

Assessment of Changes in Marines' Perspectives During the GCE ITF

Volume 2: Surveys, Focus Groups, and Interview Instruments

Michelle Dolfini-Reed, Elizabeth Bradley, Bradley Dickey, Yancey Hrobowski, and Jessica Wolfanger with Craig Goodwyn, Cathy Hiatt, Laura Kelley, Kletus Lawler, Lauren Malone, and Charles Nickerson

August 2015





This document contains the best opinion of CNA at the time of issue.
It does not necessarily represent the opinion of the sponsor.

Distribution

Cleared for Public Release; Distribution Unlimited. Specific authority: N00014-11-D-0323.

Photography Credit: U.S. Marine Corps PFC Cristina Fuentes Montenegro of Delta Company, Infantry Training Battalion (ITB), School of Infantry-East (SOI-E), kneels during an accountability drill after completing a 20-kilometer hike at Camp Geiger, North Carolina, Oct. 28, 2013. Delta Company is the first company at ITB with female students as part of a measured, deliberate, and responsible collection of data on the performance of female Marines when executing existing infantry tasks and training events. (U.S. Marine Corps photo by Cpl Anthony Quintanilla, Combat Camera, SOI-E/Released)

Approved by:

August 2015

A handwritten signature in black ink that reads 'Anita Hattiangadi'.

Anita U. Hattiangadi – Research Team Leader
Marine Corps Manpower Team
Resource Analysis Division

Abstract

The Commandant of the Marine Corps tasked the Ground Combat Element Integrated Task Force (GCE ITF) to train and operate as an integrated combat arms unit to support the development and validation of gender-neutral occupational standards and to assess the effects of gender integration on various measures of readiness and mission success within closed GCE units. This annex provides the baseline, the posttraining, and the postassessment survey instruments, the male and female Marine volunteer focus group facilitator's guides, and the leadership focus group and interview facilitator's guide. The surveys inform a variety of issues, with a particular focus on such intangibles as motivations to join the Marine Corps and to volunteer for the GCE ITF, and Marines' attitudes and opinions about integrated units—especially with regard to morale, readiness, and unit cohesion. We supplement our survey data analysis with focus group and structured interview information also collected in May/June 2015.

This page intentionally left blank.

Contents

GCE ITF Baseline Survey	1
GCE ITF Posttraining Survey	14
GCE ITF Postassessment Survey.....	31
Facilitator’s Guide for GCE ITF Male Marines Focus Groups.....	48
Facilitator’s Guide for GCE ITF Female Marines Focus Groups	52
Facilitator’s Guide for GCEITF Leadership Interviews and Focus Groups.....	56

This page intentionally left blank.

Glossary

AAV	Amphibious Assault Vehicle
Admin	Administration
ANGLICO	Air Navy Gunfire Liaison Company
CFT	Combat Fitness Test
CJTF-HOA	Combined Joint Task Force—Horn of Africa
CNA	Center for Naval Analyses
EOD	Explosive Ordnance Disposal
GCE	Ground Combat Element
ITF	Integrated Task Force
LAAD	Low-Altitude Air Defense
MAGTF	Marine Air Ground Task Force
MCFIO	Marine Corps Force Integration Office
MCFIP	Marine Corps Force Integration Plan
METOC	Meteorology and Oceanography
MEU	Marine Expeditionary Unit
MOS	Military Occupational Specialty
NCO	Noncommissioned Officer
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
PFT	Physical Fitness Test
PMOS	Primary Military Occupational Specialty
POWs	Prisoners of War
SNCO	Staff Noncommissioned Officer
SPMAGTF	Special Marine Air Ground Task Force
UDP	Unit Deployment Program

USMC United States Marine Corps

WIRB Western Institutional Review Board

GCE ITF Baseline Survey

WIRB 20141690
#12286242.0

Marine Corps Ground Combat Element Integrated Task Force (GCE ITF) Climate Survey

Your Marine Corps Experiences

In this section, we ask about your Marine Corps experiences prior to your assignment to the GCE ITF.

- 1) What types of deployments have you done? *Check all that apply.*
 - a. OEF (Afghanistan, from Sept 11, 2001 to present)
 - b. OEF (CJTF-HOA, Philippines, etc.; from September 11, 2001, to present)
 - c. OIF (Iraq)
 - d. MEU
 - e. SPMAGTF operations
 - f. Humanitarian Assistance/Disaster Relief
 - g. Unit Deployment Program (UDP) Okinawa
 - h. Other
 - i. I have not deployed yet

- 2) Have you just completed entry level training and not yet reported to your first duty station?
 - a. Yes (skip to Q7)
 - b. No

- 3) In your opinion, which of the following are the top THREE factors that enable you to fulfill your unit's mission? *Choose 3 that best apply.*
 - a. Having SNCOs/NCOs who lead by example
 - b. Length of time serving together
 - c. Individual unit members' technical capabilities
 - d. Having officers who lead by example
 - e. Unit morale
 - f. Clear task objectives
 - g. Unit training/individual training
 - h. Trust among unit members
 - i. Unit members who get along well socially
 - j. Having only male Marines in the unit
 - k. Having unit members who work together as a team

4) Thinking about the most recent unit in which you worked, how would you rate that unit's ...?

Characteristic	Very good	Good	Neither good nor bad	Poor	Very poor
a. Teamwork					
b. Morale					
c. Discipline					
d. Performance					
e. Trust					

5) *In your most recent assignment prior to participating in the GCE ITF, did you work on a regular basis with both male and female Marines?*

- a. Yes
- b. No (skip to Q7)

6) Thinking about the unit in which your worked on a regular basis with both male and female Marines, among all the factors that affect how well a unit works together, how much did the aspect of having female Marines in the unit affect each of the following....?

Characteristic	Significantly improved	Slightly improved	No effect	Slightly degraded	Significantly degraded	No basis to judge
a. Teamwork						
b. Morale						
c. Discipline						
d. Performance						
e. Trust						

Volunteering for the GCE ITF

- 7) Why did you volunteer to participate in the GCE ITF? (*Choose 3 that best apply*)
- a. For the challenge
 - b. To help show that female Marines *can serve* successfully in a ground combat unit
 - c. To avoid an upcoming deployment
 - d. To get out of my previous unit assignment
 - e. To contribute directly to an important time in Marine Corps history
 - f. To help show that female Marines *cannot serve* successfully in a ground combat unit
 - g. To move to Camp Lejeune
 - h. To do something different
 - i. To help the Marine Corps develop and validate gender-neutral occupational standards
 - j. Some other reason(s) _____
- 8) What are your personal hopes/expectations regarding your participation in the GCE ITF? (*Choose 3 that best apply*)
- a. That I will be able to laterally move to a ground combat PMOS
 - b. That female Marines will show that they *can serve successfully* in a ground combat unit
 - c. That my physical fitness level will improve (i.e., achieve higher PFT and CFT scores)
 - d. That my marksmanship will improve (i.e., achieve higher rifle and pistol marksmanship score)
 - e. That I will be able to laterally move to some other non-ground-combat PMOS
 - f. That I will be more competitive for promotion
 - g. That I will be able to get a better billet assignment after the GCE ITF is over
 - h. That female Marines will show that they *cannot serve successfully* in a ground combat unit
 - i. Some other reason(s) _____

Your thoughts on recommending service in the Marine Corps to others

- 9) Why did you join the Marine Corps? *Choose 3 that best apply.*
- a. Pay and allowances
 - b. Education benefits/GI bill
 - c. Retirement benefits
 - d. Health benefits
 - e. Family tradition
 - f. For leadership training
 - g. For the challenge
 - h. To serve my country/to defend the nation
 - i. To be part of something bigger than myself
 - j. Needed a job
 - k. To see the world
 - l. Some other reason _____
- 10) Would you ever recommend to a **male** family member or close friend that he pursue service in the Marine Corps?
- a. Yes, and I have done so before
 - b. Yes, but I have not done so to date
 - c. No
- 11) Given the policy to allow women to serve in ground combat PMOSs and units, are you more or less likely to recommend to a **male** family member or close friend that he join the Marine Corps?
- a. More likely to recommend
 - b. No effect
 - c. Less likely to recommend
- 12) Would you ever recommend to a **female** family member or close friend that she pursue service in the Marine Corps?
- a. Yes, and I have done so before
 - b. Yes, but I have not done so to date
 - c. No
- 13) Given the policy to allow women to serve in ground combat PMOSs and units , are you more or less likely to recommend to a **female** family member or close friend that she join the Marine Corps?
- a. More likely to recommend
 - b. No effect
 - c. Less likely to recommend

Ground Combat PMOSs

Since January 2013, the Secretary of Defense has opened service in primary military occupational specialties (PMOSs) to women where the primary mission is to engage in direct ground combat. These include PMOSs within several occupational fields, such as 03 (infantry), 08 (artillery), and 18 (tank and assault amphibious vehicle). We refer to these as GROUND COMBAT PMOSs.

