

# MISSION CRITICAL: TRANSATLANTIC SECURITY AND DIVERSITY

## Diversity and Inclusion Best Practices for Militaries

October 29-30, 2013

## Findings of the Convening



The German Marshall Fund  
of the United States

STRENGTHENING TRANSATLANTIC COOPERATION



Department of Defense

Office of Diversity  
Management  
and Equal Opportunity

# Mission Critical: Transatlantic Security and Diversity

## *Diversity and Inclusion Best Practices for Militaries*

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## INTRODUCTION

Given rapid demographic change as well as advances in gender and LGBT equity and a new generation of veterans in NATO countries, it is a security imperative for military leaders to advance diversity and inclusion (D&I) best practices. To assist with this process, the German Marshall Fund of the United States (GMF) in cooperation with the Department of Defense Office of Diversity Management and Equal Opportunity (ODMEO), and the Inter-University Seminar on Armed Forces and Society, brought together 100 NATO country policymakers, D&I thought leaders and practitioners from the military, private sector, academia, and think tanks on October 29-30, 2013 to share best practices. Titled “Mission Critical: Transatlantic Security and Diversity,” this signature program of the GMF’s Leadership, Diversity and Inclusion Initiative built bridges across sectors and borders, benefiting from the strategic guidance of the D&I experts at True Blue Inclusion. Discussions covered success strategies for diverse personnel, from recruitment and advancement through veteran status and engagement.

“Mission Critical” successfully addressed its stated goals: to strengthen the position of D&I on the national security agenda of NATO partners; form a transatlantic community with military D&I expertise, including rising young diverse military leaders; and foremost, to help to frame a transatlantic conversation about diversity and security for policymakers and publics in a positive and future-oriented way. The convening also brought corporate D&I leaders to the table with a special focus on the corporate role in leveraging and advancing veteran talent. This document provides a summary of the Mission Critical sessions, as well as recommendations and next steps.



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## KEY MILITARY D&I RECOMMENDATIONS FROM THE EVENT:

1. **Plan Less and Act More:** Move rapidly beyond the planning process for D&I. Define diversity precisely, with a clear message and matrix for measurement of recruitment, retention, and advancement. It is imperative to implement a timeline for promoting diverse leaders to top military positions.
2. **Widen Networks of Acceptance:** Increase opportunities for D&I discussion at all levels of the military with diverse leaders. Leverage diverse leaders including those acting as sponsors and mentors; and as partners in the design, implementation, and evaluation of D&I programs. Share D&I strategies across generations, sectors, and borders.
3. **Quantify Gender Opportunities:** Quantity and quality are both factors in women's advancement; at this critical time, a focus on quantity is one key to creating a positive workplace and hence increasing women's recruitment, retention, and advancement.
4. **Prioritize Veterans:** Strengthen the role of diverse veterans in recruitment, recognizing that when veterans have positive experiences during and after military service, others are inspired to serve. Work closely with the corporate sector to strengthen post-service employment opportunities.

### First steps

1. The U.S. DoD Office of Diversity Management and Equal Opportunity (ODMEO) opened a virtual space to exchange of military D&I best practices on the website [www.apan.org](http://www.apan.org), with the group name "[D&I Best Practices for Militaries](#)."
2. European colleagues are organizing a follow-on best practices exchange in Germany in the final week of February 2014.



## PLENARY SESSIONS



*Samantha Cunningham, Director of Engagement, True Blue Inclusion, served as Master of Ceremonies.*

### Welcome and Keynote: The Security Imperative

The event opened with a **co-keynote address** by U.S. Helsinki Commission Chair Senator Ben Cardin and Acting Under Secretary of Defense for Personnel and Readiness Jessica Wright, introduced by David Romley, vice president for development and partnerships, German Marshall Fund of the United States.

#### Senator Benjamin Cardin (D-MD)

Senator Cardin underlined the importance of the transatlantic security relationship, and positioned diversity and inclusion (D&I) in this framework. He observed that the measure of how well a country treats its diverse populations, including in the military, is also a measure of a country's effectiveness, saying that D&I "is not just the right thing to do but the best thing to do." He cited the 2009 legislation he introduced to establish the [Military Leadership Diversity Commission \(MLDC\)](#), and stressed the importance of leaders' commitment at the highest level. He also highlighted his successful push for legislation in 2010 to facilitate the incorporation of women in combat divisions, and his work toward the repeal of

"Don't ask, don't tell." He observed there is much more to be done in the United States and abroad, and then drew attention to the changing demographics of Europe, also noting the exclusion of the Roma people. He observed that by 2050, Europe will have a major increase in its older population. The need to welcome a diverse workforce will grow, and D&I best practices are critical to Europe's success.



#### [Acting Under Secretary of Defense for Personnel and Readiness Jessica Wright](#)

Under Secretary Wright shared insights on the role of D&I in the DoD, its impact on mission readiness, and the D&I Strategic Plan 2012-2017. She noted DoD's commitment to both diverse military and civilian personnel. The DoD is improving but there is much work to be done. She reflected that diversity of thought can be even more important than diversity of gender, race, and ethnicity.

Leaders with D&I competency can leverage the abilities of others who do not look or think like them to perform missions successfully, benefiting from different lenses. Inclusion equals readiness. As threats become more varied, diversity of thought is essential to address them, and inclusion ensures that individuals who are willing to support the nation have the access to do





so. She also stressed the obligation to lead by example for D&I, with a focus on performance. She offered the example of an infantry officer who must be able to carry a heavy pack on a long trek to develop the stamina needed for grueling missions. This individual must successfully complete the mission; performance is the key and gender is not a consideration.

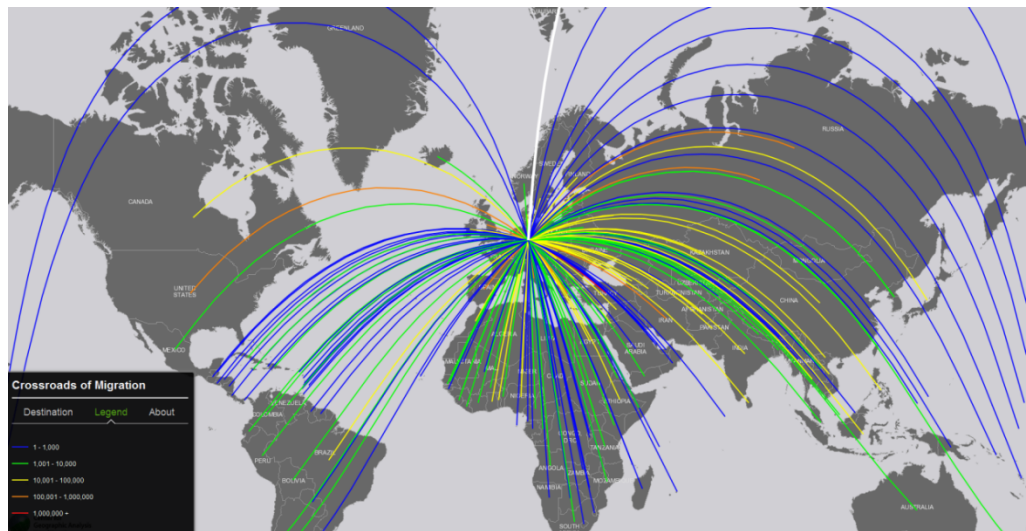


*Moderator: David Romley,  
Vice President,  
Development and  
Partnerships, GMF*

