



Bundesministerium
der Verteidigung

Diversity & Inclusion in Armed Forces 2015

Berlin International Conference
June 7 - 10

Conference Summary

Diversity & Inclusion in Armed Forces 2015 (DIAF 2015)

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Introduction

Due to the increasing complexity of today's world, brought about by societal changes as well as demographic changes such as immigration and ageing populations, addressing Diversity and Inclusion (D&I) is a national security imperative faced by today's leaders. On June 7-10, 2015, the German Ministry of Defense brought together D&I practitioners, policy makers, academics and journalists to share ideas and learn from each other's experiences. The three-day conference was hosted in coordination with Women in international Security (WIIS.de) and Deutscher.Soldat. e.V. and held under the auspices of the German Minister of Defense, Dr. Ursula von der Leyen.

This conference, titled "**Diversity & Inclusion in Armed Forces 2015**" (**DIAF 2015**) was a follow up to the 2013 conference, "Mission Critical: Transatlantic Security and Diversity", hosted in Washington, D.C., by the German Marshall Fund of the United States (GMF) and the Department of Defense Office of Diversity Management and Equal opportunity (ODMEO).

Through a series of lectures, panel discussions, and workshops covering a wide range of topics, "Diversity and Inclusion in the Armed Forces 2015" gave more than 100 participants from eleven different countries the opportunity to learn from each other and to strengthen transatlantic ties while working towards improving D&I. The following paper provides a summary of the conference along with recommendations suggested by the panelists and workshops.



This is "us"

Key Concepts from the Event

1. **We Cannot Afford Not to Use All Talents:** Against the backdrop of the changing demographics seen in many countries today, the military cannot continue to meet its goals and be mission ready without expanding its recruitment to include the talents of a wider range of people.
2. **Plan Less, Act More:** Due to the nature of bureaucratic leadership, it is often easy to get bogged down in D&I planning without taking action and making actual changes. Although it is important to conduct research to understand what problems exist, taking actual action creates initiative and experiences that can be learned from.
3. **All Transformations are Led from the Top:** The role of good leadership is vital to achieving successful D&I. Although an inclusive environment must be created in all levels of an organization, the leadership is responsible for demonstrating that D&I is important to the organization.
4. **There is no Silver Bullet or Quick Fix:** Creating inclusive organizations requires changes to society and to people's mindsets and therefore takes time. The concept of long term strategy is popular in military circles. Diversity management should be thought of in the same way. It is crucial to institutionalize D&I and establish a specialized office with personnel committed to addressing the long term goals.
5. **In Addition to Being a Mirror of Society, the Military can serve as a Mirror for Society.** In a democracy, the composition of the military must reflect that of the society. Given its hierarchical structure and ability to institute changes which must be adhered to, the military is also in a position to lead the way in society's shift to a culture of inclusion. The successful policies enacted within the military can serve as an example for civilian policies.

Plenary Sessions

Opening

The event opened with a welcome by representatives of the three organizing institutions, who emphasized that the increasing diversity of our populations makes it necessary to create a theory of the direction in which modern society is heading. This is especially important for the armed forces, where D&I is vital to integrating society's diversity into military missions. The spirit of the conference is to explore new ideas and practical steps to help develop and implement D&I as well as to recognize successful steps already implemented in the participating countries. Both were made possible by the expertise brought together by the conference.

Keynote

RADM Henk Itzig Heine:

“You need role models. You cannot be what you cannot see”

RADM Heine started by sharing some of his own experiences dealing with homophobia in the military. Although he always felt accepted in his own nation's military (the Netherlands was the first to lift the ban on homosexuals serving in the military in 1974), he was unsure about discussing his partner while others were talking about their families during coalition operations. RADM Heine stated that his story is one of many, but that these stories should continue to be shared so that D&I becomes a priority.



Admiral Henk Itzig Heine begins his speech with opening a bottle of water: 'It's going to be a long one'

RADM Heine also discussed the importance of D&I to the armed forces, stressing that a more diverse military is a more capable one. Ethnic diversity lends credibility when engaging in peace keeping operations around the world. Female service members are an asset to units deployed to the Middle East because they can perform searches on local women and interact more easily with females in that culture. He emphasized the importance of leadership and awareness. Awareness should be spread by teaching the benefits that diversity brings to the workplace. Individuals in the military must also stand up against wrongdoing and must lead by example to show that they are committed to a respectful and supportive workplace. "It is more important to accept someone for who they are, not what they are." Demographics show that we cannot afford to ignore talent because it comes from a certain group.