14) Please indicate how strongly you agree or disagree with the following statements regarding **ground combat PMOSs**: I support allowing female Marines to serve in....

Type of unit	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
a. All field artillery PMOSs					
b. All tank PMOSs					
c. All assault amphibious vehicle PMOSs					
d. The reconnaissance PMOS					
e. The critical skill operator PMOS					
f. All other infantry PMOSs					

Marines may believe that there are benefits or challenges associated with the new policy that allows female Marines to serve in ground combat PMOSs.

15) In your opinion, are the following outcomes more or less likely by opening service in **ground combat PMOSs** to female Marines?

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
a. Increased professional behavior					
b. Intimate relationships among a unit's Marines (or Sailors) causing problems					
c. Enemies targeting women as POWs					
d. An increase in unit combat effectiveness					
e. A unit being vulnerable to combat casualties					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
f. A decrease in male Marine promotion opportunities					
g. Male Marines feeling obligated to protect female Marines					
h. An increase in unit cohesion					
i. Male Marines being distracted from their jobs					
j. Female Marines having the physical capabilities required for their jobs					
k. Female Marines being treated equally by their peers/fellow Marines					
l. Female Marines being treated equally by leadership					
m. An increase in nondeployable Marines					
n. A double standard in expectations based on gender					
o. Female Marines getting direct combat experience					
p. Female Marines being at risk of sexual harassment or assault					
q. Increased female Marine lateral move opportunities					
r. A decrease in unit combat effectiveness					
s. A decrease in unit cohesion					
t. An increase in female duty assignment opportunities					
u. An increase in female Marine promotion opportunities					
v. Some Marines getting preferential treatment					
w. An increase in sexual harassment allegations					
x. An increase in sexual assault allegations					

- 16) Please provide any other outcome NOT listed above that you believe would result from allowing female Marines to serve in **ground combat PMOSs**.

Type your response here: _____

Ground Combat Element Assignments

Under current policy, the Marine Corps may assign female Marines in any **non-ground-combat** PMOS to ground combat element (GCE) units. Currently, the Marine Corps is assigning female Marines to GCE units at the Battalion level or below, *but not to* Infantry, Reconnaissance, and Marine Special Operations Battalions. For example, a female administrator or communicator can be assigned to serve in an artillery battery.

- 17) Please indicate how strongly you agree or disagree with the following statements regarding **non-ground-combat PMOSs**: I support allowing female Marines in any **non-ground-combat PMOS** (such as administration, logistics, communications and supply) to be assigned to....

Type of unit	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
a. An Infantry unit					
b. A Reconnaissance unit					
c. A Marine Special Operations Battalion					
d. Any other ground combat element unit (such as ANGLICO, LAAD, artillery, tank, and amphibious assault vehicle units)					

Marines may believe that there are benefits or challenges associated with the new policy that allows the Marine Corps to assign female Marines in any non-ground-combat PMOS to ground combat element (GCE) units at the Battalion level or below.

18) In your opinion, will the following outcomes be more or less likely as female Marines in **non-ground-combat PMOSs** are assigned to GCE units at the Battalion level or below?

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
a. Increased professional behavior					
b. Intimate relationships among a unit's Marines (or Sailors) causing problems					
c. Enemies targeting women as POWs					
d. An increase in unit combat effectiveness					
e. A unit being vulnerable to combat casualties					
f. A decrease in male Marine promotion opportunities					
g. Male Marines feeling obligated to protect female Marines					
h. An increase in unit cohesion					
i. Male Marines being distracted from their jobs					
j. Female Marines having the physical capabilities required for their jobs					
k. Female Marines being treated equally by their peers/fellow Marines					
l. Female Marines being treated equally by leadership					
m. An increase in non-deployable Marines					
n. A double standard in expectations based on gender					
o. Female Marines getting direct combat experience					
p. Female Marines being at risk of sexual harassment or assault					
q. Increased female Marine lateral move opportunities					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
r. A decrease in unit combat effectiveness					
s. A decrease in unit cohesion					
t. An increase in female duty assignment opportunities					
u. An increase in female Marine promotion opportunities					
v. Some Marines getting preferential treatment					
w. An increase in sexual harassment allegations					
x. An increase in sexual assault allegations					

19) Please provide any other outcome NOT listed above that you believe would result from the assignment of female Marines in **non-ground combat PMOSs** to ground combat element units at the Battalion level or below.

Type in your response here: _____

Physical Demands of Service in Ground Combat Element Units

Service in ground combat units and PMOSs—including those in the 03 (infantry), 08 (artillery), and 18 (tank and assault amphibious vehicle) occupational fields—or service in ground combat element (GCE) units requires Marines to be foot mobile, carry heavy loads, and spend extended periods in a field environment.

20) Do you think that you have the physical abilities to meet the requirements of your GCE ITF positions?

- a. Yes
- b. No

21) Do you think that the **female Marines** in your GCE ITF unit have the physical abilities to meet the requirements of their GCE ITF position?

- a. Yes, they all do
- b. Some of them do; some of them do not
- c. No, none of them do

- 22) Do you think that the **male Marines** in your GCE ITF unit have the physical abilities to meet the requirements of their GCE ITF position?
- Yes, they all do
 - Some of them do; some of them do not
 - No, none of them do
- 23) How strongly do you support or oppose putting into place a specific screening test to determine whether a Marine (male or female) is physically qualified to attend a **ground combat PMOS school**?
- Strongly support
 - Somewhat support
 - Neither support nor oppose
 - Somewhat oppose
 - Strongly oppose
- 24) For those female Marines who can meet the physical demands of service in **ground combat PMOSs** (infantry, artillery, and tank/assault amphibious vehicle), how strongly do you support or oppose their service in **ground combat PMOSs**?
- Strongly support
 - Somewhat support
 - Neither support nor oppose
 - Somewhat oppose
 - Strongly oppose
- 25) How strongly do you support or oppose putting into place a specific screening test to determine whether a Marine (male or female) in a **non-ground-combat PMOS** is physically qualified to serve in a ground combat element (GCE) unit?
- Strongly support
 - Somewhat support
 - Neither support not oppose
 - Somewhat oppose
 - Strongly oppose
- 26) For those female Marines in a **non-ground-combat PMOS** (e.g. 01xx Admin) who can pass a GCE physical screening test, how strongly do you support or oppose their assignment to a GCE unit?
- Strongly support
 - Somewhat support
 - Neither support nor oppose
 - Somewhat oppose
 - Strongly oppose

Your Thoughts Regarding Your Military Career

- 27) Which of the following statements best describes your current Marine Corps career intentions?
- a. Definitely stay in until retirement
 - b. Probably stay in until retirement
 - c. Definitely stay in beyond my present obligation, but not necessarily until retirement
 - d. Probably stay in beyond my present obligation, but not necessarily until retirement
 - e. Definitely leave upon completion of my present obligation
 - f. Probably leave upon completion of my present obligation
- 28) What THREE factors do you consider most important to you when deciding whether to remain in the Marine Corps? *Choose 3 that best apply.*
- a. Pay and allowances/bonuses
 - b. Education benefits
 - c. Quality of leadership
 - d. Promotion opportunity in my MOS
 - e. Duty location
 - f. Retirement benefits
 - g. Integration of female Marines into ground combat units
 - h. Current economic situation and civilian job market
 - i. Family hardship
 - j. Health benefits
 - k. Deployment-related considerations
 - l. USMC core values
 - m. Having only male Marines in ground combat units and PMOSs
 - n. Camaraderie
 - o. To serve and defend my country
 - p. Job satisfaction
 - q. Family satisfaction with military
 - r. Other factor(s) _____

OTHER COMMENTS

- 29) Are there any other comments, concerns, or issues about allowing female Marines to serve in ground combat PMOSs and units that you feel the Marine Corps leadership should be made aware of? If so, please provide them below.

