

MISSION CRITICAL: INCLUSIVE LEADERSHIP FOR THE SECURITY SECTOR

A Transatlantic Best Practices Exchange

July 27-28, 2017

Summary of the Convening



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Introduction.....	1
Key Military D&I Recommendations	2
Plenary Sessions	3
Welcome: Transatlantic Leadership Strategies in a Period of Rapid Change	3
The Inclusive Security Paradigm.....	4
Table Top Introductions: Inclusive Leadership Journeys	5
Maintaining Diversity & Inclusion (D&I) Momentum through Leadership Transitions.....	5
Where We Start: Inclusive Security Begins in Our Communities.....	6
Demographic Change: The Inclusive Security Lens	7
Setting the Peace: Inclusive Leadership across Sectors and Disciplines	8
Inclusive Security: View from Capitol Hill	9
Gender in Security: Gender Perspectives in Planning, Execution, Assessment	10
Success and Challenges: European/Canadian Perspectives	11
Closing Table Top Work and Summation - Researching a Consensus on the Aims and Messaging for Inclusive Security Next Steps for this Growing Network of Practitioners	12
International Cross Talk Sessions (ICTS).....	12
ICTS #1: Learning from First Responders	12
ICTS #2: Leveraging Diverse Leadership Networks.....	13
ICTS #3: Shaping and Sharing Our Diversity Stories	13
ICTS #4: Drawing in Community Influencers (Veterans, Parents, Teachers, and Beyond)	14
ICTS #5: Simulation: Unintended Consequences - The Impact of Exclusion on Security	14
ICTS #6: Inclusive Security: A Role for Immigrants and Refugees?	15
ICTS #7: Civil and Human Rights: The Security Context	16
ICTS #8: D&I for the Future: Anticipating Culture Shifts	16
ICTS #9: Training for Cohesion: Defusing Extremism and Hate	17
ICTS #10: maximizing Unconscious Bias Training	17
Developing Diverse Talent Forces/Staff through Coaching, Mentoring, Championing	18
Focus on: Muslims and Minorities in Military	18
Speakers and Participants.....	20
Strategic Partners	26

Inclusive Leadership is essential to the success of transatlantic leaders in the rapidly changing demographic context of the security and defense sector in the 21st century. Participants were invited to reflect on their own strengths and personal leadership style as we engaged in a cross-sector, transatlantic exchange on strategies to advance inclusive leadership toward more comprehensive national and domestic security. This document provides a summary of the sessions, as well as recommendations.

The convening successfully addressed its goals: to strengthen the focus on inclusive leadership as a national security imperative of NATO partners; continue to grow a transatlantic community of security leaders with inclusive leadership expertise; engage rising diverse young leaders in this growing security conversation; introduce discussion of the dynamic between local and national security in terms of community relations and successful recruitment of diverse personnel; and foremost, help to frame a transatlantic conversation about inclusive leadership and security for policymakers and publics in a positive and future-oriented way. The convening also brought corporate chief diversity officers to the table with a special focus on leadership strategies. We welcomed 80 military, local leader, think tank, corporate, and education leaders at the event, with a 17 person international delegation representing 5 European countries and Canada.

<http://www.gmfus.org/events/mission-critical-inclusive-leadership-security-sector>



KEY INCLUSIVE LEADERSHIP RECOMMENDATIONS FROM EVENT:

1. **Introduce Inclusive Leadership as a Required Element of Training:** We can only achieve security in our democracies by applying the principles and practice of inclusive leadership across the security sector. Implement a timeline for ensuring inclusive leadership competency of personnel in roles of rising influence in security.
2. **Engage Local Leaders in Discussions about Diversity in National Security:** Successful security relationships at the local level lead to stronger national forces. For example, inclusive leadership in policing leads to more successful recruitment, retention, and advancement in the military. Best practices must be shared throughout the armed forces.
3. **Deepen Transatlantic Exchange about Inclusive Leadership:** Inclusive leadership in the security sector strengthens intelligence, widens the talent pool, increases public trust, and improves decision-making. This topic is timely and critical to the success of our security forces and we improve our practice through transatlantic exchange.

Next steps

The next phase in this growing conversation takes place in Europe on February 16, 2018 in a roundtable at Munich Security Conference on “Demographic Change, Diversity and Implications for Armed Forces”; February 18, 2018 in Munich as a full morning discussion in partnership with GMF to launch an informal European young leaders’ network for diversity in security; and April 20 in Brussels as a policymakers’ discussion on diversity in security, a collaborative workshop facilitated by EUROMIL and GMF.

<http://www.gmfus.org/blog/2017/10/13/transatlantic-views-inclusive-security>



The event opened with a **welcome speech** by Karen Donfried, president of the German Marshall Fund of the United States.