## Demographic Change: An Opportunity to Strengthen our Militaries

### Dr. Justin Gest, Lecturer, Department of Government, Harvard University

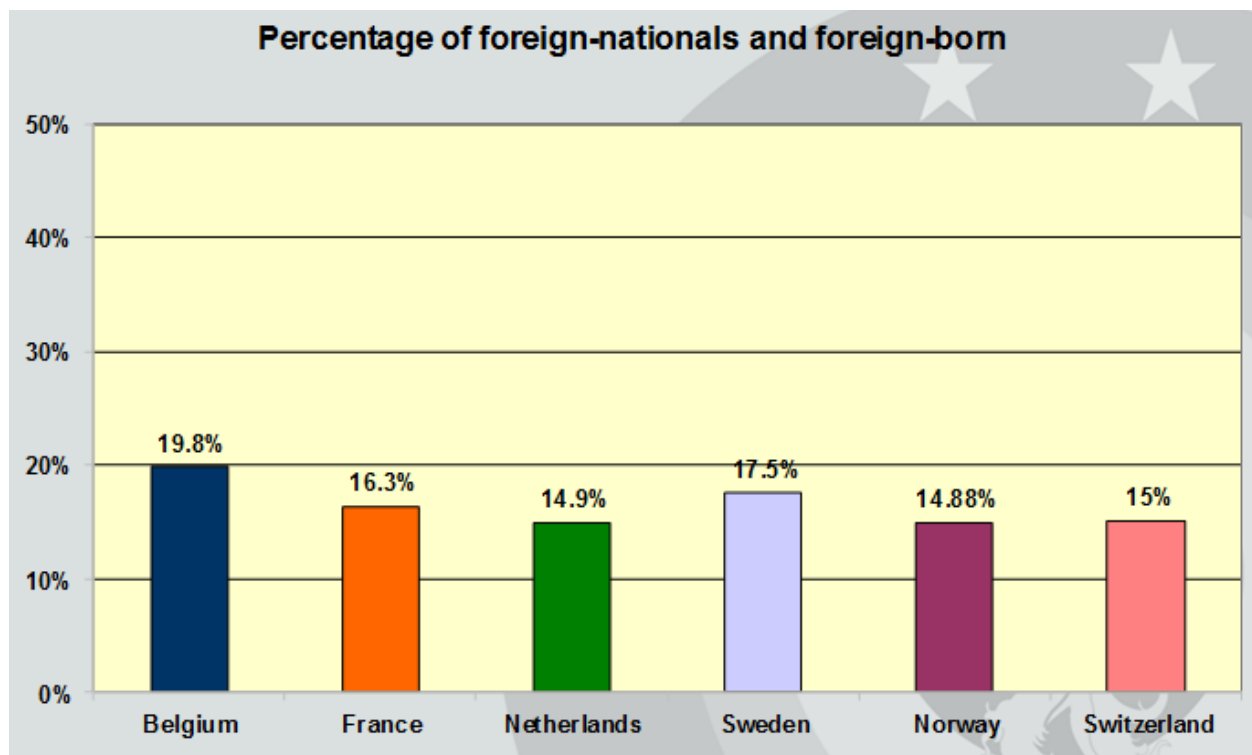
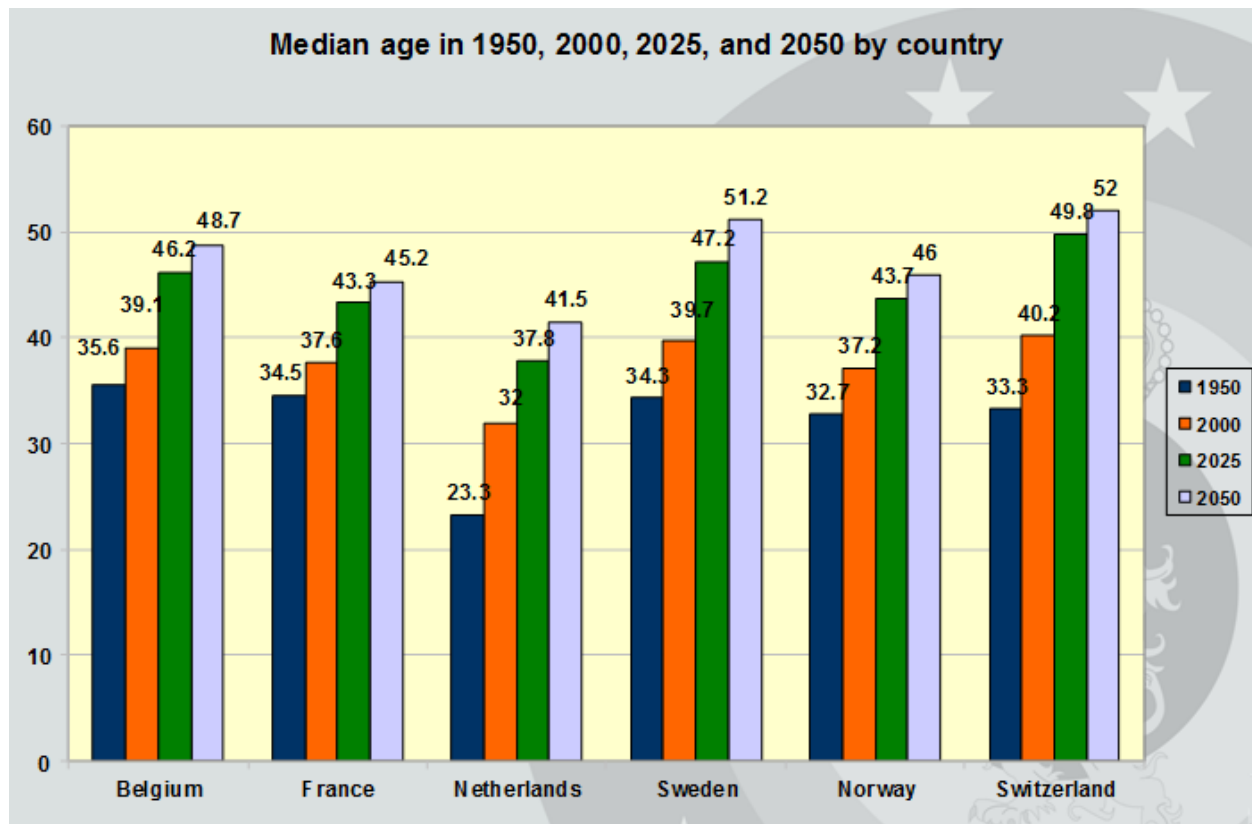
Dr. Gest emphasized the power of migration alongside the power of states, and predicted hard times if states do not rise to the task of accepting and including the diversity of individuals living in their borders



