



Fact Sheet: *Combat Integration Handbook: A Leader's Guide to Success*

The Combat Integration Handbook is a reference guide for combat arms leaders at the battalion level and below. It was developed to help leaders successfully integrate their units. This guide comes at an essential time as combat arms units await the assignment of the first combat arms women who are currently making their way through their training pipelines.

The 4 primary authors have more than 70 years, combined, of military service. Together they combed through thousands of pages of research, conducted interviews and hosted a working group discussion with combat arms leaders to put together this first-of-its-kind Handbook. The Handbook exclusively addresses common challenges with gender integration in combat arms units and gives leaders and Soldiers best practices for successfully navigating the change process.

Following is an outline of the research that informed the handbook:

- More than 30 hours of exclusive interviews with Cultural Support Team members, women who were attached to Special Operations units in Afghanistan.
- A Working Group of over 20 active duty Army officers and NCOs from across the US Army, who provided experience, input and feedback to the handbook.
- More than a half dozen individual interviews with combat arms officers and NCOs.
- Raw data from a Maneuver Center of Excellence survey of 816 officers from the Command and General Staff College Intermediate Level Education course. The data included the officer's views and concerns about women in combat.
- Historical U.S. Army Studies on gender integration including: "Women Management Study," 1975; Evaluation of Women in the Army, 1978; Report of the Admission of Women to the United States Military Academy (Project Athena I), U.S. Military Academy, 1977; and Women Content in the Army - REFORGER 77 (REF WAC 77), Army Research Institute, 1978.
- Current studies on gender integration including: "Gender Integration Study," U.S. Army TRADOC Analysis Center, 2015; "Considerations for Integrating Women into Closed Occupations in the U.S. Special Operations Forces," RAND Corporation, 2015; "Smart Adaptations for a Gender Integrated Marine Corps," 2015, Marine Corps Force Innovation Office.
- Partner Nation Reports including: "Lessons Learned – Leadership in a Mixed Gender Environment" from the Canadian Armed Forces; "Chief Land Staff Gender Integration Study: The Experience of Women who Have Served in the Combat Arms," and "Chief Land Staff Gender Integration Study: The Regular Force Training and Employment Environment," both Canadian reports; "Women in the Australian Defence Force: Two Studies," from the Australian experience with women in the military.
- Various other reports from civilian and academic sources analyzing gender integration in the U.S. military and worldwide.

Although the handbook was created for combat arms units, leaders of all mixed-gender units may find this guide helpful. The Handbook is provided as a free resource and can be downloaded from www.wiisglobal.org.