GMF's President Karen Donfried, Lieutenant General Stayce Harris and Major General Marc H. Sasseville

“As our security personnel at all levels of leadership — engaged to ensure peace and freedom for all in our democratic societies — grow to fully reflect the diverse populations they are sworn to serve, we will become best equipped to inspire new generations to engage in public service. Vital conversations with constituents and stakeholders outside of the security services can richly inform decision making...

In my role as GMF's president, I lead a high performing team. Our commitment to diversity is reflected in our recruitment, retention, and advancement. Further, with our transatlantic partners, we are committed to strengthening our democracies, and standing strong for the international liberal order and the vision of the Marshall Plan, including the advancement of civil and human rights. I encourage you to deeply engage in these important discussions, and I look forward to hearing more about the learning that takes place and the insights you share.”

Excerpts from the remarks of Dr. Karen Donfried, President of the GMF on opening the conference on July 27, 2018.

*Lieutenant General **Stayce Harris**, Assistant Vice Chief of Staff and Director, Air Staff Headquarters, Pentagon, Washington, DC, United States Air Force.*

*Introduced by Major General **Marc H. Sasseville**, Deputy Director, Air National Guard, Air Staff Headquarters, Pentagon, Washington, DC, United States Air Force.*



Lieutenant General Harris reflected on the necessity of inclusive leadership for the success of U.S. missions, reflecting that our strength is in our diversity. She remarked, “Both positive and negative experiences within our militaries affect our ultimate national security posture. When whole groups of citizens connect uniformed service with positive personal, community, and cultural outcomes they go back to their communities and champion support for the organizations where they were provided the tools to succeed. In contrast, if a community experiences consistent negative outcomes, those groups will not only decline to participate in those organizations, but may work actively against them if they see them as a threat to their families, friends, and neighbors. Ensuring police, fire, and emergency response services are well integrated and communicating transparently with all communities — especially those more ethnically and geographically diverse — is essential for both internal and external national security. When these bodies are not well connected with the communities they serve, distrust and misunderstandings can lead to volatile situations that affect the greater security for all. Connected and integrated security organizations ensure cultural competence underpins everything they do. This cultural competence is key across the board; it decreases risk of adverse effects, distress, and disorder due to a lack of understanding and awareness, and increases chances of successful crisis response outcomes. Community engagement by local uniformed services also has a direct effect on the ability of federal entities to recruit from that community.”

<http://www.gmfus.org/blog/2017/08/04/mission-critical-inclusive-leadership-security-sector>

Table Top Introduction: Inclusive Leadership Journeys

Lora Berg, Senior Fellow, GMF

Lora Berg led the participants in an icebreaker: “Close your eyes for a moment. What is your vision for inclusive leadership in your organization; what does this look like for you? Discuss in small groups: what is one next step for your organization toward reaching this goal?”

Maintaining Diversity and Inclusion (D&I) Momentum through Leadership Transitions

Moderated by Ambassador Gina Abercrombie Winstanley

True Blue Inclusion Panel: Trevor Gandy, Senior Vice President, Deputy Chief Culture Officer, Chubb.

Jackie Glenn, Vice President, Global Diversity and Inclusion, Dell EMC.

Fred Whipple, Vice President of Diversity, Community and Workforce, Shell U.S.

Cross Sector learning is one key for us to advance our work in D&I. The corporate sector has long experience and a business based commitment to creating inclusive workplaces. We recommend engaging corporate D&I leaders who can highlight business best practices in strategic discussions to advance D&I in security. This session focused on how to keep the business case for D&I at the forefront in times of leadership change, and to gain buy-in of new leadership for the D&I agenda. When the business case is made clearly to top leaders, buy-in follows. Participants discussed the possible tension between D&I and “fit,” diversity, and homogeneity, and reflected on the fact that the seeking of “fit” is often simply bias. In fact diverse teams maximize innovation and sales in business, and likewise maximize results in other contexts. Hence we focus on capabilities rather than fit; on behavior and results rather than beliefs; and finally on a culture of respect.

Fred Whipple, Jackie Glenn, Trevor Gandy and Ambassador Gina Abercrombie Winstanley during the discussion



Moderated by Reta Jo Lewis, Director, Congressional Affairs, GMF.

Councilman Brandon Scott, Council Representative, Baltimore City Council.

Becky Monroe, Director, Stop Hate Project, Lawyers' Committee for Civil Rights (former Senior Counselor, Civil Rights Division, U.S. Department of Justice).