and capable of performing with excellence when not facing discrimination. Dr. Gest previewed the powerful new reference tool he is launching with a global team of demographers, “Crossroads of Migration,” offering an interactive map of diversity. The maps show the flow of peoples into and out of countries around the globe today. This graphic is an example, indicating the richness of populations flowing into and out of Germany.

### Dr. Philippe Manigart, Head, Department of Behavioral Sciences, Belgian Royal Military Academy

Dr. Manigart previewed the European Defense Agency’s collaborative project on the impact of demographic change on recruitment and retention of personnel in European armed forces. He made the evidence-based case that diversity is a necessity and opportunity for Europe, given demographic and immigration trends. His research focuses on France, Belgium, Netherlands, Sweden, Norway, and Switzerland. He observed that EU countries will increasingly depend on individuals with migration backgrounds, including in the military. His project is focused on sharing data and providing policy guidance. He observed that 21<sup>st</sup> century success in the defense sector requires inclusive leadership and leveraging new talent.



*Slides from Dr. Manigart's Presentation*

## Planning for Diversity in Militaries

### Dr. Nelson Lim, Senior Social Scientist, RAND Corporation



Dr. Lim advised, “Plan less and act more, but don’t forget to monitor the progress.” He pointed out that in the U.S. context, the leadership incumbency is four years. Therefore every four years, the agenda changes; there is no time to reach goals or assess progress. The best way to address this is to introduce a plan quickly and pay attention to feedback and progress. Monitor the process and adapt to needs. Strategic planning for diversity has three key components: diversity leadership, definitions, and

matrix. Diversity leadership should start with representation and progress to inclusion.

*Leadership:* Leaders should be informed rapidly about the plan and process, and be engaged through constant communication and effort at every level of the organization. It is imperative that officials evaluate progress and adapt the plan as needed. Military leadership should make diversity the top priority through an accountability review in which generals get together and report to each other what they have done to advance diversity.

*Definitions:* When the leadership is not familiar with the definition of diversity, decisions are slow. The first step is to identify representation, which can be minorities, gender, ethnicity, sexual orientation, etc., and to be clear and precise from the start. This is not static. By 2050 in the United States for example, the definition of minority will change. Avoid confusion about who is or is not in the definition of diverse.

*Matrix:* The matrix should be precise. If you input just race and gender, then the information is too broad to meet goals. Without the matrix, there is no continuity to create progress. Develop and adapt factors, and also be able to articulate a clear message. Beyond race and gender, leaders should be able to talk about what they seek, such as diversity of culture or background. The data from the matrix should be well defined, in coordination with other entities in the DoD so data can be compared and progress monitored. Allocation of dollars is an important factor to create accountability. The battle for influence and resources helps to keep balance. Link to Dr. Lim’s report on Officer Classification and the Future of Diversity among Senior Military Leaders: [http://www.rand.org/pubs/technical\\_reports/TR731.html](http://www.rand.org/pubs/technical_reports/TR731.html)



## Challenges and Opportunities for Young Leaders in Militaries

Moderated by Dr. Christopher Metzler, Senior Associate Dean, Georgetown University



Captain Dominik Wullers, Coordinator, Deutscher Soldat; Leah Zepeda-Jorsell Public Affairs Officer, Swedish Armed Forces; Dr. Christopher Metzler, Senior Associate Dean, Georgetown University; Lieutenant Commander Jean Marie Sullivan, United States Navy; Joshua Polchar, Strategic Analyst, Hague Center for Strategic Studies; Major Mostafa Hilali, Royal Netherlands Army

The young leader panel addressed the ways new generations perceive inclusion in the military, and why D&I are essential. Key Findings: 1) the military needs talent representative of the changing population it serves; 2) diversity enables the armed forces to meet contemporary challenges and threats; 3) role models who share the cultural identity of prospective minority soldiers are an important influence; and 4) militaries must demonstrate to minority members that they will be treated fairly with equal opportunities. Institutional barriers and glass ceilings need to be dismantled, so the armed forces can attract and retain talent.

### Lieutenant Commander Jean Marie Sullivan

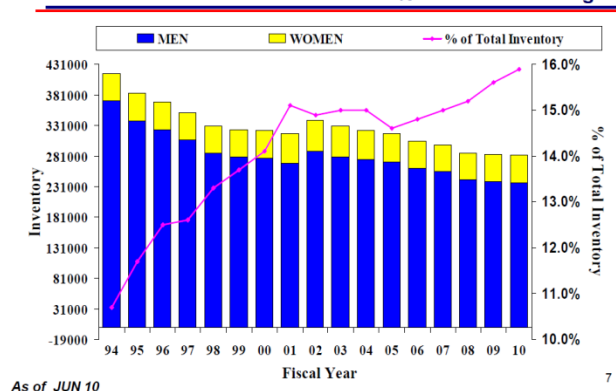
Women are proving their abilities in high positions. They show a high education level nationally, and offer a rich resource. The number of women in the armed forces is increasing, with the goal set for 15-20 percent. The military is taking steps toward work-life balance, such as the Navy's exemplary sabbatical program. There are still major hurdles to overcome such as ensuring a safe environment within the ranks.

### Dominik Wullers, Coordinator, Deutscher Soldat

German youth society includes an element of disruption, and the model of the soldier is important to channel this in a disciplined way that favors social cohesion, and to shape better citizens. The youth population of Germany is highly diverse, and aspirations need to be focused. Germany at present only recruits citizens into the army, and is opposed to quotas. Diversity data is unclear and insufficient, complicating the inclusion process. Sexism in the ranks remains an issue. Generally, leadership is not yet engaged in diversity management. With a well-defined vision, the army could play a valuable role in integration.



