20 May 2015

INFORMATION PAPER

SUBJECT: DACOWITS RFIs in Support of June Meeting

Purpose. To address DACOWITS inquiry: Have the Services surveyed/interviewed females engaged in combat operations to capture lessons learned or better understand combat integration? For example: Spec Ops, FET, CST, etc. If so, where is this documented and how has it been applied to the Women in Service Review (WISR)?

Facts.

a. CALL has interviewed female service members to produce the following products: Handbook 11-38 – Commander's Guide to Female Engagement Teams, v3; Handbook 12-20 – Commander's Guide to Female Engagement Teams, v4; Lesson of the Day (LOD) - Lessons Learned by FET TF Spartan; Newsletter 11-31 - Civil Affairs Afghanistan; News From The Front (NFTF) - Female Engagement Teams (FET) the CAV Gets it Right; CTC Bulletin 3rd Quarter FY10; Tip 228 Recognize the importance of female engagement teams (FETs); plus several other interviews, LODs, and NFTFs.

b. CALL is not aware of any requests from Women in Service Review (WISR) participants and cannot address if or how these lessons have been applied to the WISR.

James V. Schultz, GS13, 4-9542

APPROVED BY: COL Reese

RFI Category and Number:

DACOWITS RFI's for June 2015 Assignments #A7

RFI Question:

Have the Services surveyed/interviewed females engaged in combat operations to capture lessons learned or better understand combat integration? For example: Spec Ops, FET, CST, etc. If so, where is this documented and how has it been applied to the Women in Service Review (WISR)?

RFI Response:

Naval Special Warfare Command has interviewed women from Female Engagement Teams, Cultural Engagement Units, and women from national mission force units at length. Their input has influenced the NSW policy that there are no insurmountable obstacles to opening all NSW positions, including SEAL and SWCC operator, to women. Their input has also been incorporated into the implementation plan for integration of women in SEAL Teams and Special Boat Units.

POC or office responsible:

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A7: DACOWITS continues to be interested in gender integration.
The Committee requests a **written response** from **Services** on the following:

1. Have the Services surveyed/interviewed females engaged in combat operations to capture lessons learned or better understand combat integration?

The Marine Corps has conducted research and analysis, as well as interviews to capture lessons learned and better understand the integration of women across our force. We have also visited allied nations that have preceded the U.S. with regard to gender integration in their ground combat arms specialties and units. The results have been incorporated into the Marine Corps' comprehensive research effort to inform best practices for implementing the DoD gender integration policy.

During the course of our research we have captured recommendations of female Marines, as well as their leaders and peers, assigned to previously closed combat arms units, and best practices of allied nations during their integration efforts. Based on many of these recommendations, the Marine Corps developed a web-based Commander's "toolkit" designed to provide materials and resources for consideration and engagement with subordinate leaders and junior Marines. Education topics include an overview on integration efforts, leading organizational change, understanding bias, and interpersonal skills assessment tools.

We have scoured award summaries, oral histories, after action reports, official memoranda, published theses, and newspaper articles. Additionally, we thoroughly reviewed a CNA study that captured lessons learned during the integration of female Marine aviators during the 1990-2000 period.

There is no doubt that female Marines have been a critical component of the Marine Corps' operational success for decades. Over the course of our rich and varied history, female Marines have gradually been integrated into the majority of Marine Corps occupational specialties and units. We are committed to ensuring the success of all Marines, both personally and professionally. We will continue to leverage and implement best practices in integration across the force.

Assignments A7:

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- *Have the Services surveyed/interviewed females engaged in combat operations to capture lessons learned or better understand combat integration? For example: Spec Ops, FET, CST, etc. If so, where is this documented and how has it been applied to the Women in Service Review (WISR)?*

Response: Yes. These are internal AF data points used to assist in identifying successes to leverage from and issues to address and mitigate towards integration efforts under the Women in Service Review.