This panel brought forward best practices for the security of communities at the local level. Openness and transparency were emphasized as key. This includes the need to have relationships of trust in order to be successful in collecting data and understanding the phenomena the data is intended to illuminate. The panel also explored crisis situations: when a community is facing an emergency, there must be a standing relationship of trust between the community and police forces in order to best resolve the crisis. This relationship is built through engagement, and through effective procedural justice. For example, it is highly significant in the aftermath of a hate incident, how a police unit responds. The way in which a unit manages an emergency can break or make a community's trust in their police force. Through inclusive leadership, which includes relations with diverse communities, it is possible to build a strong police-community relationship. The conversation further explored the articulation between local police civilian relationships and successful recruitment into national security forces.

This link is to a blog on the GMF site by panelist and Baltimore City Council Member Brandon Scott offering a perspective on local leadership, security, and transatlantic connections:

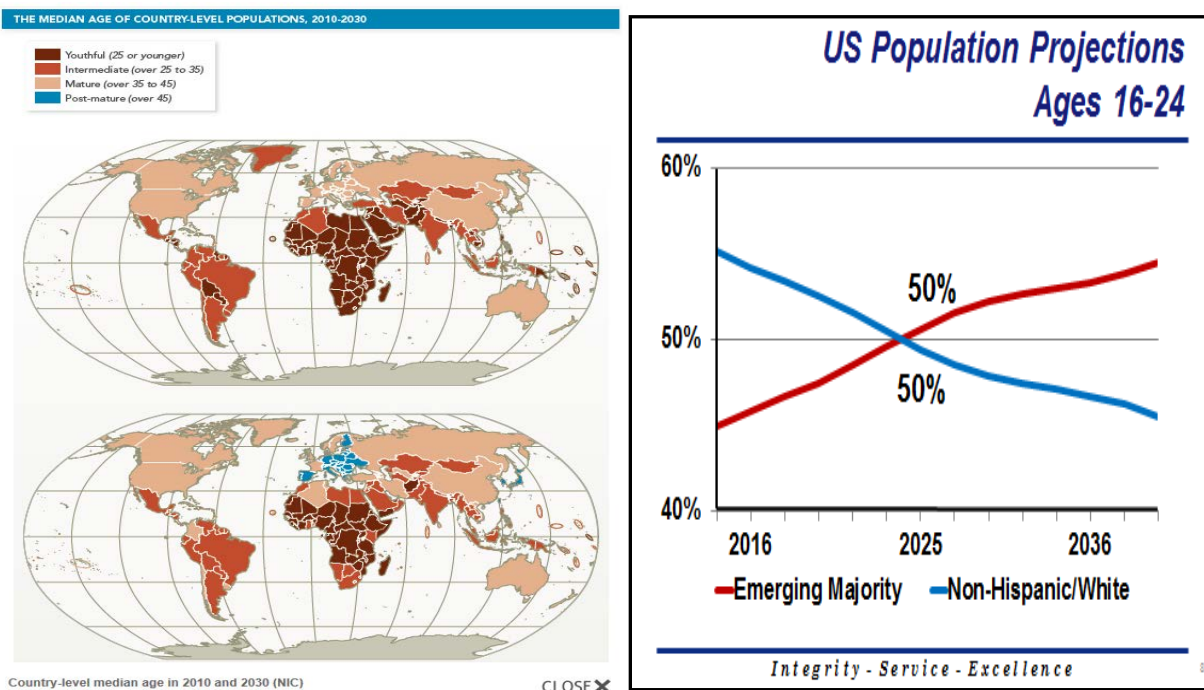
<http://www.gmfus.org/blog/2017/08/18/why-i-introduced-baltimore-council-resolution-remove-confederate-statues>

Moderated by Dr. *Mischa Thompson*, Policy Advisor, U.S. Helsinki Commission

Mark Hugo Lopez, Director of Hispanic Research, Pew Research Center

This panel presented the demographic imperative for inclusivity in security forces through data and statistics. The U.S. Census Bureau predicts that racial and ethnic groups will comprise close to 60 percent of the U.S. population by 2060, and that by the next decade the majority of the U.S. workforce will be people of color — e.g., Asian, Latino, and migrant populations — which will also account for much of the U.S. population growth in years to come. Likewise in Europe, demographers predict that aging and waning birthrates will lead to a decline in workers, and Europe will continue to see in compensation the rapid growth of minority populations. Regardless of whether some in our societies fear such change, our militaries will depend on adaptation, and fears must be openly addressed and mitigated through education and teamwork. Our security depends on our ability to manage diversity successfully. A further point of focus is the need to improve not only numbers at intake, but up through the ranks. As of 2015 in the United States, minorities represented 22 percent of the overall officer corps, but 40 percent the enlisted force. In intelligence, minorities represented 24 percent of the workforce but 11 percent in senior ranks.

<https://www.foreignaffairs.com/articles/united-states/2016-12-08/diversity-and-us-national-security>



Moderated by **Ondra Berry**, Brigadier General.

