict full performance of duties. In addition, a thorough screening of the applicant's medical

history will be conducted. Discovery of any acute, chronic, or unusual condition which could ultimately render the applicant unsuitable for duty in an isolated or remote area, will be cause for appropriate consultation and possible cancellation of orders.

b. For married SNCOs, the same requirements above, must be completed for dependents. Dependents reporting to an overseas post should have no significant dental disease to reduce the potential of having a dental emergency. Dependents will not have braces on their teeth. The yellow fever vaccination is required for entrance into many of the countries where MSGs are assigned. For this reason, spouses and children over one year of age must have the yellow fever vaccine prior to the active duty member reporting to MSG School.

6. Background Investigation. Applicants must begin collecting the information required for submission of a Single Scope Background Investigation (SSBI) prior to reporting to school. The requisite form is a computer-generated version of the SF-86, Electronic Personnel Security Questionnaire (EPSQ). The applicant should contact their unit Security Manager or S-2 section for the latest electronic version. In addition to EPSQ, the applicant must obtain two DD 258 Fingerprint Cards and have them completed at their local installation's Provost Marshal office. Once the requisite forms are completed, the applicant will hand carry both the EPSQ/SF-86 (3.5 inch disk and paper copy) and the Fingerprint Cards, and present them to the MSG Battalion Security Manager. It is imperative the applicant's parent command does not submit the SSBI package. This could delay the completion of the SSBI.

7. Obligated Service. Once approved and assigned to MSG school, extension of enlistment, or reenlistment, and waiver of overseas control date should be effected, if required, prior to transfer.

#### 4005. MARINE SECURITY GUARD SCHOOL

1. Instruction. Prior to assignment, Marines must successfully complete a course of instruction at the Marine Security Guard (MSG) School. The course is 8 weeks long for staff noncommissioned officers (SNCOs) and 6 weeks long for sergeants and below. Instruction is presented jointly by the Marine Corps and the Department of State. The school provides training in Marine Security Guard duties and indoctrination for living in an overseas environment. During the training period, final administrative processing for passports, visas, supplemental uniforms, civilian clothing, and immunizations is also accomplished.

2. Reporting Requirements. All personnel reporting for MSG school will hand carry the following: service record book with a completed Commanding Officer's Screening/Interview Guide, personal financial disclosure statement (Appendix F), a copy of their latest leave and earnings statement (LES), health record (with physical exam conducted for MSG duty and SF 600 entry documenting overseas screening), dental record, orders, training record, completed Electronic Personnel Security Questionnaire (SF 86) data file on 3.5 inch disk and paper copy, and two completed Form 258 Fingerprint Cards. Additionally, all students must have their birth certificate in their possession upon arrival at MSG school. SNCOs must also ensure their dependent's birth certificates and passport photos are in their possession.

4006. ADDITIONAL INFORMATION. Appendix I, MSG Informational Handout, is general background information on the Marine Security Guard Program. It is for reproduction and distribution to Marines during training sessions, career planning interviews, and for Marines who are interested in the program.

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