### Women in the Navy Today Women as % of Enlisted Strength



### **Leah Zepeda-Jorsell, Public Affairs Officer, Swedish Armed Forces**

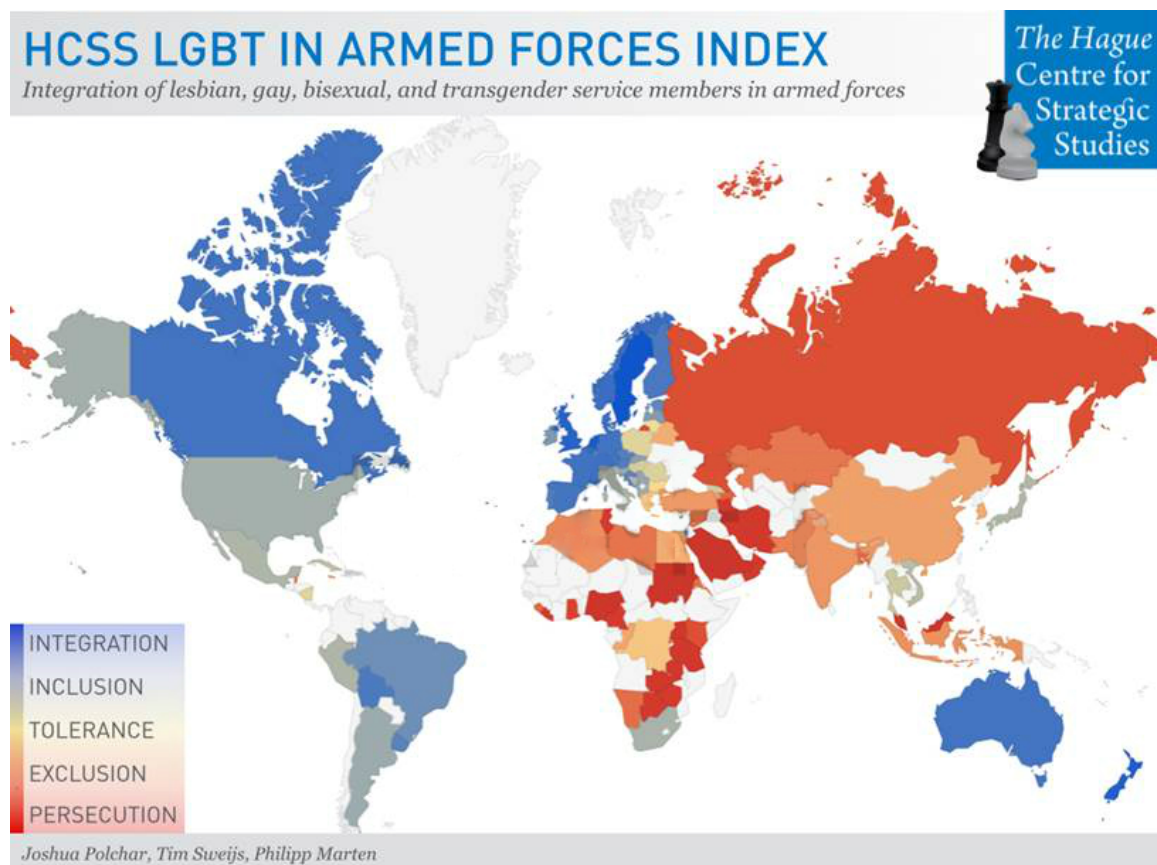
The Swedish military currently emphasizes finding the right person for the job. The Swedish Army in the past had biases related to female members but today has improved.

### **Major Mostafa Hilali, Royal Netherlands Army**

Major Hilali has observed a high level of diversity within the Dutch army, though diversity is not considered as a factor in recruiting. Statistics are also not collected about diversity in the military. Women are long standing members of the military and well integrated. The Dutch military has positive experience with affinity groups. It uses natural growth for diversity rather than affirmative action.

### **Joshua Polchar, Hague Center for Strategic Studies (HCSS)**

HCSS is studying inclusion of lesbian, gay, bisexual, and transgender individuals (LGBT) in militaries around the world and international organizations in order to highlight the challenges. Previous studies have examined the potential consequences of LGBT service, and generally come to neutral or positive conclusions. Inclusion analysis is based on the challenges faced by LGBT individuals not faced by others. HCSS does not propose the use of participation quotas, rather strategies for the inclusion process. HCSS ranks countries based on the following categories: inclusion (recognition of the individual such as military benefits for same-sex partners); admission; tolerance; exclusion; and persecution. The report will be published in early 2014 at <http://www.hcss.nl>.



## Secular Armies: Interfaith Considerations

*Moderated by Dr. Kim Philip Hansen, Mount St. Mary's University*

The panelists discussed policies for military organizations to support soldiers of varied beliefs, noting that religion is a core aspect of identity that needs to be respected and managed.

### **Dr. Michelle Sandhoff, Indiana University of Pennsylvania**

Religious diversity lends military organizations social legitimacy, as armed forces are more respected if they are composed of members of the diverse populations that they serve. A diverse military possesses a reservoir of cultural competence that is invaluable to efforts on the ground. Prejudices and stereotypes can be contested by soldiers of diverse background. Progress can be achieved toward military objectives when relationships are forged with local populations. It is essential that military leaders understand how important their roles are in shaping the experiences of minorities in the armed forces. It is crucial that leaders become aware of stereotypes held within their ranks and block their spread and internalization among the forces.



### **Dr. Yagil Levy, Open University of Israel**



In Israel, there is no official government principle of separation of church and state. Gradual creation of a critical mass of religious soldiers in the Israeli Defense Forces has translated into rabbis' bargaining power during attempts to desecularize the military. The more religious power has been translated into demands, the more the military has compromised its freedom of action out of concerns to guarantee the flow of personnel from religious communities. The result is a gradual theocratization of the military, exceeding the framework of diversity management. Formal rules must conform to

principles of religious doctrine that cannot be violated, and religious authorities operate in tandem with the military authorities.

### **Mohamed-Ali Bouharb, Imam, French Army**

The French army is secular and includes significant representation of ethnic and religious minorities in its ranks. Muslim members of the armed forces are accommodated, including for the practice of religious rituals and the Chaplaincy has significantly increased the number of Muslim chaplains to meet the needs of a growing number of Muslim service members. *Engagement* is a magazine offering news from the Muslim Chaplaincy of the French army.





### Joyce Dubensky, CEO, Tanenbaum



Organizations, including the military, need to adopt an accommodation mindset. Through establishing a culture of accommodation, militaries can improve morale and enhance their ability to accomplish objectives. Religious acceptance allows individuals to reduce internal tensions. Proactively addressing individuals' religious needs can reduce conflict. [Tanenbaum](http://www.gmfus.org/archives/advancing-diversity-in-the-u-s-military/) offers tools for identifying the ways that religion emerges in workplaces, and better practices for accommodating religious needs and creating an inclusive environment.