Gena Lovett, Vice President of Operations for Defense, Space and Security, Boeing Ambassador. **Deborah McCarthy**, Executive Director, Center for Strategic and International Studies (CSIS)/International Career Advancement Initiative.

George Walker, Director, Diversity and Inclusion, Memorial Sloan Kettering Cancer Center.

We deepened cross sector learning through a panel that highlighted learning from the health sector, foreign affairs, private sector, and the U.S. Department of Defense. This panel brought forward “The White Men’s Study.” Without taking the perceptions and feelings of white men into account, a key component of diversity strategy is missing and buy-in is reduced.



“32 million white men hold leadership jobs worldwide — 7 million in North America. White men wield influence beyond their proportion of the population, and past their percentage of the employee base in almost every organization. Since the promise of inclusion means that everyone is in, we need a disciplined initiative to listen to white male leaders, whose normativity and position power is taken for granted even among many D&I professionals.”

<http://www.whitemensleadershipstudy.com/>

The discussion also focused on retention: Given that jobs are competitive and there is a “war for talent,” workplaces must compete to be inclusive and “sticky” so that talent will stay. Successful inclusion strategies deter other organizations from being able to take your talent away, and allow you to maximize innovation, markets, and performance.

Introduced by **Reta Jo Lewis**, Director, Congressional Affairs, GMF.

U.S. Senator **Ben Cardin** of Maryland.

U.S. Representative **Alcee Hastings** of Florida.

The participants were welcomed on Capitol Hill for a reception with U.S. Helsinki Commissioners Senator Ben Cardin, Ranking Member and OSCE Parliamentary Assembly Special Representative on Anti-Semitism, Racism, and Intolerance, and Representative Alcee Hastings of Florida. We had the opportunity to hear very strong endorsements for inclusive leadership in the security sector from these distinguished leaders who have worked long and tirelessly to advance diversity and inclusion in the U.S. foreign affairs and security agencies, and in the transatlantic context.



U.S. Senator Ben Cardin shared information about the legislation he introduced in August, 2017 to strengthen diversity in the national security workforce, The National Security Diversity and Inclusion Workforce Act of 2017. He described diversity as one of the greatest assets of the United States, and reflected that our national security agencies should mirror this. He noted the strength that ensues from drawing on a range of perspectives across the diversity of the United States, and called on us to lead with our values. The key to success is a joint effort of senior leadership, managers, and the whole of the workforce.

<https://www.cardin.senate.gov/newsroom/press/release/cardin-introduces-bill-to-improve-diversity-in-us-national-security-workforce>

Congressman Alcee Hastings described the intelligence failures that result from a lack of diversity in the foreign affairs workforce. He reinforced that a diverse workforce is an American workforce, and empowering diverse security professionals builds a stronger foundation for keeping our country competitive and secure.

<http://www.gmfus.org/blog/2016/09/20/honoring-congressman-alcee-l-hastings%E2%80%99-transatlantic-leadership>

The briefing took place against the backdrop of Helsinki Commissioners Senator Ben Cardin, Ranking Member and OSCE Parliamentary Assembly Special Representative on Anti-Semitism, Racism, and Intolerance, and Representative Alcee Hastings speaking at the German Marshall Fund's conference, "Mission Critical: Inclusive Security: Inclusive Leadership for the Security Sector."

Addressing European and American security sector leaders and practitioners on the importance of diversity, Commissioner Cardin told of his bipartisan work with Republican Senate Foreign Relations Chairman Bob Corker to include diversity provisions for the national security workforce in the State Department Authorization Bill before the Committee that day. Commissioner Hastings spoke of his efforts on the Rules committee to include diversity provisions in the Intelligence Bill being voted on the next day. Both Commissioners spoke at the first Mission Critical conference that took place in 2013.

<http://bit.ly/mcreport2017>

Gender in Security: Gender Perspectives in Planning, Execution, Assessment

Moderated by Dr. Kent Davis-Packard, Visiting Scholar, Johns Hopkins School of Advanced International Studies, and a founder of the SAIS Women Lead academic program.

Virginie Viscardy, NATO C&I Agency, Gender Focal Point for Allied Command Transformation.

Angelic Young, Director of National Action Plans, Inclusive Security.

Young, Viscardy, and Davis-Packard



This panel emphasized the relevance of including gender perspectives in security organizations at all levels. We have empirical evidence that proves the security benefits of the inclusion of women at every stage — from prevention to negotiation to post-conflict resolution — and yet only 2 percent of chief negotiators in peace processes globally are women. Women continue to be excluded, from prevention strategies to processes of resolving and rebuilding after conflict. The effectiveness of women police officers was also cited, their skills for defusing potentially violent situations, and ability to rely less on force and more on communication. In addition, these officers manage cases of violence against women effectively, which is the largest category of police cases nationwide. Despite these qualities, women represent only about 13 percent of police officers, due in part to discriminatory selection practices. As discussed in other sessions, what happens locally impacts the ability to recruit for national service as well.