Type in your response here: _____

Female Marines Only

REGARDING ASSIGNMENT TO GROUND COMBAT UNITS IN A SUPPORTING NON-GROUND-COMBAT PMOS (such as admin, supply, communications, or logistics)

- 30) Please indicate how strongly you agree or disagree with the following statement: Under the current policy that allows female Marines in **non-ground-combat PMOSs** to be assigned to GCE units in a support role at the Battalion level or below (for example, assignment to an artillery battalion or tank platoon), I will tell my monitor that I prefer such an assignment.
- Strongly agree
 - Agree
 - Not sure
 - Disagree
 - Strongly disagree

- 31) What concerns do you have if you were to be assigned to a GCE unit at the Battalion level or below in a support role (for example you could be assigned to an admin billet in an artillery battalion)?

Concerns	Definitely a concern	Slight concern	Not a concern
a. The deployment pace			
b. My family would not support me			
c. My friends would not support me			
d. The physical strength required			
e. Pressure to suppress my femininity			
f. Being viewed differently by my male peers			
g. Being viewed differently by my female peers			
h. Fitting into the unit			
i. It being hard if I was the only female Marine in a unit			
j. Personal hygiene/sanitary concerns			
k. Feeling less comfortable reporting sexual assault/harassment			
l. Personal privacy in the field			
m. Not being able to do a good job			

32) Please provide any other concerns NOT listed above that you would have from being assigned in a support role to a GCE unit at the Battalion level or below.

Type in your response here: _____

REGARDING SERVICE IN A GROUND COMBAT PMOS

33) What concerns do you have if you were to serve in a **ground combat PMOS**?

Concerns	Definitely a concern	Slight concern	Not a concern
a. The deployment pace			
b. My family would not support me			
c. My friends would not support me			
d. The physical strength required			
e. Pressure to suppress my femininity			
f. Being viewed differently by my male peers			
g. Being viewed differently by my female peers			
h. Fitting into the unit			
i. It being hard if I was the only female Marine in a unit			
j. Personal hygiene/sanitary concerns			
k. Feeling less comfortable reporting sexual assault/harassment			
l. Personal privacy in the field			
m. Not being able to do a good job			

34) Please provide any other concerns NOT listed above that you would have if you were to serve in a **ground combat PMOS**.

Type in your response here: _____

GCE ITF Posttraining Survey

WIRB 20141690
#12286245.0

Marine Corps Ground Combat Element Integrated Task Force (GCE ITF) Climate Survey

Your GCE ITF Experience

In this section, we ask you about your Marine Corps experiences so far regarding your assignment to the GCE ITF.

1. In your opinion, which of the following are the top THREE factors that enable you to fulfill your GCE ITF unit's mission? *Choose 3 that best apply.*
 - a. Having SNCOs/NCOs who lead by example
 - b. Length of time serving together
 - c. Individual unit members' technical capabilities
 - d. Having officers who lead by example
 - e. Unit morale
 - f. Clear task objectives
 - g. Unit training/individual training
 - h. Trust among unit members
 - i. Unit members who get along well socially
 - j. Having only male Marines in the unit
 - k. Having unit members who work together as a team

2. Thinking about the GCE ITF unit in which you work, how would you rate that unit's ...?

Characteristic	Very good	Good	Neither good nor bad	Poor	Very poor
a. Teamwork					
b. Morale					
c. Discipline					
d. Performance					
e. Trust					

3) Thinking about your GCE ITF unit, among all the factors that affect how well a unit works together, how much does the aspect of having female Marines in the unit affect each of the following....?

Characteristic	Significantly improved	Slightly improved	No effect	Slightly degraded	Significantly degraded
a. Teamwork					
b. Morale					
c. Discipline					
d. Performance					
e. Trust					

4) Do you feel that your GCE ITF unit is operating effectively for mission accomplishment?

- a. Definitely
- b. Probably
- c. Not sure
- d. Probably not
- e. Definitely not

5) Do you feel accepted by the **male** Marines in your GCE ITF unit?

- a. Yes, absolutely
- b. Yes, somewhat
- c. Not sure
- f. No, not entirely
- g. No, absolutely not

6) Do you feel accepted by the **female** Marines in your GCE ITF unit?

- a. Yes, absolutely
- b. Yes, somewhat
- c. Not sure
- d. No, not entirely
- e. No, absolutely not

16) At this time, how satisfied or dissatisfied are you overall with your participation in the GCE ITF?

- a. Very satisfied ([Go to question 17](#))
- b. Satisfied ([Go to question 17](#))
- c. Neither satisfied or dissatisfied ([Go to question 18](#))
- d. Dissatisfied ([Go to question 19](#))
- e. Very dissatisfied ([Go to question 19](#))

17) Why do you feel satisfied with your participation in the GCE ITF, at this time?

Type in your response here: _____

18) Why do you feel neither satisfied nor dissatisfied with your participation in the GCE ITF, at this time?

Type in your response here: _____

19) Why do you feel dissatisfied with your participation in the GCE ITF, at this time?

Type in your response here: _____

Your Thoughts on Recommending Service in the Marine Corps to Others

- 20) Would you ever recommend to a **male** family member or close friend that he pursue service in the Marine Corps?
- Yes, and I have done so before
 - Yes, but I have not done so to date
 - No
- 21) Given the policy to allow women to serve in ground combat PMOSs and units, are you more or less likely to recommend to a **male** family member or close friend that he join the Marine Corps?
- More likely to recommend
 - No effect
 - Less likely to recommend
- 22) Would you ever recommend to a **female** family member or close friend that she pursue service in the Marine Corps?
- Yes, and I have done so before
 - Yes, but I have not done so to date
 - No
- 23) Given the policy to allow women to serve in ground combat PMOSs and units, are you more or less likely to recommend to a **female** family member or close friend that she join the Marine Corps?
- More likely to recommend
 - No effect
 - Less likely to recommend

Ground Combat PMOSs

Since January 2013, the Secretary of Defense has opened service in primary military occupational specialties (PMOSs) to women where the primary mission is to engage in direct ground combat. These include PMOSs within several occupational fields, including 03 (infantry), 08 (artillery), and 18 (tank and assault amphibious vehicle). We refer to these as GROUND COMBAT PMOSs.

24) Please indicate how strongly you agree or disagree with the following statements regarding **ground combat PMOSs**: I support allowing female Marines to serve in....

Type of unit	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
a. All field artillery PMOSs					
b. All tank PMOSs					
c. All assault amphibious vehicle PMOSs					
d. The reconnaissance PMOS					
e. The critical skill operator PMOS					
f. All other infantry PMOSs					

Marines may believe that there are benefits or challenges associated with the new policy that allows female Marines to serve in **ground combat PMOSs**.

25) In your opinion, are the following outcomes more or less likely by opening service in **ground combat PMOSs** to female Marines?

