




HANDBOOK



11-38

Sep 11



Commander's Guide to Female Engagement Teams

Version 3

Observations, Insights, and Lessons

U.S. UNCLASSIFIED
REL NATO, ISAF, ABCA
For Official Use Only

Handling Instructions for CALL Electronic Media and Paper Products

Center for Army Lessons Learned (CALL) authorizes official use of this CALL product for operational and institutional purposes that contribute to the overall success of U.S., coalition, and allied efforts.

The information contained in this product reflects the actions of units in the field and may not necessarily be approved U.S. Army policy or doctrine.

This product is designed for official use by U.S., coalition, and allied personnel and cannot be released to the public without the consent of CALL. This product has been furnished with the expressed understanding that it will be used for official defense-related purposes only and that it will be afforded the same degree of protection that the U.S. affords information marked "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" in accordance with U.S. Army Regulation (AR) 380-5, section 5-2.

Official military and civil service/government personnel, to include all coalition and allied partners, may paraphrase; quote; or use sentences, phrases, and paragraphs for integration into official products or research. However, integration of CALL "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" information into official products or research renders them FOUO, and they must be maintained and controlled within official channels and cannot be released to the public without the consent of CALL.

This product may be placed on protected UNCLASSIFIED intranets within military organizations or units, provided that access is restricted through user ID and password or other authentication means to ensure that only properly accredited military and government officials have access to these products.

Regulations strictly forbid posting CALL "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" documents to Department of Defense (DOD) websites that do not restrict access to authorized personnel. AR-25-1, 15 Jul 2005, Army Knowledge Management and Information Technology, paragraph 6-4 n (2) (b) and DOD Web Site Administration Policy and Procedures (11 Jan 2002), Part II, paragraph 3.6.1 require appropriate mechanisms to protect sensitive information.

When no longer needed, all CALL "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" paper products and electronic media will be shredded or destroyed using approved paper shredders or CDROM destroyers.

To allied and coalition personnel:

This information is furnished with the understanding that it is to be used for defense purposes only, that it is to be afforded essentially the same degree of security protection as such information is afforded by the United States, and that it is not to be revealed to another country or international organization without the consent of CALL.

U.S. UNCLASSIFIED
REL NATO, ISAF, ABCA
For Official Use Only

CENTER FOR ARMY LESSONS LEARNED

SUPPORTING THE WARFIGHTER



Commander's Guide to Female Engagement Teams

DIGITAL VERSION AVAILABLE

A digital version of this CALL publication is available to view, download, or reproduce from the CALL restricted website, <<http://call.army.mil>>. Reproduction of this publication is welcomed and highly encouraged.

Common Access Card (CAC) or Army Knowledge Online (AKO) login is required to access the digital version.

This publication is located online at:

<https://call2.army.mil/toc.aspx?document=6818&filename=/docs/doc6818/11-38.pdf>



Foreword

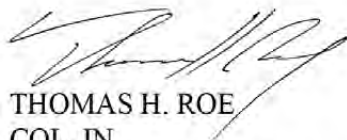
This handbook is a guide for commanders and their staffs, along with female Soldiers interested in or assigned to female engagement teams (FETs), on what capabilities FETs bring to the unit. The handbook draws on the experiences of FETs and FET trainers from the Marine Corps and the U.S. Army. With it, commanders will be better able to make the FET an integral part of their operations.

Prior to the publication of this handbook, no standardized Army FET training program existed for the training of Army General Purpose Force (GPF) FETs. Even though U.S. Army Special Operations Command (USASOC) established a training program in 2010 at Fort Bragg, NC, for a culture support team (CST), USASOC's title for FET, this program only trains FETs for Army special operations units. Until recently, the only FET training GPF brigade combat teams (BCTs) received has been internal, based on how the owning unit commander intends to employ his FETs and usually with no assistance from outside resources. During 2010, the International Security Assistance Force (ISAF) required all deployed BCTs to send female Soldiers to attend FET training in theater.

In the past, U.S. Army and Marine Corps FET training has varied anywhere from one week to four months. The Marines train their FETs for four months prior to deployment, have a formalized FET training program, augment their units with FETs, and have by far the most FET experience. On the other hand, the U.S. Army trains their GPF FETs for only one or two weeks, has not had a formalized FET training program until June 2011, obtains their FETs from internal BCT assets, and conducts FET training utilizing whatever experience resides within the unit. USASOC initiated a six-week CST training program in 2010, makes updates to the CST training program each training cycle, augments their special forces and Ranger units with CSTs, and has the most Army FET experience.

This handbook will be a living document, published digitally on the Joint Lessons Learned Information System/Army Lessons Learned Information System community of purpose and rapid adaptation sites and the Army Training Network (ATN) to provide units deploying to Afghanistan after

31 August 2011 access to the latest information available for training their FETs. As new/updated information becomes available, a new version of the FET handbook will be published digitally. Version 1 of this handbook was only published digitally. This version is the first hard copy of the FET handbook, which incorporates the new Army FET training support package (TSP) along with any Version 1 feedback from the field, published initially in limited numbers with directed distribution. The new Army FET TSP became available on 15 June 2011 on ATN.



THOMAS H. ROE

COL, IN

Director, Center for Army Lessons Learned

Commander's Guide to Female Engagement Teams	
Table of Contents	
Chapter 1. Female Engagement Team Introduction	1
Chapter 2. Female Engagement Team Mission and Organization	9
Chapter 3. Female Engagement Team Recruitment, Unit Pre-Female Engagement Team Assessment and Selection Screening, and Individual Preparation	25
Chapter 4. Female Engagement Team Assessment and Selection	35
Chapter 5. Female Engagement Team Training and Qualification	45
Chapter 6. Female Engagement Team Employment	59
Appendix A. Female Engagement Team Recruiting Poster	81
Appendix B. Female Engagement Team Volunteer Statement Example	83
Appendix C. Female Engagement Team Assessment and Selection Packing List	85
Appendix D. Female Engagement Team Operations Assessment Forms Examples	91
Appendix E. Female Engagement Team Mission Engagement Summary Format Example	95
Appendix F. Additional Female Engagement Team Training Guidance	97
Appendix G. Female Engagement Team Project Development Skill Identifier	101
Appendix H. References	105

Center For Army Lessons Learned	
Director	COL Thomas H. Roe
Intelligence Warfighting Branch Chief	Michael McCoy
CALL Analyst	LTC Gregg Taylor
Graphic Artist	Eric Eck, CALL Contractor

CENTER FOR ARMY LESSONS LEARNED

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

Note: Any publications (other than CALL publications) referenced in this product, such as ARs, FMs, and TMs, must be obtained through your pinpoint distribution system.

Chapter 1

Female Engagement Team Introduction

Background

Complex operations often require the development of specialized teams with multidisciplinary perspectives. Examples of these groups include human terrain teams, provincial reconstruction teams (PRTs), agribusiness development teams, and, most recently, female engagement teams (FETs). These specialized programs are tasked with engaging local populations to ascertain information on civil society needs and problems; address security concerns; and form links between the populace, the military, and the interagency.

David J. Kilcullen, in his paper “Twenty-Eight Articles: Fundamentals of Company-Level Counterinsurgency” stated, “History has taught us that most insurgent fighters are men. But, in traditional societies, women are extremely influential in forming the social networks that insurgents use for support. Co-opting neutral or friendly women, through targeted social and economic programs, builds networks of enlightened self interest that eventually undermines the insurgents. To do this effectively requires your own female counterinsurgents. Win the women and you own the family unit. Own the family and you take a big step forward in mobilizing the population on your side.”

Barnett Rubin, in his book *The Fragmentation of Afghanistan*, Yale Press, 2002, stated, “It is almost impossible for women to escape male domination in Afghan Society, but not all women passively accept it. Women contest male domination through ‘ordinary forms of resistance.’ They claim for example, that, despite appearances, they actually wield much power; they create a distinct women’s culture, such as that expressed in the *landai* form of poetry in Pashto; they have frequent discussions of the suffering that is the lot of women; and according to one woman anthropologist who worked among the Uzbeks, some commit sexual indiscretions which others help conceal. One element of women’s self-image in Afghanistan, at least among the Pashtu, is the belief that men, for all their posturing, are weaker than women, and that women could defend *namus* [woman, gold, land] at least as well if they had the chance—and the guns.”

Men, women, and children are part of the triangle of knowledge that must be targeted for information collection. In Afghanistan, we observe rather consistent themes. Men interpret information and tell you what they think you want to hear. Women see and hear what goes on behind the walls. Children run free in the community and see, watch, and are involved in nearly every activity in the community.

Dr. LisaRe Brooks, social scientist with the Army's Human Terrain Systems (HTS), in an International Security Assistance Forces (ISAF) HTS briefing on 28 October 2010 describing FETs stated, "Female engagements are an integral component of COIN [counterinsurgency] by embracing and understanding the missing 50 percent of the population; building relationships with the Afghan women to earn their trust; give women confidence in GIROA [Government of the Islamic Republic of Afghanistan]; divide them from those that violate their constitutional rights; and empower them to have a voice and ownership in solutions for problems in their families, villages, and country. The desired end states are four fold: (1) For women to influence families/communities not to support the Taliban; (2) For women to influence other women to demand basic services from the local government with coalition force [CF] support; (3) For women to influence family and community members to support the GIROA; and (4) For women not to support/enable the insurgency."

John Stanton, in "Army female engagement teams expand," posted on zeroanthropology.net on 4 January 2011, stated, "Females are essential to the success of any COIN/collective intelligence gathering. Social sensitivity is a big part of the reason. In October 2010, a new study co-authored by Carnegie Mellon University, MIT [Massachusetts Institute of Technology], and Union College researchers documented the existence of collective intelligence among groups of people who cooperate well, showing that such intelligence extends beyond the cognitive abilities of the groups' individual members, and that the tendency to cooperate effectively is linked to the number of women in a group." Although zeroanthropology.net is not considered a creditable source, this article shows that the Army is changing its collective view on FETs, although reluctantly at higher levels.

FET History

Women have exerted varying degrees of influence on men throughout history. Various military forces have learned this lesson and used female engagements to help influence the civilian populations to support them rather than their own country's military and government.

In the time of Xerxes, it is documented that the Persian King took advice from his Queen, which significantly impacted a political issue and prevented mass genocide. We are still in Persia. Conversations still go on between men and women behind closed doors. To understand those conversations and more importantly how we may be able to influence these conversations, we must be able to access the females. FETs are a proven concept. The Marine Corps does this well.

During early Roman history, the Roman Senate did not allow generals to take their wives on campaigns for fear that the wives would exert undue influence over their husbands' actions. The wives remained behind under a

form of limited house arrest as hostages to ensure the generals obeyed the Senate's instructions. We know from history that this did not always work to the Senate's desires or expectations.

In the mid-20th century, during the war in Algeria between 1954 and 1962, France conducted female engagements with their "Equipes Medico-Sociales Itinérantes" (EMSI: mobile medical-social teams), supporting pacification efforts aimed at isolating the insurgency from the Algerian population. EMSI engaged with Algerian women to enhance their living conditions and to improve France's reputation. EMSI included social workers, nurses, and educators, and their primary tasks were fostering girls' education; teaching child care, cooking, and sewing techniques; and conducting other efforts necessary to assist the women of Algeria. Feedback from French units highlighted the successes of EMSI, who saw the women as necessary "enablers" that complemented their security actions (more than 350 EMSI teams settled in the whole theater). The French Special Administration Section, established to work with the Muslim people, also found EMSI to be one of the most efficient ways to engage the population, and the large numbers of Muslim Algerian women who integrated into the EMSI program showed the relevance and success of the concept.

Initial FET Concept

FETs are not a new concept in Afghanistan. They have existed in one form or another for more than nine years in the country. It is not known with certainty when or which branch of military service/unit first initiated the concept of female engagements and it really does not matter. What matters is that the concept was initiated and developed. FETs have been used by both the U.S. Army and the Marine Corps with varying degrees of success. Army civil affairs teams have performed this type of mission on a regular basis for years in both Afghanistan and Iraq and in countries like Bosnia and Kosovo, but not under the FET name. The Marines accepted the FET concept early and employed it on a large scale well before the Army. To their credit, they have had great success using it.

Currently, there is little consistency in the FET programs across the Army's brigade combat teams (BCTs) deployed in Afghanistan. The deployed BCTs are having varying degrees of success in contributing to the information repository covering the total Afghan population that is required to be understood as part of the COIN environment. The Army has been a little slow accepting the FET concept. The FET concept is now being codified, and an Army-wide FET training program has been developed based on the U.S. Army Special Operations Command's (USASOC's) cultural support team (CST) program, Marine FET program, Combined Joint Task Force-101 (CJTF-101) FET program, and other BCT FET training currently being conducted. Along with input from these FET programs, many subject

matter experts, current and past, have been consulted in the development of the Army's FET training support package (TSP) and this handbook.

The Marine FET Experience

The first Marine FET was founded as an ad hoc team to support a specific operation in 2009. This FET was comprised of females who conducted the simple search function of the Lioness program in Iraq by searching local female nationals at checkpoints. Later in 2009 the Marines in Afghanistan established a similar FET following an incident in which trapped insurgents escaped an Afghan compound by walking through a Marine cordon dressed in female burqas. This was the first Marine use of FETs in Afghanistan.

In the last half of 2009, Marine FETs were ad hoc, on-call teams that were fielded upon the request of maneuver units. Marine FETs conducted roughly 70 short-term search and engagement missions. Many local Afghans accepted the FET presence, and some cultural and atmospheric information was gleaned, but there was no way to quantify the FETs' effectiveness in larger operational missions.

In 2010, the Marine FET mission became a consistent presence alongside civil affairs personnel in key Afghan population centers. FETs engaged the local Afghan female population, provided them with information about what the Marines were doing, provided humanitarian assistance, and gathered information about the area of operation. In July 2010, the Marine Corps led the way by establishing a continental United States (CONUS) FET training program to meet the tenets of the ISAF FET directive. The first platoon of female Marines trained as full-time FETs deployed to Afghanistan in March 2010.

The Marine officer who was responsible for co-founding the first Marine FET, wrote that FETs were designed to allow access to that half of the Afghan population, females, to which males would normally have been denied due to cultural sensitivities. He said that some military leaders have been critical of the idea of a FET based on two primary assumptions: (1) Pashtu men would be offended by the presence of American women, and (2) Pashtu women do not have enough influence or knowledge to make valuable allies.

In this Marine officer's experience, both of these assumptions are incorrect. In fact, FETs have evolved to engage both men and women. Anecdotal evidence shows that Pashtu men often feel more comfortable opening up around American women than American men and see American women as sort of a third gender. They do not believe the rules for behavior and dress for Pashtu women should be applied to American women. Furthermore, according to Mariam Mansury, advocate and congressional liaison at the Hunt Alternatives, a Washington DC-based consulting group, Pashtu women

have a powerful role in their families and in Afghan society. They have a wide network of male contacts and can be the difference between their sons becoming peacemakers or insurgents (Mariam Mansury, interview, 4 May 2010).

To illustrate the potential effectiveness of FETs, a Marine officer and an Afghan female cultural adviser cited their experiences in Helmand Province. They said it is typical of the places Marines are attempting to seize the initiative. The area is poor and socially conservative, has a diverse population of Pashtus and Baluchis, and there is a mix of longtime residents and new arrivals. The main concerns of the population are water scarcity, security, and inadequate medical care. The Marine presence has allowed for a modicum of security — the bazaar has reopened — but the locals are still wary. They worry that the Marines will not stay long term, and once they are gone, the Taliban will take over again. The marine officer and the Afghan female cultural adviser said this condition, typical across much of the Helmand Province, is one in which FETs can provide tangible gains.

A FET came to the area for a weeklong mission, and every time their patrol stopped to talk to local men outside a compound, the FET members were invited inside to visit the women. During each visit, the FET successfully encouraged the women to open up about their daily lives and concerns. Word spread among locals that female Marines were in the area, and the FET discovered that some Afghan women had been eagerly waiting for a chance to talk to them. One woman said they had “prayed you would come to us.” The FET accepted tea and bread from the families they visited and dispensed over-the-counter medicine.

The Marine officer and the Afghan female cultural adviser said: “Here, as elsewhere in Helmand, the presence of female Marines softened the interaction with local men and children.” They quoted a local man who opened his home to the FET as saying, “Your men come to fight, but we know the women are here to help.” They also reported that male Marines on patrol without FETs reported that Afghan men thanked them for bringing women to help.

Currently, Marine FETs attend a four-month FET training course prior to assignment and deployment.

The Army FET Experience

The Army as a whole has been slow and late accepting the FET concept. Combined Joint Special Operations Task Force-Afghanistan planned, developed, and employed female engagement personnel in late 2004–early 2005. Up through August 2010, Army General Purpose Force (GPF) FET training has been left up to the BCT commanders to develop their own FET training program utilizing internal BCT assets for trainers and female

volunteers. These BCT FET trainers for the most part have had limited Afghan cultural and language knowledge and experience. Although some female Soldiers have volunteered for FET training and deployment, most have been volunteers: nonvolunteers directed to participate and on their first tour in the Army with very little Army experience and with no prior deployments. The quality of FET training has varied significantly from BCT to BCT and with commander emphasis and support for FET training and operations. Some commanders consider female engagements more important and useful than other commanders.

In early 2009, Multi-National Division-North in Iraq directed its BCTs to begin a women's initiative program, with the intended goal of empowering Iraqi women to improve their own lives and the lives of their families. Within Kirkuk Province, 2nd Brigade 1st Cavalry Division (2-1CD) decided to work with several spheres of influence: the Provincial Council Women's Committee, the rural women's organization, and several women's Iraqi nongovernmental organizations (NGOs). In keeping with 2-1CD's method of operation, which was to put an Iraqi in the lead, the first meeting of the Kirkuk Provincial Council Women's Committee was an eye-opening experience resulting in several obstacles.

The first obstacle they had to overcome was the cultural curiosity of how an Army gear-wearing Soldier could actually be a female. Many Iraqi women truly thought the female American Army officers were male Soldiers. Only after the female officers shed their gear and opened their souls to the inquisitive questions of the Iraqi women were they accepted as an equal and female. The Iraqi women were very impressed that female American Army officers held leadership positions and could give orders to subordinate male Soldiers. This was a stark role reversal for the Iraqi women to observe.

The female Army officers quickly identified their second obstacle, which was that both the provincial women committee members and NGOs were conjugating along strict ethnic groups and were barely acknowledging one another. Compounding the Provincial Council Women's Committee's development further was the fact that a female leader could not assume the title of chairperson because that would throw off the number of reserved provincial chairperson positions per ethnicity (Kurd, Arab, and Turkmen). Seeing this disarray, the female American officers realized they had to first help the women's committee develop basic committee leadership skills and focus on capacity building with the female NGOs. From this experience, a couple of lessons were learned:

- When developing a women's initiative program in a Middle East country, one needs to temper expectations. The Army idiom of crawl, walk, and run is applicable when initiating new women's initiatives in a historically male-dominated society.

- American females need to temper their approach and focus on capacity building. This empowered the Iraqi women with the skill sets necessary to make future gains through their gained knowledge of how to organize, plan a meeting, set goals, and ultimately to achieve the goals.

Since 2004, Army special operations missions within Afghanistan have identified a requirement for trained female Soldiers to assist Army special operations forces (ARSOF) units with operations designed to promote the legitimacy of the GIRoA within the relevant Afghan female civilian population. Prior to the first quarter of 2010, USASOC had very few FET-trained female Soldiers, which limited ARSOF's ability to connect and collaborate with this critical part of Afghan society. As mitigation, USASOC developed a FET program, called the CST program, at Fort Bragg, NC, to meet this critical mission requirement. The first CST class was conducted from 1–5 November 2010 (assessment and selection [A&S]) and from 7 November–10 December 2010 (training and qualification [T&Q]). Graduates from this first CST class were then deployed to Afghanistan in support of ARSOF operations.

The USASOC CST program is at present the Army's only resident FET training course. It is six weeks long — one week for A&S and five weeks for T&Q — with an established program of instruction, which is constantly being updated and modified, and specific recruiting criteria.

CJTF-101, assigned to Regional Command-East in Afghanistan, has had an in-theater FET training program since 2010. This is a five-day, 40-hour course. All BCTs assigned to this regional command are required to send their FETs to this course upon arrival in theater.

In January 2011, a three-day FET working group was conducted in Kabul, Afghanistan, with attendance by U.S. and various CF military services' FET leaders along with other persons interested in female engagement from across Afghanistan. The primary purpose of the working group was to discuss and develop a unified, official FET doctrine; FET team composition; FET training requirements; and a FET mission statement. Building a core operational FET doctrine and learning about other FETs' capabilities and experiences occurred throughout the meeting. Other subjects discussed included legal considerations, FET implementation flexibility, and key issues that should be resolved to ensure a successful, unified FET program. The outcome of this working group resulted in an official "way ahead" for FETs in Afghanistan.

In May 2010, an ISAF FET directive provided guidance and intent for standardizing female engagements with Afghan females by ISAF units. After July 2010, units deployed in Afghanistan conducted some level of in-theater FET training and performed FET operations. In March 2011,

ISAF directed that all BCTs deploying to Afghanistan after August 2011 have trained FETs assigned to the unit prior to deployment. With this requirement, Department of Army Military Operations-Training directed the asymmetric working group to develop courses of action (COAs) to meet the Army-wide (excluding SOF) ISAF FET training requirement.

The Vice Chief of Staff of the Army was briefed on the FET training COAs on 22 April 2011. His subsequent decision was to:

- Require U.S. Army Forces Command to: (1) Direct BCTs to recruit female FET volunteers from internal female assets, send the BCTs' FET instructor personnel to Fort Bragg to receive train-the-trainer (TTT) FET instructor training at the USASOC's CST course, and then return to their parent BCTs to train the BCTs' female FET volunteers; and (2) Establish a resident PRT FET training program; recruit female FET volunteers to augment the joint-sourced PRTs; send FET instructor personnel to Fort Bragg to receive TTT FET instructor training at the USASOC's CST course; and then return to a designated location, currently Camp Atterbury, IN, to train the PRT FET volunteers just prior to linking with their assigned PRT for predeployment training.
- Require the United States Army Training and Doctrine Command (TRADOC) to: (1) Develop a standardized Army FET TSP, based on USASOC's CST program, to train BCT and PRT female FET volunteers, and (2) Write a Commander's Guide to Female Engagement Teams (FET) Handbook to provide commanders and FET volunteers with a basic understanding of how to employ FETs.

The Combined Arms Center-Training (CAC-T) received the TRADOC mission to develop the FET TSP, and the Center for Army Lessons Learned received the TRADOC mission to develop an interim Leader's Guide to FET Employment. In addition, TRADOC tasked the COIN Center to integrate FET training for BCT leaders during the COIN Leadership Seminar.

Currently, most Army GPF BCTs conduct some type of FET training prior to or upon deployment. This FET training varies from three days to two weeks, with most running for five days.

Chapter 2

Female Engagement Team Mission and Organization

The female engagement team (FET) is a formally trained, dedicated resource that enables brigade combat teams (BCTs), as the operational environment (OE) owners, maneuver battalions (MBs), as the battle space owners (BSOs), and provincial reconstruction teams (PRTs) to influence and interact with the local population, primarily women, to achieve their counterinsurgency (COIN) objectives. When FETs are employed, units gain greater acceptance from the local population and collect information the unit can use to enhance their operations and provide improved security in their area of operations (AO).

FETs are unit enablers designed to facilitate a comprehensive understanding of the OE, and they are employed by the OE owners and PRTs to build enduring trust, confidence, and increased support of COIN and the Government of the Islamic Republic of Afghanistan (GIROA). FETs are intended to:

- Support the BCT's and PRT's priorities, including, but not limited to, enable COIN operations and a comprehensive understanding of the OE.
- Build support and confidence of the female population for GIROA and more broadly build support and confidence of the Afghan population on issues of security, health care, education, justice, and economic opportunity to enable their families to live in a safe and secure environment.
- Provide an understanding of the different perspectives of women, which will provide a better situational awareness of the OE.