NATO works to be responsive to the need for increased female participation in security. Asserting that the complementary skills of male and female personnel are essential for the effectiveness of NATO operations, The International Military Staff Office of the Gender Advisor and the NATO Committee on Gender Perspectives work to integrate a gender perspective into all aspects of NATO operations.

[2015 Summary of National Reports of NATO Member and Partners to the NATO Committee on Gender Perspectives](#)

Moderated by **Ajenai Clemmons** (MMF 2015), Duke Sanford School of Public Policy.

Rozemina Abbasi, Armed Forces BAME / Gender recruitment targets - policy lead, U.K. Ministry of Defense.

Sarah Heer, Director Human Rights and Diversity, Canadian Armed Forces Commander s.g. **Torben Steinweller** (team leader/desk officer for diversity and inclusion), Staff Element for equal opportunities, D&I, Bundeswehr, Germany.



This session brought forward British, German and Canadian approaches to diversity in armed forces. Currently, 31 percent of U.K. primary-school pupils are of black, Asian, or minority ethnic background (BAME). At the same time, around 7 percent of armed forces recruits have this background, and the armed forces are only 11 percent female. U.K. leadership has now placed targets to increase BAME and female recruits, and has put an engagement program in place. The motivation is to attract the best talent, and for the armed forces to reflect the society they serve. The prime minister supports these targets as does the head secretary of state who holds

quarterly meetings with the army chief, the Royal Air Force Chief, and the navy chief to check progress. With a 190,000-strong workforce largely male and white, culture change is part of the process and buy-in is needed at all levels.

In Germany, with an increasing number of refugees and with one out of every three schoolchildren of immigration background, work is underway to try to give a home to all not only in the country but also in the armed forces. This is against a backdrop of a nation that can be highly critical of its own armed forces due to the impact of twentieth century history. The military must work hard and strategically to be attractive to the new generation, and to create an environment where differences are eased and all can work together.

In Canada's armed forces, one of the principal values is that the forces must be representative, "not just counting everyone but making everyone count." In terms of women's representation, the Canadian Armed Forces (CAF) was one of the first to allow women to serve in all occupations, and has set the goal by 2026 that one in four CAF members will be women. The CAF values diversity and sees this as a path to enhanced operational effectiveness at the same time striving to be reflective of the society it serves.

All panelists agreed on the need to modernize policies, with attention also to religious and spiritual accommodation.

Reaching a Consensus on the Aims and Messaging for Inclusive Security;
Next Steps for this Growing Network of Practitioners

*Facilitated by **Lora Berg**, GMF Senior Fellow, and **Chevalier Cleaves**, Chief Diversity Officer, Director, Diversity and Inclusion, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters, U.S. Air Force, Washington, DC*

In closing, participants were in consensus on the need to convene at regular intervals, yearly or biennially, in order to deepen exchange of strategies and tactics to achieve inclusive workforces in transatlantic militaries and strengthen the pipeline into national service. More countries should be invited and engaged, with a longer timeline for planning the convening in advance of execution.

Link to *Foreign Affairs* [article](#) on the need to advance diversity in security roles in the United States

INTERNATIONAL CROSS TALK SESSIONS (ICTS)

The descriptions that follow are of the international cross talk sessions, smaller scale workshops in which the participants actively engaged.

ICTS #1: Learning from First Responders

*Facilitated by **April Wood**, Senior Director, Community Mobilization and National Partnerships, American Red Cross.*

***Samira Rafaela**, Advisor for Organizational Strategy, National Police of the Netherlands.*

Participants discussed the importance of technology; networks and role models; and education in building access to diverse talent. The group broke into three brainstorming teams on these aspects, technology, networks and education. The role model aspect was highlighted with the example of diverse Dutch Police engaging in community service with children. Connecting and inspiring through social media and in person also are positive tactics. The speakers explored additional strategies for those already within the services, such as: 1) conduct employee exit surveys to help identify blind spots; 2) As people are often more comfortable talking to those with whom they identify, establish affinity groups to help recruit minority personnel, volunteers and other talent; 3) Given rapid global demographic change, there is utility in establishing cross-generational mentorship programs to bridge the age gaps in the workforce.

ICTS #2: Leveraging Diverse Leadership Networks

Facilitated by **Adnan Kifayat**, Head of Global Security Ventures, Gen Next Foundation and **Charlotte Kea**, President of the International Career Advancement Program Alumni Association (ICAP).