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
a. Increased professional behavior					
b. Intimate relationships among a unit's Marines (or Sailors) causing problems					
c. Enemies targeting women as POWs					
d. An increase in unit combat effectiveness					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
e. A unit being vulnerable to combat casualties					
f. A decrease in male Marine promotion opportunities					
g. Male Marines feeling obligated to protect female Marines					
h. An increase in unit cohesion					
i. Male Marines being distracted from their jobs					
j. Female Marines having the physical capabilities required for their jobs					
k. Female Marines being treated equally by their peers/fellow Marines					
l. Female Marines being treated equally by leadership					
m. An increase in non-deployable Marines					
n. A double standard in expectations based on gender					
o. Female Marines getting direct combat experience					
p. Female Marines being at risk of sexual harassment or assault					
q. Increased female Marine lateral move opportunities					
r. A decrease in unit combat effectiveness					
s. A decrease in unit cohesion					
t. An increase in female duty assignment opportunities					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
u. An increase in female Marine promotion opportunities					
v. Some Marines getting preferential treatment					
w. An increase in sexual harassment allegations					
x. An increase in sexual assault allegations					

26) Please provide any other outcome not listed above that you believe would result from allowing female Marines to serve in **ground combat PMOSs**.

Type in your response here: _____

Ground Combat Element Assignments

Under current policy, the Marine Corps may assign female Marines in any **non-ground-combat PMOS** to ground combat element (GCE) units. Currently, the Marine Corps is assigning female Marines to GCE units at the Battalion level or below, *but not to* Infantry, Reconnaissance, and Marine Special Operations Battalions. For example, a female administrator or communicator can be assigned to serve in an artillery battalion. We refer to these PMOSs as **non-ground-combat PMOSs**.

27) Please indicate how strongly you agree or disagree with the following statements regarding **non-ground-combat PMOSs**: I support allowing female Marines in any **non-ground-combat PMOS** (such as administration, logistics, communications, and supply) to be assigned to....

Type of unit	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
a. An Infantry unit					
b. A Reconnaissance unit					
c. A Marine Special Operations Battalion					
d. Any other ground combat element unit (such as ANGLICO, LAAD, artillery, tank, and amphibious assault vehicle units)					

Marines may believe that there are benefits or challenges associated with the new policy that allows the Marine Corps to assign female Marines in any *non-ground-combat PMOS* to ground combat element (GCE) units at the Battalion level or below.

28) In your opinion, will the following outcomes be more or less likely by assigning female Marines in *non-ground-combat PMOSs* to GCE units at the Battalion level or below?

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
a. Increased professional behavior					
b. Intimate relationships among a unit's Marines (or Sailors) causing problems					
c. Enemies targeting women as POWs					
d. An increase in unit combat effectiveness					
e. A unit being vulnerable to combat casualties					
f. A decrease in male Marine promotion opportunities					
g. Male Marines feeling obligated to protect female Marines					
h. An increase in unit cohesion					
i. Male Marines being distracted from their jobs					
j. Female Marines having the physical capabilities required for their jobs					
k. Female Marines being treated equally by their peers/fellow Marines					
l. Female Marines being treated equally by leadership					
m. An increase in non-deployable Marines					
n. A double standard in expectations based on gender					
o. Female Marines getting direct combat experience					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
p. Female Marines being at risk of sexual harassment or assault					
q. Increased female Marine lateral move opportunities					
r. A decrease in unit combat effectiveness					
s. A decrease in unit cohesion					
t. An increase in female duty assignment opportunities					
u. An increase in female Marine promotion opportunities					
v. Some Marines getting preferential treatment					
w. An increase in sexual harassment allegations					
x. An increase in sexual assault allegations					

29) Please provide any other outcome NOT listed above that you believe would result from the assignment of female Marines in ***non-ground-combat PMOSs*** to ground combat element units at the Battalion level or below.

Type in your response here: _____

Physical Demands of Service in Ground Combat Element Units

Service in ground combat units and PMOSs—including those in the 03 (infantry), 08 (artillery), and 18 (tank and assault amphibious vehicle) occupational fields—or service in ground combat element (GCE) units requires Marines to be foot mobile, carry heavy loads, and spend extended periods in a field environment.

- 30) Do you think that you have the physical abilities to meet the requirements of your GCE ITF position?
- Yes
 - No
- 31) Do you think that **female Marines** in your GCE ITF unit have the physical abilities to meet the requirements of their GCE ITF positions?
- Yes, they all do
 - Some of them do; some of them do not
 - No, none of them do
- 32) Do you think that **male Marines** in your GCE ITF unit have the physical abilities to meet the requirements of their GCE ITF positions?
- Yes, they all do
 - Some of them do; some of them do not
 - No, none of them do
- 33) How strongly do you support or oppose putting into place a specific screening test to determine whether a Marine (male or female) is physically qualified to attend a **ground combat PMOS school**?
- Strongly support
 - Somewhat support
 - Neither support nor oppose
 - Somewhat oppose
 - Strongly oppose
- 34) For those female Marines who can meet the physical demands of service in **ground combat PMOSs** (infantry, artillery, and tank/assault amphibious vehicle), how strongly do you support or oppose their service in ground combat PMOSs?
- Strongly support
 - Somewhat support
 - Neither support not oppose
 - Somewhat oppose
 - Strongly oppose

- 35) How strongly do you support or oppose putting into place a screening test to determine whether a Marine (male or female) in a ***non-ground-combat PMOS*** is physically qualified to serve in a ground combat element (GCE) unit?
- a. Strongly support
 - b. Somewhat support
 - c. Neither support nor oppose
 - d. Somewhat oppose
 - e. Strongly oppose
- 36) For those female Marines in a ***non-ground-combat PMOS*** (e.g. 01XX, admin) who can pass a GCE physical screening test, how strongly do you support or oppose their assignment to a GCE unit?
- a. Strongly support
 - b. Somewhat support
 - c. Neither support nor oppose
 - d. Somewhat oppose
 - e. Strongly oppose

Your Thoughts Regarding Your Military Career

37) As a direct result of your GCE ITF participation, are you considering speaking with your career planner to request a lateral move?

- a. Yes
- b. No (skip to question 39)
- c. Don't know (skip to question 39)

38) To which MOS are you considering a lateral move?

- a. Personnel and administration
- b. Intelligence
- c. Infantry
- d. Reconnaissance
- e. Critical skills operator
- f. Logistics
- g. MAGTF plans
- h. Communications
- i. Field artillery
- j. Training
- k. Utilities
- l. Engineer, construction, facilities, and equipment
- m. Tank
- n. AAV
- o. Ground ordnance maintenance
- p. Ammunition and EOD
- q. Signals intelligence/electronic warfare
- r. Ground electronics maintenance
- s. Supply
- t. Distribution management
- u. Food service
- v. Financial management
- w. Motor transport
- x. Marine Corps community services
- y. Public affairs
- z. Legal services
- aa. Combat camera
- bb. Recruiting and retention
- cc. Chemical, biological radiological, and nuclear defense
- dd. Military police
- ee. Electronics maintenance
- ff. Aircraft maintenance
- gg. Aircraft maintenance (rotary-wing)
- hh. Aircraft maintenance (fixed-wing)
- ii. Organizational avionics maintenance
- jj. Intermediate avionics maintenance
- kk. Aviation ordnance
- ll. Aviation logistics

- mm. Meteorology and oceanography (METOC)
- nn. Airfield services
- oo. Air control/air support/anti-air warfare/air traffic control
- pp. Enlisted flight crew

39) Which of the following statements best describes your current Marine Corps career intentions?

- a. Definitely stay in until retirement
- b. Probably stay in until retirement
- c. Definitely stay in beyond my present obligation, but not necessarily until retirement
- d. Probably stay in beyond my present obligation, but not necessarily until retirement
- e. Definitely leave upon completion of my present obligation
- f. Probably leave upon completion of my present obligation

40) What THREE factors do you consider most important to you when deciding whether to remain in the Marine Corps? Choose 3 that best apply.