FET Mission

Support the BCT (as the OE owner) and the MB (as the BSO) lines of effort (LOEs) through information engagements with the female population throughout any OE.

FET Requirements

After 31 August 2011, the Commander, International Security Assistance Force (COMISAF) requires a minimum of 18 FET-trained and qualified (FT&Q) female Soldiers, which equates to nine FETs, be assigned to each BCT deploying to Afghanistan, with three FETs supporting each of the BCT's three MBs as the BSOs. Additionally, after 31 August 2011,

COMISAF requires a minimum of four FT&Q female Soldiers, which equates to two FETs, be assigned to each joint-sourced PRT deploying to Afghanistan. The number of FT&Q female Soldiers required in support of BCT and PRT female engagements may be adjusted in the future as the operational situation and experience dictate. FETs will be augmented in the theater with local Afghan females hired as translators and female medical personnel. A local Afghan male translator may be substituted when a local Afghan female translator is not available. Special handling instructions and training will be required when a FET is using a local Afghan male translator. Female medical personnel assigned to the BCTs and PRTs may be used to augment the FETs.

A few observation reports have shown that some deployed part-time FT&Q female Soldiers never participate in a FET operation during their deployment, which wastes the time spent receiving FT&Q and reduces the ability of their assigned units to fully prepare all their assigned personnel for deployment. Keeping FT&Q female Soldiers on status as a part-time FET constitutes wasting an asset that could assist the BCT to better accomplish its mission. FT&Q female Soldiers should never be considered part-time FETs. All FT&Q female Soldiers should be on full-time FET status.

All BCTs and PRTs are authorized to have more than the minimum required 18 FT&Q female Soldiers, nine FETS, and four FT&Q female Soldiers, and two FETs respectively if the mission requires. These FT&Q female Soldiers are full-time FETs. Their primary duty of assignment is to perform female engagement operations in support of their assigned BCT or PRT. FETs can be combined together for larger female engagement operations.

In addition, each BCT and PRT is authorized as many part-time, partially FET-trained but not FET-qualified female Soldiers for which they can obtain volunteers from within their internal pool of female Soldiers. These additional part-time FETS are available to augment the full-time FETs on an as-needed basis. They continue to perform their normal assigned modified table of organization and equipment (MTOE) duties and to receive additional FET training until required and available to assist the full-time FETs in the performance of a specific FET operation, replace full-time FET casualties, or to increase the number of full-time FETs.

FET Organizational Options

The full-time FETs should be organized by the BCT and PRT commander to accomplish two primary requirements. The first requirement is for the BCT commander to retain the maximum possible flexibility and tactical control of FET employment across all the BCT's lines of operation (LOOs). The second requirement is to comply with Army policy as specified in Army Regulation (AR) 600-13, *Army Policy for the Assignment of Female*

Soldiers, paragraph 1-12a, with regard to the assignment and collocation of women within the BCT.

The regulation allows female Soldiers to be assigned to any officer or enlisted specialty or position except in those specialties, positions, or units (battalion size or smaller) assigned a routine mission to engage in direct combat or which collocate routinely with units assigned a direct combat mission. Army policy limits the assignment of BCT FETs to the BCT headquarters (HQ) or smaller noncombat units within the BCT. Army policy also implies that the attachment of FETs to a unit assigned a routine mission to engage in direct combat is prohibited because attachment requires collocating with that unit. This includes any non-MB or smaller unit assigned as an OE owner.

Since directly assigning FETs to a combat battalion or smaller unit is prohibited by Army policy as specified in AR 600-13, the BCT will need to check with United States Forces-Afghanistan (USFOR-A) prior to deployment to obtain a judge advocate general (JAG) AR 600-13 reading on the attachment and/or collocation of the FETs to battalion or smaller combat units. The same justification used for the attachment and/or collocation of a forward support company, which may have female Soldiers assigned, with a combat battalion or smaller unit might also be used to justify the attachment and/or collocation of FETs with a combat battalion or smaller unit.

The only established female engagement organization for Army General Purpose Forces (GPF) is the FET consisting of two FT&Q female Soldiers. All FETs should be organized into higher-level FET organizations. These higher-level FET organizations are ad hoc but necessary for FET mission command. As long as it does not violate Army policy with regard to the assignment and collocation of female Soldiers, the BCT can organize their FETs however they choose to meet mission requirements.

There are basically two recommended higher-level options for organizing the BCT's full-time FETs. The only real difference between these two options is the attachment and/or collocation of a FET section with each of the BCT's three MBs. There is no organization option for part-time, partially FET-trained female Soldiers. Part-time, partially FET-trained female Soldiers remain with their assigned unit performing their primary MTOE duties and are available to augment the full-time FETs as needed for a specific FET operation. The PRT FET organization ends with the FET. There are no higher PRT FET organizations.

The first full-time, higher-level BCT FET organization option is to assign all FT&Q female Soldiers directly to the BCT special troops battalion (BSTB) and consolidate them into a FET detachment of three FET sections. Each FET section is organized with three FETs of two FT&Q female Soldiers. A

FET section is tasked to provide female engagement support to each of the BCT's three MBs.

The second full-time, higher-level BCT FET organization option is to assign all FT&Q female Soldiers directly to the BSTB and consolidate them into a FET detachment of three FET sections. Each FET section is organized with three FETs of two FT&Q female Soldiers. Up to this point, the second option is the same as the first option. Attach to and collocate a FET section with each of the BCT's three MBs for the conduct of female engagement operations.

Since the three MBs are the BCT's normal BSOs, each should have a FET section supporting in a habitual relationship. An additional FET section of three FETs will have to be recruited and receive FT&Q for each additional battalion assigned to be a BSO. It is not recommended that the FET section be organized with fewer than three FETs.

No matter how the FETs are organized within the BCT, without a theater request for forces (RFF) for additional positions to augment the BCT, these female Soldiers will come from the BCT's internally assigned female Soldiers. Currently, due to theater force caps, there is no RFF envisioned. In addition to no RFF for augmentation of FT&Q female personnel to perform the BCT's FET requirements, there will be no replacements to backfill the BCT MTOE positions vacated by female Soldiers selected to be FETs.

The loss of these female Soldiers assigned to primary, full-time FET duties will have an adverse effect on the mission support the losing unit can provide BCT elements. Any use of part-time, partially FET-trained female Soldiers to augment full-time FETs in any specific FET operation will have an additional adverse effect on mission support. The part-time FETs cannot simultaneously perform both mission support and FET operations. Priorities will have to be established by the BCT commander.

PRTs are not units assigned a routine mission to engage in direct combat, so any female personnel, including FETs, can be directly assigned or attached to and collocated with the PRT. All PRT FETs are full-time positions filled by augmentation, not from the PRT's internally assigned female military or civilian personnel. The two FETs are not organized into a FET section but are assigned to the PRT as separate FETs.

FET Organizations

There is only one established Army FET organization for GPF units — the FET. Other than the individual FET member, the FET is the lowest-level Army FET organization that will be discussed in this handbook. The FET is organized the same for both BCTs and PRTs. Both higher-level Army FET organizations — the FET detachment and FET section — discussed in this

handbook are ad hoc organizations but necessary for FET mission command purposes.

FET Composition

Under current Department of the Army guidelines, each FET consists of two FT&Q female Soldiers. Male Soldiers are not authorized to be FET members. The FET leader should be a female noncommissioned officer (NCO) (E6–E8), warrant officer (WO1–CW3), or commissioned officer (O1–O3). The second FET member should be a female enlisted Soldier or NCO (E4–E8). All FT&Q female Soldiers should be assigned to a specific FET and always function as a team (battle buddies) for the duration of the deployment.

The primary duty assignment of these FT&Q female Soldiers is as full-time FETs dedicated solely to female engagement operations (FEOs). One FET member always acts as the interviewer and the other as the recorder on all FET operations. Every FET should have a prepared engagement agenda and associated questions before beginning any operation. The engagement agenda is tasked by the unit supported. At least one member of the FET, the team leader, requires a secret clearance. The FET leader, as the most experienced and senior member of the FET, is the interviewer, asks the questions, writes the FET mission engagement summary, and may participate in most, if not all, classified FET mission planning and briefings. The recorder takes notes to document the engagement, collecting as much information as possible; advises the interviewer of any missed questions or possible additional questions that should be asked; and may also participate in specific classified FET mission planning and briefings. At a minimum, at least the FET leader and, when possible, the second FET member need to have a secret security clearance to participate in classified briefings and mission planning.

Every FET should operate in the same BSO's AO during the entire deployment to build upon any relationships and trust they have made with local Afghan civilians, both male and female. If the BSO changes, the FET should always stay with the new BSO covering the same AO to maintain the relationships and trust it has established.

Based on availability, each FET will be augmented by a local Afghan female translator provided by theater, a female medic or other female medical provider, and other enablers (e.g., camera operator, security team, and social scientist) or other augmentation as the situation dictates. The other enablers should be female Soldiers whenever the situation allows. BCTs and PRTs are authorized to utilize their own internal enablers to augment the FETs, but some may need to be requested from higher echelons.

Recommend that the local Afghan female translators be assigned directly to the FET detachment and work with a specific FET for the duration of the deployment. On 11 May 2011, USFOR-A expressed concern with the ability of the theater to hire sufficient local Afghan females to act as translators to fill the FET requirements. If a female interpreter is not available, a male interpreter can be assigned to augment the FET. Very specific guidelines and training are required for FETs to properly use male translators when engaging Afghan women.

In all situations outside the wire, the FET should operate with a security team, which consists of male Soldiers assigned to a combat company. A FET can augment a patrol to perform engagement operations and female searches/pat downs during the patrol. A FET can augment a security checkpoint to perform female searches/pat downs of Afghan women passing through.

Units are encouraged to have a pool of part-time, partially FET-trained but not necessarily FET-qualified, female Soldiers available to augment the full-time FETs in larger FEO that require additional female Soldiers, to increase the number of full-time FETs, or to replace full-time FET casualties. These part-time, partially FET-trained female Soldiers can be trained by the BCT's FET training cadre or the full-time FT&Q Soldiers, as time permits, during predeployment or once the unit deploys to theater. Part-time, partially FET-trained female Soldiers are not organized into FETs but constitute a pool of female Soldiers available to augment full-time FETs.

There are only three reasons for the membership of a specific full-time FET to change during deployment. The first and second reasons involve a permanent change to the membership of an established full-time FET, with the new FET members remaining together as a team (battle buddies) for the remainder of the deployment. The third reason for change involves a temporary, not permanent, change to the membership of an established full-time FET for a specific short-duration FET operation.

The first reason for a change to FET membership occurs when there is a mission requirement to increase the number of full-time FETs. This is a permanent change. Examples are:

- The need for a fourth full-time FET in one or more of the FET sections.
- The need for additional FET sections of three full-time FETs to support additional BCT BSOs.

Both of these examples of FET change are accomplished by splitting an established full-time FET, creating two new, full-time FETs by pairing an experienced full-time FT&Q female Soldier with a part-time, partially FET-

trained female Soldier and training the new full-time FET member to FT&Q standards as quickly as possible. The first example requires the splitting of only one established full-time FET to create the fourth full-time FET in the FET section. The second example requires the splitting of three established full-time FETs to create the three new, full-time FETs for the fourth FET section.

The second reason for a change to FET membership occurs when, for whatever reason, a full-time FET member is removed from FET membership. This is a permanent change. Examples are:

- One FET member becomes a casualty and is evacuated with no expectation of returning.
- One FET member is removed from full-time FET membership due to incompetence or criminal action.
- One full-time FET member is promoted and assigned to a FET leadership position.

All three of these examples are accomplished by pairing a part-time, partially FET-trained female Soldier with the remaining full-time FET member and training her to FT&Q standards as soon as possible. This re-establishes the depleted FET at 100 percent strength; i.e., two full-time FT&Q female Soldiers.

The third reason for a change to FET membership occurs when there is a requirement to conduct a short-duration, larger FET operation that will require larger or additional FETs. This is a temporary, not permanent, change. Examples are:

- The size of a FET needs to be temporarily increased.
- The number of FETs needs to be temporarily increased.

The first example is accomplished by augmenting an established full-time FET with two part-time, partially FET-trained female Soldiers and pairing each part-timer with a full-timer. This creates a short-duration, four-member FET for a specific FEO. The second example is accomplished by splitting an established full-time FET and pairing each full-time FET member with a part-time, partially FET-trained female Soldier. This creates two short-duration FETs. Neither example necessarily requires additional FET training for the part-timers. Once the specific FEO concludes, the part-timers return to their units to continue their MTOE duties.

First Higher-Level FET Organizational Option

This is the recommended FET organizational option and allows the BCT commander to retain the greatest flexibility and tactical control over FET

assignments and operations within the BCT. This option does not violate Army policy with regard to the assignment and collocation of female Soldiers. There are a few negative aspects that will be discussed at the end of this section.

All FT&Q female Soldiers, assigned the primary duty as a full-time FET, must be assigned to and collocated with the BCT HQ, usually in the BSTB. Consolidate all FT&Q female Soldiers into a BCT FET detachment of three FET sections consisting of three FETs each, totaling 18 full-time FT&Q female Soldiers. Each FET section should habitually support and conduct FET operations in each of the BCT's three BSOs' AOs. If more than three BSOs are required, the BCT will need a FET section of three FETs for each additional battalion assigned as an OE owner.

A senior FT&Q commissioned officer (O2 or O3) and a senior FT&Q senior NCO (E7 or E8) should be assigned to the BCT as the FET detachment leader and FET detachment senior NCO respectively. The senior FT&Q commissioned officer or warrant officer and the senior FT&Q NCO in each FET section act as the FET section leader and FET section senior NCO respectively. At a minimum, each FET should have an E6 or higher assigned as the FET leader.

It is recommended that two additional FT&Q female Soldiers be selected as the BCT's FET detachment leader and detachment senior NCO respectively. In order to allow all nine FETs to perform and concentrate on FET operations, it is recommended that six additional FT&Q female Soldiers be selected as the BCT's three FET section leaders and three FET section senior NCOs respectively.

- Although this is not recommended, if there are insufficient FT&Q female volunteers to fill the higher FET leadership positions, a male officer and senior NCO male Soldier can be assigned to each FET section and detachment leadership positions as needed. A male Soldier cannot fill either of the two FET member positions. Any male Soldiers assigned to a FET leadership position should attend FT&Q so they understand FET duties and mission requirements. The male Soldiers will not be able to perform FET operations, but they may be necessary for FET mission command.
- Additionally, an FT&Q female commissioned officer (O1 or O2) or a female warrant officer (WO1–CW3) and an NCO (E7 or E8) should be assigned to the BCT and each MB as the FET staff officer and FET staff NCO respectively. Although it may not be very efficient, the FET detachment leader/senior NCO may be dual-hatted as the BCT FET staff officer/NCO. Other battalions within the BCT may also require a

battalion FET staff officer and FET staff NCO be assigned. If there are insufficient FT&Q female volunteers to fill these FET staff positions, task a male commissioned officer and NCO on the respective staffs to function in these positions. They should also attend FT&Q so they understand FET duties and mission requirements.

This option requires, at a minimum, 18 FT&Q female Soldiers to fill the 18 required slots in the BCT's nine FETs. The FET detachment and three FET section leadership positions require an additional eight FT&Q female Soldiers, although FT&Q male Soldiers can fill these positions if insufficient female volunteers are available. It is highly recommended that the eight FET leadership slots be filled by FT&Q female Soldiers. If BCT and MB FET staff positions are filled, an additional eight FT&Q female or male Soldiers are required. This brings the total of full-time FT&Q female Soldiers in the BCT to 26, with an additional eight FT&Q female or male Soldiers for the FET staff positions. Add two full-time FT&Q female or male Soldiers to the BCT total for every additional battalion requiring a battalion FET staff officer and a battalion FET staff NCO.

FET sections should always consist of a minimum of three FETs. It is recommended that a FET section leader and FET section senior NCO is added to each for FET mission command. If additional FETs are required to support more than the BCT's three MBs, organize a FET section of three FETs plus an FT&Q FET section leader and senior NCO for each additional battalion. This will require an additional eight FT&Q female Soldiers. There are several negative aspects to this option:

- FETs will be required to travel to and from the BSO's AO via ground or air transportation to conduct every FET operation. More travel increases the threat of danger the FETs will be exposed to, with a greater possibility of casualties.
- There will be more difficulty for the FETs to establish a habitual relationship with the BSO they support. This in turn can reduce the trust and respect the combat Soldiers and FETs have for each other. Both may feel less safe and unsure of how much they can depend on each other in a dangerous situation.
- Fewer FEOs will be conducted. The constant travel required for FETs to get to and from their supported BSO's' AO will make less time available for actual FEOs.
- FETs will have less time available to conduct FEOs. FETs will also find it more difficult to build, maintain, and improve relationships and trust with Afghan women in the OE owner's AO where they habitually operate.

- A greater workload will be placed on the BCT staff for the planning and briefing of all FET operations. The planning process will have to begin well before the operation is to be conducted due to the additional FET travel time involved. Input from the OE owners will be required for every FET operation in their AOs.
- The BSOs will need to request FET support early on and provide the “who, what, when, where, why, and how” input to the BCT for every FEO they want conducted in their AOs.

Second Higher-Level FET Organizational Option

This option is not recommended but is acceptable. It does not allow the BCT commander to retain as much flexibility and tactical control over the FET assignments and operations within the BCT as the first option. Additionally, there is the possibility the option will violate Army policy with regard to the collocation of female Soldiers with the combat battalion or smaller units. Any non-MB assigned as a BSO should also be considered a combat battalion since, as a BSO, it is expected to routinely engage in combat operations. The BCT will need to check with USFOR-A prior to deployment to obtain a JAG AR 600-13 reading on the attachment and collocation of the FETs to battalion or smaller combat units. If USFOR-A authorizes the attachment and/or the collocation of a FET section of three FETs or even a single FET to a combat battalion or smaller unit, then this option can be utilized.

All FT&Q female Soldiers must be assigned to the BCT HQ, usually in the BSTB. Consolidate all FT&Q female Soldiers into a BCT FET detachment of three FET sections consisting of three FETs each, totaling 18 full-time FT&Q female Soldiers, and attach one FET section to each of the BCT’s three MBs. The three MBs are usually the BCT’s three BSOs. The same FET section habitually supports and conducts FEOs in each of the BCT’s BSOs’ AOs. If more than three BSOs are required, the BCT will need a FET section of three FETs for each additional battalion assigned as a BSO.

The senior FT&Q commissioned officer (O2 or O3) and a senior FT&Q senior NCO (E7 or E8) should be selected as the BCT’s FET detachment leader and detachment senior NCO respectively. The senior FT&Q commissioned officer or warrant officer and the senior FT&Q NCO in each FET section act as the FET section leader and FET section senior NCO respectively. At a minimum, each FET should have an E6 or higher assigned as the FET leader.

It is recommended that two additional FT&Q female Soldiers be selected as the BCT’s FET detachment leader and detachment senior NCO respectively. In order to allow all nine FETs to perform and concentrate on FEOs, it is recommended that six additional FT&Q female Soldiers be selected

as the BCT's three FET section leaders and three section senior NCOs respectively.

Although it is not recommended, if there are insufficient FT&Q female Soldiers to fill the higher FET leadership positions, a male commissioned officer and senior NCO can be assigned to any higher-level FET leadership positions as needed. A male Soldier cannot fill either of the two FET member positions. It is recommended that all male Soldiers assigned to higher-level FET leadership positions attend FT&Q so they will have a good understanding of FET duties and mission requirements. The male Soldiers will not be able to perform FEOs, but they are necessary for FET mission command and control.

Additionally, an FT&Q female commissioned officer (O1 or O2) or a female warrant officer (WO1–CW3) and an NCO (E7 or E8) should be assigned to each BSO as the FET staff officer and staff NCO respectively. Other battalions within the BCT may also require the assignment of a battalion FET staff officer and FET staff NCO. If there are insufficient FT&Q female Soldiers to fill these FET staff positions, task a male officer and NCO on the respective staffs to function in these positions. It is recommended that all male Soldiers assigned to BCT and battalion FET staff positions attend FT&Q so they will have a good understanding of FET duties and mission requirements.

Normally, the S-9 (civil affairs officer) or S-7 (inform influence activities officer) is assigned the responsibility on the BCT staff for supervising FET operations. It is recommended that the S-9 be assigned this responsibility since he is the BCT staff officer responsible for the activities that establish, maintain, influence, or exploit relations between the military forces, the government or nongovernment civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile AO to facilitate military operations and consolidate and achieve the BCT's mission objectives.

This option requires, at a minimum, 18 FT&Q female Soldiers to fill the 18 slots in the BCT's nine FETs. The FET detachment and three FET section leadership positions require an additional eight FT&Q female Soldiers, although FT&Q male Soldiers can fill these positions if insufficient female Soldiers are available. It is highly recommended that the eight FET leadership slots be filled by FT&Q female Soldiers. If the BCT and MB FET staff positions are filled, an additional eight FT&Q female or male Soldiers are required. This brings the total of full-time FT&Q female Soldiers in the BCT to 26, with an additional eight FT&Q female or male Soldiers required for the BCT and three MB FET staff positions. Add two full-time FT&Q female or male Soldiers to the BCT total for every additional battalion requiring a battalion FET staff officer and a battalion FET staff NCO.

FET sections should always consist of at least three FETs plus the FET section leader and FET section senior NCO. If additional FETs are required to support more than the BCT's three MBs, organize a FET section of three FETs plus FT&Q FET section leader and senior NCO for each additional battalion. This will require an additional eight FT&Q female Soldiers.

Part-Time FET Organization

The BCT commander has employment flexibility and tactical control over part-time FETs only when they are performing a BCT-level FET operation. Since part-time FETs have day jobs, the utilization of part-time FETs to augment full-time FETs requires a lot more thought and prior planning to ensure sufficient part-time FETs are available for training or for a specific FET operation. When part-time FETs are performing FET training or a FEO, they are not available to their parent unit, which may result in some degradation in the unit's ability to accomplish the BCT's support mission. The BCT commander needs to establish the priority — mission support or FEOs.

The true part-time FET is a partially FET-trained but not FET-qualified female Soldier. The female Soldiers are not organized into FETs or high-level FET organizations. They constitute a pool of female Soldiers available to augment full-time FETs on an as-needed basis. These part-time FETs remain with their assigned unit performing their primary assigned MTOE duties until required for a FET operation. All BCTs are encouraged to have a pool of part-time FETs available to augment full-time FETs for larger FEOs, to replace full-time FET casualties, or to increase the number of full-time FETs.

The BCT FET detachment leader/FET senior NCO develop and supervise all continuing part-time FET training with assistance from the FET section leader/FET section senior NCO and BCT/battalion FET staff officers/FET staff NCOs. They become the FET SMEs within the BCT and MBs.

FET Leadership Duty Requirements

The primary duties of the FET detachment leader and detachment senior NCO are but not limited to:

- Advise the BCT/battalion commanders and staffs on FET operations and capabilities.
- Develop and supervise additional training for all full-time FT&Q and part-time, partially FET-trained female Soldiers.
- Monitor and supervise all FET operations within the BCT.
- Directly lead all larger BCT-level FET operations involving FETs from multiple FET sections or four-plus FETs.