### VIP Panel: Leadership Challenges Ahead

<http://www.gmfus.org/archives/advancing-diversity-in-the-u-s-military/>

*Introduced by Leah Perry, Chief Oversight Counsel at United States House of Representatives' Committee on Oversight and Government Reform*

### Clarence Johnson, Director, Department of Defense Office of Diversity Management and Equal Opportunity (ODMEO)



By 2050, a racial majority will not exist within the United States. It is important that the military is culturally representative of its population. The main areas of focus for diversity issues within the DoD are collaboration, partnership, and new perspectives. ODMEO ensures leadership commitment to diversity, outreach for diverse recruitment, and "in-reach" through the development and mentorship of soldiers and DoD civilians. However, outreach to minority populations poses challenges, as there is a lower percentage of minorities in universities, and "in-reach" is not yet conducted consistently in the branches of the military.

### Rear Admiral June Ryan, Military Advisor to the Secretary, Department of Homeland Security



It is important that military officers provide guidance to younger members of the armed forces. It is common for younger soldiers to enter the military without a long-term career plan; they often need a mentor who can help provide a career direction for them. This is especially true of minority populations. It is also important that discrimination, which begins at the lowest ranks of military service, is discouraged and resolved before soldiers are promoted to higher ranks.

## Congressman Elijah Cummings (MD-7)



There must be an assigned and qualified individual on the command level to oversee military issues including discrimination, racial profiling, and hazing. In particular, the military needs to have a more effective response against hazing cases to better identify and respond to dangerous situations. Women, minorities, and every single soldier should be able to achieve their goals when joining the military.

### Steps for Building Resilience to Hate-Based Ideologies

*Moderated by Carlton Yearwood, General Partner, True Blue Inclusion*

## Afzal Amin, Candidate for Parliament, Conservative Party, Dudley North, and former Chairman, U.K. Armed Forces Muslim Association

In Afghanistan and Iraq, some valuable cultural information resources were disregarded during the early years of military engagement. There was also a failure in the identification of the enemy that led to the deaths of innocents. Mistrust between soldiers and civilians further bred intolerance. Attention to cultural information resources is essential, and yields better results.

## Mark Potok, Senior Fellow, Southern Policy Law Center (SPLC)

The Department of Defense has a zero tolerance policy for participation in hate-based organizations. This grew out of a 2006 SPLC report indicating the seriousness of the problem. Although the military conducts background checks on all applicants, there is still work and vigilance that must occur in order to meet the zero tolerance standard. SPLC's report provided detailed accounts of scores of extremist soldiers to the Pentagon, DHS, and Congress to pressure the DoD to tighten policy (see some of the examples Mark Potok presented in the [2006 SPLC report](#)). This speaks to the valuable role of civil society as a partner in monitoring extremism and combating extremism, and leading change.

## Amandeep Sidhu, McDermott Will & Emery LLP; Member of the Sikh Coalition Advisory Board



The Sikh Coalition is helping to break down barriers of discrimination within the DoD and integrate awareness of the Sikh faith into military regulations, policies, and training materials. The Sikh Coalition, working in concert with McDermott Will & Emery LLP, has led the charge to end the presumptive ban on Sikh American soldiers serving in the U.S. Armed Forces. Since 2009, the U.S. Army has allowed three Sikh soldiers to abide by their articles of faith (turbans; unshorn hair, including beards), and each of these soldiers has successfully complied with

safety requirements regarding helmets and gas masks, maintained a neat and conservative appearance consistent with military regulations, and made positive

contributions to unit cohesion and esprit de corps. By expanding individual accommodations to allow for Sikh Americans and other religious minorities to serve in the Armed Forces, leadership and rank and file soldiers are invited to open their hearts and minds to understand an overt minority community that is vulnerable to negative stereotyping. While it may be unrealistic to expect that the diversity of the Armed Forces alone will positively influence individuals who harbor hate-based ideologies, it can and has influenced the majority to create a culture where hate-fueled thinking is viewed as unacceptable by leadership as well as the rank and file.

## Recruitment, Retention, and Advancement of Minorities

*Moderated by Dr. Joseph Soeters, Professor, Netherlands Defense Academy*



Recruitment, retention, and advancement of minorities must be prioritized in contemporary armies. Talent is spread across diverse groups in an ever-changing, global world. To meet diversity goals, the military needs to develop successful outreach strategies, since it competes with many organizations for candidates. Coaching and mentoring should be offered to minorities to speed up advancement in the military. Minority service members benefit from role models who are open to providing counsel.

*Dr. Joseph Soeters,  
Professor, Netherlands  
Defense Academy*

### **Dr. Eva Johansson, Head of Leadership Center, Department of Security, Strategy & Leadership and Johan Österberg, Swedish National Defense College**

The Swedish government is working to make its military more diverse in part through a specialized program to prepare immigrant populations for service in the Swedish armed forces. Initially success rates were low in part due to tests requiring extensive knowledge of Sweden's culture and language. However, for the second batch of participants in the program rates were improved. Furthermore, of those who entered the program, 75 percent said they wanted to continue in the program, and 94 percent said they would recommend the program to others. Although the Swedish armed forces can be difficult for new Swedes to enter, ensuring that those who attempt to join have a positive first experience with the program is important for creating and maintaining an inclusive military culture.



*Samantha Cunningham, Director of  
Engagement, True Blue Inclusion; Johan  
Österberg and Dr. Eva Johansson,  
Researchers, Swedish National Defense  
College*

### **Dr. Elyamine Settoul, Sciences Po**

From a French perspective, the military is largely viewed among minority populations as an avenue for professional success, which is otherwise difficult to achieve due to discrimination in



French society. However, although the military is very diverse, the prestigious military academies remain homogenous. For this reason, it is important to look at recruitment of diverse populations into the military at the academic level to help instill a more inclusive culture and increase the number of minority soldiers qualified for high-ranking positions.

### **Larry Stubblefield, Deputy Assistant Secretary of the Army (Diversity and Leadership)**

In the United States, increasing the diversity of the armed forces is understood to be an important solution to ensure that the military is composed of soldiers who are loyal and strong. According to data from 2010, less than 25 percent of the U.S. population is fit to serve in the armed forces, and only 4 percent of the population has the propensity to serve. Currently, officers recruit at colleges, and are mindful of recruiting women and individuals from diverse backgrounds. High-ranking officials have also been trained to seek out diversity when recruiting. By doing so, the armed forces are becoming more representative of the United States population.

## **Gender and LGBT Equality in the Military: Best Practices**

*Moderated by Captain Lory Manning, U.S. Navy (ret), Director of the Women in the Military Project*

This panel posited that militaries stand to learn from each other's experiences. For example, in the United States, there is a shorter history of gender integration, and a very brief history of openly LGBT integration into the military forces, while some European militaries have much longer experiences.