- a. Pay and allowances/bonuses
- b. Education benefits
- c. Quality of leadership
- d. Promotion opportunity in my MOS
- e. Duty location
- f. Retirement benefits
- g. Integration of female Marines into ground combat units
- h. Current economic situation and civilian job market
- i. Family hardship
- j. Health benefits
- k. Deployment-related considerations
- l. USMC core values
- m. Having only male Marines in ground combat units and PMOSs
- n. Camaraderie
- o. To serve and defend my country
- p. Job satisfaction
- q. Family satisfaction with military
- r. Other factor(s) _____

OTHER COMMENTS

41) Are there any other comments, concerns, or issues about allowing female Marines to serve in **ground combat PMOSs and units** that you feel the Marine Corps leadership should be made aware of? If so, please provide them below.

Please type your response here: _____

Female Marines Only

REGARDING ASSIGNMENT TO GROUND COMBAT UNITS IN A SUPPORTING NON-GROUND-COMBAT PMOS (such as admin, supply, communications, or logistics)

- 42) Please indicate how strongly you agree or disagree with the following statement: Under the current policy that allows female Marines in **non-ground-combat PMOSs** to be assigned to GCE units in a support role at the Battalion level or below (for example, assignment to an artillery battalion), I will tell my monitor that I prefer such an assignment.
- a. Strongly agree
 - b. Agree
 - c. Not sure
 - d. Disagree
 - e. Strongly disagree

- 43) What concerns do you have if you were to be assigned to a GCE unit at the Battalion level or below in a support role (for example you could be assigned to an admin billet in an artillery battalion)?

Concerns	Definitely a concern	Slight concern	Not a concern
a. The deployment pace			
b. My family would not support me			
c. My friends would not support me			
d. The physical strength required			
e. Pressure to suppress my femininity			
f. Being viewed differently by my male peers			
g. Being viewed differently by my female peers			
h. Fitting into the unit			
i. It being hard if I was the only female Marine in a unit			
j. Personal hygiene/sanitary concerns			
k. Feeling less comfortable reporting sexual assault/harassment			
l. Personal privacy in the field			
m. Not being able to do a good job			

44) Please provide any other concerns NOT listed above that you would have from being assigned in a support role to a GCE unit at the Battalion level or below.

Type in your response here: _____

REGARDING SERVICE IN A GROUND COMBAT PMOS

45) What concerns do you have if you were to serve in a **ground combat PMOS**?

Concerns	Definitely a concern	Slight concern	Not a concern
a. The deployment pace			
b. My family would not support me			
c. My friends would not support me			
d. The physical strength required			
e. Pressure to suppress my femininity			
f. Being viewed differently by my male peers			
g. Being viewed differently by my female peers			
h. Fitting into the unit			
i. It being hard if I was the only female Marine in a unit			
j. Personal hygiene/sanitary concerns			
k. Feeling less comfortable reporting sexual assault/harassment			
l. Personal privacy in the field			
m. Not being able to do a good job			

46) Please provide any other concerns NOT listed above that you would regarding service in a **ground combat PMOS**.

Type in your response here: _____

GCE ITF Postassessment Survey

WIRB 20141690
#12286246.0

Marine Corps Ground Combat Element Integrated Task Force (GCE ITF) Climate Survey

Your GCE ITF Experience

In this section, we ask you about your experiences regarding your assignment to the GCE ITF.

1. In your opinion, which of the following are the top THREE factors that enabled you to fulfill your GCE ITF unit's mission? *Choose 3 that best apply.*
 - a. Having SNCOs/NCOs who lead by example
 - b. Length of time serving together
 - c. Individual unit members' technical capabilities
 - d. Having officers who lead by example
 - e. Unit morale
 - f. Clear task objectives
 - g. Unit training/individual training
 - h. Trust among unit members
 - i. Unit members who get along well socially
 - j. Having only male Marines in the unit
 - k. Having unit members who work together as a team

- 2) Thinking about the GCE ITF unit in which you work, how would you rate that unit's ...?

Characteristic	Very good	Good	Neither good nor bad	Poor	Very poor
a. Teamwork					
b. Morale					
c. Discipline					
d. Performance					
e. Trust					

3) Thinking about your GCE ITF unit in which you work, among all the factors that affect how well a unit works together, how much did the aspect of having female Marines in the unit affect each of the following...?

Characteristic	Significantly improved	Slightly improved	No effect	Slightly degraded	Significantly degraded
a. Teamwork					
b. Morale					
c. Discipline					
d. Performance					
e. Trust					

4) Do you feel that your GCE ITF unit has operated effectively for mission effectiveness?

- a. Definitely
- b. Probably
- c. Not sure
- d. Probably not
- e. Definitely not

5) Do you feel accepted by the **male Marines** in your GCE ITF unit?

- a. Yes, absolutely
- b. Yes, somewhat
- c. Not sure
- d. No, not entirely
- e. No, absolutely not

6) Do you feel accepted by the **female Marines** in your GCE ITF unit?

- a. Yes, absolutely
- b. Yes, somewhat
- c. Not sure
- d. No, not entirely
- e. No, absolutely not

16) Overall, how satisfied or dissatisfied are you with your participation in the GCE ITF?

- a. Very satisfied ([Go to question 17](#))
- b. Satisfied ([Go to question 17](#))
- c. Neither satisfied or dissatisfied ([Go to question 18](#))
- d. Dissatisfied ([Go to question 19](#))
- e. Very dissatisfied ([Go to question 19](#))

17) Why do you feel satisfied with your participation in the GCE ITF?

Type in your response here: _____

18) Why do you feel neither satisfied nor dissatisfied with your participation in the GCE ITF?

Type in your response here: _____

19) Why do you feel dissatisfied with your participation in the GCE ITF?

Type in your response here: _____

Your Thoughts on Recommending Service in the Marine Corps to Others

- 20) Would you ever recommend to a **male** family member or close friend that he pursue service in the Marine Corps?
- Yes, and I have done so before
 - Yes, but I have not done so to date
 - No
- 21) Given the policy to allow women to serve in ground combat PMOSs and units, are you more or less likely to recommend to a **male** family member or close friend that he join the Marine Corps?
- More likely to recommend
 - No effect
 - Less likely to recommend
- 22) Would you ever recommend to a **female** family member or close friend that she pursue service in the Marine Corps?
- Yes, and I have done so before
 - Yes, but I have not done so to date
 - No
- 23) Given the policy to allow women to serve in ground combat PMOSs and units, are you more or less likely to recommend to a **female** family member or close friend that she join the Marine Corps?
- More likely to recommend
 - No effect
 - Less likely to recommend

Ground Combat PMOSs

Since January 2013, the Secretary of Defense has opened service in primary military occupational specialties (PMOSs) to women where the primary mission is to engage in direct ground combat. These include PMOSs within several occupational fields, including 03 (infantry), 08 (artillery), and 18 (tank and assault amphibious vehicle). We refer to these as GROUND COMBAT PMOSs.

24) Please indicate how strongly you agree or disagree with the following statements regarding **ground combat PMOSs**: I support allowing female Marines to serve in....

Type of unit	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
a. All field artillery PMOSs					
b. All tank PMOSs					
c. All assault amphibious vehicle PMOSs					
d. The reconnaissance PMOS					
e. The critical skill operator PMOS					
f. All other infantry PMOSs					

Marines may believe that there are benefits or challenges associated with the new policy that allows female Marines to serve in ground combat PMOSs.

25) In your opinion, are the following outcomes more or less likely by opening service in **ground combat PMOSs** to female Marines?