- Develop all BCT FEO plans/orders, with final approval from the BCT S-3.
- Conduct all BCT FEO briefings to the FET sections and teams.
- Receive and consolidate all FET operation mission summaries from FETs operating at all levels within the BCT.
- Develop and submit a BCT FET mission engagement summary (Appendix D) to the BCT S-3 within 72 hours of the conclusion of a FET operation. The BCT FET detachment leader/senior NCO should receive a consolidated FET section mission engagement summary within 48 hours of the conclusion of a FEO.
- Supervise, evaluate, and counsel all full-time FT&Q female Soldiers on their performance during training and operations.
- Supervise, evaluate, and counsel all part-time FETs when augmenting the BCT FET detachment for BCT FEOs and FET training. Provide this information to the part-time FET's chain of command.
- Attend and participate in all FET debriefings. The debriefer can be the FET detachment leader/senior NCO, the BCT/battalion S-2, or other assigned BCT/battalion staff officers, warrant officers, or NCOs. Either the BCT FET detachment leader/senior NCO or the FET section leader/senior NCO must be present at all debriefings when FETs have participated in an operation.
- FET leaders submit FET engagement mission summaries to FET section leaders within 24 hours of the conclusion of a FET operation.
- FET section leaders/senior NCOs submit a consolidated FET engagement summary to the FET detachment leader/senior NCO within 24–48 hours of the conclusion of a FEO.

The primary duties of the FET section leader and section senior NCO, if attached to a BSO, are but not limited to:

- If attached to an MB, advise the battalion commander and staff on FEOs and capabilities.
- Assist the BCT FET staff officer and staff senior NCO in the development and supervision of additional training for all full-time and part-time FETs, as time permits.
- Monitor and supervise all FEOs within the battalion.
- Directly lead all battalion-level FEOs involving two or more FETs.

- Develop all battalion FEO plans/orders with final battalion S-3 approval.
- Conduct all battalion FEO briefings to the FETs.
- Receive and consolidate all FEO mission engagement summaries from FETs operating at all levels within the BCT.
- Develop and submit the battalion FET mission engagement summary (Appendix D) to the BCT S-3 within 72 hours of the conclusion of a FEO. Should receive a consolidated FET section mission engagement summary (Appendix D) within 48 hours of the conclusion of a FEO.
- Evaluate and counsel all full-time FET Soldiers on their performance during training and operations.
- Evaluate and counsel all part-time FETs when augmenting the battalion FET section for battalion FET operations. Provide this information to the part-time FET's chain of command.
- Attend and participate in all battalion FET debriefings. The debriefer can be the FET section leader or section senior NCO; the battalion S-2; or other assigned battalion staff officer, warrant officer, or NCO. Either the battalion FET section leader or senior NCO must be present at all debriefings when FETs have participated in an operation.
- Develop and submit a consolidated FET engagement summary to the battalion S-3 and the BCT FET staff officer/senior NCO within 24–48 hours of the conclusion of a FET operation. Should receive a FET mission engagement summary from the FET leader within 24 hours of the conclusion of a FEO.
- FET leaders submit FET engagement summaries to FET section leaders within 24 hours of the conclusion of a FET operation.

FET Staff Officer/NCO Duty Requirements

The BCT commander assigns a staff section the additional duty as the FET staff officer/NCO with responsibility for the FET detachment and for assisting with the planning of FEOs. The S-2 should not be assigned this responsibility. The BCT S-9 or S-7 is usually assigned this responsibility. The assigned staff section needs to work closely with the S-3, S-2, each other, and the FET detachment leaders to plan all FEOs.

The S-7 and S-9 are partnered close enough conceptually that having the FET report to either one would at least be in the correct ballpark. The only real damage would be if the FET was erroneously assigned to the S-2 as an intelligence asset. FETs are not intelligence collectors.

The primary duties of the FET staff officer and FET staff NCO are but not limited to:

- Advise the BCT/battalion commanders and staffs on FEOs and capabilities.
- Develop and supervise continuous additional training for all full-time and part-time FET Soldiers.
- Monitor and keep the BCT commander and staff up to date on all FEOs within the BCT's AO.
- Directly lead all BCT-level FEOs that require FETs from multiple MBs.
- Participate in developing BCT-level FEO plans/orders.
- Provide all FEO briefings to the FETs during BCT-level operations.
- Evaluate and counsel all full-time and part-time FET Soldiers on their performance during BCT-level FET training and operations and provide that information to the FET's chain of command.

PRT FET Organization

PRTs are joint-sourced organizations with personnel externally sourced by RFF from all the U.S. military services, including their reserve components, plus civilian specialists. Most if not all PRTs are created and come together for the first time when they receive their predeployment training. As of 1 May 2011, the FORSCOM-selected central location for PRT predeployment training is Camp Atterbury, IN. Individual specialists receive their specialty training at other locations prior to their arrival at Camp Atterbury. The PRT may never have functioned as an organized unit prior to predeployment training.

PRT personnel are specialists, and only a few may be female. Since they are specialists, their normal PRT duties may preclude their being available to perform full-time FET duties, although they may augment a FET for specific larger FET operations. These PRT specialists do not have sufficient time available prior to predeployment training to also attend FT&Q. FETs have the primary duty to perform female engagements.

The FET organization within the PRT ends with the FET. All FT&Q female Soldiers are an augmentation to the normal PRT organization. The senior FT&Q female Soldier assigned to the PRT acts as the PRT FET SME and supervisor. PRT FETs are full-time military volunteers with the primary military duty of performing female engagements. Only female military personnel can serve on a PRT FET. Female civilian specialists assigned to the PRT should never be used as FETs.

All female military personnel assigned primary duties as PRT FETs will be an augmentation to the normal PRT organization and will not come from internally assigned PRT female military personnel or civilians. Each PRT will be augmented with four FT&Q female military volunteers organized into two FETs. These FET members can be recruited from all the U.S. military services, including their Reserve Components.

The female military volunteers augmenting PRTs as FETs will require FT&Q prior to joining the PRT for predeployment training. FT&Q for PRT FET volunteers will be a resident course conducted at Camp Atterbury two weeks prior to the arrival of PRT personnel for predeployment training. Once the PRT FETs link up with their assigned PRT, they will participate in predeployment training with the PRT.

Chapter 3

Female Engagement Team Recruitment, Unit Pre-Female Engagement Team Assessment and Selection Screening, and Individual Preparation

This chapter discusses the process by which a brigade combat team (BCT) or provisional reconstruction team (PRT) female engagement team (FET) volunteer list, which consists of female military personnel who have volunteered for a FET assignment, is developed. Effective FET volunteer recruitment and individual screening are critical components that lead to successful FET candidate selection and FET training and qualification (FT&Q) completion. BCT and PRT commanders should use the FET volunteer list to select FET candidates during the FET assessment and selection (FA&S) phase. The FET candidates selected will attend the FT&Q phase. BCT FET training cadre (FTC) should be selected during this process. Also discussed, for those FET volunteers seriously desiring to succeed in a FET assignment, is the individual preparation each can make to better prepare themselves for FET selection, training, qualification, and future success as a FET during their next deployment to Afghanistan.

BCT FET Training Cadre

As soon as the BCT receives its upcoming deployment notification, it should select personnel for the FET FTC and send them to Fort Bragg, NC, to receive FET Train-the-Trainer (TTT) training at U.S. Special Operations Command's (USASOC's) cultural support team (CST) course. The course is six weeks long and currently conducted twice a year. The point of contact (POC) to coordinate for FTC TTT attendance at the USASOC CST course can be reached at e-mail address cst@soc.mil.

BCT FTC personnel should not be selected just because they are available. Select only the best female and male commissioned officers (O1–O3), warrant officers (WO1–CW3), and noncommissioned officers (NCOs) (E6–E8) in the BCT. Poor caliber FTC personnel will result in poor FET instruction and poorly trained FETs, which in turn may result in poor success during female engagement operations (FEOs).

FTC personnel are the FET instructors for the BCT's FT&Q phase. If the BCT decides to conduct an FA&S phase to select the best FET candidates for FT&Q, the FTC should be tasked to conduct it. The FTC selects the best FET volunteers from the BCT's FET volunteer list and makes recommendations to the BCT commander, who should make the final FET candidate selection.

Although not necessary, it is a plus if personnel selected for the FTC have served a previous tour in Afghanistan, have served a previous tour as a FET, have knowledge of one of the main Afghan languages (Dari, Pashto, or Urdu), and/or have knowledge of the Afghan culture. Because FET instructors will need to conduct research and extra personal study to prepare for their assigned FET classes, they will become the BCT's subject matter experts (SMEs) in their specific field of FET study/instruction.

It is recommended that any female Soldier selected for the FTC not be selected as a BCT FET candidate to receive FET training in preparation for an assignment as a FET member. FET training may require a great deal of instructor preparation time, and FET instructors may not be able to simultaneously prepare for FET instruction and attend all the required FET training.

BCT FET Recruiting

FET recruitment is the process by which BCTs develop a FET volunteer list of female Soldier volunteers interested in a FET assignment during their next deployment to Afghanistan. The FET recruiting process takes time and should begin very early in the BCT's predeployment cycle. Accept only volunteers and avoid using voluntolds (nonvolunteers directed to participate). As compared with volunteers, voluntolds are less likely to possess the proper attitude and motivation to succeed as a FET and are more likely to quit as soon as the opportunity presents itself.

The BCT will not be augmented with FT&Q female Soldiers, nor will it receive replacement female or male Soldiers to fill modified table of organization and equipment (MTOE) positions vacated by those female Soldiers ultimately assigned to a FET position. Those MTOE positions vacated will remain vacant for the duration of the deployment. All BCT FET members are expected to come from the BCT's internal pool of assigned female Soldiers. In the event the BCT is unable to obtain sufficient FET volunteers from its internal female Soldier assets, the installation commander, in accordance with U.S. Forces Command (FORSCOM) Executive Order 1100582, paragraph 3.A.1, dated 21 June 2010, will cross-level female Soldiers from across installation assets. These female Soldiers will either be assigned to an existing empty BCT MTOE position or will be exchanged for a male or female Soldier already assigned to a BCT MTOE position authorized to be filled by a female Soldier.

Not all BCT FET candidates can be expected to successfully complete the FT&Q phase and qualify to be a FET member. FET recruiting should be conducted simultaneously within the BCT and across the installation to ensure a sufficient number female Soldier FET volunteers are available for the BCT commander to select BCT FET candidates to meet the BCTs recommended requirements for attendance at the BCT FT&Q.

The BCT FET recruiting effort and the development of an effective BCT FET recruiting program is critical. Advertising will be the key to successful FET recruitment. The program needs to inform all female Soldiers assigned to the BCT about what a FET is, what a FET does, what the FET deployment mission will be, what the FET candidate selection guidelines are (see Chapter 4), and how they can volunteer to become a FET member. The BCT can utilize the FTC to visit every BCT subordinate unit with assigned female Soldiers to advertise and explain FEOs and FETs.

Only female Soldiers fully informed about the FET mission and requirements will develop sufficient interest in female engagements to motivate them to volunteer for FET training and assignment. If female Soldiers become interested and motivated in female engagements sufficiently enough to volunteer, they will bring other interested female Soldiers with them. The end result will be the creation of a BCT FET volunteer list of female Soldiers sufficiently large enough to allow the BCT commander to choose those female Soldiers who are interested, motivated, and best meet the FET candidate selection guidelines to be selected as a BCT FET candidate and to attend the BCT FT&Q.

Some ideas for how to conduct FET recruiting are below. The list is not all inclusive; you are limited only by your own imagination.

- Make FET recruiting posters (see Appendix A for an example) and post on every bulletin board in the BCT area at home station. Do not limit the advertising only to the BCT. Advertise installation-wide in case additional FET volunteers are needed.
- Write a FET article and post it in the BCT/installation newspaper or on the unit/installation website. Make sure the article talks about what a FET is, what a FET does, what the FET deployment mission will be, what the FET candidate selection guidelines are, and how female Soldiers can volunteer to become a FET member.
- Have a meeting with all female Soldiers assigned to the BCT and brief them on the same FET information posted in the news article. Be prepared to answer all questions.

BCT FET Pre-FA&S Phase Screening

Historically, female military FET volunteers with higher rank and more experience usually perform better during both the FA&S and the FT&Q phases and have a higher level of success during FET operations.

The process by which female Soldiers volunteer for a FET assignment begins with them informing their company chain of command about the desire to volunteer for a FET assignment. The female Soldier's commander should conduct an initial FET screening and complete the chart in item 4

of the FET volunteer statement (see Appendix B) to verify that the Soldier meets the FET candidate selection guidelines. Once the initial screening is completed, the FET volunteer statement should be forwarded through channels to the first O5 level in the female Soldier's chain of command for final pre-assessment screening certification and O5 signature.

If the female Soldier meets all the FET candidate selection guidelines and receives the signature of the first O5 in her chain of command, the FET volunteer statement should be forwarded to the BCT and the volunteer's name added to BCT's FET volunteer list. All female Soldiers on the BCT's FET volunteer list should participate in the BCT'S FA&S phase for selection by the BCT commander to be BCT FET candidates to attend the BCT's FT&Q phase. No female Soldier who volunteers for FET training and assignment, is selected by the commander during the unit's FET pre-FA&S screening, and fully meets the FET candidate selection guidelines should be hindered from attending the FA&S phase.

Remember, there may be female Soldier FET volunteers from other installation assets included on the BCT FET volunteer list. Cross-leveling across installation assets should not be completed until after the FET candidate has successfully completed the BCT FT&Q phase. The BCT FET candidate will be returned to her parent unit if she does not successfully complete the BCT FT&Q.

FORSCOM PRT FTC

FORSCOM has been directed to establish a resident PRT FT&Q phase at a central training site synchronized with the PRT training cycle, which is currently being conducted at Camp Atterbury, IN. To accomplish this mission, FORSCOM should select personnel for the PRT FTC and send them to Fort Bragg to receive FET TTT training at USASOC's CST course, which is six weeks long and currently conducted twice a year. The POC to coordinate for FTC TTT attendance at the USASOC CST course can be reached at e-mail address cst@soc.mil.

PRT FTC personnel should not be selected just because they are available. Select only the best female and male officers (O1–O3), warrant officers (WO1–CW3), and NCOs (E6–E8). Poor caliber FTC personnel will result in poor FET instruction and poorly trained FETs, which in turn may result in poor success during FEOs.

PRT FTC personnel are the FET instructors for the PRT FT&Q phase. If FORSCOM decides to conduct an FA&S phase to select the best FET candidates, the FTC should be tasked to conduct it. The FTC selects the best FET volunteers from the PRT FET volunteer list and makes recommendations to the PRT commander who, it is recommended, should make the final PRT FET candidate selection.

Although not necessary, it is a plus if personnel selected for the FTC have served a previous tour in Afghanistan, have served a previous tour as a FET, have knowledge of one of the main Afghan languages (Dari, Pashto, or Urdu), and/or have knowledge of the Afghan culture. Because FET instructors will need to conduct research and extra personal study to prepare for their assigned FET classes, they will become the SMEs for FORSCOM's PRT FET training in their assigned field of FET study/instruction.

It is recommended that no female Soldier selected for the PRT FTC is selected as a PRT FET candidate and receive FET training in preparation for an assignment as a PRT FET member. FET training may require a great deal of instructor preparation time, and FET instructors may not be able to simultaneously prepare for FET instruction and attend all the required FET training. It is conceivable that PRT FTC personnel might also have a non-FET PRT assignment.

FORSCOM PRT FET Recruiting

FET recruitment is the process by which FORSCOM develops a FET volunteer list of female military volunteers interested in a FET assignment during a PRT deployment in Afghanistan. The recruitment process should begin well before the PRT is scheduled to arrive at Camp Atterbury for predeployment training. Since PRTs are a joint-sourced unit, FET volunteers may come from all the U.S. military services, including their Reserve Components. Only female military personnel should be accepted as volunteers. Voluntolds (nonvolunteers directed to participate) should be avoided. As compared with volunteers, voluntolds are less likely to possess the proper attitude and motivation to succeed as a FET and are more likely to quit as soon as the opportunity presents itself.

PRTs will be augmented with FT&Q female military personnel organized into FETs. Not all FET candidates can be expected to successfully complete the PRT FT&Q phase and qualify to be a FET member. Therefore, FORSCOM PRT recruiting should be conducted CONUS-wide across all the U.S. military services to ensure sufficient female military FET volunteers are available for the PRT commander to select PRT FET candidates to meet the BCT's recommended requirements for attendance at PRT FT&Q.

FORSCOM's PRT FET recruiting effort and the development of an effective FORSCOM PRT FET recruiting program is critical. Advertising will be the key to successful FET recruitment. The program needs to inform female military personnel assigned to all the U.S. military services and their Reserve Components CONUS-wide about what a FET is, what a FET does, what the FET deployment mission will be, what the FET candidate selection

guidelines are, and how they can volunteer to become a FET member. The PRT FTC can be utilized to visit U.S. military bases to advertise and explain FEOs and FETs to any interested female military personnel.

Only female military personnel fully informed about the FET mission and requirements will develop sufficient interest in female engagements to motivate them to volunteer for a FET assignment. If female military personnel become interested and motivated in female engagements sufficiently enough to volunteer, they will bring other interested female military personnel with them. The end result will be the creation of a FORSCOM PRT FET volunteer list of female Soldiers sufficiently large enough to allow the PRT commander to choose those female volunteers who are interested, motivated, and best meet the FET candidate selection guidelines to be selected as PRT FET candidates and to attend the PRT FT&Q phase.

Some ideas for how to conduct FET recruiting are below. The list is not all inclusive; you are limited only by your own imagination.

- Make FET recruiting posters (see Appendix A for an example) and make them available digitally for every U.S. military service to post on unit bulletin boards.
- Write a FET article and post it in the military service newspaper or on the unit/installation websites. Make sure the article talks about what a FET is, what a FET does, what the FET deployment mission will be, what the FET candidate selection guidelines are, and how female Soldiers can volunteer to become a FET member.
- Have a meeting with all interested female military personnel assigned to any military base to brief them on the same FET information posted in the news article. Be prepared to answer all questions.

PRT Pre-FA&S Phase Screening

PRTs are joint-sourced units with personnel assigned from any of the U.S. military services, including their Reserve Components, plus some civilian experts. PRT FETs will augment the PRT and not be selected from the PRT's authorized unit footprint. PRT FET volunteers, therefore, should be recruited CONUS-wide from all the U.S. military services. FT&Q female military personnel, organized into FETs, will augment their assigned PRT after the completion of the FT&Q phase at Camp Atterbury.

The PRT's FET volunteers must meet the same FET candidate selection guidelines as the BCT FET volunteers. The FET volunteer's commander, at whatever level she is assigned, should conduct the FET pre-screening and complete the FET volunteer statement, which is submitted to the FET volunteer's first O5 in her chain of command.

The first O5 in the FET volunteer's chain of command is required to certify her as meeting all the FET candidate selection guidelines. The FET volunteer's parent unit must also release her for FET training and assignment to a deploying PRT. Once completed, the FET volunteer statement should be forwarded through channels to FORSCOM.

If the individual meets all the FET candidate selection guidelines and receives the signature of the first O5 in her chain of command, the FET volunteer statement should be forwarded to FORSCOM and the volunteer's name added to the FORSCOM PRT FET volunteer list. All female military personnel on the FORSCOM PRT FET volunteer list should participate in the PRT FA&S phase for the PRT commander to select PRT FET candidates to attend the PRT FT&Q phase. No female Soldier who volunteers for FET training and assignment, is selected by the commander during the unit's FET pre-FA&S screening, and fully meets the FET candidate selection guidelines should be hindered from attending the PRT FA&S phase.

Not all PRT FET candidates will successfully complete PRT FT&Q. The PRT FET candidate will be returned to her parent unit if she does not successfully complete the PRT FT&Q phase.

Key FET Personal Attributes

FET personnel should possess the following key personal attributes:

- Sound judgment.
- Good written and oral communications skills.
- Ability to adapt to complex environments with many stakeholders.
- Tactical experience.
- Drafting and analytical skills, technical competence (i.e., computers, signal equipment, Global Positioning System), and negotiating skills.

Individual Pre-FA&S Phase Preparation

All FET volunteers are encouraged to prepare themselves for the physical, medical, and knowledge demands that will be placed on them during both FA&S and FT&Q and especially during deployment. Individual pre-FA&S preparation should consist of additional physical training; correcting any medical or dental problems; completing all administrative actions; and personal study of Afghan-specific books, articles, and movies.

Physical Fitness

One of the critical attributes required to be successful as a FET is physical fitness. The prerequisite for this iteration is for a female to pass the Army Physical Fitness Test (APFT) with a score of 180, at a minimum, with at

least 60 percent on each event. The APFT administered during the FA&S phase should be graded harder than the APFT is graded at the volunteer's home unit. For objectivity, it is recommended that units request another unit like the local special forces/Ranger recruiters located on most FORSCOM installations to administer the APFT during the FA&S phase. At least two APFTs should be administered prior to FA&S. The first APFT should be administered by the FET volunteer's unit of origin and a second APFT administered at the O5 level just prior to the start of the FA&S phase. This will ensure that all FET volunteers have a clearer understanding of the PT standards they will encounter during both FA&S and FT&Q.

Volunteers will not be given time to get into acceptable physical condition during either the FA&S or FT&Q phases. Volunteers must be in good physical condition at the time they begin the FA&S phase.

All FET volunteers must be in good physical condition to meet the demanding physical requirements during deployment. While awaiting the FA&S phase, all FET volunteers are encouraged to maintain and, if possible, improve their physical condition above those minimum requirements listed in the FET candidate selection guidelines. Soldiers on profiles or required to take an alternate APFT event should not be accepted into the FET program.

Medical and Dental

All FET volunteers must be in good medical condition and have no dental problems in order to meet the demands placed on them during deployment. Females interested in volunteering for FET training should correct all medical and dental issues prior to volunteering. Units should always screen individuals for pre-existing injuries not annotated in the Soldier's medical file. Soldiers must be medically and dental qualified for deployment at the time they report to the FA&S phase. No profiles should be accepted.

Personality/Psychological

All FET personnel should possess a personality and psychological evaluation suited for female engagement mission requirements. Some type of personality/psychological testing should be administered during the FA&S phase. Such tests as Wonderlic Personnel Test, General Ability Measure for Adults, NEO Personality Inventory-Revised, Minnesota Multiphasic Personality Inventory-Second Edition, and others can be used. Only female military personnel who meet these requirements should be accepted. This testing may be waived by the BCT or PRT commander.

Administrative Actions

No Soldier currently flagged or pending adverse administrative/Uniform Code of Military Justice action should be accepted into the FET program.

Individual Pre-FT&Q Study

If a FET volunteer desires to be better prepared for FT&Q, she can conduct personal study by reading and viewing some or all of the following books, articles, and movies. Items in **bold** type should be required reading/viewing during the FT&Q phase.