### **Colonel T L Price-Jones, Defense Academy of the United Kingdom**

In the United Kingdom, sexual harassment and discrimination against LGBT individuals is handled by the police, and statistics show that just 3 percent of cases are reviewed by the law, so there is much work to be done. Within the military, positive gender practices include that both men and women receive paternity or maternity leave when having a baby. The growth and management of the LGBT population within the army is currently not measured in the U.K. However, transgender soldiers are accepted as long as the transition is complete, and they are supported to help integrate within the armed forces. From the economic perspective, the process of accommodation varies on an individual basis, so it is difficult to establish catch-all policies for all transgender soldiers.

### **Amin Michel, Founder, Dutch Armed Forces Gay-Straight Alliance**

There is a code of conduct set in the Dutch army that the army does not tolerate discrimination. This is different from 10-15 years ago when sexual harassment was more common. There is a platform for LGBT inclusion to help individuals through different stages of incorporating into



*First Lieutenant Amin Michel, Founder and Director, Inclusion4Diversity Consulting*

the armed forces. Officers are also trained to better understand the needs of individual soldiers. The most significant obstacle in the Netherlands is to change the organizational culture of the armed forces in regards to D&I. Promoting awareness and showing how these D&I practices can advance military objectives should become a priority in the Dutch armed forces.

### **Colonel Linda Sheimo, Chair, NATO Executive Committee on Gender Perspectives**

In the United States, the first women were integrated as part of the military in 1950. Since 2011, lesbian, gay, and bisexual individuals have been allowed to serve openly, although transgender individuals are not yet allowed to serve. There are still hurdles to overcome. In terms of pregnancy, women are removed from the rotational assignment cycle, so it can be difficult for some to re-enter the workforce at the same rank as when they left.

### **Dr. Irène Eulriet, Research Fellow, Institute for Strategic Studies, War College of France (IRSEM)**

The French military has the highest employment rate of female personnel in Europe (around 15%). The last legal barriers to the recruitment of women in all positions were waived 15 years ago. There is no policy directed at LGBT personnel: as in other countries, data cannot be collected on sexual orientation in France. Critical mass can help with the integration of women but resourceful management is necessary in contexts where critical mass cannot be attained. In France, the military chain of command oversees harassment and discrimination complaints and victims are invited to bring their case, simultaneously, before a penal court. Only a few cases are dealt with each year.

### **Corporate Panel: Leadership for Veteran Employment & Advancement (Global Veteran Employers of Choice)**

*Moderated by Catherine Cornelius Smith, Founder & President, True Blue Inclusion*

*Participants: Kimberly Admire, Corporate Vice President, Diversity and Inclusion, Lockheed Martin Corporation; Barbara Williams, Director of Diversity and Inclusion, Oracle; Michael Montelongo, Senior Vice President of Public Policy and Corporate Affairs, Sodexo, Inc; Dennis May, Director, Veteran Employment Services Office, U.S. Department of Veteran Affairs*

Veterans represent an essential demographic of the population that can easily be overlooked in the job search due to their unusual resumes and experiences. Corporations increasingly recognize, however, that veterans possess a plethora of valuable skills in the private sector. Lockheed Martin, Oracle, and Sodexo are at the cutting edge in their work to recruit veterans as an integral part of their business models. The technical skills, discipline, leadership, and teamwork of military members are highly prized. Top firms recognize that diverse teams out-produce and out-innovate their peers. In the



*Michael Montelongo, Senior Vice President of Public Policy and Corporate Affairs, Sodexo Inc.; Barbara Williams, Director of Diversity and Inclusion Oracle; Catherine Cornelius Smith, Founder and President, True Blue Inclusion*

relentless pursuit of competitive advantage, more and more companies are looking to foster environments that welcome all backgrounds and ideas. For veterans, this manifests in the form of specialized recruiting and retention efforts. As an example, there are tools that translate military resume achievements into civilian language equivalents. Once hired, firms can take an extra step to onboard their veterans by connecting them with other military employees and making a case for why the company mission is impactful and meaningful. These added efforts are critical because research has shown that veterans are among the most loyal workers when provided with a good transition, importantly staying with their firms longer than civilian peers. Looking at the nation as a whole, when veterans have a positive experience following military service, this feeds back into the recruitment process and makes it easier to bring diverse talent on board in the military, strengthening the system and ensuring continued security success.

### Role of the Military in Strengthening Social Cohesion

*Moderated by Dr. Chantal de Jonge Oudraat, Executive Director, SIPRI North America*

*Participants: Dr. Samir Battiss, University of Quebec; Dr. Ines Michalowski, WZB Berlin Social Science Center, Germany; Dr. Delphine Resteigne, Royal Military Academy, Belgium*



*Dr. Chantal de Jonge Oudraat, Executive Director, SIPRI North America; Dr. Delphine Resteigne, Royal Military Academy, Belgium; Dr. Ines Michalowski, WZB Berlin Social Science Center, Germany; Dr. Samir Battiss, University of Quebec*

This panel explored the ways in which military service can potentially strengthen social cohesion by deconstructing stereotypes and breaking down barriers among diverse populations. There is no contradiction between developing a strong, cohesive military and appreciating diversity. It is important that cohesion is not mistaken for uniformity, as dedication to accomplishing military objectives establishes cohesion, regardless of the presence of diversity in military units. To ensure professional cohesion, it is

important to focus on performance, collective action, and collaboration throughout all military branches within a specific time frame. It is imperative that leaders who want to integrate individuals different than themselves are supported, as they will be the ones that help spur and implement cohesion strategies. A safe environment is key to ensuring social cohesion among diverse populations. Breaking down stereotypes is a necessity, which can be achieved through consistent inter-group interactions. Although individual personalities dictate whether a soldier is more socially introverted or extroverted, the creation of a rejection-free environment will help establish a comfortable state of mind for all soldiers.

### Remarks by Congresswoman Dr. Judy Chu (CA-27)



Congresswoman Chu offered a thoughtful, well-informed, and passionate argument to put a definitive stop to hazing. Under the guise of “corrective training,” the military has long tolerated hazing and associated violence, which in some cases has led to suicide. Minorities have been singled out for cruel forms of treatment. Harry Lew and Danny Chen, for example, were driven to commit suicide after experiencing hazing and abuse during their time in the armed forces. The U.S. military has officially taken a firm stand against hazing, but its application remains problematic. Hazing is not only morally wrong, it also damages the medical readiness of the force, and destroys trust and cohesion.