New voices in the security arena are helping to shape an aspirational goal for security forces that both serve all in our increasingly diverse societies and reflect the diverse societies they serve. Participants explored their own networks and how they would access new networks to build social capital in diverse communities. This includes looking outside of a particular circle of schools, reaching out to minority professional groups, meeting with influencers, engaging on social media, among others. By reaching outward into new circles of talent, it becomes possible for example to diversify intern recruitment and to be more successful in attracting diverse applicants for all positions, from volunteers to senior leaders. Also raised was the potential in creating connections across security services (air force, fire department, and external progression of people), external career progression of employees, and the social capital of this dimension. The facilitators also explored the distinction between diversity and inclusion, and the need to focus on actual behavior rather than pushing for shared values.

<https://www.usatoday.com/story/opinion/2017/05/29/military-has-too-many-troops-same-families-regions-column/102026774/>

ICTS #3: Shaping and Sharing Our Diversity Stories

Facilitated by **Andrew Kolb**, Director, Communications, GMF. **Nina Smith**, Director, Media Relations, Megaphone Strategies.

Participants explored the main challenges to communicating about and promoting diversity, and how to overcome these challenges through sharing inspiring stories. One path for leadership to be able to tell its organization's diversity story involves transforming individual stories to a collective story. In an environment with fewer reporters and less resources, Nina Smith advised participants to use the five-step breakthrough model for efficient communication, these are:

1. Define goal and target audience
2. Get to know reporters
3. Think like an editor, who focuses on the story
4. Be in the news cycle
5. Be creative

The facilitators discussed the concept of "inclusive storytelling" as an important tool to use when conveying stories related to diversity and inclusion. The strategy starts with the storyteller trying to get into the mind of the person intended to receive the message. The power of perspective is essential, which is centered on connecting with the audience through authenticity, the relevance of lived experiences and the urge to care about a certain topic.

ICTS #4: Drawing in Community Influencers (Veterans, Parents, Teachers, and Beyond)

Facilitated by **Katherine Helland**, PhD, Director, Joint Advertising Marketing Research and Studies, Office of People Analytics, U.S. Department of Defense.

Jason Dempsey, Senior Fellow.

Amy Schafer, Research Associate Military, Veterans, and Society Program, Center for New American Security.

This session focused on turning around negative perceptions of military service among potential recruits, and drawing in community influencers to accomplish this goal. There is a perception among high-school-aged youth and their adult influencers that the military is a “last resort” for people who lack direction, ambition, or alternate career options. In reality, the military can be the chosen path for young adults who wish to pursue their interests, learn and grow, and live a fulfilling life within a strong and diverse community. The civilian sector has little idea of how military members actually live, and are confronted with media stories regarding veteran PTSD and homelessness, violence against women in the services, and other stories delivered without wider context. There is a perception of constant deployment, continual separation of family, and poor quality of life. There is also a problem with the female market in convincing females to join the service. Females do not join activities in which they believe they will not be successful. With a lack of role models, there is a perception that females can’t be effective in certain career fields/jobs. It becomes a self-fulfilling item where women refuse to join believing that they will not be successful. Smart recruitment strategies turn these stories around and bring forward positive role models.

ICTS #5: Simulation: Unintended Consequences – The Impact of Exclusion on Security

Facilitated by **Dr. John N. Greene, Jr.**, Principal at i5 Consulting.

Kathryn McDonald Larson, Managing Director for North America at IndustryMasters, Inc.



Working on the simulation

Given the intensity of security concerns in 2016–17 from domestic rebalancing of the police-civilian social contract, to recruitment from U.S. and European cities into the self-proclaimed Islamic State, a growing level of Russian intervention, and high rates of migration through the Mediterranean Basin, it is of paramount importance that our militaries have the best practices they need to compete in the global

marketplace of ideas, recruit top talent and hence to perform their missions successfully. The goal is a military that reflects, respects, and is respected by the diverse nation it serves. Participants engaged in a simulation to understand how exclusion negatively impacts security, and to be able to practice inclusion as a management capability and business enabler. Through the simulation, participants could witness that inclusion is essential to achieving business results.

<http://www.gmfus.org/blog/2017/07/12/unintended-consequences-impact-exclusion-security>

ICTS #6: Inclusive Security: A Role for Immigrants and Refugees?

*Facilitated by **Hannah Winnick**, Program Director, Transatlantic Dialogue on Democracy and Social Policy, Heinrich Böll Foundation North America.*

***Captain Alexander Meins**, Professor of Finance at the Air Force Academy and German Federal Ministry of Defense.*

***Dominik Wullers**, Economist, Spokesman of the Federal Office for Bundeswehr Equipment, and Vice President of Deutscher.Soldat, Germany.*