- Books/Articles:

- *A Bed of Red Flowers: In Search of My Afghanistan* by Nelofer Pazira
- *A Thousand Splendid Suns* by Khaled Hosseini
- *A Vizier's Daughter* by Lillias Hamilton
- *A Woman Among Warlords* by Malalai Joya
- *Behind the Burqa* by Sulima, Hala, and Batya Yasgur
- *Freedom and Culture* by John Dewey
- *Half The Sky* by Nicholas Kristof and Sheryl WuDunn
- *Kabul Beauty School* by Deborah Rodriguez and Kristin Olson
- *Kabul in Winter* by Ann Jones
- *Land of the High Flags: When the Going was Good* by Rosanne Klass
- *Meena: Heroine of Afghanistan* by Melody Ermachild Chavis
- *My Forbidden Face* by Latifa Shekeba Hachemi and Linda Coverdale
- *Religions, Values, and Peak Experiences* by A.H. Maslow
- *Stones into Schools* by Greg Mortenson
- *The Bookseller of Kabul* by Asne Seierstad
- *The Disappearance* by Philip Wylie
- *The Kite Runner* by Khaled Hosseini
- *The Storyteller's Daughter* by Saira Shah
- *The Swallows of Kabul* by Yasmina Khadra
- *The Three Women of Heart* by Veronica Doubleday
- *Three Cups of Tea* by Greg Mortenson

- *Veiled Threat: The Hidden Power of Women in Afghanistan* by Sally Armstrong
- *Women and Nation Building* by Cheryl Benard
- *Women for Afghan Women* by Sunita Mehta
- ***Women of Afghanistan* by Isabelle Delloye**
- *Women of Afghanistan in the Post-Taliban Era* by Rosemarie Skaine
- *Women of Courage* by Katherine Kiviat and Scott Heidler
- *Zoya's Story* by John Follain and Rita Cristofari
- **Movies:**
 - ***Daughters of Afghanistan* by Robin Bender**
 - *Earth and Ashes* by Atiq Rahimi
 - *Iron Jawed Angels* by Katja von Garnier
 - *Lioness* by Meg McLagan and Daria Sommers
 - *Losing Hope: Women in Afghanistan* by Paul Anderson
 - *Motherland of Afghanistan* by Sedika Mojadidi
 - *Osama* by Siddiq Barmak
 - ***Rise: RAWA* by Ronit Avni**
 - *The Beauty Academy of Kabul* by Liz Mermin
 - *The Black Tulip* by Sonia Nassery Cole
 - *The Kite Runner* by Marc Forster
 - ***The Stoning of Soraya M.* by Cyrus Nowrasteh**

Chapter 4

Female Engagement Team Assessment and Selection Phase

There is no requirement for brigade combat teams (BCTs) or provincial reconstruction teams (PRTs) to conduct female engagement team (FET) assessment and selection (FA&S). BCT and PRT commanders have several options for FET candidate selection:

- First (and recommended) option: Conduct an FA&S phase to allow the BCT and PRT commanders to select the best FET candidates to attend the FET training and qualification (FT&Q) phase.
- Second (and not recommended) option: Do not recruit any FET volunteers or direct sufficient female Soldiers (voluntolds), to meet the minimum FET requirements, to attend the FT&Q phase.
- Third option: Select all FET volunteers as FET candidates, require them to attend the FT&Q phase, and then select the best graduates to meet the minimum FET requirements.
- Fourth option: Select sufficient FET candidates from the FET volunteer list to meet the numbers required for FT&Q attendance.

It is recommended that only those FET volunteers who best meet the FET candidate selection guidelines listed in this chapter be selected by the BCT or PRT commander to attend the FT&Q phase. Always select sufficient FET candidates to ensure that, if a few fail or quit FT&Q, there will be sufficient FT&Q graduates to fill the required FET positions. If only a sufficient number of FET candidates to fill the required FET positions attend FT&Q, it may be too late for their replacements to be fully FET trained prior to deployment.

If an FA&S phase is conducted, it should be conducted by the FET training cadre (FTC) just prior to the FT&Q phase. The FA&S phase should include but not be limited to basic medical screening, physical fitness testing, and some type of personality/psychological screening. The end result of FA&S is for the BCT and PRT commanders to select the female volunteers who best meet the FET candidate selection guidelines for attendance in the FT&Q phase.

BCT FA&S Phase

A BCT's FET volunteer list may include female Soldiers from both the BCT and other installation assets. Conducting a BCT FA&S phase allows the BCT commander to select the best BCT FET candidates to attend the BCT FT&Q phase. If the FA&S phase is conducted, the BCT's FTC

should be tasked to conduct it and make recommendations to the BCT commander for candidate selection. BCT FET candidates are female Soldiers on the BCT FET volunteer list selected by the BCT commander to attend FT&Q. FET candidates should be selected as early as possible in the BCT's predeployment cycle. BCTs determine if, where, and when they will conduct the FA&S phase. No exceptions should be allowed.

The BCT FA&S phase can last up to three hectic days and consists of physical, mental, and intellectual evaluations designed to determine a candidate's ability to maintain her composure, apply logic, communicate clearly, and solve problems in demanding environments. This phase is not a training course — it should be an observation of behaviors that suggest suitability for service as a FET member. During this phase, candidates are expected to skillfully manage multiple, simultaneous tasks and comprehend ambiguous instructions while working under varying degrees of uncertainty with little feedback. FA&S is as much a mental test as it is a physical test.

BCT FET volunteers should arrive at BCT FA&S mentally prepared, physically fit, and highly motivated. If any FET volunteer does not meet all of the FET candidate selection guidelines, she should be disqualified and immediately returned to her parent unit. The desired outcome of the FA&S phase is a pool of FET candidates who are interested, motivated, and eager to serve with an Army BCT in the important role as FET members and who are willing to train and excel in advanced female engagement techniques. BCT FET volunteers who successfully complete the FA&S phase and are selected as BCT FET candidates will continue on to the BCT FT&Q phase.

Packing list inspection/inventory; physical fitness testing, including the Army Physical Fitness Test (APFT) and rucksack march; medical screening; and some type of personality and/or psychological screening should be conducted as early as possible during this phase. If a BCT FET volunteer does not successfully meet the FET candidate selection guidelines, she should immediately be returned to her parent unit.

The BCT commander can waive any evaluation findings that do not meet the FET candidate selection guidelines, but be advised that this may result in that FET candidate failing or quitting FT&Q or result in poor performance and lack of individual success during female engagements once deployed to Afghanistan. Poor FET performance might also result in the need to replace a FET member in theater.

An inspection and inventory of all the items listed on the FA&S packing list (Appendix C) should be conducted by the BCT FTC. If the number of BCT FET volunteers is more than sufficient to meet BCT FT&Q requirements, then this issue can be used to disqualify FET volunteers for non-attention to detail who might otherwise equally meet the FET candidate selection guidelines. Any FET volunteer not having the required items listed on the

packing list should be released from this phase and returned to her unit of origin. No unauthorized substitutions should be allowed. Any item(s) not authorized on the packing list should be inventoried, confiscated, and secured by the BCT FTC. Unauthorized items should not be returned to the FET volunteer until she returns to her unit of origin for whatever reason or at the completion of the FT&Q phase.

An APFT should be administered by the BCT FTC. For objectivity, it is recommended that units request another unit like the special forces (SF)/Ranger recruiters located on most U.S. Army Forces Command (FORSCOM) installations to administer the FA&S APFT. The APFT can also be used to disqualify FET volunteers who might otherwise equally meet the FET candidate selection guidelines. Those FET volunteers with the lowest scores can be returned to their parent units. The minimum acceptable score is 180, with at least 60 on each event. No profiles or alternate APFT events should be authorized.

It is recommended that the six-mile rucksack march be conducted within four hours after the APFT is completed. Each FET volunteer should carry a 35-pound rucksack at a minimum. Since a FET member may be required to carry her protective vest, web gear, and assigned weapon with ammunition on extended FET operations during deployment, it is recommended that she also be required to carry these additional items during the rucksack march. The rucksack march must be completed in 1 hour and 39 minutes, a march rate of approximately 3.64 miles per hour. If all the additional items are carried, this time may be extended to a maximum of 2 hours and 24 minutes, a march rate of approximately 2.5 miles per hour. Most FET volunteers will have difficulty completing the rucksack march simply by walking. They will need to combine walking and jogging to complete the march within the required time limits.

Soldiers must be medically and dental qualified for deployment at the time they report to the FA&S phase. The medical and dental records of all BCT FET volunteers should be evaluated while the volunteer is participating in the packing list inspection/inventory. All FET volunteers must be in good medical condition and have no dental problems in order to meet the demands placed on them during deployment. No profiles, whether or not they are annotated on the medical/dental records, are acceptable and should result in FET volunteer disqualification and immediate return to the female Soldier's parent unit.

FETs will be required to interact with Afghan civilians, both male and female. All FET personnel should possess a personality and psychological evaluation suited for female engagement mission requirements. Only female military personnel who meet these requirements should be accepted.

This is not a FORSCOM requirement, but it is recommended that some type of personality/psychological testing be administered during the FA&S phase. Such tests as Wonderlic Personnel Test, General Ability Measure for Adults (GAMA), NEO Personality Inventory-Revised (NEO PI-R), Minnesota Multiphasic Personality Inventory-Second Edition (MMPI-2), and others can be used.

- Wonderlic Personnel Test is a test of general cognitive ability by tapping into a range of language-based academic and reasoning skills. The score on this test highly correlates with scores on more comprehensive intelligence and aptitude tests.
- GAMA is a test of non-verbal intellectual ability and functional intelligence that does not rely on language or formal education. It is theoretically a sensitive measure across all languages and cultures, as it presents abstract designs in a pattern-recognition format (pictures only, no words).
- NEO PI-R is a measure of the normal set of strengths and vulnerabilities of personality (e.g., emotions, attitudes, thoughts, behaviors, interactional style). It examines areas of stress tolerance and psychological vulnerability, extroversion/introversion, one's willingness to be open to different experiences and viewpoints, dominance/passivity in social relationships, conscientiousness, and work ethic.
- MMPI-2 is used to screen for pathological personalities and psychosocial disorders in adults. It is designed to evaluate the thoughts, emotions, attitudes, and behavioral traits that compromise a personality.

No FET volunteer, currently flagged or pending adverse administrative/Uniform Code of Military Justice (UCMJ) action, should be accepted into the FET program. Any flags or pending adverse administrative/UCMJ actions should result in the FET volunteer being disqualified and immediately returned to her parent unit.

It is recommended that the BCT commander select at least 36 FET candidates from the BCT FET volunteer list during the BCT FA&S phase to participate in the BCT FT&Q phase. This should ensure sufficient FT&Q female Soldiers are available to fill BCT's minimum required 18 FT&Q female Soldier slots organized into nine FETs plus the additional eight FET detachment and FET section leadership slots.

PRT FA&S Phase

PRTs are joint-sourced units, so FET volunteers may come from all of the U.S. military services or their Reserve Components. It is recommended that

FORSCOM conduct PRT FA&S and allow the PRT commander to make the final PRT FET candidate selection of those PRT FET volunteers who best meet the FET candidate selection guidelines for attendance at PRT FT&Q. If the PRT FA&S phase is conducted, the PRT FTC should be tasked to conduct it and make recommendations for the PRT commander's selection. The PRT FA&S phase should be conducted at the beginning of the PRT FT&Q at Camp Atterbury, IN.

The PRT FA&S phase can last up to three hectic days and consists of physical, mental, and intellectual evaluations designed to determine a candidate's ability to maintain her composure, apply logic, communicate clearly, and solve problems in demanding environments. This phase is not a training course — it should be an observation of behaviors that suggest suitability for service as a FET member. During this phase, candidates are expected to skillfully manage multiple, simultaneous tasks and comprehend ambiguous instructions while working under varying degrees of uncertainty with little feedback. FA&S is as much a mental test as it is a physical test.

PRT FET volunteers should arrive at PRT FA&S mentally prepared, physically fit, and highly motivated. If any FET volunteer does not meet all of the FET candidate selection guidelines, she should be disqualified and returned to her parent unit. The desired outcome of the FA&S phase is a pool of PRT FET candidates who are interested, motivated, and eager to serve with a PRT in the important role as FET members and who are willing to train and excel in advanced female engagement techniques. PRT FET volunteers who successfully complete the PRT FA&S phase and are selected by the PRT commander as PRT FET candidates will continue on to the PRT FT&Q phase.

Packing list inspection/inventory, physical fitness testing (APFT and rucksack march), medical screening, and some type of personality/psychological screening should be conducted as early as possible during this phase. If the PRT FET volunteer does not successfully meet the FET candidate selection guidelines, she should immediately be returned to her parent unit.

The PRT commander should be allowed to waive any evaluation findings that do not meet the FET candidate selection guidelines, but be advised that this may result in that FET candidate failing or quitting FT&Q or result in poor performance and lack of individual success during female engagements once deployed to Afghanistan. Poor FET performance might also result in the need to replace a FET member. Replacement will be more difficult for the PRT since they will not have a pool of part-time, partially FET-trained female military personnel to select from.

An inspection and inventory of all the items listed on the FA&S packing list (Appendix C) should be conducted by the FORSCOM PRT FTC. If the

number of PRT FET volunteers is more than sufficient to meet PRT FT&Q requirements, then this issue can be used to disqualify FET volunteers who might otherwise equally meet the FET candidate selection guidelines. Any FET volunteer not having the required items listed on the packing list should be released from this phase and returned to her unit of origin. No unauthorized substitutions should be allowed. Any item(s) not authorized on the packing list should be inventoried, confiscated, and secured by the FORSCOM PRT FTC. Unauthorized items should not be returned to the FET volunteer until she returns to her unit of origin or at the completion of the FT&Q phase.

An APFT should be administered by the FORSCOM PRT FTC. For objectivity, it is recommended that units request another unit like the SF/Ranger recruiters located on most FORSCOM installations to administer the FA&S APFT. The APFT can also be used to disqualify FET volunteers who might otherwise equally meet the FET candidate selection guidelines. Those FET volunteers with the lowest scores can be returned to their parent units. No profiles or alternate APFT events are authorized. The minimum acceptable score is 180, with at least 60 on each event. No profiles or alternate APFT events are authorized.

It is recommended that the six-mile rucksack march be conducted within four hours after the APFT is completed. Each FET volunteer should carry a 35-pound rucksack at a minimum. Since a FET member may be required to carry her protective vest, web gear, and assigned weapon with ammunition on extended FET operations during deployment, it is recommended that she also be required to carry these additional items during the rucksack march. The rucksack march must be completed in 1 hour and 39 minutes, a march rate of approximately 3.64 miles per hour. If all the additional items are carried, this time may be extended to a maximum of 2 hours and 24 minutes, a march rate of approximately 2.5 miles per hour. Most FET volunteers will difficulty completing the rucksack march simply by walking. They will need to combine walking and jogging to complete the march within the required time limits.

Soldiers must be medically and dental qualified for deployment at the time they report to the FA&S phase. The medical and dental records of all PRT FET volunteers should be evaluated while the volunteer is participating in the packing list inspection/inventory. All FET volunteers must be in good medical condition and have no dental problems to meet the demands placed on them during deployment. No profiles, whether or not they are annotated on the medical/dental records, are acceptable and should result in FET volunteer disqualification and immediate return to the female Soldier's parent unit.

All FET personnel should possess a personality and psychological evaluation suited for female engagement mission requirements. All FETs need to be able to interact with Afghan civilians, both male and female. Some type of personality/psychological testing should be administered during the FA&S phase. Such tests as Wonderlic Personnel Test, GAMA, NEO PI-R, MMPI-2, and others can be used. (See a description of these tests under the BCT FA&S phase section.) Only female military personnel who meet these requirements should be accepted.

No FET volunteer, currently flagged or pending adverse administrative/UCMJ action, should be accepted into the FET program. Any flags or pending adverse administrative/UCMJ actions should result in the FET volunteer being disqualified and immediately returned to her parent unit.

It is recommended that at least eight FET volunteers who best meet the FET candidate selection guidelines be selected as PRT FET candidates to attend the PRT FT&Q phase conducted by the FORSCOM PRT FTC just prior to PRT predeployment training at Camp Atterbury. This should ensure sufficient FT&Q female Soldiers are available to fill the PRT's minimum required four FT&Q female military slots organized into two FETs.

FET Candidate Selection Guidelines

The FET candidate selection guidelines are based on the USASOC culture support team (CST) selection criteria. These FET candidate selection guidelines were not established or approved by FORSCOM but are recommended to assist the BCT and PRT commanders with selecting the best FET candidates for FT&Q. The BCT and PRT commander can waive any or all the FET candidate selection guidelines. The primary FET selection requirement is to select older, more experienced female volunteers to provide a basis for greater success and effectiveness for each FET member during future FET operations.

The following are the recommended, not FORSCOM required, FET candidate selection guidelines:

- Must be female.
- Volunteers only. No voluntolds.
- Deployable in accordance with unit status reporting procedures covered in AR 220-1, *Army Unit Status Reporting and Force Registration – Consolidated Policies*.
- Volunteers who are airborne qualified and on jump status must ensure that their jump status is current before reporting to the FT&Q phase. FET students will not conduct proficiency pay jumps while assigned to FET training.

- Completed all predeployment administrative requirements (e.g., power of attorney, wills, privately owned vehicle and household goods storage, and family care plan) prior to reporting to FT&Q.
- Qualified on individual assigned weapon.
- Grades of E4–E8, WO1–CW3, or O1–O3. An E3 is acceptable if the Soldier will be promoted to E4 not later than the end of the FT&Q phase and has at least one deployment to Iraq or Afghanistan.
- Branch immaterial.
- Minimum GT score of 100.
- Minimum APFT score of 180, with at least 60 points in each event. Female Soldiers selected must have the physical ability to conduct extended foot patrols carrying required weapons, ammunition, load bearing equipment, and supplies. Female Soldiers on profile or required to take an alternate APFT event should NOT BE ACCEPTED.
- Meet height and weight requirements in accordance with AR 600-9, *The Army Weight Control Program*.
- Be able to carry 35 pounds for six miles in 1 hour 39 minutes. If the protective vest, web gear, and assigned weapon are also carried, this time may be extended to a maximum of 2 hours and 24 minutes.
- Not currently flagged or pending adverse administrative/UCMJ action.
- E6s, who are FET leaders and above, must have, at a minimum, a secret security clearance. Interim secret is acceptable.
- Must have a minimum of two years left prior to ETS to complete predeployment training and deployment.

Additional FET Selection Considerations (Not Requirements)

The following additional recommended FET candidate selection considerations are not FORSCOM-required additional considerations but will provide an additional basis for future individual FET success:

- Recommended language proficiency in Pashto, Dari, or Urdu preferable, depending on where the FET will be deployed.
- At least 21 years of age.
- At least one deployment.

- Preferred specialties are Military Police (31B), Military Intelligence Specialists (35M, 35F, 35P), Psychological Operations Specialist (37F), Civil Affairs Specialist (38B), Family Medicine (61H), Physician's Assistant (65D), Army Public Health Nurse (66B), Nurse Midwife (66G8D), Nurse Practitioner (66P), and Health Care Specialist (68W).

Chapter 5

Female Engagement Team Training and Qualification Phase

Important FET Training and Reporting Links

Connect to the following links for the most current and up-to-date female engagement team (FET) information. All links below require a Common Access Card (CAC) or Army Knowledge Online (AKO) login to access.

- Center for Army Lessons Learned (CALL) home site: <<http://usacac.army.mil/cac2/call>>.
- CALL FET Community of Practice (COP) 118 site: <<https://www.jllis.mil/ARMY/speciality.cfm?disp=site.cfm&&ssiteid=118>>
- Joint Lessons Learned Information System (JLLIS)/Army Lessons Learned Information System (ALLIS) Rapid Adaptation (RA) site: <<https://www.jllis.mil/army/index.cfm?currentTierID=9>>.
- Army Training Network (ATN) FET Training Support Plan (TSP) site: <https://atn.army.mil/dsp_template.aspx?dpID=89>.
- FET Forum site: <<https://forums.army.mil/secure/CommunityBrowser.aspx?id=1115459&lang=en-US>>.

Department of the Army FET Taskings

In February 2011, the Commander, International Security Assistance Force (COMISAF) requested through channels to Department of the Army (DA) that all brigade combat teams (BCTs) and provincial reconstruction teams (PRTs) deploying to Afghanistan after 31 August 2011 deploy with 18 FET trained and qualified (FT&Q) female Soldiers and four FT&Q female military personnel, respectively. DA passed the requirement to the Department of the Army Military Operations-Training (DAMO-TR) Asymmetric Working Group to develop several FET courses of action (COAs) to meet this requirement. (See Memorandum, Headquarters [HQ] ISAF/United States Forces-Afghanistan [USFOR-A], Subject: Request for Female Engagement Teams, dated 26 February 2011.)

On 22 April 2011, the Vice Chief of Staff of the Army received a FET decision briefing on the FET COAs, with his decision resulting in taskings to U.S. Army Forces Command (FORSCOM), U.S. Army Training and Doctrine Command (TRADOC), and U.S. Army Special Operations Command (USASOC). (See HQDA Executive Order [EXORD] 211-11, Subject: Pre-Deployment Training of Female Engagement Teams for Army General Purpose Forces, dated 12 May 2011.)

TRADOC received three taskings:

- Develop a standardized Army FET TSP for force providers to train BCT and PRT FET members in the unique skills/tasks needed to support counterinsurgency (COIN) operations not later than 15 June 2011. Combined Arms Center-Training (CAC-T) was tasked to develop the Army FET TSP. The FET TSP was completed in June 2011 and approved and posted on ATN on 15 June 2011.
- Develop an Interim Leader's Guide to FET Employment. CALL was tasked to develop an Interim Leader's Guide to FET Employment. Version 1 of the *CALL Commander's Guide to Female Engagement Teams Handbook* was published digitally on 11 May 2011 and posted on the JLLIS/ALLIS RA and FET COP sites, FET Forum, and ATN. Version 2 of the FET handbook, which includes feedback from the field and the new Army FET TSP, replaced Version 1 on all three sites in July 2011.
- Ensure the COIN Leadership Seminar is updated to reflect the contents of the approved Army FET TSP. The COIN Center was tasked to update the COIN Leadership Seminar to incorporate FET specific instructions for BCT, PRT, and FET leaders. The first COIN Seminar, to include FET discussion, will be in September 2011.

FORSCOM received four taskings. (See FORSCOM Warning Order 110490, Subject: Female Engagement Team Requirements for Deploying Brigades, dated 20 May 2011, and FORSCOM EXORD 110582, Subject: Female Engagement Team Requirements for Deploying Brigades, dated 21 June 2011.)

- Direct BCTs to send FET training cadre (FTC) personnel to Fort Bragg, NC, to receive train-the-trainer (TTT) FET instruction from USASOC cultural support team (CST) instructors for training BCT FETs during predeployment training.
- Direct BCTs to deploy to Afghanistan with a minimum of 18 FT&Q female Soldiers organized into nine FETs.
- Establish a resident FET course to provide FET training to PRT FET augmentees, a minimum of four FT&Q female military personnel per PRT, prior to PRT predeployment training at a central training site synchronized with the PRT training cycle.
- Develop/refine the combat training center (CTC) mission readiness exercise (MRE or MRX) scenarios to include FET training and events for all BCT and PRT rotations.

USASOC received the tasking to support BCT and PRT FET FTC personnel by allowing unit TTTs to shadow, observe, and/or visit CST training during a CST course located at Fort Bragg. USASOC conducts a CST course twice a year.

BCT FET Training and Qualification Phase

FET training is specialized training above and beyond that required for BCT predeployment training. The FT&Q phase should be completed prior to the BCT's MRE, so the newly trained/qualified FETs can participate as FETs in the female engagement events. Since FETs need to be integrated into the BCT's individual and collective combat skills training, the earlier in the BCT's predeployment cycle the FT&Q phase is conducted the better.

The Army FET TSP was approved on 15 June 2011. It will be utilized by all Army active duty and reserve component General Purpose Force (GPF) BCTs to train selected BCT female Soldiers in female engagement-specific training.

Although a BCT FET assessment and selection (FA&S) phase is not required, if conducted, it is recommended that BCT commanders use BCT FTC personnel to conduct an FA&S phase to select the best FET candidates for the BCT FT&Q phase. If an FA&S phase is conducted, the FT&Q phase should be conducted immediately after the FA&S phase is completed for those FET candidates selected by the BCT commander.

BCTs will use their FTC personnel to train their own internal female FET candidates utilizing the TTT method. BCT commanders need to determine how the FET TSP will be taught within their BCT relative to their deployed mission requirements and predeployment training schedule. Selected BCT commissioned officers, warrant officers, and noncommissioned officers (NCOs) will first be selected as BCT FTC personnel and sent to Fort Bragg to shadow USASOC CST trainers and to observe and visit USASOC CST training. Recommend that BCT FTC personnel also attend and observe how USASOC conducts their CST FA&S phase so, if the BCT commander chooses to have a BCT FA&S phase, FTC personnel are already familiar with how to conduct it. Once BCT FTC personnel return to their parent BCT, they will conduct the BCT FT&Q phase to train the BCT FET candidates.