<http://www.youtube.com/watch?v=Arc0CDTkYek>

### Telling the Diversity Stories of Our Militaries: Timing and Strategies

*Moderated by Kirsten Hampton, Partner, Hampton Consulting & Film LLC*



*Ivan Ivanov, Executive Director, European Roma Information Office; Stephanie Miller, Director, Diversity and Inclusion, Department of Defense Office of Diversity Management and Equal Opportunity; Kirsten Hampton, Partner, Hampton Consulting & Film LLC*

There are sensitivities in different national contexts about sharing diversity stories. In some countries, ethnic statistics are not kept due to a perception that such statistics undermine unity. Nevertheless, sharing individual diversity stories, as well as statistics related to positive change, can be an avenue to successful recruitment, retention, and advancement of diverse talent. Diversity stories can be useful in the recruitment process, in countering stereotypes and building empathy, and in helping to reposition a minority to better counter negative stereotyping. The communication element can be built into diversity strategies.



**Stephanie Miller, Director, Diversity and Inclusion, Office of Diversity Management and Equal Opportunity, DoD**



In the United States, the DoD has reached out to academic institutions and corporations to learn from successful diversity initiatives and has sought out community leaders, forging relationships that have broadened public support. Although it takes a significant amount of time to develop leaders, it is important to diversify leadership when possible. Military leaders should also ensure that their diversity priorities and objectives are clearly outlined and communicated in order to be effective.

**Ivan Ivanov, Executive Director, European Roma Information Office**



Europe's largest minority population, the Roma, are discriminated against extensively and have not yet engaged in telling the story of their military service. This story could potentially assist in countering some of the virulent negative stereotypes faced by the community. In the former Eastern bloc states that had mandatory military service, Roma soldiers were often assigned to the lowest-ranking positions and found it difficult to achieve promotions. Previous acts of prejudice and hazing against the Roma have bred a systematic distrust among minority members of European militaries. Yet Roma have also risen through ranks and performed well. Some families have multiple generations who have engaged in military service. The story merits being told, and research is just beginning for this project.

## WORKSHOPS

### Workshop #1: D&I Competencies and Training Best Practices

*Facilitated by Lieutenant Colonel T L Price-Jones, U.K., with Dr. Allison Greene-Sands, Associate Director for Culture, Defense Language and National Security Education Office (DLNSEO)*

The “D&I Competencies and Training Best Practices” workshop posited that in order to provide optimal training, several factors must be addressed: 1) diversity needs to be clearly defined; 2) tests must be conducted to ensure that various levels of D&I competency/proficiency are met; and 3) trainings should emphasize how diversity can be leveraged to achieve organizational success. By explaining the operational merits of diversity and its relevance to achieving mission objectives, the armed forces can foster an appreciation of diversity and spur organizational acceptance.

### Workshop #2: D&I Management Best Practices and Tools for Transatlantic Militaries

*Facilitated by Stephanie Miller, Director, Diversity and Inclusion, Office of Diversity Management and Equal Opportunity, DoD; Chevalier (Chevy) Cleaves, Diversity Leader, U.S. Air Force, Ret; Dr. Amanda Kraus, Center for Naval Analyses; Dr. Ann Parcell, Research Analyst, Center for Naval Analyses*

This workshop characterized the diversity management approaches used by most employers—both civilian and military—according to three diversity paradigms: discrimination and fairness; access and legitimacy; and integration and learning. Although all three paradigms are valid, the concept of inclusion fits most easily into the integration and learning paradigm. This paradigm focuses on leveraging diversity to improve work processes in ways that enhance organizational performance, creativity, and innovation. The diversity and inclusion practices that matter most for the integration and learning paradigm are middle-level leadership practices implemented at the workgroup level. In particular, effective diversity and inclusion management practices can be described as intentional people management practices that take both time and effort.

### Workshop #3: Gender Equality in the Military: Best Policies Practices

*Facilitated by Dr. Irène Eulriet, Research Fellow, Institute for Strategic Research, War College of France (IRSEM); and Colonel Ellen Haring, U.S. Army Reserve*

This workshop discussed different approaches to women's recruitment in military organizations. Drawing on different examples brought in by the participants (the UK, Germany, the US, Jordan, Israel, Belgium and France), it recognized that militaries from different countries will implement different policies at different times based on the social context within their own state. Key components were identified in view of developing successful gender equality policies: the waiving of legal barriers; rethinking military career paths; having a supportive leadership as well as role models; developing functionally based tests, to be validated continuously. Further, a supportive culture both inside and outside of the military organization is essential.



## Workshop #4: Toward LGBT Equality in Militaries Worldwide

Facilitated by Joshua Polchar, Strategic Analyst, The Hague Centre for Strategic Studies; and Amin Michel, Founder, Dutch Armed Forces Gay-Straight Alliance, NATO Committee on LGBT perspectives

HCSS LGBT IN ARMED FORCES INDEX							
Integration of lesbian, gay, bisexual, and transgender service members in armed forces.							
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						79	Liberia
						80	Tunisia
						81	Morocco
						82	Oman
						83	Jamaica
						84	Cameroon
						85	Ghana
						86	Kenya
						87	Gambia, The
						88	Tanzania
							Zimbabwe
							Nigeria
							Saudi Arabia
							Sudan
							Uganda

This workshop agreed on recommendations to help integrate LGBT populations into military organizations. First, promote interaction between LGBT individuals and other soldiers in order to dispel stereotypes through interaction. In this manner, militaries can begin to spread “networks of acceptance,” which can lead towards the support of LGBT equality. Second, ensure that LGBT individuals meet and connect with leaders who possess the influence to advance the LGBT agenda and help dispel stereotypes at the decision and policy making levels. Third, promote LGBT integration by encouraging collaboration with other minority groups. In this way, multiple minority groups can increase their political clout and make joint progress on shared objectives.

## Workshop #5: Life Cycle Approaches: Preparing for Veteran Status

Facilitated by Kayla Williams (former Sergeant and Arabic linguist, author of Love My Rifle More Than You: Young and Female in the U.S. Army)

This workshop concluded that diversity of backgrounds can intersect with veteran’s status and military experiences in beneficial or harmful ways. Minorities may benefit from military service,

for example by counteracting negative stereotypes that traditionally harm employability. Minorities may be more likely to choose military jobs that translate easily to civilian careers. Female veterans seem to face additional challenges, including higher unemployment rates than male counterparts, high divorce rates, single parenting, and in too many cases, the harm of sexual trauma. Resources need to equitably reach male and female veterans, including programs to aid homeless vets. Wounded warriors also face particular challenges. Geographic diversity presents an added challenge for members of the National Guard and Reserves. Some cultures may have traditions that help reintegrate veterans, particularly after combat (for example some Native American rituals); others may discourage talking about emotions or seeking mental health care. Identity, both as perceived by veterans and by others, can have profound effects on the reintegration process. Are veterans seen or recognized as veterans, especially if they don't fit the popular (male) image of veterans? Do employers see veterans as talent pool or potential liabilities? Are the media perpetuating "crazy vet" stereotype or "hero" memes? Veterans act as recruiters (or the opposite). Negative experiences in the military could lead them to discourage others from joining, while positive experiences will attract new talent. Senior leaders must advocate for veterans. Veterans are leaders in their communities, and form a talent pool. There is a strong business case for hiring veterans, and a need to address both "how" (to HR personnel) and "why" (to corporate leadership). Kayla Williams wrote a follow up [article](#) in The Guardian on the status of transgender soldiers in international militaries.