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
a. Increased professional behavior					
b. Intimate relationships among a unit's Marines (or Sailors) causing problems					
c. Enemies targeting women as POWs					
d. An increase in unit combat effectiveness					
e. A unit being vulnerable to combat casualties					
f. A decrease in male Marine promotion opportunities					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
g. Male Marines feeling obligated to protect female Marines					
h. An increase in unit cohesion					
i. Male Marines being distracted from their jobs					
j. Female Marines having the physical capabilities required for their jobs					
k. Female Marines being treated equally by their peers/fellow Marines					
l. Female Marines being treated equally by leadership					
m. An increase in non-deployable Marines					
n. A double standard in expectations based on gender					
o. Female Marines getting direct combat experience					
p. Female Marines being at risk of sexual harassment or assault					
q. Increased female Marine lateral move opportunities					
r. A decrease in unit combat effectiveness					
s. A decrease in unit cohesion					
t. An increase in female duty assignment opportunities					
u. An increase in female Marine promotion opportunities					
v. Some Marines getting preferential treatment					
w. An increase in sexual harassment allegations					
x. An increase in sexual assault allegations					

26) Please provide any other outcome not listed above that you believe would result from allowing female Marines to serve in **ground combat PMOSs**.

Type in your response here: _____

Ground Combat Element Assignments

Under current policy, the Marine Corps may assign female Marines in any PMOS to ground combat element (GCE) units. Currently, the Marine Corps is assigning female Marines to GCE units at the Battalion level or below, *but not to* Infantry, Reconnaissance, and Marine Special Operations Battalions. For example, a female administrator or communicator can be assigned to serve in an artillery battalion. We refer to these PMOSs as ***non-ground-combat PMOSs***.

27) Please indicate how strongly you agree or disagree with the following statements regarding ***non-ground-combat PMOSs***: I support allowing female Marines in ***any non-ground-combat PMOS*** (such as administration, logistics, communications, and supply) to be assigned to...

Type of unit	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
a. An Infantry unit					
b. A Reconnaissance unit					
c. A Marine Special Operations Battalion					
d. Any other ground combat element unit (such as ANGLICO, LAAD, artillery, tank, and amphibious assault vehicle units)					

Marines may believe that there are benefits or challenges associated with the new policy that allows the Marine Corps to assign female Marines in any ***non-ground-combat PMOS*** to ground combat element (GCE) units at the Battalion level or below.

28) In your opinion, will the following outcomes be more or less likely by assigning female Marines in ***non-ground-combat PMOSs*** to GCE units at the Battalion level or below?

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
a. Increased professional behavior					
b. Intimate relationships among a unit's Marines (or Sailors) causing problems					
c. Enemies targeting women as POWs					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
d. An increase in unit combat effectiveness					
e. A unit being vulnerable to combat casualties					
f. A decrease in male Marine promotion opportunities					
g. Male Marines feeling obligated to protect female Marines					
h. An increase in unit cohesion					
i. Male Marines being distracted from their jobs					
j. Female Marines having the physical capabilities required for their jobs					
k. Female Marines being treated equally by their peers/fellow Marines					
l. Female Marines being treated equally by leadership					
m. An increase in non-deployable Marines					
n. A double standard in expectations based on gender					
o. Female Marines getting direct combat experience					
p. Female Marines being at risk of sexual harassment or assault					
q. Increased female Marine lateral move opportunities					
r. A decrease in unit combat effectiveness					
s. A decrease in unit cohesion					
t. An increase in female duty assignment opportunities					
u. An increase in female Marine promotion opportunities					
v. Some Marines getting preferential treatment					

Outcome	Definitely more likely	Somewhat more likely	Neither more or less likely	Somewhat less likely	Definitely less likely
w. An increase in sexual harassment allegations					
x. An increase in sexual assault allegations					

29) Please provide any other outcome NOT listed above that you believe would result from the assignment of female Marines in *non-ground-combat PMOSs* to ground combat element units at the Battalion level or below.

Type in your response here: _____

Physical Demands of Service in Ground Combat Element Units

Service in ground combat units and PMOSs—including those in the 03 (infantry), 08 (artillery), and 18 (tank and assault amphibious vehicle) occupational fields—or service in ground combat element (GCE) units requires Marines to be foot mobile, carry heavy loads, and spend extended periods in a field environment.

- 30) Do you think that you have the physical abilities to meet the requirements of your GCE ITF position?
- Yes
 - No
- 31) Do you think that **female Marines** in your GCE ITF unit have the physical abilities to meet the requirements of their GCE ITF positions?
- Yes, they all do
 - Some of them do; some of them do not
 - No, none of them do
- 32) Do you think that **male Marines** in your GCE ITF unit have the physical abilities to meet the requirements of their GCE ITF positions?
- Yes, they all do
 - Some of them do; some of them do not
 - No, none of them do
- 33) How strongly do you support or oppose putting into place a specific screening test to determine whether a Marine (male or female) is physically qualified to attend a **ground combat PMOS school**?
- Strongly support
 - Somewhat support
 - Neither support nor oppose
 - Somewhat oppose
 - Strongly oppose
- 34) For those female Marines who can meet the physical demands of service in **ground combat PMOSs** (infantry, artillery, and tank/assault amphibious vehicle), how strongly do you support or oppose their service in ground combat PMOSs?
- Strongly support
 - Somewhat support
 - Neither support not oppose
 - Somewhat oppose
 - Strongly oppose

- 35) How strongly do you support or oppose putting into place a screening test to determine whether a Marine (male or female) in a ***non-ground-combat PMOS*** is physically qualified to serve in a ground combat element (GCE) unit?
- a. Strongly support
 - b. Somewhat support
 - c. Neither support nor oppose
 - d. Somewhat oppose
 - e. Strongly oppose
- 36) For those female Marines in a ***non-ground-combat PMOS*** (e.g., 01XX Admin) who can pass a GCE physical screening test, how strongly do you support or oppose their assignment to a GCE unit?
- a. Strongly support
 - b. Somewhat support
 - c. Neither support nor oppose
 - d. Somewhat oppose
 - e. Strongly oppose

Your Thoughts Regarding Your Military Career

37) As a direct result of your GCE ITF participation, are you considering speaking with your career planner to request a lateral move?

- a. Yes
- b. No (skip to question 39)
- c. Don't know (skip to question 39)

38) To which MOS are you considering a lateral move?

- a. Personnel and administration
- b. Intelligence
- c. Infantry
- d. Reconnaissance
- e. Critical skills operator
- f. Logistics
- g. MAGTF plans
- h. Communications
- i. Field artillery
- j. Training
- k. Utilities
- l. Engineer, construction, facilities, and equipment
- m. Tank
- n. AAV
- o. Ground ordnance maintenance
- p. Ammunition and EOD
- q. Signals intelligence/electronic warfare
- r. Ground electronics maintenance
- s. Supply
- t. Distribution management
- u. Food service
- v. Financial management
- w. Motor transport
- x. Marine Corps community services
- y. Public affairs
- z. Legal services
- aa. Combat camera
- bb. Recruiting and retention
- cc. Chemical, biological radiological, and nuclear defense
- dd. Military police
- ee. Electronics maintenance
- ff. Aircraft maintenance
- gg. Aircraft maintenance (rotary-wing)
- hh. Aircraft maintenance (fixed-wing)
- ii. Organizational avionics maintenance
- jj. Intermediate avionics maintenance
- kk. Aviation ordnance
- ll. Aviation logistics

- mm. Meteorology and oceanography (METOC)
- nn. Airfield services
- oo. Air control/air support/antiair warfare/air traffic control
- pp. Enlisted flight crew

39) Which of the following statements best describes your current Marine Corps career intentions?