There are basically two options for conducting the BCT FT&Q phase. The first or recommended option is to conduct one contiguous 10-day FT&Q phase as early in the BCT's predeployment cycle as possible. The FT&Q phase needs to be completed prior to the BCT's CTC MRE so the FETs can participate. The second option, which is not recommended, is to spread the FT&Q phase over a longer period of time during the BCT's predeployment cycle to fit into any open time block when other required predeployment

training is not being conducted. If an FA&S phase is conducted, this block of time will need to be extended by at least three days for whichever option is selected.

The first option completes the FT&Q phase over one contiguous 10-day block of time earlier in the predeployment cycle. Once FT&Q is completed, the newly graduated FET members and FTC personnel can then participate in other required predeployment training as scheduled rather than as makeup. The new FETs will have additional time to improve their language proficiency and continue individual FET studies. Since male FET instructors may not have a FET assignment during deployment, they will be able to supervise or conduct the predeployment training of their subordinates. The FET instructors can return sooner to their modified table of organization and equipment (MTOE) assignments and participate in the predeployment training of their subordinates. BCTs, with MTOE slots vacated by the newly assigned FETs members who successfully completed FT&Q, can prepare their remaining personnel to pick up the extra workload not being performed by those female Soldiers assigned as FETs. Those FET candidates who fail to complete FT&Q for whatever reason can be quickly returned their MTOE slots in their parent units to continue predeployment training and support.

The second option spreads the FT&Q phase over a longer period of time, with extended periods of time possible between FET classes. Spreading FT&Q over a longer period may interfere with FET trainees and instructors participating in other scheduled, required predeployment training. Time between FET classes may interfere with FET trainees retaining the FET knowledge previously received. FET instructors may not be able to properly supervise the training of their subordinates. FET trainees may have long periods of time between language instruction and not be able develop the required level of language proficiency. FET candidates who fail to complete FT&Q for whatever reason may not return to their parent unit until late in the predeployment cycle and will miss a lot of MTOE-specific predeployment training with their parent unit. Units with an MTOE slot vacated by FET candidates who successfully completed FT&Q may not be able to properly prepare their remaining personnel to pick up the extra workload not being performed by those female Soldiers assigned as FETs.

The BCT FT&Q phase should be conducted shortly after the BCT FA&S phase is completed and the BCT FET candidates have been selected. The BCT FT&Q phase will be conducted at the BCT's home station. Female FET volunteers who successfully complete the FT&Q phase will be assigned to a BCT FET and deploy overseas with their assigned BCT.

At any time during the FT&Q phase, any FET candidate who does not meet the required training and qualification standards for graduation, does not

desire to continue or is medically or physically incapable of continuing with the training, or no longer desires to be assigned to a FET should immediately be returned to her unit of origin.

Refer to the *1/25 SBCT FET Course Handbook* listed as a reference in Appendix H for an example of a FET training standing operating procedure (SOP).

Army National Guard FET Training

Army National Guard (ARNG) BCTs deploying to Afghanistan after 31 August 2011 are also required to deploy with a minimum of 18 FT&Q female Soldiers organized into nine FETs. Recommend they also have the additional eight FT&Q personnel to fill the FET detachment and FET section leadership positions.

ARNG FET training, for the most part, will have to be conducted prior to mobilization and predeployment training. First Army has indicated a desire to establish a FET mobile training team (MTT) to assist ARNG BCTs with their FET training. There is the possibility that First Army may establish a resident Reserve Component FET training course at one of the seven Reserve Component mobilization training centers (MTCs) to train ARNG FETs prior to mobilization.

As soon as an ARNG BCT is notified that it will deploy, the BCT operations officer (S-3) needs to immediately contact First Army to determine how the BCT will get its FET candidates and possibly FTC personnel trained. At the same time, the BCT needs to recruit and establish the BCT's FET volunteer list, select FET candidates from the FET volunteer list, select the BCT's FTC personnel to conduct the FT&Q phase, if necessary, and coordinate with the USASOC CST point of contact (POC) to send its FTC personnel to Fort Bragg for FET TTT training, if necessary.

If an ARNG BCT waits until mobilization to start its FET training process, the BCT may not complete the FET training before the BCT's predeployment training cycle begins. Like all other BCT personnel, ARNG FET personnel will need to participate in predeployment training and participate in the BCT's MRE as FETs.

PRT FT&Q Phase

Since PRTs are joint-sourced units, female PRT FET volunteers may be obtained from all of the U.S. military services or their Reserve Components across the continental United States (CONUS). FORSCOM should designate an organization to task for PRT FTC personnel and determine how the Army FET TSP will be utilized to instruct FET candidates during the PRT FT&Q phase. PRT FTC personnel will train the female PRT FET candidates utilizing the TTT method. Selected commissioned officers,

warrant officers, and NCOs should first be selected as PRT FTC personnel and sent to Fort Bragg to shadow USASOC CST trainers and to observe and visit USASOC CST training. Once the PRT FTC personnel have returned to Camp Atterbury, they will conduct the FT&Q phase for FET candidates.

PRT FET training is specialized training above and beyond that required during the PRT's predeployment training cycle. PRT FTC personnel conduct the PRT FT&Q phase. The FT&Q phase should be completed during the two weeks just prior to the PRT's arrival at Camp Atterbury for predeployment training. This will ensure the newly graduated PRT FETs are available to participate with the PRT during the PRT's predeployment cycle and in FET events during the PRT's MRE.

The Army FET TSP was approved on 15 June 2011. It will be utilized by FORSCOM to train selected female military FET volunteers from all the U.S. military services (Army, Navy, Marines Corps, and Air Force) in female engagement-specific training to provide FETs to augment all joint-sourced PRTs deploying to Afghanistan after 31 August 2011. If the other military services (Navy, Marines Corps, and Air Force) do not choose to provide female military FET volunteers to meet the PRT's FET requirements, the U.S. Army will need to pick up the slack and recruit the required female Soldier FET volunteers.

Currently, there is no request for forces (RFF) from theater requesting the additional female military personnel to augment the PRTs. The PRTs do not have sufficient female military personnel to obtain their FETs from internal personnel assets. Without an RFF, PRTs deploying to Afghanistan after 31 August 2011 may not receive FET augmentees.

Although a PRT FA&S phase is not required, it is recommended that FORSCOM use PRT FTC personnel to conduct an FA&S phase and allow the PRT commander to select the best PRT FET candidates to attend the PRT FT&Q phase. If a PRT FA&S phase is conducted, it should be conducted immediately after the FA&S phase is completed for those FET candidates selected by the PRT commander.

FET Standing Operating Procedures

Refer to the *1/25 SBCT FET Course Handbook* for an example of a FET training SOP. The handbook can be found on JLLIS/ALLIS at <https://www.jllis.mil/ARMY/speciality.cfm?disp=site.cfm&&siteid=118>. Scroll down to FET Handbook Reference Documents Binder 1.

Refer to the Marine FET SOP on the CALL SECRET Internet Protocol Router RA/hot topics site.

Army FET Training Support Package

The complete Army FET TSP is available for download on the ATN FET TSP site at <https://atn.army.mil/dsp_template.aspx?dpID=89>. The CALL FET handbook and JLLIS/ALLIS can also be accessed from this site.

The FET training presented in this TSP should provide FET members with the foundational knowledge they can use to build on as they continue their individual predeployment training, unit/PRT ramp-up training, CTC rotation, in-country province-specific training, and individual self-development as appropriate (see Figure 5-1). Recommendations for updates or changes to the TSP should be sent to: leav-web-ctd@conus.army.mil.



Figure 5-1-FET training plan

The Army FET TSP was developed as a result of the Commander, ISAF/USFOR-A's requirement that all Army maneuver battalions and joint-sourced PRTs deploying to Afghanistan after 31 August 2011 have FET-trained personnel to conduct female engagement activities with Afghan females in a culturally respectful manner in order to build confidence and support for the Government of the Islamic Republic of Afghanistan (GIROA) and ISAF.

CAC-T developed the FET TSP in collaboration with members of the FET, civil affairs, USASOC CST, human terrain system (HTS), culture, and language communities throughout the Army, ISAF, USFOR-A, FORSCOM, TRADOC, and the Marine Corps. The nine-day FET training program draws from existing curricula as well as presents some lessons developed specifically to address the unique role and purpose the U.S. Army envisions for FETs. The TSP is intended as one piece of a multipronged approach to educating and training the force on FET employment (see Figure 5-1).

The Army FET TSP is specifically designed to complement information contained in the Mission Command Center of Excellence's COIN Leadership Seminar, which unit leaders are required to attend prior to deploying. The TSP should be used in conjunction with CALL's *Commander's Guide to Female Engagement Teams Handbook*.

The 23 lessons contained in the FET TSP are divided into six modules. The TSP also includes an additional folder with supplementary materials the instructor and students may find useful in preparation for, during, or after the course. The six modules are:

- Module 1: Introduction to FETs.
- Module 2: Afghan Culture.
- Module 3: FET Mission Considerations.
- Module 4: FET Engagement Considerations.
- Module 5: Enablers.
- Module 6: FET Culminating Exercise.

Instructors are encouraged to incorporate their personal experiences and knowledge throughout the lessons. Instructors are also encouraged to request assistance with lessons from available subject matter experts. For instance, the unit/PRT commander may provide introductory remarks, the unit public affairs officer/NCO may either assist or teach the "Media Engagement" lesson, or a chaplain may be requested to either assist or teach the "Religion (Islam) and Women" lesson. Instructors should also include unit-specific information, guidance, SOPs, etc. to make the material more unit-specific for the FET members. Many of the lessons include practical exercises (PEs). Instructors are encouraged to tailor the PEs to the personnel and resources available at their location and adjust them as appropriate to achieve the desired learning objectives.

Prior to beginning FET training, the instructor should ensure the following are available:

- Classroom large enough to hold 25 students and execute PEs.
- Whiteboard, dry-erase markers, and eraser.
- Projector.
- Computer with speakers, DVD drive, DVD software installed, mouse, and cables for the projector.
- Printer, printer ink, printer paper, and printer cable (if appropriate).

- Mock knife (or something that can be used as such).
- Burqa (or something that can be used as such).
- Videos: *Rise: Revolutionary Women Re-Envisioning Afghanistan*, directed by Ronit Avni; and *The Stoning of Soraya M.*, directed by Cyrus Nowrasteh.
- Laser pointer (optional).
- Language lab: Individual computers with headphones and microphones (optional).

Videos should be available through your unit's Training Support Center (TSC). The movie *Rise: Revolutionary Women Re-Envisioning Afghanistan* should also include an instructor guide. If movies are not available through the TSC, contact the Fort Leavenworth Collective Training Directorate POC at leav-web-ctd@conus.army.mil and request to borrow a copy.

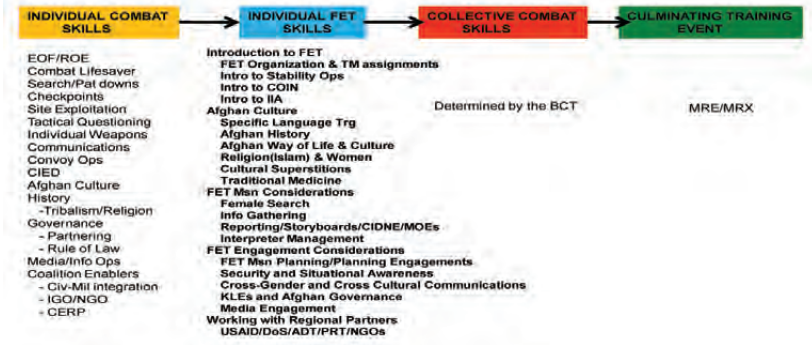
Instructors are also encouraged to provide students with a CD or DVD that includes all lesson plans, slides, and items in the "Supplementary Materials" folder at the completion of the course. Students may use these for future reference and to train BCT part-time, partially trained FETs prior to or during deployment.

"Intellectual curiosity" needs to be generated in all FET members. PEs should always be implemented in modules that require significant critical thinking.

FET Integrated Training Guidance

In addition to the individual FET skills training required by the Army FET TSP and the MRE, it is recommended that BCTs and PRTs include FET members into the individual and collective combat skills training to fully prepare the FETs for their female engagement missions and to operate with combat elements during deployment.

FET Integrated Training



Legend:

- ADT: Agribusiness development team
- CERP: Commander’s Emergency Response Program
- CIDNE: Combined Information Data Network Exchange
- CIED: Counter improvised explosive device
- DOS: Department of State
- EOF: Escalation of force
- IGO: Intergovernmental organization
- KLE: Key leader engagement
- MOE: Measure of effectiveness
- NGO: Nongovernmental organization
- ROE: Rules of engagement
- Trg: Training
- USAID: U.S. Agency for International Development

Figure 5-2

FET Training Support Plan Training Schedule

Day 1		Day 2		Day 3		Day 4		Day 5	
Welcome/Course Admin		Language Training		Language Training		Language Training		Language Training	
Introduction to FET		Afghan History		Afghan Culture & Way of Life		Traditional Afghan Medicine		Cross-Gender and Cross Cultural Communications	
FET Organization and Team Assignments(PE)		Religion (Islam) & Women				Afghan Superstitions			
Language Training									
Lunch Break									
Intro to Stability Ops		Religion (Islam) & Women		Afghan Culture & Way of Life (Movie: "Rise")		Cross-Gender and Cross Cultural Communications (CG&CCC)		CG & CCC (CG&CCC PE)	
Intro to COIN		(Movie: "The Storying of Soraya M.")							
Intro to IIA								Security & Situational Awareness	
Day 6		Day 7		Day 8		Day 9			
Language Training		Language Training		Language Training		Culminating Exercise			
Interpreter Management		FET Mission Planning/ Planning Engagements		Working with Regional Partners					
Female Search Cons.				Information Gathering					
Lunch Break									
Media Engagement		FET Mission Planning PE		Reporting					
		Key Leader Engagement & Afghan Governance							
								Course Critique	

FET TSP Module Key			
	1. Introduction to FET		4. FET Engagement Considerations
	2. Afghan Culture		5. Enablers
	3. FET Mission Considerations		6. Culminating Exercise

Figure 5-3

FET Training Support Plan Supplementary Training Material

The FET TSP contains a section with additional training material and training links that can be found at <https://atn.army.mil/dsp_template.aspx?dpID=99>.

FET Project Development Skill Identifier

In July 2011, the DA G-1 approved the establishment of a project development skill identifier (PDSI) to award to female Soldiers who have successfully completed the new Army FET TSP during predeployment training. There is currently no provision for awarding the FET PDSI to any female Soldier who has received FET training through FET programs not conducted in accordance with or conducted prior to the publication of the Army FET TSP. The FET TSP was published on 15 June 2011.

The new FET PDSI is G3F and has an effective date of 1 August 2011. This PDSI will assist in tracking qualified FETs for future assignments.

BCT and PRT commanders are responsible for the execution of FET training and for the submission of their rosters of qualified personnel to their major command POC. The major command POC will submit rosters to ODSC G-1 (DAPE-PRP-CSB) for the PDSI code to be top loaded onto the individual's personnel master file. (See Appendix G.)

In-Theater FET Training

Once BCTs and PRTs deploy to Afghanistan, theater will provide province-specific FET top-off training lasting approximately two days.

Counterinsurgency Leadership Seminar

The COIN Center will integrate FET topics into the COIN Leadership Seminars for deploying BCTs and PRTs. It is expected that all BCT and PRT leaders, including FET section and detachment leaders, will attend. The COIN Leadership Seminar normally lasts five days. BCT and PRT commanders may choose FET topics for discussion through vignettes or breakout sessions.

Combat Training Center Mission Readiness Exercise

CTCs will integrate FET training into BCT and PRT MREs. BCT FETs, FET sections, and FET detachments, in addition to PRT FETs, should be organized and the FT&Q phase completed prior to the MRE to allow the FETs to participate.

Army Leadership Schools

FET information should be integrated into all Army officer/NCO leadership courses.

USFOR-A's Baseline FET Training Guidance

Compare the USFOR-A predeployment baseline FET training guidance below (Figure 5-4), provided and recommended by USFOR-A on 7 March 2011 and the Commander, ISAF Memo, Annex A to Commander, U.S. Central Command, dated 26 February 2011, with the Army TSP FET integrated training guidance above.

Most BCTs and PRTs will not be able to allocate a four-week block of time to conduct FET training. Since the Army FET TSP was published on 15 June 2011, all BCT and PRT FETs will be required to complete FET training in accordance with the FET TSP. Commanders should assign the best-qualified personnel to be FET instructors and select the FET-specific subjects to be taught based on the time available for FET training during predeployment training.

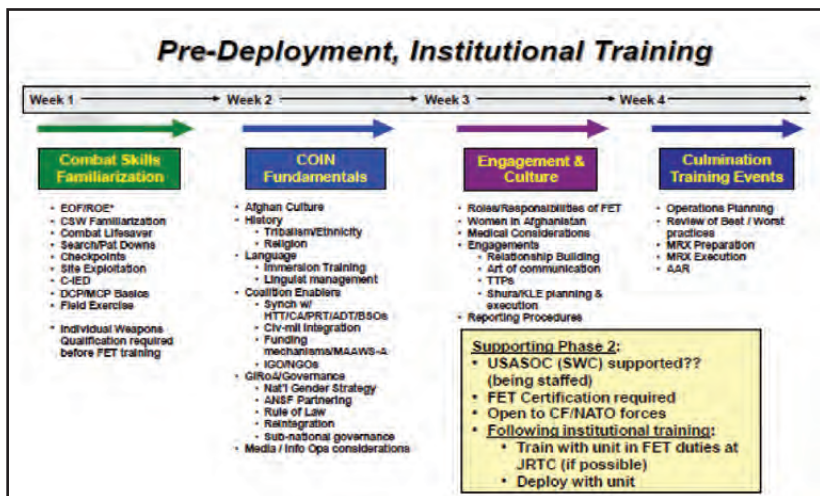


Figure 5-4

Submitting FET Training Evaluations, FET Key Leader Interview Questionnaires, Observation Reports, Requests for Information, Handbook Feedback, and Training Support Plan Feedback

FET training evaluation. FET training evaluation forms can be found on the CALL JLLIS/ALLIS COP 118 site link located at <<https://www.jllis.mil/ARMY/specialty.cfm?disp=site.cfm&&ssiteid=118>>. The form should be completed by every FET trainee and instructor. At the site, scroll to the bottom and open “FET Pre-Deployment Training Evaluation,” download a copy of either the lesson or overall evaluation form to another computer, complete the requested information, and e-mail the form to the CALL RFI manager at call.rfimanager@conus.army.mil. The form will be forwarded to the CALL FET POC. An alternate means of submission is to print a copy of either evaluation form, complete the requested information, and mail the form to the CALL FET POC at CALL, Combined Arms Center, ATTN: FET POC, 10 Meade Avenue, Fort Leavenworth, KS 66027-1350.

FET key leader interview (KLI) questionnaire. The FET KLI questionnaire can be found on the CALL COP 118 site link located at <<https://www.jllis.mil/ARMY/specialty.cfm?disp=site.cfm&&ssiteid=118>>. The questionnaire should be completed by BCT, maneuver battalion, and PRT commanders; FET members; FET leaders (team, section, and detachment); BCT, battalion, and PRT FET staff officers/NCOs; or anyone who has dealt with FETs. Complete this questionnaire

anytime during the tour or within three months after the tour is complete. At the site, scroll to the bottom and open “FET Mid/End of Tour Feedback,” download a copy to another computer, complete the requested information, and e-mail the questionnaire to the CALL RFI manager at call.rfimanager@conus.army.mil. The questionnaire will be forwarded to the CALL FET POC. An alternate means of submission is to print a copy of the questionnaire, complete the requested information, and mail it to the CALL FET POC at CALL, Combined Arms Center, ATTN: FET POC, 10 Meade Avenue, Fort Leavenworth, KS 66027-1350.

FET observation report. The FET observation report can be found on the JLLIS/ALLIS RA site link located at <https://www.jllis.mil/army/index.cfm?currentTierID=9>>. Observation reports can be sent at any time during predeployment, deployment, or within three months post-deployment. At the site, click to open “Submit Observations, Recommendations & Library Items.” Select either “Add Quick Observation” or “Add a Detailed Observation,” complete the requested information, attach any file(s), and click “Submit.” The observation report will be sent directly to CALL. Make sure you reference FET in the “Topic” block so the observation report will be sent to the CALL FET POC.

Request for information. If you have FET questions at any time, connect to the CALL home site link at <http://usacac.army.mil/cac2/call>>. Click on “Contact CALL” in the left column, then click “Request for Information (RFI).” Complete the requested information, then click on “Submit Request.” The RFI will be sent directly to the CALL RFI manager. An alternate means of submitting an RFI is to e-mail it to the CALL RFI manager at call.rfimanager@conus.army.mil. Make sure you reference FET in the “Topic” block so the RFI will be forwarded to the CALL FET POC.

FET handbook feedback. An individual can submit feedback on the FET handbook by e-mailing the CALL RFI manager at call.rfimanager@conus.army.mil. The feedback will be forwarded to the CALL FET POC. Make sure you reference the page, paragraph, and line number for each comment. An alternate means of feedback submission is to mail it to the CALL FET POC at CALL, Combined Arms Center, ATTN: FET POC, 10 Meade Avenue, Fort Leavenworth, KS 66027-1350.

FET TSP feedback. An individual can submit feedback on the FET TSP by e-mailing the FET TSP POC at leav-web-ctd@conus.army.mil. An alternate means of submitting FET TSP feedback is to e-mail the CALL RFI manager at call.rfimanager@conus.army.mil, and it will be forwarded to the CALL FET POC and the FET TSP POC. In addition, a hard copy of any feedback can be mailed to the CALL FET POC at CALL, Combined Arms Center, ATTN: FET POC, 10 Meade Avenue, Fort Leavenworth, KS 66027-1350. The CALL FET POC will forward any FET TSP feedback to the FET TSP POC.

Chapter 6

Female Engagement Team Employment

By definition, engagements are efforts to establish ties of trust and respect between local nationals and the coalition, with the end state being local national support, trust, and respect for the presence of coalition forces and the Government of the Islamic Republic of Afghanistan (GIROA) in their area. Female engagement teams (FETs) should not be employed as permanent search teams. FETs are intended to:

- Support the operational environment (OE) owner's/equivalent units' priorities, including but not limited to an enabler for counterinsurgency (COIN) and a comprehensive understanding of the OE.
- Build support and confidence of the female population for the GIROA and more broadly build support and confidence of the Afghan population. Includes issues of security, health care, education, justice, and economic opportunity to enable their families to live in a safe and secure environment.
- Provide understanding of the different perspectives of women, providing better situational awareness of the OE.

What is the point of the FET? Part of the mission is to search women. But, as the word "engagement" suggests, this really is about building relationships with Afghan women from whatever tribe is in your area of operations (AO). It is about starting to reach half the population that has been beyond our ability to influence. It is about reassuring local women that U.S. intentions are good and that the United States is there to protect them. The moment the FET walks into a village wearing headscarves and politely approaching local families, the FET is already sending a powerful and positive message. There are ways the FET can conduct its conversations to reinforce the message that the United States is on the side of the people and that it is in the people's interest to deal with the United States.

"Female engagement" includes engaging both men and women and is initiated through the men of the community. Afghan men often see Western women as a "third gender" and will approach coalition forces' women with different issues than are discussed with men. For this reason, engagements are necessary with both men and women. As a result, many of those cultural prohibitions are not applicable with respect to Western women involved in female engagements.

Women are a critical yet often overlooked demographic in COIN strategy. This is a key demographic in gaining popular support; however, engaging women is a delicate, refined process that requires a keen understanding

of cultural sensitivities. Men are not the only decision-makers in the Afghan community. Women hold significantly more sway in the household and the village than is often understood or immediately apparent. It is by understanding the means through which they exercise that influence that requires greater understanding by the coalition. Therefore, female engagement in Afghanistan cannot be framed by Western and Iraqi biases, and cultural awareness is vital to successful female engagement processes. Afghanistan is also at an extremely different level of social development in 2010 than was Iraq in 2006–2009, when the majority of the Marine Corps female engagements occurred. The Army version of FETs in Afghanistan cannot be viewed as a “Marine Afghan Lioness Program.”