#### Workshop #6: Work-Life Balance: Successful Policies and Practices

*Facilitated by Dr. Jarris L. Taylor, Jr., Deputy Assistant Secretary Strategic Diversity Integration, U.S. Air Force; and Elaine P. Ho, Director, Diversity and Inclusion, Internal Revenue Service; Air Force Reservist (served in U.S. Air Force Judge Advocate General Corps)*

The "Work-Life Balance: Successful Policies and Practices" workshop posited that work and life are never truly in balance, and instead the relationship between the two is about give and take, adjustments, integration, accommodation, flexibility, and management. For an organization to provide for personal as well as professional growth, it must create a culture of inclusion. Although there is an organizational responsibility to create policies that allow employees to focus on personal aspects of their lives, there is also an individual responsibility for employees to discover which balance of work and life is right for them while maintaining reasonable expectations from their employers. Another key aspect of the relationship is that leaders must empower their employees to focus on both professional and personal matters through leading by example and using managerial tools. The manager-employee relationship is critical to creating an inclusive environment that allows individuals to focus on both personal and professional needs.



*Elaine P. Ho, Director, Diversity and Inclusion, Internal Revenue Service; Air Force Reservist*

## Workshop #7: Exploring Unconscious Bias

*Facilitated by John Honor, President & CEO, The Honor Group LLC, Licensed Educator, Cook Ross, Inc, Unconscious Bias Program; and Howie Schaffer, Senior Consultant, Cook Ross Inc.*

This workshop featured a segment of Cook Ross unconscious bias training and demonstrated emphasize several key points:

- To have bias is to be human. Bias stems from our desire to survive
- Our background and experience create the lenses through which we see, interpret, and judge the world. We see the world as we are, not as it is.
- Being busy and distracted is a guarantee that we will make decisions from our past and from our unconscious.
- Our talent management systems and decision-making can be riddled with bias.
- The first step in managing the impact of bias to first recognize it, slow down, and pause to make more objective decisions.



The group agreed that no matter your background or commitment to diversity, everyone is biased. They participated in a resume evaluation exercise, reviewing several resumes and evaluating them as not comparable, even though the resumes in fact all had the same professional information presented differently. This led to a discussion of fast and slow thinking. Fast thinking allows humans to prevent physical harm, such as putting a foot on the brake pedal. Slow thinking allows deliberation and is necessary to grow and maintain businesses in the long term. It is important for employers to use slow thinking in order to ensure that their biases have minimal negative effects within the workplace, since inclusive practices are necessary for the long-term survival of a business.

## RECEPTIONS: VIP SPEAKER REMARKS



*Ivan Vejvoda, Vice President, Programs, Executive Office, GMF; Dr. Artis Pabriks, Minister of Defense, Republic of Latvia; Kimberly Admire, Corporate Vice President, Diversity and Inclusion, Lockheed Martin Corporation; Lora Berg, Senior Fellow, GMF; Lieutenant General Michael S. Linnington, Military Deputy, Office of the Under Secretary of Defense for Personnel and Readiness, United States Department of Defense*

On October 28, Deputy Chief of Mission of the Royal Netherlands

Embassy in the United States Peter Mollema addressed the international delegation. He described a positive discrimination program by region in the Netherlands that allowed him to join the diplomatic service. With this story, he set the tone for nuanced discussions of diversity beyond race, ethnicity, and gender.

On October 30, Dr. Artis Pabriks, minister of defense of Latvia, called for leaving aside “binary thinking” in order to move into a richer realm. He highlighted that Latvia is more diverse than stereotypes suggest, and also drew on his service experience in Afghanistan and Iraq to reflect on the strategic imperative of incorporating diversity in the armed forces.

Lieutenant General Michael S. Linnington, military deputy of the Office of the Under Secretary of Defense for Personnel and Readiness, also referred to his personal experiences in Afghanistan and Iraq where diverse members of the military were essential to the mission. He emphasized the importance of leadership commitment from the top to meet 21<sup>st</sup> century D&I imperatives.



*Mark Jacobson, Senior Transatlantic Fellow, GMF with Minister Pabriks*

## TESTIMONIALS FROM EVENT PARTICIPANTS

This is a quick note... to express how great the Best Practices event was last week! I felt that it drove some excellent engagement and laid the groundwork for future conversations. This is indeed a big subject area... I continue to be energized in settings where courageous conversations are on display. Thanks again!

*Chevalier Cleaves - "Chevy" (Colonel, ret., Global Diversity and Inclusion Executive)*

I wanted to share, without further ado, my congratulations on a fine conference exercise that certainly pushed forward the conversation regarding diversity in world militaries.

*Kirsten Hampton (Co-Founder, Hampton Consulting & Film)*

The conference was a huge success and I will talk to the ombudsman of the German Parliament about what we can do as a follow up in terms of diversity in the Bundeswehr. Thanks again and until next time!

*Dominik Wullers (Vice President, Deutscher Soldat)*

You brought together some really wonderful, caring, and committed people.

*Joyce Dubensky (CEO, Tanenbaum)*

Thanks for inviting us to the conference. It was a great experience for me and I have some new nuggets to use both in my job with the Army and for the NATO Committee on Gender Perspectives... Thanks for a broadening and beneficial experience on many levels.

*Linda K. Sheimo (Chair, Executive Committee, NATO Committee on Gender Perspectives)*

Just a brief note to say "thank you so much for putting such a superb, outstanding event together." The wealth of experience, the wisdom shared, the connections made were out of this world.

*Judith Davis (Disabilities/Workforce Recruitment Program Manager, National Guard Bureau)*



*Dr. Mischa Thompson, Policy Advisor, U.S. Helsinki Commission; Antoinette Hamilton, Assistant Vice President of Diversity and Inclusion, L'Oreal, United States; Sarju Marzullo, Vice President, Business Development True blue Inclusion*



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With special thanks also to the U.S. Department of State; Commission on Security and Cooperation in Europe; Ministry of Defense of Latvia; Ministry of Defense of Germany; Embassy of the Netherlands in Washington, DC; and Cook Ross Inc.