- a. Definitely stay in until retirement
- b. Probably stay in until retirement
- c. Definitely stay in beyond my present obligation, but not necessarily until retirement
- d. Probably stay in beyond my present obligation, but not necessarily until retirement
- e. Definitely leave upon completion of my present obligation
- f. Probably leave upon completion of my present obligation

40) What THREE factors do you consider most important to you when deciding whether to remain in the Marine Corps? *Choose 3 that best apply.*

- a. Pay and allowances/bonuses
- b. Education benefits
- c. Quality of leadership
- d. Promotion opportunity in my MOS
- e. Duty location
- f. Retirement benefits
- g. Integration of female Marines into ground combat units
- h. Current economic situation and civilian job market
- i. Family hardship
- j. Health benefits
- k. Deployment-related considerations
- l. USMC core values
- m. Having only male Marines in ground combat units and PMOSs
- n. Camaraderie
- o. To serve and defend my country
- p. Job satisfaction
- q. Family satisfaction with military
- r. Other factor(s) _____

OTHER COMMENTS

41) Are there any other comments, concerns, or issues about allowing female Marines to serve in ground combat PMOSs and units that you feel the Marine Corps leadership should be made aware of? If so, please provide them below.

Please type your response here: _____

Female Marines Only

REGARDING ASSIGNMENT TO GROUND COMBAT UNITS IN A SUPPORTING NON-GROUND-COMBAT PMOS (such as admin, supply, communications, or logistics)

- 42) Please indicate how strongly you agree or disagree with the following statement: Under the current policy that allows female Marines in non-ground combat PMOSs to be assigned to GCE units in a support role at the Battalion level or below (for example, assignment to an artillery battalion), I will tell my monitor that I prefer such an assignment.
- a. Strongly agree
 - b. Agree
 - c. Not sure
 - d. Disagree
 - e. Strongly disagree

- 43) What concerns do you have if you were to be assigned to a GCE unit at the Battalion level or below in a support role (for example you could be assigned to an admin billet in an artillery battalion)?

Concerns	Definitely a concern	Slight concern	Not a concern
a. The deployment pace			
b. My family would not support me			
c. My friends would not support me			
d. The physical strength required			
e. Pressure to suppress my femininity			
f. Being viewed differently by my male peers			
g. Being viewed differently by my female peers			
h. Fitting into the unit			
i. It being hard if I was the only female Marine in a unit			
j. Personal hygiene/sanitary concerns			
k. Feeling less comfortable reporting sexual assault/harassment			
l. Personal privacy in the field			
m. Not being able to do a good job			

44) Please provide any other concerns NOT listed above that you would have from being assigned in a support role to a GCE unit at the Battalion level or below.

Type in your response here: _____

REGARDING SERVICE IN A GROUND COMBAT PMOS

45) What concerns do you have if you were to serve in a **ground combat PMOS**?

Concerns	Definitely a concern	Slight concern	Not a concern
a. The deployment pace			
b. My family would not support me			
c. My friends would not support me			
d. The physical strength required			
e. Pressure to suppress my femininity			
f. Being viewed differently by my male peers			
g. Being viewed differently by my female peers			
h. Fitting into the unit			
i. It being hard if I was the only female Marine in a unit			
j. Personal hygiene/sanitary concerns			
k. Feeling less comfortable reporting sexual assault/harassment			
l. Personal privacy in the field			
m. Not being able to do a good job			

46) Please provide any other concerns NOT listed above that you would have from being assigned in a support role to a GCE unit at the Battalion level or below.

Type in your response here: _____

Facilitator's Guide for GCE ITF Male Marines Focus Groups

TITLE OF STUDY: CNA SURVEY SUPPORT TO THE MCFIP

Informed Consent to Participate in Focus Group

Below is the script to be read verbatim, as indicated by the special font, to Marines who are participating in the focus group. The script reinforces the written informed consent forms that Marine volunteers will receive, read, and sign in order to participate in the focus group activity.

Introduction

For all Marines interested in volunteering to participate in the GCE ITF focus groups:

We are inviting you to take part in a focus group conducted by the Center for Naval Analyses (CNA) for the Director, Marine Corps Force Integration Office (MCFIO). The Marine Corps is taking deliberate, measured, and responsible actions to achieve integration of female Marines into combat arms units and occupational fields as directed by the Secretary of Defense on January 24, 2013. The purpose of this focus group is to obtain feedback from you about your GCE ITF experiences. We will use the information we collect in the focus groups to supplement the data from the GCE ITF climate surveys that you have taken over the last 8 months. We will provide the Director, MCFIO, with a report that analyzes the GCE ITF climate survey data and the major themes and findings of our focus group discussions. He and other Marine Corps leaders will use this information to inform the Marine Corps' efforts to expand opportunities to female Marines for service in combat arms units.

All participants:

Your decision to take part in this discussion is voluntary. You may refuse to take part, or choose to stop your participation, at any time. A decision to refuse to take part or to stop being a part of this focus group will not have a negative impact on you in any way. There is no direct benefit from being in this study; however, taking part will inform future Marine Corps gender integration efforts and policy decisions.

All information discussed today will be held in confidence by CNA. However, we cannot guarantee that your fellow Marines who are participating in the focus group today will not talk about the focus group to others after they leave this session today. We will summarize and report the information you provide with other GCE ITF focus group discussions. We will not link discussion threads to any single individual. To serve as a reference in writing our summary document, we will take notes during today's discussion and we may record the discussion. The notes will not include identifying information about the group's participants and we will destroy any voice recordings once transcribed into written notes.

Although we are asking you to sign an informed consent document, we will not associate your name or any other identifiable information with the notes of today's discussion. The information provided will not become part of your military record and will not affect your career in any way. We have respectfully requested that any senior Marine Corps leadership who may initially be in the room not be present during our discussion. Are there any questions about your participation in this discussion session?

If yes, the group facilitator will answer all questions until the members are fully informed.

Are there any other questions?

If there are no questions, or all the questions have been answered, the facilitator will give the participants an opportunity to refuse to participate:

If you do not want to participate in this study, please take this time to gather your things and leave the room.

Individuals who remain

If you have remained in the room and are volunteering to participate in this study and you have not done so yet, please take time to read the written informed consent form and sign it. We will begin the focus group discussion when all informed consent forms are signed and collected by a member of a CNA study team.

Discussion Topics and Question Guide

Below are the discussion topics for the focus groups. Each topic is followed by a list of questions that we will use to facilitate the focus group discussion.

Your experiences in this unit

1. What challenges (if any) have you encountered with regard to having female Marines in your squad or team during your participation in the GCE ITF?
2. How were these challenges addressed and solved?
3. What physical demands, if any, have you encountered while serving in this squad or team and how did you meet them? Were these physical demands influenced by the fact that you had female Marines assigned to your squad or team? Did your previous training help to prepare you to meet these demands?
4. Were there specific gender-based challenges that you faced with this unit while in the field vice when in garrison?
5. How much, if at all, do you think that gender integrated units will affect unit cohesion? Morale? Unit readiness?
6. How might the Marine Corps adjust its training approach to address the issues you have raised?

Your thoughts on your Marine Corps career

7. Has this assignment changed your career goals in the service? Why or why not? And if so, how?

8. Do you think that your participation in the GCE ITF will make you more or less competitive for promotion or follow-on schools and future assignments? Why?
9. Do you feel you were given the opportunity to succeed in this unit? Why or why not?

Regarding future expansion of female Marines and Sailors to combat arms units

10. What have you learned during your GCE ITF experience that you feel would help prepare other male and female Marines and Sailors to be successful in an integrated combat arms unit?

Facilitator's Guide for GCE ITF Female Marines Focus Groups

TITLE OF STUDY: CNA SURVEY SUPPORT TO THE MCFIP

Informed Consent to Participate in Focus Group

Below is the script to be read verbatim, as indicated by the special font, to Marines who are participating in the focus group. The script reinforces the written informed consent forms that Marine volunteers will receive, read, and sign in order to participate in the focus group activity.

Introduction

For all Marines interested in volunteering to participate in the GCE ITF focus groups:

We are inviting you to take part in a focus group conducted by the Center for Naval Analyses (CNA) for the Director, Marine Corps Force Integration Office (MCFIO). The Marine Corps is taking deliberate, measured, and responsible actions to achieve integration of female Marines into combat arms units and occupational fields as directed by the Secretary of Defense on January 24, 2013. The purpose of this focus group is to obtain feedback from you about your GCE ITF experiences. We will use the information we collect in the focus groups to supplement the data from the GCE ITF climate surveys that you have taken over the last 8 months. We will provide the Director, MCFIO, with a report that analyzes the GCE ITF climate survey data and the major themes and findings of our focus group discussions. He and other Marine Corps leaders will use this information to inform the Marine Corps' efforts to expand opportunities to female Marines for service in combat arms units.