This workshop focused on the German case, its demographic challenges, and the need to expand ideas about who will serve in the military. “In 2011, Germany ended mandatory military service for young men, a policy that had been in place since shortly after WWII. Now the country is struggling to fill its military ranks, an increasingly urgent need as international allies look to Germany to take on a larger role in Europe’s security architecture and in military alliances. The pressure to rethink recruitment strategies has led to some surprising policy proposals, including a Ministry of Defense December 2016 report suggesting, among other strategies, that the Bundeswehr begin admitting and actively recruiting citizens from other EU countries. While specific to EU citizens, the proposal raises the broader question of whether Germany might consider recruiting non-citizens generally for military service. Recruiting non-citizens for the Bundeswehr is an intriguing, if controversial, proposal, particularly at a time when global migration trends are forcing Germany to rethink many aspects of its national identity. Patriotism, service to one’s country, a sense of national identity, and pride and belonging — these are fraught concepts in Germany. They are also increasingly difficult concepts to define in a society that is no longer the homogenous nation it once was. In the same year Germany made international headlines for accepting more than one million asylum seekers, regular immigration rates also skyrocketed. That Germany is one of the world’s major immigrant-receiving countries is no longer the controversial claim it once was.”

Hannah Winnick wrote an [article](#) in the GMF blog on migrants and German military.

ICTS #7: Civil and Human Rights: The Security Context

Facilitated by Nadia Firozvi, Project Manager, Democracy Fund.

Emmanuel Jacob, President, European Organization of Military Associations (EUROMIL).

The session dealt with civil and human rights in the security context. Emmanuel Jacob briefly presented EUROMIL as well as the [OSCE-DCAF Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel](#) and the [Council of Europe Committee of Ministers Recommendation \(2010\)4 on Human Rights of members of the Armed Forces](#). Several aspects such as EUROMIL's basic principle of "Citizen in Uniform" and the recent developments on European defense were of special interest for the non-European participants from the United States, Canada and Australia. During the session, one gender related and one transgender related case were discussed by the participants. It was coincidence that U.S. President Trump had announced the ban on transgender people in the U.S. military only a day before the GMF event, a topic that was nevertheless discussed in the course of the session. Nadia Firozvi brought to bear her unique knowledge drawn from serving in the Office of Civil Rights at the U.S. Department of Homeland Security, leading into her current position as project manager for the Just and Inclusive Society Project at the Democracy Fund. She provided examples of how respect for civil rights within the United States can serve as a building block for successful security, and the need for security to be a project for all in society rather than for the few.

CTS #8: D&I for the Future: Anticipating Culture Shifts

Facilitated by Wolfgang Jockusch, Founder and CEO, BAMIK

Norvel "Rock" Dillard, Director, Diversity and Inclusion Management and Office of Diversity Management and Equal Opportunity, U.S. Department of Defense.

In this activity participants examined upcoming cultural changes, and ways in which D&I strategies must be flexible and adaptive in order to meet the needs of new generations. Millennials and Generation Z are not going to wait, they have expectations of flexibility and they are going to get the education they want. People of different generations much learn from each other. The discussion turned to technology: older employees may not be as trusting of technology in part due to lack of familiarity and ease, as well as hacking and privacy concerns. Younger employees are trusting of tech because this is their culture. The group further explored an increase of economic disparities in the United States, with the middle class shrinking. The military continues to serve as a way for young people to join the middle class through training in IT and other educational avenues, allowing motion out of difficult home environments. Finally, we must remember to apply inclusive factors (Fairness, Openness, Cooperation, Empowerment, Support) when bringing about culture shifts. Wolfgang Jaockusch also shared at these discussions the interactive group learning tool he has designed that is enjoyable and effective in bringing young people up to speed on expectations of inclusive behavior in the ranks.

Facilitated by Reverend Mark E. Fowler, Deputy Chief Executive Officer.

Tanenbaum

Elyamine Settoul, Professor, Institute for Strategic Research at the Military College, French Ministry of Defense

This working group explored avenues for creating trust and a feeling of belonging for people of diverse backgrounds. Mark Fowler brought forward some of the best practices and tools of Tanenbaum which is dedicated to combating religious prejudice in the workplace including the Six Steps to the Accommodation Mindset. <https://tanenbaum.org/programs/workplace/workplace-resources/>

Elyamine Settoul shared some of the successes of the French military with its high percentage of Muslim personnel, conservatively estimated to be in the range of 10 percent, and some of the areas where there is still much work to be done. France is highly diverse with the most Muslim, Jewish, and Buddhist citizens in Europe. Though officially ethnic statistics are not collected, sociologists of the military do report around 10 percent of the French military is Muslim, as compared to some 5–8 percent of society at large. The military is seen as an attractive option for these young recruits, where merit can propel a person forward. France has also developed an extraordinary corps of Muslim Chaplains to accompany these troops. The first French Muslim regiment was created in Algeria in 1840. Such regiments have fought with France throughout the 19th and 20th centuries, including in such decisive battles as Monte Cassino during World War II. Young Muslim soldiers contributed to the liberation of France during the same war. Even today, if you look at some regiments, like the 1st Regiment de Tirailleurs d'Epinal, you can see on their berets the Islamic crescent. This plays a positive role in the recruitment of young French Muslims into the army.