All politics in Afghanistan are local. In light of this, broad-stroke programs that do not anticipate or account for the very local nature of Afghan culture and politics risk causing more problems than solving them. Female engagement encompasses methodical, long-term outreach efforts to the entire population — men, women, and children — which is essential in a COIN. Such engagement efforts provide opportunities to connect with both men and women, counter negative Taliban information operations (IO) efforts, and improve civil affairs efforts. As such, FETs are not collection assets and should not be supervised by the S-2. Female engagement initiatives that promote the use of females as collection assets can seriously impede engagement processes, scare women away, and put local women in danger.

First and foremost, FETs should always remember and strive to DO NO HARM. Do not brag in the Afghan public media about the success FETs are having working with and helping Afghan females or adolescents. Especially, do not let the news media get any specific information on locations or give the names of Afghan females where FETs are engaging to help improve their health and lives and obtain information that can assist the BCT’s efforts to develop community projects. If word gets back to the insurgents, Afghan female lives could be in great danger. Protect the female and adolescent civilians engaged by the FETs and they will continue to be willing to engage the FETs. Cause any of them to get killed or injured by the insurgents, and that engagement will quickly dry up.

When Afghans see U.S. military females in the field, the civilian population becomes more accepting of the U.S. military in their area. In the *Red Team Fratricide-Murder Study on the Mutual Perceptions between ANSF [Afghanistan National Security Forces] Personnel and US Soldiers*, dated 4 April 2011, it was stated that “U.S. female Soldiers were viewed as having better attitudes and being more respectful and respected than U.S. male Soldiers.” Using female Soldiers to interact with local Afghan civilians may be the best-kept secret weapon available to the brigade combat team (BCT) to gain acceptance and information from the local civilian population. It is

vital that your unit gather information about female issues early on and use that information on deciding what actions to take.

Understanding Differences Between the Afghan and Iraqi Cultures

There are great contrasts between Iraqi and Afghan women. As a comparatively modern state, it was not uncommon for Iraqi women to hold political office, openly wield tribal authority as sheikhas (daughters or wives of sheikhs), and maintain a modern lifestyle in the major urban areas that is roughly comparable to that found in the West during the late 1960s and early 1970s. In the rural areas, the situation is extremely different, roughly comparable to that found within the late 1700s in the West, and the status of women's rights in the south has declined in particular under the influence of Iranian-backed militias such as Jaysh al-Mahdi. While Iraq by no means fully embraces women's rights in the Western sense of the term, there are definite avenues of influence and power that are available to women, and the urban elite culture in particular has had a great deal of exposure to German, French, and Russian conceptions of women's rights. The comparatively free status of Iraqi women compared to the perceived repression and servitude of their counterparts in Iran is often considered a point of nationalist pride by even the most backward and chauvinist of Iraqi tribal leaders, and support for women's honor under *futuwa* (the Arabic code of honor) is framed in terms that the mistreatment of local women often results in social ostracism at best and direct retaliation by the nearest male relatives at worst.

In contrast, thirty years of warfare and rural tribal society have set apart Afghan women at some length culturally from Iraqi women, and views are often determined by local dynamics. In some areas, women may inherit property of a deceased husband, a practice uncommon throughout Afghanistan. The Taliban's control over women, especially in the urban centers, is crippling, in that women are shut out from public life, denied access to schools, cannot sing, have to wear the burqa in public, and have to be accompanied by male family members when traveling outside the home compound. All these problems are especially problematic given the tens of thousands of widowed women as a result of the Soviet and civil wars, causing thousands of these women to resort to begging, prostitution, and starvation.

In order to rectify these injustices and provide some basic services to men, women, and children alike, hundreds of underground women's networks have been established and reach thousands of people to provide schooling, health services, and a forum for therapeutic discussion. If women are caught, they will be executed. These underground networks are believed to largely exist in Kabul, Jalalabad, Herat, and some of the surrounding rural areas. However, it is unknown if these networks exist in the countryside

where these services are badly needed, but given the logistical constraints and the dangers of traveling in rural areas, it is unlikely that they do.

After the fall of the Taliban, efforts were made to improve the lives of women in Afghanistan and include women in governance and other capacities. The Afghan constitution extends equality to women, approximately one-third of the Wolesi Jirga are reserved for female representatives, and two women ran for president and seven for vice president during the August 2009 elections. Thousands of girls and women are attending school, where several generations lost such an opportunity during the 1980s and 1990s. However, all of these improvements in the lives of women have occurred in the urban areas, whereas rural areas remain poor and more at risk to attacks given the rural nature of the Afghan insurgency. Approximately 1 percent of girls in rural communities attend school, and the mother and infant mortality rate in rural areas is significantly worse (in some cases, one out of 16 women die during childbirth).

Understanding the stark differences between the lives of women in Iraq and Afghanistan is critical for engagements so as not to allow previous deployments in Iraq to shape female engagements in Afghanistan. Where most Iraqi women remember a better time and need to be reminded of and encouraged to pursue what they once had, rural Afghan women do not have the same experiences of school, running shops, selling produce, and other opportunities. As such, they often do not know about other options that could fit within their cultural boundaries to participate in to develop and improve their own lives. In the cultural context, it is essential that any changes to women's lives are first brought through the men while simultaneously teaching the community about possible improvements in daily living, health care, and job opportunities.

In Afghanistan, the culture segregates by gender. So the appropriate operational response that is culturally sensitive to that segregation is to engage the population, interacting male to male and female to female. The military needs to understand everyone in the community by engaging them directly. By doing so, commanders get the insight they need while being respectful of the culture, yet building the fundamentally essential social contracts founded on trust and established in a cooperative environment. That social contract needs to be with the male and female population, both of whom are making decisions about the future of Afghanistan, whether publicly or privately.

In nonpermissive environments, the majority of information is collected by military members because of the high-threat levels. If the military expects to get information from the female half of the population, then military females need be the ones getting the information because they are the only females operating in high-threat areas. First impressions are important and

set the stage for all future efforts. Afghan women in this society must be considered because limited mobility creates constraints in their access to needed support. The Afghan population must determine whether to support the insurgents or the GIROA.

In Afghanistan, we observe rather consistent themes. Men interpret information and tell you what they think you want to hear. Women see and hear what goes on behind the walls. Children run free in the community. They see and watch and are involved in nearly every activity in their community.

Children are a delicate engagement endeavor, and the military does not want to put them at risk. However, approximately 45 percent of the population is under the age of 16, impressionable, vulnerable, and a prime target for enemy force recruitment. To understand which direction the population is leaning, the military must get feedback from all three entities.

FET Engagement with Afghan Males

While distinguished by the ability to engage females, FETs can also engage males. Males interact differently with female Soldiers than they do with male Soldiers. They provide different insights in regard to what they see happening around them in the local community. Many males feel comfortable speaking with female Soldiers. They find them to be an anomaly, intriguing, and less threatening than male Soldiers. This is particularly true with adolescent males, who also happen to be the most impressionable for insurgent recruitment. The future of Afghanistan rests with the children. Adolescent males have a natural desire to impress females. This is true regardless of the adolescent male's race or nationality.

Using this desire to interact with and impress females can be advantageous to U.S. military forces when done respectfully to both the female Soldier and the adolescent Afghan males. Female Soldiers can often obtain different and even more in-depth information from Afghan males than can male Soldiers. Female Soldiers sometimes think to ask different questions that male Soldiers do not.

Respecting the male role in conservative Afghan society is the most effective way to enable female engagements. A military male leader requesting Afghan males to support female engagements has consistently been the most well received of the methods to organize female engagements. When the elders are involved, the community supports, and they take responsibility for protecting the gathering of their females or opening homes to allow for military females to visit.

During engagements, FETs cannot make promises; they can only listen. But when possible, answering a few needs can make a tremendous impact.

Every female engagement informs the lines of operations and adds a different dimension to understanding the total population picture. Utilizing the tribal and government leaders incorporates them into the process and gives them ownership of the effort. If they believe that value exists in altering gender roles, then they illicit change in the community, not outsiders. If they bring the change, they will own it, and U.S. forces can leave.

Honoring conservative values protects the FET members from unintentionally offending Afghan males. To do so will enhance mission effectiveness by incorporating the males into the process, which earns their support and ensures a welcome reception by the females after the male leader of the household invites the military females into the home. By showing respect to the traditional values, the FET and its partnered military males demonstrate a cultural competence that is well regarded. The men maintain their honor publicly and privately, while the women earn the freedom to engage in open dialogue with no feeling of threat. With the proper type of introduction, better information is garnered from both the male and female conversations, with no offense to either.

The FET as a Military Team

FETs are military teams. As such, their missions are guided by the standard military decisionmaking process. FETs will be useless if the information they gather does not support the unit mission and if their work is not operationally relevant and properly rehearsed. In the military, we gauge unit success with assessment tools that are generally based on measures of performance and measures of effectiveness that are linked to individual and collective tasks. FETs should be no different. Use of assessment tools guide female engagements, collect data on the female population, and inform the command regarding the female population in the OE. Every FET military operation begins with the commander's guidance and the creation of a plan with a concept of operations. This is particularly critical so the receiving units know how to support the FET mission.

FETs primarily work in a civil affairs capacity, assisting with community development projects that can include women, engaging with key leaders and shopkeepers, helping with reconstruction efforts, and supporting civil society development. It is precisely because Marines and Soldiers provide tangible services in a civil affairs capacity that locals come to trust and appreciate their efforts. For this reason, the primary goals of female engagement should not be motivated by collection or security requirements. FETs serve in such a capacity only inasmuch as civil affairs teams do.

Since FETS are not collection assets, they should never be tasked to actively collect information for intelligence purposes. FETs should not be tasked to directly gather intelligence for deliberate offensive operations.

However, FETs, stability operations centers, and the intelligence community are encouraged to share local Afghan priorities, sources of instability, and other information to comprehensively understand the OE.

By virtue of the placement and access to information that FETs can achieve under the framework of “every Soldier a sensor/collector,” information shared by women can assist the U.S. military to better understand the OE or occasionally provide actionable intelligence. The information collected by the FETs is not always transferred through women, and when it is, it is after long-term engagements and trust-building has already occurred with men and women in the community.

Often women will know who in their villages are planting improvised explosive devices (IEDs) and who is causing trouble; however, extracting that information must be done in a thoughtful and methodical manner that does not significantly put the lives of women at risk. The U.S. military realistically is not capable of protecting local women all of the time, especially given the cultural environment. Even so, the safety of these women should be considered during the FET mission-planning process. When FETs are improperly utilized, both female Soldiers and local women can be exposed to significant danger.

The U.S. military should be particularly cognizant of the presence of other women and children while information is passed. Because women are almost always surrounded by children, they may inadvertently put women in danger by telling men what was discussed in meetings. For this reason, especially when relationships have not been established with the men in the household, conversations should largely be limited to civil affairs topics (such as governance, development, education, health, and atmospherics) unless the women voluntarily offer information.

The above topics have major COIN implications, and preserving that access is critical, particularly as U.S. military outreach to local women is in its infancy. The U.S. military must understand that it would take only a handful of murder and intimidation incidents to completely and permanently cripple the FET’s rapport with local women in key areas. As a result, to preserve regular access to information, it is absolutely vital that FETs not be viewed as a collection asset or employed in achieving military tactical objectives.

Upon completion of each engagement, FETs must share their information with each other, their higher headquarters, and with other units to ensure a common understanding. This information is reported into the Combined Information Data Network Exchange system for collection, storage, and dissemination. FETs should also complete a mission engagement summary (see Appendix E for a format example) and submit it through FET channels.

FET Information Operations

Female engagements conducted appropriately can have massive IO implications. In a COIN, the population is the center of gravity; as such, it is essential to reach as wide an audience as possible. Providing services in a culturally sensitive way to women sharply contrasts with the experience of rural and urban women during the 1980s and 1990s, when rape was regularly used as a means of violence and exerting control or when reforms were either far too progressive or extremely oppressive by Afghan standards, especially in the urban centers.

Recent history strongly resonates with Afghans, and when female engagement is conducted in a manner shaped by local traditions, men and women recognize it. It is not surprising that atmospherics improve when it is clear that Afghan women are well taken care of by Soldiers and Marines and is an indication that U.S. military personnel show significant respect for Afghan culture. Properly engaging Afghan females can discredit Taliban IO, which tries to show that coalition forces rape local women or disrespect the woman's role in Islam. After relationships and rapport have been established with local Afghan women and trust has been formed, women can be yet another means of spreading GIRoA and International Security Assistance Force (ISAF) friendly messages or critical information.

FETs are primarily employed to provide information useful to the BCT's current and future community improvement and development operations and to gain acceptance of the U.S. military by Afghan civilians. IO should always be assessed to determine how successful it is in shaping local acceptance of the U.S. military and the GIRoA.

Assessment activities are as important as combat intelligence. Just as reliable intelligence of the enemy drives successful combat operations, having solid information on the causes of instability and the core community issues allows for targeted reconstruction and development activities.

A systematic way to collect, analyze, and act upon data is critical to stabilization efforts. A structured approach to conducting assessments will facilitate identification of issues and their root cause and will gauge whether actions result in the desired effects.

The U.S. Agency for International Development (USAID) has created the tactical conflict assessment (TCA) (Appendix D, Figure D-1), which is very useful in baselining and then measuring the effectiveness of FET IO efforts. If needed, USAID can provide training on the TCA process. 1-25 SBCT has successfully used a TCA framework (Appendix D, Figure D-2). This assessment form is longer and more detailed than the USAID assessment form.

FET Core Tasks

The core tasks of a FET are the following:

- Facilitate female engagements and key leader engagements.
- Facilitate civil-military operations.
- Gather and report information.
- Disseminate messages.
- Conduct female searches.
- Support combat patrols as required.

FET Talking Points

- We are Americans.
- We are here to offer support and security in cooperation with coalition forces/ANSF.
- We will be a continuing presence in the AO.
- We want to solve issues through peaceful means and mutual understanding.
- We want to help your women and you succeed and be healthy.
- We want to help your family/village.

Some Questions That Can Be Asked of Local Afghan Women

It works best if a FET member can ask the following questions herself rather than using the translator assigned to work with the FET. A good technique is to translate the questions and learn them in advance. The assigned translator may still be required to translate the answers.

- Do you have any concerns with the U.S. Army being here? Do you have any issues with female Soldiers being here?
- What is your biggest concern for your family/village?
- Do you feel safe and secure?
- Who provides your security?
- Do you see much support from GIRoA/ANSF?
- Do you attend school?

- Where is the closest school?
- Where are you from?
- Why did you come to this village?
- Is the population in this village changing?
- Where do you work?
- What is your typical day like?
- Who do you see regularly?
- Where do you visit?
- Who do you think can help you?

Examples of Services FETs Can Provide to Local Afghan Women

- Attempt to gain the acceptance of the local population by traveling with a female medic. Be prepared to provide simple medical assistance, but do not offer it immediately or in all engagements. Work through local Afghan medical personnel so as not to interfere with their livelihood.
- Distribute sacks of grain, small personal hygiene kits, school supplies, clothing and shoes/sandals for adults and children, medical items, sewing kits, and/or small, simple food preparation gifts/tokens of good will to women whenever possible. Gifts and tokens should be small, humble, and practical. Items can include but are not limited to toothbrushes, toothpaste, soap, lotions, sunscreen, blankets, socks for both adults and children, combs, hairbrushes, fingernail clippers, scissors, needles, bookbags, writing materials (e.g., paper, pencils, pens), small radios (do not forget the batteries), small children's toys, over-the-counter pain medications, Vitamin C, Pepto-Bismol, and ChapStick. Ensure you deliver these gifts and tokens directly to the women and explain/demonstrate how to use them if necessary.
- Demonstrate/show women and children how to perform simple personal hygiene.
- Demonstrate/show/assist women and children with learning how to do new and simple tasks that will help improve their lives.
- Demonstrate/show children how to play new, simple games.
- If FETs have time, teach women and children simple English phrases, words, numbers, and the alphabet, and show them how to write them.

FET Lessons Learned

- FET missions can be either tactical or operational. Although it can be done, FETs should not be expected to conduct both tactical and operational missions in the same AO as they may destroy any relationships the FET may have established with the local Afghan women.
- Rural Pashtun women are responsible for raising children, collecting water, cooking, helping farm, caring for animals, and performing other jobs. Though rarely seen by outsiders, they are keen observers and opinion-makers about the goings-on in their villages. Women pass all the news in the villages. They know who is doing what and who should and should not be in the area. They talk among themselves around the well and while collecting firewood about the news they have heard from or around their husbands and children.
- Female Soldiers who are FET trained and qualified and units that conduct FET training programs in the continental United States are better prepared to conduct their FET missions upon arrival in Afghanistan.
- FETs do not have to operate as a separate mission. Operating separately does not maximize resources. Units can designate one or more female Soldiers to perform this mission.
- FETs should always operate as a team that has trained together.
- Tailor the FET effort in each province. Afghanistan has 34 provinces. Every province is different and almost acts as its own country. What works in one province may not work in another.
- A general deficiency in obtaining physically fit, qualified, fluent Pashto or Dari female linguists who have the right attitude and training is impeding FETs from being truly effective. People skills, as often as language abilities, were a limiting factor. FETs need to learn and continue to improve their understanding of the local language in their AO.
- Afghan female interpreters are a premium commodity. Finding them is hard, and keeping them is even more difficult. They are very susceptible to quit due to their rough, primitive living conditions and their great fear of the lethal work environment. Some of these fears can be overcome by taking good care of them, quickly integrating them into a FET, and keeping them with the same FET so that all team members can learn to rely on each other.

- The FET officer in charge or noncommissioned officer in charge should coordinate the expectations and execution of the mission directly with the supported company commander prior to the arrival of the FET to alleviate any misunderstanding of the FET mission objective. There is a poor understanding of the capabilities and potential uses of FETs on the part of some unit commanders and staffs. The FET needs to have specific uses and not be utilized for just providing medical treatment. Prior coordination with supported units must clearly articulate FET missions and goals. While an effective team leader mitigates any confusion on the ground, negotiating the scheme of maneuver robs the team of valuable rehearsal and coordination time.
- Before each mission, FETs need to prepare a clear message they will convey in their conversations with locals. The message may be different depending on the mission. There are some basic guidelines and talking points the FET can usually fall back on. Always be clear in explaining why the United States is there. It is not always apparent or clear to locals that the United States is trying to help them. U.S. Soldiers look menacing with all their gear and weapons, and they drive around or fly overhead in loud, scary vehicles. Discuss the following issues with the locals or be aware of certain situations:
 - U.S. Soldiers are here to remove the Taliban, provide security, and protect (and not hurt) civilians.
 - There are things they can do to avoid being mistaken for the enemy, such as pulling over to the side of the road and getting out of their vehicles when convoys pass or informing U.S. Soldiers ahead of time if they are going to be out farming after dark.
 - Be honest about what the U.S. can and cannot do for them. It is okay to openly acknowledge that civilians have been promised help and security in the past, only to be disappointed. Always avoid making promises.
 - Admit things will not change overnight, but that things will change with time.
 - Be compassionate. These people have been through a lot over the past 30 years of continuous warfare. Few Afghans alive today have known peaceful times. They have also not known effective government or what it means to have social infrastructure like schools, a justice system, and decent, if any, medical care.

- Although minimally trained in certain areas, the FET has been marked as having the following capabilities: searches of local national females, military information support operations, civil-military operations, IO, intelligence, and human exploitation.
- Despite the considerable pool of women who have been trained to conduct FET missions, less than half have actually gone on a mission. This is in part because most FETs have only been part-time FETs and, with a couple of exceptions, have “day jobs” that keep them busy. FETs need to be full time.
- In order for FETs to be truly effective, teams need to return to regions and villages where contact was previously made and relationships established.
- Use subject matter experts (SMEs) to develop a FET program of instruction. Initially, classes should include: The Rise of the Taliban, Pashtun Culture and Women, Conversation Skills and Use of Interpreters for FETs, Media Training for FETs, The Origins of Al Qaeda, and Poppy Harvest.
- The Marine experience in Helmand Province (refer to Chapter 1, The Marine FET Experience section) proved to be the best model for the Marines to employ their limited FET assets for maximum effectiveness. FET training needs to continually evolve. In-theater lessons learned and tactics, techniques, and procedures need to be incorporated in the ongoing FET program.
- During cordon and knock operations, a FET presence can de-escalate potentially hostile or tense situations by conducting searches of females and female living areas for hidden weapons and munitions or contraband on their persons. Ensure you search females out of public view of male ANSF personnel and U.S. military personnel. Cordon and knock operations are not a preferred use of FETs, as they do not allow women to establish necessary rapport with Afghan women.
- Avoid making promises unless you are absolutely certain you can keep them. Avoid giving the perception that you will deliver. Always be very clear. The safest thing to say is, “I cannot promise you that I can deliver these things, but I will convey your needs to my bosses.”
- A female Soldier must want to perform the job of a FET member. Being assigned to a FET requires long hours of studying, preparation, and self-discipline to keep up skills such as language training, risk in entering unfriendly territory, savvy cultural skills to not cause further instability, patience when things do not go right, and a sturdy heart when becoming a witness to some of the most tragic of situations.

- It takes staff planners (S-3s, S-7s, and S-9s) who know how to properly nest and synchronize FET efforts into a commander's plan or a partnering agency's efforts in gender operations. A FET staff planner must be able to understand a commander's overall intent within his/her operational environment and be able to nest FET actions into the plan. At the same time, a FET staff planner should be knowledgeable of all the other efforts going on in the community by other agencies such as Department of State, USAID, international government organizations and nongovernment organizations, and, most importantly, GIRoA, to synchronize their operations for the enhancement of all.
- Commanders require training in understanding how to use FETs just as much as FETs require training on how to do their jobs. Commanders must understand the purpose of a FET. Commanders should provide directives and guidance on how FETs will fit into the organization's plans and operations and ensure the FETs are properly trained and resourced, to include well-trained female interpreters. A good starting point is the commander's critical information requirements.
- Commanders must assist FETs by discussing the FET's purpose and advantages to the Afghan leaders, both governmental and tribal. This allows FETs to have open dialogue with Afghan women without controversy and brings back the importance of the core tasks in FET skills and training.
- FET instructors must be experienced SMEs with an understanding of Afghan history and culture as well as gender affairs issues in Afghanistan (or the country where the FET is assigned). Instructors should have participated in multiple FET operations and be able to provide lessons learned through experience. The program of instruction should not be an exportable program of slides. Instructor credentials should be verified for qualification to teach the training material.
- Afghan security forces have to be watched and prevented from coming along on FET missions as Peeping Toms. Non-Pashtun soldiers and policemen also need to be carefully watched.
- When being interviewed by a reporter, remember there is no such thing as "off the record." Always use a digital recorder, and make sure the reporter can see that you are also recording the interview. Do not say "no comment," as it seems like you are trying to hide something even if you are not. "I do not know" is not a bad answer. Be able to provide some concrete examples to the questions you are asked. Do not ramble on with your answers; keep them short. Always be cooperative and friendly. FETs should always be prepared to talk about both Afghan and U.S. government development projects and how they

relate to the Afghan female population, along with some analysis of their successes or failures. Some questions regarding FETs that you need to be prepared to answer are:

- Why do you need a FET?
 - What is the message the FET is delivering?
 - Do you gather intelligence?
 - What are your feelings about how women are treated in Afghanistan?
 - What lessons have you learned that changed how you operate?
 - What do you do to address cultural sensitivities?
 - What are some differences between here and Iraq?
 - Which lessons from Iraq apply here?
 - Which lessons from Iraq do not apply here?
 - What do you hope to come away with after this mission/deployment?
 - What do you think, as an independent woman, of this culture?
 - How does the FET screen its members?
 - How do other Soldiers, especially male Soldiers, see you?
 - Why did you volunteer to be a FET member?
 - Is being part of a FET dangerous?
 - How do you feel about wearing a headscarf?
- Afghan people are very generous and will invite guests in for tea and give them their last bite of food. This action of hospitality is called *melmastia* and is offered by all Afghans. It is important to know that guests must take what is offered to them, as Afghans find it offensive to their honor if their hospitality is turned down — they believe that their hospitality is regarded as insufficient, take this as a slight, and view it as a dishonor to them.
 - For engagements and information-collection operations to be successful, coalition forces need to be routinely visible to the local populace. FETs need to build trusted relationships to yield information of critical importance. To build trusted relationships, multiple engagements with the same individuals are required. Initial

meetings should be about making friends, talking about family, and engaging in small talk. Subsequent engagements can branch out into targeted conversations about village dynamics, needs, and support requirements. Once meaningful relationships have been established through persistent and consistent engagements, village men and women will provide increased information about the population and enemy forces.