All participants:

Your decision to take part in this discussion is voluntary. You may refuse to take part, or choose to stop your participation, at any time. A decision to refuse to take part or to stop being a part of this focus group will not have a negative impact on you in any way. There is no direct benefit from being in this study; however, taking part will inform future Marine Corps gender integration efforts and policy decisions.

All information discussed today will be held in confidence by CNA. However, we cannot guarantee that your fellow Marines who are participating in the focus group today will not talk about the focus group to others after they leave this session today. We will summarize and report the information you provide with other GCE ITF focus group discussions. We will not link discussion threads to any single individual. To serve as a reference in writing our summary document, we will take notes during today's discussion and we may record the discussion. The notes will not include identifying information about the group's participants and we will destroy any voice recordings once transcribed into written notes.

Although we are asking you to sign an informed consent document, we will not associate your name or any other identifiable information with the notes of today's discussion. The information provided will not become part of your military record and will not affect your career in any way. We have respectfully requested that any senior Marine Corps leadership who may initially be in the room not be present during our discussion. Are there any questions about your participation in this discussion session?

If yes, the group facilitator will answer all questions until the members are fully informed.

Are there any other questions?

If there are no questions, or all the questions have been answered, the facilitator will give participants an opportunity to refuse participation

If you do not want to participate in this study, please take this time to gather your things and leave the room.

Individuals who remain

If you have remained in the room and are volunteering to participate in this study and you have not done so yet, please take time to read the written informed consent form and sign it. We will begin the focus group discussion when all informed consent forms are signed and collected by a member of a CNA study team.

Discussion Topics and Question Guide

Below are the discussion topics for the focus groups. Each topic is followed by a list of questions that we will use to facilitate the focus group discussion.

Your experiences in this unit

1. What challenges (if any) have you encountered during your participation in the GCE ITF?
2. How were these challenges addressed and solved?
3. What physical demands, if any, have you encountered while serving in this unit and how are you meeting them? Has previous training helped to prepare you to meet these demands?
4. Were there specific challenges that you faced with this unit while in the field vice when in garrison?
5. How much, if at all, do you think that gender integrated units affected unit cohesion? Morale? Unit readiness?
6. How might the Marine Corps adjust its training approach to address the issues you have raised?

Your thoughts on your Marine Corps career

7. Has this assignment changed your career goals in the service? Why or why not? And if so, how?
8. Do you think that your participation in the GCE ITF will make you more or less competitive for promotion or follow-on schools and future assignments? Why?
9. Were you mentored by someone within your chain of command while participating in the GCE ITF? If not, did you have a mentor outside your chain of command? Is it important to you to have a female Marine mentor? Why or why not?

10. Do you feel you were given the opportunity to succeed in this unit? Why or why not?

Regarding future expansion of female Marines and Sailors to combat arms units

11. What have you learned about serving in a GCE unit that you feel would help prepare other male and female Marines and Sailors to be successful in an integrated combat arms unit?

Facilitator's Guide for GCEITF Leadership Interviews and Focus Groups

TITLE OF STUDY: CNA SURVEY SUPPORT TO THE MCFIP

Informed Consent to Participate in Interview

Below is the script to be read verbatim, as indicated by the special font, to Marines who we are interviewing or with whom we are conducting focus groups. The script reinforces the written informed consent forms that GCE ITF leadership Marines will receive, read, and sign in order to participate in the focus group activity.

Introduction

We are inviting you to take part in an interview/focus group conducted by the Center for Naval Analyses (CNA) for the Director, Marine Corps Force Integration Office (MCFIO). The Marine Corps is taking deliberate, measured, and responsible actions to achieve integration of female Marines into combat arms units and occupational fields as directed by the Secretary of Defense on January 24, 2013. The purpose of this interview is to collect information about GCE ITF unit leaders' experiences. We will provide the Director, MCFIO, with a report that summarizes the major themes and findings of our interviews/focus group discussions that he and other Marine Corps leaders can use to inform the Marine Corps' efforts to expand unit assignment of female Marines to combat arms units.

All participants:

Your decision to take part in this interview/focus group is voluntary. You may refuse to take part, or choose to stop your participation, at any time. A decision to refuse to take part or to stop being a part of this interview will not have a negative impact on you in any way. There is no direct benefit from being in this study; however, taking part will inform future Marine Corps gender integration efforts and policy decisions.

All information discussed today will be held in confidence by CNA. With your permission, we will record our interview and take notes. We will summarize and report the information you provide with the responses of others combat arms unit leaders. We will not link responses to any single individual. Once the interview transcript has been transcribed into written copy, we will destroy the recording.

The information provided will not become part of your military record and will not affect your career in any way. Are there any questions about your participation in this discussion session?

If yes, the interviewer will answer all questions until unit leaders are fully informed.

Are there any other questions?

If there are no questions, or all the questions have been answered, the facilitator will give the participants an opportunity to refuse to participate:

If you do not want to participate in this study, please let me know and we will discontinue our meeting.

Individuals who remain

If you are volunteering to participate in this study and if you have not done so yet, please take time to read the written informed consent form and sign it. We will begin the interview when you have signed the consent form.

Discussion Topics and Question Guide

Below are the discussion topics for the focus groups. Each topic is followed by a list of questions.

Your experiences in this unit

1. What are the benefits and challenges of gender integration in this unit?
 - a. Please provide examples
 - b. How can the USMC promote the benefits and mitigate the challenges?
2. What type of challenges, if any, did you face as a leader of an integrated unit?
3. Based on your GCE ITF experience, how do you think gender integration might impact each of the following in an infantry unit?
 - a. Unit readiness? If positive, how so? If negative, how so? How can you promote the positive and mitigate or resolve the negative?
 - b. The ability to effectively accomplish mission related tasks? If positive, how so? If negative, how so? How can you promote the positive and mitigate or resolve the negative?
 - c. Unit cohesion? If positive, how so? If negative, how so? How can you promote the positive and mitigate or resolve the negative?
4. Were male Marines (assigned and volunteers) supportive of gender integration?
5. Did this unit experience challenges in the field because of gender integration?
6. Based on your GCE ITF experiences, what is your perspective on the integration of female Marines in the infantry? At various levels?
7. Did you feel that female Marines in your unit took issues or problems to the female officers or SNCOs in the unit rather than coming to you to resolve issues? If yes, do you see this as a problem or do you feel this is

appropriate? Do you think this infringes on the ability of female officers and SNCOs to do their jobs?

8. Given the USMC culture and infantry mission, what suggestions do you have for successful gender integration?

Regarding future expansion of female Marines and Sailors to combat arms units

9. What conditions are necessary to open service in infantry units to female Marines?
10. What have you learned about serving in a gender-integrated unit that you feel would help other unit commanders/leaders (officers and enlisted) be successful?
11. How, if at all, do you think your experiences with the GCE ITF will affect your career in the Marine Corps?

This page intentionally left blank.



The CNA Corporation

This report was written by CNA Corporation's Resource Analysis Division (RAD).

RAD provides analytical services—through empirical research, modeling, and simulation—to help develop, evaluate, and implement policies, practices, and programs that make people, budgets, and assets more effective and efficient. Major areas of research include health research and policy; energy and environment; manpower management; acquisition and cost; infrastructure; and military readiness.





CNA Corporation is a not-for-profit research organization that serves the public interest by providing in-depth analysis and result-oriented solutions to help government leaders choose the best course of action in setting policy and managing operations.

*Nobody gets closer—
to the people, to the data, to the problem.*