Facilitated by **Minjon Tholen**, Senior Consultant, Cook Ross

Minjon Tholen led her group through one exercise from the respected Cook Ross Unconscious Bias training, designed for those in hiring roles. This training is called “The Big Question” and reveals the way our biases impact our perception of resumes and our ability to objectively assess the skills and potential contributions of job applicants. It is an exceedingly powerful teaching tool and each of us who come in contact with the tool come to recognize how important it is to have diversity on hiring committees.

Though many in the workshop considered themselves to be highly aware of diversity issues before participating, all nevertheless were reminded through the results that they are subject to biases and need to set up systems that will mitigate this very human characteristic.



Audience deeply engaged

<http://www.cookross.com/docs/UnconsciousBias.pdf>

DEVELOPING DIVERSE TALENT FORCES/STAFF THROUGH COACHING, MENTORING,

Facilitated by **Maria Robles Meier**, Founder and Chief Strategist at Mterprise Inclusion Strategies.
Amin Michel, Board Secretary & Board Treasurer, Dutch Military Union AFMP, and Director and Founder at **Inclusion4Diversity** Consulting & Training, The Netherlands.

A basic question here is whether mentoring, coaching and championing need to be approached differently for diverse personnel, and the answer of this workshop is yes. All of the complications that go with being in a diverse group that is routinely stereotyped and underestimated means that young people will need to be encouraged to identify mentors who know the ropes, including the ropes of being a minority rising leader in a majority culture. People tend to mentor those who are “like” them meaning that diverse role models are needed to engage in the mentoring process, but also that intentional mentoring relationships need to be established across difference. Both mentors and mentees stand to grow from such engagement. In cross-cultural mentoring, there is a need of very open listening to understand how different each other’s assumptions actually are. This listening, empathy and appreciative questioning brings about the trust that can empower. Mentor relationships also need to be aligned with organizational goals, for example helping to prepare rising minority leaders for roles of greater responsibility. Top leadership is needed to give credibility to mentoring and championing schemes, setting the tone for employee inclusion and development. Mentees should give input into the mentoring

plan, as they know themselves and can be guides with highly innovative approaches and ideas. Generally, young diverse leaders should be encouraged both to develop peer support networks and to engage in mentoring and coaching relationships, as well as to seek champions as they become ready to advance.

FOCUS ON: MUSLIMS AND MINORITIES IN MILITARY

Moderated by Dr. Mischa Thompson, Policy Advisor Body Commission on Security and Cooperation in Europe.

Witnesses Rozemina Abbassi, Assistant Head, Armed Forces Targets, Ministry of Defense.

Samira Rafaela, Organizational Strategy Advisor, Dutch National Police.

Dr. Elyamine Settoul, Professor, Institute for Strategic Research at the Military College, French Ministry of Defense.

Dominik Wullers, Economist, Spokesman of the Federal Office for Federal Ministry of Defense Equipment, and Vice President of Deutscher. Soldat

A demographic shift spanning both sides of the Atlantic has brought the issues of diversity and inclusion to the forefront of the agendas in the public and private sector, including the security sector across the 57 North American and European countries that make up the OSCE region. Historically, racial, ethnic, religious, and gender minority groups have been under represented in the security sector across the region. Yet, they hold untapped potential to address the new and complex challenges of the 21st century. Panelists suggested making the military more attractive to all individuals, including diverse groups, address barriers of prejudice and bias, and embrace change efforts through words, actions and policies.



Samira Rafaela speech, during the panel



Representative Gwen Moore

Helsinki Commissioner Representative Gwen Moore joined the panel and discussed the history of desegregation in the United States and patriotism in response to questions about the President's tweet stating transgender individuals would no longer be able to serve in the military. European panelists also responded to the question detailing diversity policies in their countries. Rozemina Abbassi from the U.K. Ministry of Defense detailed research and outreach programs being carried out

to achieve diversity targets set by military leadership as well as the Prime Minister in the United Kingdom. Dr. Elyamine Settoul, an academic at the French Ministry of Defense, spoke about the historical

and present day contributions of muslims in the military, including assisting in the liberation of France during World War II. Dominik Wullers a procurement spokesman for the Federal Ministry of Defense, explained the struggle to change perceptions and stereotypes of German soldiers, and how he launched the Deutscher.Soldat (German Soldier) initiative to address these issues. Samira Rafaela, the Organizational Strategy Advisor for the Dutch National Police, detailed community policing and other initiatives in the Netherlands to advance diversity in the forces.

<https://www.csce.gov/international-impact/events/muslims-minorities-military>

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