FET Best Practices

- Never employ FETs without a task and purpose. FET operations should be tailored and flexible for each province. Afghanistan has 34 provinces. Every province is different and almost acts as its own country. What works in one province may not work in another.
- FET personnel should never ask local people to do anything for them. Examples are asking them to take a photo of someone or find a location of an IED. Putting local people in dangerous situations, even if they volunteer for it, is against regulations.
- Initially engage women through the men, and continue to engage the men. Bypassing men creates skepticism as to why the U.S. military is working with the community and questions what influence and ideas are being imparted upon local women.
- On initial contact with local women, FETs should not start by firing off questions. To break the ice, play with the children.
- FETs should not let their interpreter hijack the conversation. Interpreters should only ask the questions they are directed to ask and not interpret the answers received but to translate the answers back verbatim.
- The presence of female Soldiers softens the interaction with local men, women, and children, which helps to establish local trust in the U.S. Army.
- Use FETs to search houses. The Taliban know that male American Soldiers avoid the inner sanctum of homes so as not to dishonor local women and will use this to their advantage by storing weapons and IED materials in rooms where women are present.
- Avoid executing large FET operations during important religious holidays. As an example, Eid al-Fitr is an enormously important three-day religious holiday that marks the end of Ramadan. For locals, having U.S. and Afghan soldiers snooping around their homes and villages on this holiday is akin to American families getting a knock

on the door from the Red Coats on Christmas morning. It does not help U.S. relations with the ANSF either.

- In small operations such as patrols, it is best to initially employ FETs of two to four females, which includes the two FET members that should be augmented by a female interpreter and a female medic, to be less intrusive. Larger FET operations may be utilized after the local women become accustomed to interacting with the small FETs.
- Do not take photographs of women or have cameras out around women. Always ask first if it is okay to take a photo of children. Polaroid cameras are extremely useful, as they provide immediate photographs of children, which may be a welcome gift. In a compound with only women, the women may allow photographs but will likely cover their faces. As a general rule, avoid photographs of women. If a camera is stolen (and children are great at pickpocketing) and photos of women are found, it could potentially cause serious problems. There will be instances where women will permit photographs to be taken even around men (such as key elders and GIROA figures); however, it is very rare.
- Rural Afghans, especially, see Western women as a “third gender.” While they are extremely protective of their own women, they are not necessarily protective of American women. However, Afghan men will judge U.S. Soldiers based on how they treat their own female Soldiers, and they will be very suspicious of large groups of Western women or women working independently. This is particularly true of women in uniform. Suspicions and curiosities can be best kept at bay when working in a civil affairs capacity. Female hair should always be kept up and tight. Walking around with hair down can be quite insulting to locals. However, if a female Soldier has a pony tail, letting it go out the back of the helmet will tell the locals that she is a female Soldier. Pony tails could also be a target indicator for the Taliban. FET personnel should wait until they are close to a compound where they will be interacting with Afghan women before displaying their pony tails.
- Headscarves are not a necessity for good relations with locals. While it may be perceived as a sign of respect, Afghans largely understand that U.S. female Soldiers are not Muslims and therefore are not required to wear headscarves. When worn under the helmet outside the forward operating base on patrols or other operations, the headscarf may identify the FETs as female and become an ideal target for the Taliban. However, patrolling with headscarves on under their helmets will identify Soldiers as female when they enter a house or stop to search a woman, and they will not be mistaken for men by people watching

from the sidelines. If wearing the headscarf is too hot and unwieldy, females should keep the scarf around their necks and use them to cover their heads once their helmets are off inside the compound.

- Do not use a brightly colored headscarf. They will easily identify the Soldier as a female at a great distance. Recommend using headscarves in olive drab, black, brown, or multicam, which will blend in better with the multicam uniform.
- Afghan women may give headscarves as gifts, and in such cases it should be worn in the compound as a sign of respect. In the presence of religious clerics, a headscarf should be worn.
- Once FETs are inside a compound visiting with the local women, they should remove their helmet and replace it with a headscarf (to allay the fear and distrust of the local men and women within), protective vests, eye protection, and sunglasses — unless they are on security, in which case they keep these items on. Incidentally, once these items are removed, they can become a conversation starter.
- A vast majority of rural Afghans have never seen persons of African descent and may unintentionally assume that they are men (especially if in uniform and carrying weapons). Once relationships have been established with the community, any potential misconceptions will likely be alleviated. Until then, very short-haired, darker skinned, African-American female Soldiers may want to wear the headscarf under the helmet when talking to Afghan women outside the civilian compounds.
- Be aware that often local women may be very afraid of female Soldiers during searches, given that this is a completely foreign practice. Furthermore, not every local female encountered should be searched, nor should anyone be searched when invited into homes. Searching babies and children when there are a lot of women and children present should be addressed by men and women alike — men search male children, and females search female children. The likelihood of the Taliban targeting large groups of women and children to kill or target one female Soldier will lose the support of the entire community. Attacks upon women and girls has occurred more in Regional Command-East than in other parts of Afghanistan and largely against girls attending schools.
- Women and children will act differently depending on who is present nearby. Generally, women and children are very friendly and inquisitive when there are no nefarious actors in the area. However, men, women, and children may act disengaged, afraid, or less receptive to interaction with the FETs if someone they fear is

watching. As an example, in a contested village, very few women and children attended the female village medical outreach, despite the desperate need for medicine and health service. In a nearby village with no Taliban, over 40 women and children were treated. In another case, a village where a previous female village medical outreach yielded over 40 women being treated, another medical outreach several weeks later yielded only two, despite the second outreach employing an Afghan female midwife while the first one did not due to harassment and intimidation by Taliban elements. Being able to read locals, especially women and children, in a hostile environment is critical.

- It is best to tell locals that FET members are married and have children; have photos available to show. It is also helpful to tell locals that one of the male Soldiers is a brother or cousin. Just make sure every Soldier knows the story. This story will have to continue every time the same FET members visit the same locals. Women traveling unaccompanied by male family members are very unusual (especially in large groups) and may inadvertently cause locals to have negative perceptions toward female Soldiers trying to engage them. More importantly, talking about married life and children is a great way to bridge a cultural gap and open conversation. To some, this may be in direct conflict with the Army values of integrity and respect. However, Afghan custom dictates that women should only be around nonrelated males when she is accompanied by a close male relative. Each FET member will have to decide for herself whether or not to use this best practice.
- Engaging Afghan females is a very delicate task that requires an individual attuned to local nuances and capable of working in a culturally sensitive manner. Do not turn the first few (two or three) female engagements into interviews. It is very easy to make women feel like they are being interrogated, especially given that many women may never have seen a Western woman before. Afghan women need to feel comfortable talking with the FETs before they will open up about the situation in the local area. Do not attempt or expect to obtain too much information on the first couple of visits or engagements.
- When local women find out that a female medic is included with the FET, they will usually not hesitate to tell the FET about their medical problems, which range from headaches to infertility. As an example, it was difficult for a Marine corpsman to treat each and every medical illness addressed by all the women. Afghan women assumed that the corpsman had the wonder drug for fertility. It was difficult to explain that the women needed to go through a series of tests, which

the corpsman could not provide. Typically, that is not a problem a corpsman can solve in a one-time interaction. However, if medical personnel are prepared for those types of questions, they can provide more helpful advice. Women have extremely limited access to medical care. Local women lack the knowledge of eating healthy, staying in good physical condition, and drinking water, which can alleviate medical issues (e.g., headaches, constipation, and aches and pains). The problem of lack of knowledge can be alleviated by the frequent presence of FETs, along with a medic, conducting humanitarian assistance and other efforts to reach the local population.

- Only conduct a village medical outreach if there is an expressed need requested by the villagers. Needs must be identified by conducting engagement patrols. Treating everyone in stride is not as successful as conducting engagement patrols, assessing the trends in the village, and consolidating those needs for a planned village medical outreach on a predetermined day. The village medical outreach should be in or near villages. The risk of establishing a village medical outreach at a previously identified location remains, but the benefits will far exceed those garnered at a combat outpost removed from the village. Coordinate with local Afghan medical personnel prior to conducting a village medical outreach to ensure there is no interference with their local medical practices or businesses.
- Children will eagerly invite Western women to their homes for chai (local Afghan tea) and meals. Make an effort to do so, but do not make promises that cannot be kept.
- Drink many cups of chai with the locals and the rewards will be great. However, cups of chai must be coupled with tangible benefits to the community and efforts to improve the lives of locals in terms of security and civil affairs projects.
- While trying not to disrupt the daily duties of local women, FETs should ask women and children to teach them how to do what they do. Once a relationship has been established, ask how to make chai, cook meals, take care of the children, and so on. This will strengthen outreach efforts and relationships with local women as well as assist with their tasks. Most Afghans believe in taking care of their guests and that they should not be offended. However, Afghan women will likely be happy to watch Western women attempt to learn their own tasks.
- As security, education, and the economy improve, FETs will observe tangible improvements in the lives of local women. Because rural Afghanistan is still a medieval society, development will have to come in stages and cannot be prematurely forced without risking the

kind of backlash that overthrew former King Amanullah and Queen Soraya. Over time, there will be real improvements to women's rights in Afghanistan. It would benefit all FETs to recognize that attempts to import Western-style women's rights, rhetoric, and ideas without any cultural preparation will not take root and may be regarded as hostile.

- A critical factor to the success of a FET is the provision of a dedicated female translator/interpreter or language assistant and the understanding between FET members on the proper employment of a language assistant. A large majority of service members are not familiar with the use of a translator/interpreter. FETs need to practice using their assigned translator for introductions, flow of conversation, and translation speed. It is critical that the FET speak directly to the Afghan woman in question and maintain direct eye contact with her. The interpreter should never be the center of the conversation and should place herself off to the side when interpreting between a U.S. military service member and a local.
- Realize that the Afghan conception of time is different than that of a Westerner. References to "Afghan time" when referring to the late start to meetings and shuras is largely accurate. Interestingly, when it comes to projects and getting things done, Afghans tend to want to see that promises made by U.S. and other coalition forces are being kept. Often in shuras, local Afghan males or females will express dissatisfaction with security and the GIRoA. After being reminded of the progress made and benefits brought forth from a coalition or GIRoA presence, perceptions change.
- Using female translators/interpreters during female-to-female engagements will vastly improve relationships with locals and the access to women. The most ideal situation would be for female Soldiers to speak the local language themselves, at least for basic conversations, medical outreaches, and "kitchen talk." Locals are extremely surprised by Westerners, let alone Western women, being able to speak their language. The effort goes a long way in convincing locals that Westerners are trying to understand their culture. While male interpreters may be able to translate from behind a sheet during female-to-female engagements, it is not ideal and may diminish how open and honest females will be with FETs.
- Gifts provided to women should be humble and practical. Women almost always ask for soap, lotion, or sunscreen, seeing as the weather is harsh on their skin. Toothbrushes, toothpastes, hairbrushes, blankets, socks, and small gifts for their children are strongly appreciated. Be exceedingly careful not to intrude on someone's business by providing gifts. As an example, large donations of clothing or shoes

to the community may intrude on someone's clothing or cobbling business. Gifts such as shoes and clothing should be done in small numbers when there is the possibility of disrupting someone's business activities. Men and women alike often ask for radios, while children largely want candy, pens, and pencils.

- Practice the critical actions of the patrol, such as the interview. Prepare for operations in advance by understanding the steps to conduct an interview and by preparing questions beforehand to target the specific information you are seeking to find. It is very easy to get off track while conducting an interview if questions are not prepared in advance during the mission analysis phase of your engagement. These interview questions should be part of the civil reconnaissance mission analysis to gain targeted information for priority information requirements.

Appendix A

Female Engagement Team Recruiting Poster

FEMALE SOLDIERS

BECOME A PART OF HISTORY

Join the US Army Special Operations Command Female Engagement Team Program

The Female Engagement Team (FET) program will challenge you. You will undergo intense mental and physical training designed to prepare you for the rigors associated with supporting operations with Special Forces and Ranger units in Afghanistan. You will be trained to think critically, interact with local Afghan women and children, and integrate as a member of an elite unit.

Once trained, you will be assigned to the FET program for up to 1 year as either a Screener or a Cultural Support Team member.

Minimum Requirements:

- E-4 - E-8, 01 - 03, WO1 - CW3
- current minimum GT Score of 100 or better
- minimum Secret clearance
- PT Score of 210 with at least 70 pts in each event
- meet height and weight IAW AR 600-9
- must carry 35 lbs six miles in at least 1 hr and 39 mins
- pre-screened by current unit of assignment

For more information:

visit our website - <http://www.soc.mil/CST/CST.html>

call - 910-396-0646 (DSN 236)

910-432-6283 (DSN 239)

email - cst@soc.mil

Appendix B

Female Engagement Team Volunteer Statement Example

UNIT ADDRESS

OFFICE SYMBOL

DATE

MEMORANDUM FOR

SUBJECT: Female Engagement Team (FET) Volunteer Statement (AC/RC Form)

1. I hereby volunteer for FET assessment and selection (FA&S), FET training and qualification (FT&Q), and deployment as a FET member.
2. My company commander (CO CDR) has agreed to release me to participate in the FET program for a period of approximately two years covering predeployment training and deployment. _____ (CO CDR's Initials)
3. The first LTC/O5 in my chain of command has agreed to release me to participate in the FET program for a period of approximately two years covering predeployment training and deployment. _____ (O5's Initials)
4. My pre-assessment screening process has been completed as follows, and I meet all of the FET selection prerequisites.

Deployable in accordance with USR procedures covered in AR 220-1	Correct		PAC initials
GT score (minimum 100)	(Score)		PAC initials
APFT (minimum 180, with minimum of 60 in each event)	(Score/Date)		TNG NCO
Height/Weight standards: AR 600-9	Yes		TNG NCO
Ruck march (6 miles, 1 hour 39 minutes; 35 pounds)	(Time)		TNG NCO
Has no profiles	Yes		1SG initials
Not flagged, under criminal investigation, or pending adverse action	Correct		1SG initials
Minimum SECRET or interim SECRET clearance	Yes		S-2 initials
Has at least two years left before ETS	(ETS Date)		Retention

CENTER FOR ARMY LESSONS LEARNED

5. I understand that, if selected, I may be designated as a member of a deployed brigade combat team/brigade FET assigned in support of Army operations worldwide. _____ (Soldier's Initials)

6. I further understand that I may be placed in physically demanding situations, including physical training, marching with a heavy rucksack and equipment, and tactical movements, primarily dismounted, for extended periods of time during day and night operations. This will require extreme mental and physical levels of preparedness on my part to endure and overcome all challenges and be an effective operational Soldier while conducting FET missions in support of Army operations abroad in austere mountainous environments and extreme hot/cold weather. _____ (Soldier's Initials)

7. I am also aware that, if so determined by the FA&S board, I may be declared unsuitable for further FET training. If not selected, I will be immediately returned to my assigned unit. _____ (Soldier's Initials)

SOLDIER'S NAME

Rank, USA

NAME of SOLDIER'S COMPANY COMMANDER

RANK, BRANCH

Position of Assignment

NAME OF FIRST O5/LTC IN SOLDIER'S CHAIN OF COMMAND

LTC, BRANCH

Position of Assignment

Appendix C

Female Engagement Team Assessment and Selection Packing List

All or part of this packing list may be unnecessary for brigade combat team (BCT) female engagement teams (FETs) if there is no BCT FET assessment and selection (FA&S) phase and if the BCT FET training and qualification (FT&Q) phase is not conducted in a continuous block of time. Even if there is no provincial reconstruction team (PRT) FA&S phase, this packing list may still be required for PRT FETs since, for the most part, the FT&Q phase will not be conducted at their home station and should be conducted prior to PRT predeployment training.

Required Items

The following are the recommended items that should be required for FET volunteers to bring to the FA&S phase. No exceptions and no substitutions are authorized. Volunteers are not authorized to bring extra TA-50 to the FA&S phase. This packing list is also good for the FT&Q phase, if selected during the FA&S phase.

- 1 each (ea) small case to carry/protect the following items:
 - 1 ea copy of current physical.
 - 1 ea copy of medical records.
 - 1 ea copy of dental records.
 - 1 ea copy of doctor's authorization for each medication (no other medications are initially authorized).
 - 1 ea copy of Army physical fitness test card.
 - 1 ea copy of Department of Defense Form 93, *Record of Emergency Data*.
 - 1 ea original copy of the FET Volunteer Statement (signed by first O5 in the Soldier's chain of command).
 - 1 ea copy of FA&S packing list.
- 4 pair (pr) Army combat uniform (see Note #2) (more than four are authorized).
- 5 ea Army-issue tan T-shirts (no COOLMAX) (more than five are authorized).
- 1 ea complete improved physical fitness uniform.

- 1 ea Army-issue tan or black belt.
- 5 pr socks, green or black (no Polypro/GORE-TEX) (more than five are authorized).
- 2 ea patrol cap (see Note #2).
- 1 pr running shoes (no black running shoes).
- 2 ea reflective belts.
- 2 pr socks, white cotton (no ankle or knee highs) (more than two are authorized).
- 1 ea GORE-TEX top/bottom (see Notes #1 and #2).
- 1 ea wet weather top and bottom (see Note #2).
- 2 pr boots, Army issue or jungle only (see Note #3).
- 1 pr gloves, Army issue, with liners or Army-issue GORE-TEX gloves (see Note #1).
- 1 ea cap, wool, black (see Note #1).
- 1 pr underwear, cold weather, wool, or Polypro (see Note #1).
- 1 ea personal hygiene kit (razors, toothpaste, toothbrush, dental floss, soap, shampoo, conditioner, hair spray, comb, hairbrush, fingernail clipper, fingernail file/emery board, mouthwash, plain noncolored hair bands, small hand mirror, plain noncolored barrettes and or bobby pins).
- 2 ea towels (brown or white only).
- 1 pr shower shoes.
- 1 ea sewing kit.
- 3 ea pens/pencils.
- 1 ea notebook (not larger than 4" x 6") (only one is authorized; any additional will be confiscated).
- 2 pr eyeglasses, if worn (no contact lenses).
- 1 ea wristwatch (no compass or altimeter function). (No other jewelry is authorized. Any additional jewelry will be confiscated until graduation from the course or upon early termination from the course.)
- 1 ea laundry bag.

- 1 ea duffle or kit bag (no civilian bags or suitcases).
- 1 ea poncho.
- 1 ea poncho liner.
- 1 ea advanced combat helmet (no cover).
- 1 ea modular lightweight load-carrying equipment (MOLLE)/rucksack with frame (Army issue only).
- 1 ea load bearing equipment/load bearing vest/MOLLE vest.
- 2 ea 1-quart canteen.
- 2 ea 1-quart canteen covers.
- 1 ea 2-quart canteen.
- 1 ea 2-quart canteen cover.
- 1 ea complete sleep system w/stuff sack (bivy sack, green and black).
- 1 ea cash: \$50.00. (Do not bring more than \$50.00. Any additional cash will be confiscated until graduation from the course or upon early termination from the course.)
- 1 ea wet weather bag.
- 1 ea headlamp/flashlight/penlight (red, green, and blue lens only).

Note #1: Required for classes from 15 October through 15 April.

Note #2: No rank, branch insignia, cat eyes, or other badges are authorized for wear **WITH ONE EXCEPTION**. One uniform will be maintained to garrison standards (i.e., all patches, U.S. flag, name tape, and U.S. Army name tape) for graduation.

Note #3: No boots that have a sneaker-style construction will be authorized for wear in accordance with Army Regulation 670-1, *Wear and Appearance of Army Uniforms and Insignia*.

Additional Authorized Items

The following additional items brought to FA&S are authorized for use by candidates attending both the FA&S and FT&Q phases. Any item not listed below will be confiscated by FA&S cadre and not returned until the Soldier returns to her unit of origin.

- 1 ea personal laptop computer with carrying case, mouse, and other associated items (for personal use after duty hours only).

- 1 ea cell phone with carrying case (for personal use after duty hours).
- Underwear (includes bras).
- Prescription medications (as required by doctor's written authorization or noted in medical records).
- Camelback (highly recommended).
- 1 ea book (no magazines).
- Religious scriptures such as the Bible, Book of Mormon, Koran, etc. (can be a combination as long as they are between the same one set of covers).
- Cotton-tipped applicators.
- Clothespins.
- Hair dryer.
- Curling iron.
- Bandages.
- Medical tape.
- Anti-bacterial cream.
- Cravats.
- Foot powder.
- Gauze pads.
- Insect repellent.
- Lip balm.
- Map case.
- Moleskin.
- Pace count beads/cords.
- Pocketknife/tool (one per candidate).
- Scissors, small.
- Security locks.
- Skin lotion or cream (non-odor).
- Sunscreen.

- Vaseline.
- Zip-close bags, large/small.
- 550 cord.
- 100-mph tape.
- Highlighters.
- Bungee cords.
- Snap links.
- Batteries for headlamp/flashlight/penlight.
- Feminine hygiene items (no cosmetics or perfumes are authorized).

Note: Neither tobacco products nor alcoholic beverages will be used during the entire FA&S rotation.

Appendix D

Female Engagement Team Operations Assessment Forms Examples

Province:		Date:	
District:		GPS Reference:	
Village:		Population:	
Interpreter Name:		Interviewee:	
Interviewer Name:		Title:	
1. Have there been any changes in the village population over the past year?			
Answer		Why?	
Increase	Lack of Drinking Water	More Drinking Water	
Decrease	Lack of Work	More Work	
No Change	No Shelter	Better Shelter	
Don't know	Lack of Healthcare	Better Healthcare	
No Comment	Lack of Electricity	More Electricity	
	Lack of Security	More Security	
	Poor Sewage / Sanitation	Poor Sewage / Sanitation	
	Poor Roads	Better Roads	
	Poor Irrigation	Better Irrigation	
2. What are the most important problems facing the village?			
Answer			
Lack of Food		Poor Sewage/Sanitation	
No Drinking Water		Poor Electric Supply	
No work		Poor Roads	
Poor Government		Poor Irrigation	
Lack of Shelter		Taliban	
Poor Healthcare		Crime	
Poor Education		ISAF Presence	
Poor Security (ANP)		Cost of Food	
No Problems		No Comment	
3. Who do you believe can solve your problems?			
Government	ISAF	Nobody	
ANP	Tribal Elders	Don't Know	
ANA	NGO	No Comment	
4. What should be done first to help the village?			
Drinking Water	Roads	ISAF Leave	More ANA
Healthcare	Stop Crime	More ISAF	More Work
Shelter	Stop Corruption	ANP Leave	Other
Food	Better Electricity	More ANP	Nothing
Schools	Remove Taliban	ANA Leave	Don't Know / No Comment

Figure D-1. USAID tactical conflict assessment (TCA) form

General Questions – Initial Interview

Q1. Province:				Q2. MGRS/GPS Reference:							
Q3. District:				Q4. Village:							
Q5. Last Name of Interviewer:				Q6. Date of Interview (00/00/06)							
Person Interviewed											
Q7. First Name:				Q8. Last Name:							
Q9. Title:											
Q10. Organization/Affiliation:											
Q11. Organization/Affiliation (category)											
<input type="checkbox"/>	1	District Government	<input type="checkbox"/>	2	Local Government	<input type="checkbox"/>	3	Tribal/Clan Leader	<input type="checkbox"/>	4	Religious Leader
<input type="checkbox"/>	5	Police	<input type="checkbox"/>	6	Army	<input type="checkbox"/>	7	Political Party	<input type="checkbox"/>	8	Civil Society
<input type="checkbox"/>	9	Health Sector	<input type="checkbox"/>	10	Schools/ Education Sector	<input type="checkbox"/>	9	9	9	Other:	

Q12. How many people live in this village? _____

Q13. How many households are there in this village? _____

Q14. In the past 12 months, have more people moved in or out of this village?

<input type="checkbox"/>	More moved in	<input type="checkbox"/>	More moved out	<input type="checkbox"/>	The same number moved in as moved out	<input type="checkbox"/>	None moved in or out	<input type="checkbox"/>	I don't know
(4)		(3)		(2)		(1)		(9)	<i>[DO NOT READ]</i>

Q15. Why?

COMMANDER'S GUIDE TO FEMALE ENGAGEMENT TEAMS

Q16. What are the major problems facing the residents of this village today? [READ OPTIONS ONLY IF RESPONDANT IS UNABLE TO PROVIDE AN ANSWER; PLEASE PROBE FOR THREE MOST IMPORTANT SHOULD THE RESPONDANT LIST MORE THAN THREE.]

	Worst Problem (15A)	Second Problem (15B)	Third Problem (15C)
A. Lack of food/potable water	1	1	1
B. Lack of paid work opportunities	2	2	2
C. Lack of shelter	3	3	3
D. Limited roads, sewage/sanitation, electric power	4	4	4
E. Access to health care	5	5	5
F. Access to education	6	6	6
G. Security	7	7	7
H. Discrimination	8	8	8
I. Government responsiveness to citizen concerns	9	9	9
J. Corruption	10	10	10
Other: _____			
Other: _____			
Other: _____			
None	0	0	0
No further reply [DO NOT READ]		990	990
I don't know [DO NOT READ]	999		

CENTER FOR ARMY LESSONS LEARNED

Q17. How much do you think the residents of this village trust each of the following institutions? [READ OPTIONS; PROBE FOR STRENGTH OF ANSWER.]

	Not at all	Just a little	Somewhat	A lot	I don't know [DO NOT READ]
A. The National Government	0	1	2	3	9
B. The Provincial Government	0	1	2	3	9
C. The municipal/local government	0	1	2	3	9
D. The courts	0	1	2	3	9
E. The local police	0	1	2	3	9
F. The national army	0	1	2	3	9
G. International forces	0	1	2	3	9
H. Tribal leaders	0	1	2	3	9
I. Religious leaders	0	1	2	3	9
J. Local social service organizations	0	1	2	3	9
K. Radio broadcasts	0	1	2	3	9
L. Newspapers	0	1	2	3	9
M. Television reports	0	1	2	3	9

Q18. What are the most important things that can be done in the next six months to improve conditions for residents of this village? [READ OPTIONS ONLY IF RESPONDANT UNABLE TO ANSWER; PLEASE PROBE FOR THREE MOST IMPORTANT TO RESPONDANT.]

(Note: See page 95 for options.)

COMMANDER'S GUIDE TO FEMALE ENGAGEMENT TEAMS

	Primary Response (44A)	Secondary Response (44B)	Tertiary Response (44C)
Increase food availability	1	1	1
Provide job/employment opportunities	2	2	2
Shelter construction	3	3	3
Property dispute adjudication	4	4	4
Reliable power supply	5	5	5
Potable water	6	6	6
Improve local roads	7	7	7
Waste management programs	8	8	8
Build schools	9	9	9
Teachers	10	10	10
School supplies	11	11	11
Health care facilities	12	12	12
Health care training	13	13	13
Medical supplies	14	14	14
Improve policing	15	15	15
Integrate militias into security structures	16	16	16
Increase or withdraw international forces	17	17	17
Improve rule of law	18	18	18
Decrease human rights violations	19	19	19
Anti-corruption/transparency programs	20	20	20
Citizen access to government representatives	21	21	21
Increase local government influence/activities	22	22	22
Other (1st response): _____			
Other (2nd response): _____			
Other (3rd response): _____			
Nothing / No problem	0		
No further reply [DO NOT READ]		990	990
Don't know [DO NOT READ]	999		

Figure D-2. 1-25 SBCT TCA framework

Appendix E

Female Engagement Team Mission Engagement Summary Format Example

For additional information on this document, see the Marine female engagement team (FET) engagement summary in the FET Handbook Reference Documents Binder 2 located on the Joint Lessons Learned Information System/Army Lessons Learned Information System community of practice 118 site <<https://www.jllis.mil/ARMY/speciality.cfm?disp=site.cfm&&siteid=118>>. Add as much detail, including photos, as possible in your summary. The mission may include female engagements in multiple areas. Include key findings for each area visited during the mission.

Mission Summary: Overview of the complete engagement mission.

Composition of FET Element: Include rank, name, and assigned position of each individual participating in the mission.

Key Findings: Area, village, and province where FET mission was conducted.

Local People: Tribe(s) and information about them in area where FET mission was conducted.

Schools: Schools within area where FET mission was conducted.

Security: Within the area where FET mission was conducted.

Primary Grievance(s): Of the people contacted within area where FET mission was conducted.

Medical: Medical condition and problems within area where FET mission was conducted.

Recommendation(s): Be detailed with reasons for each recommendation.

Conclusion:

End of Report: Name, Rank, Position, and Unit (of writer/submitter)

Notes:

Enclosure(s) (#): May have multiple enclosures with photos. Make sure to add a brief description beneath each photo. May include multiple photos for each enclosure.

- Photo(s):
- Name/Location of engagement:
- Composition of element engaged:
- Name, rank, position, and unit of each FET member on mission engaged.
- Dialogue Key: Explain all abbreviations.
- Engagement Discussion: Brief description of engagement.
- Engagement Summary (#): For each engagement. May have multiple summaries.
- End of Summary.
- Name, rank, position, and unit of summary completer.

Appendix F

Additional Female Engagement Team Training Guidance

International Security Assistance Force/United States Forces-Afghanistan guidance for predeployment female engagement team (FET) training is a four-week course, not including FET assessment and selection. The training should cover the following subjects, which include additional non-FET-specific training required to provide the FETs with the combat skills familiarization required to survive and succeed during FET operations.

• Week 1: Combat Skills Familiarization

- Escalation of Force (EOF)/Rules of Engagement (ROE).
- Crew-Served Weapon Familiarization.
- Combat Lifesaver.
- Search/Pat Downs.
- Checkpoints.
- Site Exploitation.
- Counter Improvised Explosive Device (IED).
- Detainee Collection Point/Main Combat Post Basics.
- Field Exercise.

• Week 2: Counterinsurgency Fundamentals

- Afghan Culture.
- History:
 - * Tribalism/Ethnicity.
 - * Religion.
- Language:
 - * Immersion Training.
 - * Linguist Management.

- Coalition Enablers:
 - * Synchronization with Human Terrain Teams, Civil Affairs, Provincial Reconstruction Teams, Agricultural Development Teams, and Operational Environment Owners.
 - * Civil-Military Integration.
 - * Funding Mechanisms/Money as a Weapons System-Afghanistan.
 - * Intergovernmental Organizations/Nongovernmental Organizations.
- Government of the Islamic Republic of Afghanistan/Governance:
 - * National Gender Strategy.
 - * Afghanistan National Security Force Partnering.
 - * Rule of Law.
 - * Reintegration.
 - * Sub-National Governance.
- Media/Information Operations Considerations.
- **Week 3: Engagement and Culture**
 - Roles/Responsibilities of the FET.
 - Women in Afghanistan.
 - Medical Considerations.
 - Engagements:
 - * Relationship Building.
 - * Art of Communication.
 - * Tactics, Techniques, and Procedures.
 - * Shura/Key Leader Engagement Planning and Execution.
 - Reporting Procedures.
- **Week 4: Culmination Training Events**
 - Operations Planning.
 - Review of Best/Worst Practices.

- Mission Readiness Exercise (MRE) Preparation.
- MRE Execution.
- After Action Report.

Since most brigade combat teams currently conduct some type of FET training, usually from 3–5 days during predeployment training, units deploying prior to 31 August 2011 should have some FET-trained female personnel.

Combined Joint Task Force-101 (CJTF-101) developed a five-day FET program of instruction (POI). See “Regional Command-East (RC-E) Army FET Training, March 2011” on the community of practice (COP) 118 site at <<https://www.jllis.mil/ARMY/speciality.cfm?disp=site.cfm&&ssiteid=118>> for current FET training required in RC-E.

The Marine Corps has developed a four-month FET POI and currently augments their units with FETs. See “Marine FET POI” for the Marine Corps FET training requirements on the COP 118 site at <<https://www.jllis.mil/ARMY/speciality.cfm?disp=site.cfm&&ssiteid=118>> for more information.

Recommended additional FET training to be conducted during predeployment includes the following:

- Immediate action drills (mounted/dismounted):
 - Reaction to a sniper.
 - Reaction to a found unexploded ordnance and IED/IED blast.
 - Possible suicide bomber.
 - Reaction to an ambush (near/far).
- Martial arts program (especially joint manipulation techniques).
- Interaction with local nationals (low threat/high threat).
- Detainee operations.
- Female/male search techniques.
- Radio familiarization class and communications procedures.
- Tactical movement.
- Patrolling.
- Personal weapons marksmanship.

CENTER FOR ARMY LESSONS LEARNED

- Familiarization with other weapon systems (e.g., squad automatic weapon, M240, and M203).
- Combat lifesaver review and practical application.
- Law of war/ROE/EOF review.
- Additional local language training, depending on the unit's area of operations.

Appendix G

Female Engagement Team Project Development Skill Identifier

Establishment of Project Development Skill Identifier G3F (Female Engagement Team) Executive Summary, 20 July 2011

The Office of the Deputy Chief of Staff (ODCS) G-1 (DAPE-PRP-CSB) has approved a proposal submitted by the ODCS, G-3 (DAMO-TRZ) to establish a project development skill identifier (PDSI) G3F to identify female officers, warrant officers, and enlisted Soldiers in any area of concentration (AOC)/military occupational specialty (MOS) who have successfully completed the FET training support package (TSP) developed by U.S. Army Training and Doctrine Command (TRADOC). The TSP is available on the Army Training Network website (<https://atn.army.mil>) with Army Knowledge Online (AKO) access and involves nine days of training specific for FETs.

Unit commanders are responsible for the execution of FET training and for submission of their rosters of qualified personnel to their major command's point of contact (POC). The major command POC will submit their rosters to ODCS G-1 (DAPE-PRP-CSB) for the PDSI code to be top loaded onto the individual's personnel master file. Effective date of PDSI code G3F will be 1 August 2011. Implementation instructions will be announced by memorandum, Notification of Future Change (NOFC) P-1110-08, and All Army Activities message and posted in the electronic Department of the Army (DA) Pamphlet (Pam) 611-21, *Military Occupational Classification and Structure*.

DA G-1 FET PDSI MEMORANDUM (P-1110-08), 20 JUL 2011

SUBJECT: NOFC P-1110-08 to DA Pam 611-21, Establishment of PDSI Code G3F (FET)

1. PURPOSE. Provide Notification of Future Change to the Military Occupational Classification and Structure (MOCS) for implementation.
2. COORDINATION. This change (enclosure 1) has been coordinated with affected HQDA principal staff agencies per Army Regulation (AR) 25-30, *The Army Publishing Program*, and AR 611-1, *Military Occupational Classification Structure Development and Implementation*, for publication in the next electronic update of DA Pam 611-21.

3. SUMMARY OF SIGNIFICANT CHANGES. Establishes PDSI code G3F to identify female officers, warrant officers, and enlisted Soldiers in any AOC or MOS and officers in any AOC who successfully complete the female engagement team qualification training.

4. IMPLEMENTATION.

a. Effective date of PDSI code. 1 August 2011.

b. Training strategy. Personnel must successfully complete the FET TSP developed by TRADOC. The TSP is available on the Army Training Network at website <<https://atn.army.mil>> with AKO access. Unit commanders are responsible for execution of the training for FETs and will report their rosters of qualified personnel to their command's POC for submission to the ODCS G-1 for top loading the PDSI code on the personnel master file.

c. PDSI code proponent. ODCS, G-3 (ATTN: DAMO-TRZ), 400 Army Pentagon, Washington DC 20310-0400, Phone: (703) 692-4441.

Enclosure 1 - FET PDSI (G3F)

A. PDSI Code Proponent Office of the Deputy Chief of Staff G-3, ATTN: DAMO-TRZ, 400 Army Pentagon, Washington, DC 20310-0400, Phone 703-692-4441.

B. PDSI Qualifications. Personnel must successfully complete the FET TSP developed by TRADOC. The TSP is available on the Army Training Network at website <<https://atn.army.mil>> with AKO access. Unit commanders are responsible for execution of the training for FETs and will report their rosters of qualified personnel to their command's POC in paragraph c below for submission to the Office of the Deputy Chief of Staff, G-1, for top loading the PDSI code on the personnel master file.

C. Activities authorized to submit requests for award of PDSI.

1. ODCS G-3, ATTN: DAMO-TRZ, Phone (703) 692-4441.
2. Headquarters, U.S. Army Forces Command, ATTN: AFOP-TCO, Phone (910) 570-6329.
3. Headquarters, U.S. Army Pacific, ATTN: APAG-AP, Phone (808) 438-2592.
4. Headquarters, U.S. Army Europe, ATTN: AEAGA-AG, Phone: DSN 314-370-5127

D. Restrictions. For use with female personnel only in any officer, warrant, or enlisted AOC/MOS.

E. Estimated termination date. Indefinite.

Enclosure 2 - Format for Roster Requesting PDSI Assignment

The example below is a roster format for personnel requesting a PDSI assignment:

SSN	NAME	PDSI-TO-ASSG	PDSI-ASSG-DATE	MOS	GRADE	TRAINING DESCRIPTION

The roster will be sent electronically in MS-Excel format by the reporting proponent/designated agency to ODCS G-1 (DAPE-PRP-CSB).

Appendix H

References

All reference documents used in this handbook can be found on the Center for Army Lessons Learned (CALL) female engagement team (FET) community of practice (COP) site located on the Joint Lessons Learned Information System/Army Lessons Learned Information System at <https://www.jllis.mil/ARMY/speciality.cfm?disp=site.cfm&&ssiteid=118>. Once on the site, scroll to the bottom under “Binders Associated with COP 118” and open “FET Handbook Reference Documents Binder 1” or “FET Handbook Reference Documents Binder 2.” A Common Access Card is required to gain access.

Reference Documents in FET Handbook Reference Documents Binder 1

1. 1-25 SBCT FET Course Handbook_30 Oct 2010.
2. 1MEF FET AAR_CDR-7397_10 Oct 2010.
3. 2MEB COIN Center FET AAR Part 1_CDR-8421_31 Mar 2011.
4. 2MEB MCIA_ Female Engagement_CDR-7002_16 Jul 2010.
5. ALARACT 0412011 AT2_USASOC CST Recruiting Poster_8 Feb 2011.
6. ALARACT 0412011 AT3_USASOC CST Volunteer Statement_8 Feb 2011.
7. ALARACT 0412011 AT4_USASOC CST Assessment and Selection Packing List_8 Feb 2011.
8. ALARACT 0412011_USASOC CST Volunteer Solicitation Message_8 Feb 2011.
9. ALARACT 0802011_Establishment of CST PDSI-Code D5K_2 Mar 2011.
10. ALARACT 1932011_HQDA EXORD 211-11_Pre-Deploymen Training of FETs_ 12 May 2011.
11. Army Female Engagement Teams Expand_ by John Stanton in Zero Anthropology_2 Jan 2011.
12. CALL10-43 CIED Bulletin V Chap5_Half-Hearted Trying to win Afghan without Afghan Women_11 Jun 2010.
13. CJIOC-A COMISAF Morning Standup _Recommended ISAF FET Guidance_23 Feb 2010.

14. CST-Assessment and Selection Overview_3 Mar 2011.
15. CST Information Paper-Assessment and Selection Course Analysis_5 Nov 2010.
16. CST Information Paper-Assessment and Selection Course Observations and Discussion_17 Dec 2010.
17. Female Engagement Teams_Afghanistan/Pakistan Hands Program Kandahar Provincial Reconstruction Team_411 Civil Affairs Battalion_7 Mar 2011.
18. FET PDSI_Encl 1 (Listing of PDSI) to P-1110-08_20 Jul 2011.
19. FET PDSI_Encl 2 (Roster Format for requesting PDSI) to P-1110-08_20 Jul 2011.
20. FET PDSI (G3F) EXSUM_20 Jul 2011.
21. FET PDSI_ Notification of Future Change P-1110-08_20 Jul 2011.
22. FET TSP Instructor Information Paper_15 Jun 2011.
23. FET TSP Training Schedule_15 Jun 2011.
24. FORSCOM EXORD 110582_FET Requirement for Deploying Brigades_21 Jun 2011.
25. FORSCOM WARNORD 110490_FET Requirement for Deploying Brigades_20 May 2011.
26. III Corps Culture Support Team AAR1_9 Nov 2010.
27. Key Leader Interview-2BCT, 4ID FET OIC, 1LT Russell_2 May 2011.

Reference Documents in FET Handbook Reference Documents Binder 2

1. Marine FET AAR and Way Forward_CDR-6141_16 May 2009.
2. Marine FET Paper_Training FETs_CDR-7588_29 Nov 2010.
3. Marine FET Training Package_27 Sep 2010.
4. Marine FET Generic Training Schedule_27 Sep 2010.
5. Marine FET Brief_CDR-1444_5 Oct 2011.
6. Observation Report_Female Engagement Team (FET) SVTC_7 Mar 2011.
7. Observation Report_USASOC FET Program Recruitment_4 Feb 2011.

8. RC-E Army FET Training_1 Mar 2011.
9. RC-E FET Brief_31 Jan 2011.
10. USASOC CST POI v1_90% Solution_26 Jul 2010.
11. USASOC CST Course Design _11 Mar 2011.
12. USASOC CST ATRRS Information_1 Apr 2011.
13. USFOR-A Baseline FET Training Guidance_7 Mar 2011.
14. USFOR-A Female Engagement Team (FET) SVTC_7 Mar 2011.
15. USFOR-A Training Recommendations_6 Dec 2009.
16. VCSA FET Decision Briefing_DAMO-TR_22 Apr 2011.

PROVIDE US YOUR INPUT

To help you access information quickly and efficiently, the Center for Army Lessons Learned (CALL) posts all publications, along with numerous other useful products, on the CALL website. The CALL website is restricted to U.S. government and allied personnel.

PROVIDE FEEDBACK OR REQUEST INFORMATION

<<http://call.army.mil>>

If you have any comments, suggestions, or requests for information (RFIs), use the following links on the CALL home page: "RFI or a CALL Product" or "Contact CALL."

**PROVIDE OBSERVATIONS, INSIGHTS, AND LESSONS (OIL) OR
SUBMIT AN AFTER ACTION REVIEW (AAR)**

If your unit has identified lessons learned or OIL or would like to submit an AAR, please contact CALL using the following information:

Telephone: DSN 552-9569/9533; Commercial 913-684-9569/9533

Fax: DSN 552-4387; Commercial 913-684-4387

NIPR e-mail address: call.rfimanager@conus.army.mil

SIPR e-mail address: call.rfiagent@conus.army.smil.mil

Mailing Address:

Center for Army Lessons Learned
ATTN: OCC, 10 Meade Ave., Bldg. 50
Fort Leavenworth, KS 66027-1350

TO REQUEST COPIES OF THIS PUBLICATION

If you would like copies of this publication, please submit your request at: <http://call.army.mil>. Use the "RFI or a CALL Product" link. Please fill in all the information, including your unit name and official military address. Please include building number and street for military posts.

PRODUCTS AVAILABLE “ONLINE”

CENTER FOR ARMY LESSONS LEARNED

Access and download information from CALL’s website. CALL also offers Web-based access to the CALL Archives. The CALL home page address is:

<<http://call.army.mil>>

CALL produces the following publications on a variety of subjects:

- **Combat Training Center Bulletins, Newsletters, and Trends**
- **Special Editions**
- ***News From the Front***
- **Training Techniques**
- **Handbooks**
- **Initial Impressions Reports**

You may request these publications by using the “RFI or a CALL Product” link on the CALL home page.

**COMBINED ARMS CENTER (CAC)
Additional Publications and Resources**

The CAC home page address is:

<<http://usacac.army.mil/cac2/index.asp>>

Center for Army Leadership (CAL)

CAL plans and programs leadership instruction, doctrine, and research. CAL integrates and synchronizes the Professional Military Education Systems and Civilian Education System. Find CAL products at <<http://usacac.army.mil/cac2/cal/index.asp>>.

Combat Studies Institute (CSI)

CSI is a military history think tank that produces timely and relevant military history and contemporary operational history. Find CSI products at <<http://usacac.army.mil/cac2/csi/csipubs.asp>>.

Combined Arms Doctrine Directorate (CADD)

CADD develops, writes, and updates Army doctrine at the corps and division level. Find the doctrinal publications at either the Army Publishing Directorate (APD) <<http://www.usapa.army.mil>> or the Reimer Digital Library <<http://www.adtdl.army.mil>>.

Foreign Military Studies Office (FMSO)

FMSO is a research and analysis center on Fort Leavenworth under the TRADOC G2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world. Find FMSO products at <<http://fmso.leavenworth.army.mil/>>.

Military Review (MR)

MR is a revered journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. Find MR at <<http://usacac.army.mil/cac2/militaryreview/index.asp>>.

TRADOC Intelligence Support Activity (TRISA)

TRISA is a field agency of the TRADOC G2 and a tenant organization on Fort Leavenworth. TRISA is responsible for the development of intelligence products to support the policy-making, training, combat development, models, and simulations arenas. Find TRISA Threats at <<https://dcsint-threats.leavenworth.army.mil/default.aspx>> (requires AKO password and ID).

Combined Arms Center-Capability Development Integration Directorate (CAC-CDID)

CAC-CDID is responsible for executing the capability development for a number of CAC proponent areas, such as Information Operations, Electronic Warfare, and Computer Network Operations, among others. CAC-CDID also teaches the Functional Area 30 (Information Operations) qualification course. Find CAC-CDID at <<http://usacac.army.mil/cac2/cdid/index.asp>>.

U.S. Army and Marine Corps Counterinsurgency (COIN) Center

The U.S. Army and Marine Corps COIN Center acts as an advocate and integrator for COIN programs throughout the combined, joint, and interagency arena. Find the U.S. Army/U.S. Marine Corps COIN Center at: <<http://usacac.army.mil/cac2/coin/index.asp>>.

Joint Center for International Security Force Assistance (JCISFA)

JCISFA's mission is to capture and analyze security force assistance (SFA) lessons from contemporary operations to advise combatant commands and military departments on appropriate doctrine; practices; and proven tactics, techniques, and procedures (TTP) to prepare for and conduct SFA missions efficiently. JCISFA was created to institutionalize SFA across DOD and serve as the DOD SFA Center of Excellence. Find JCISFA at <<https://jcsifa.jcs.mil/Public/Index.aspx>>.

Support CAC in the exchange of information by telling us about your successes so they may be shared and become Army successes.

Center for Army Lessons Learned (CALL)

10 Meade Avenue, Building 50
Fort Leavenworth, KS 66027-1350

Combined Arms Center (CAC) • Ft. Leavenworth, KS



<http://call.army.mil>



**US Army
Combined
Arms Center**

"Intellectual Center of the Army"

**U.S. UNCLASSIFIED
REL NATO, ISAF, ABCA
For Official Use Only**