Elements of Effective Diversity and Inclusion Efforts for Armed Forces

Dr. Nelson Lim:

“Plan less –Do more”



Dr. Lim emphasized the importance of leadership in the process of developing D&I. One problem that is faced, however, particularly in the US, is that the turnover rate for military leadership is relatively short (3-4 years). This means that new leaders, anxious to leave their mark on an organization, will often introduce new policies which are later changed by the next leader, resulting in inconsistent policies as well as excessive periods of planning.

Another problem is the fact that current leadership training doesn't include D&I. This means that leaders often “go with their gut” and allow emotions to enter into their decisions. In the future, there must be a focus on the education of leaders. We must make sure that leaders actually understand the importance of D&I. Too often, people will agree with everything being said when D&I is discussed but ignore advice that is suggested.

In order to improve D&I, Dr. Lim suggested “planning less and doing more.” It is often too easy to get bogged down in bureaucratic planning and not actually make any progress. Effective D&I requires creating a new culture. This is not something that we know how to do well. By taking action, momentum can be developed and we can learn from the resulting experiences along the way.

Although it is important to take action, Dr. Lim also stressed the value of conducting research as well as looking at numbers and measuring results. Looking at numbers allows us to see where problems exist and to understand if policies are having the desired effect.

Conference Vision

Parliamentary State Secretary Dr. Brauksiepe

Dr. Brauksiepe spoke about the importance of D&I and explained that today's society, which is characterized by individualism and which values options, is both a challenge and an opportunity.

D&I management should create a corporate culture that utilizes diversity for success, but which also truly values diversity and therefore increases the morale of the organization. He underlined the importance of spreading awareness in order to facilitate the necessary change in the mindset of people. D&I is not only important for tapping into a broader workforce, but also to increase the competitiveness of the Bundeswehr as a potential employer.



The Bundeswehr is currently engaged in D&I in many ways. Dr. Brauksiepe highlighted a few, e.g. although the Bundeswehr has always hired a large number of civilians with disabilities, a new policy means that injuries incurred during operations no longer necessarily end a military career. The Bundeswehr has also recently established a “Central Point of Contact for Service Members of Other Faiths” to explore the possible need of expanding the chaplaincy in order to accommodate believers of faiths other than Christianity.

Inclusion does not mean a removal of differences, Dr. Brauksiepe explained, but equal opportunities in all spheres of life regardless of gender, age, origin, or disability. “In an inclusive society, there is no defined normality. The only normal is that there are differences.”

Corporate Panel: Insights from the Corporate Sector and Beyond

Moderated by Thomas Wiegold, Journalist, Augengeradeaus.net

Panelists: Ana-Cristina Grohnert, Chairwoman, Charta der Vielfalt (Charter for Diversity) and Managing Partner, Ernst & Young; Janina Kugel, Labor Director and Member of the Managing Board, Siemens AG; Gernot Sendowski, Head of Diversity, Deutsche Bank; Anka Wittenberg, Head of People Sustainability and Chief Diversity & Inclusion Officer, SAP SE

This panel, which consisted of representatives from Siemens, Deutsche Bank, Ernst & Young, and SAP was moderated by journalist Thomas Wiegold. Topics discussed included the issue of whether or not companies should look at potential employees based solely on merit or whether consideration should also be placed on increasing diversity.



The panelists described diversity management as a journey in which paying attention to numbers is important during the early stages, but becomes less important as an organization approaches a culture of inclusion. The role and importance of leadership was also discussed in this context, with leaders playing more of a management role in the early phases of the process and progresses into inclusive leadership. Throughout the panel discussion, an emphasis was placed on the importance of leadership in creating a culture that welcomes and values diversity.

Young Diversity Leaders Panel: Benefit of Diverse Armed Forces:

“I am Moroccan, I am Muslim. Studies say, I cannot accept authority.”

(Major Mostafa Hilali, Dutch Infantry Officer)

Moderated by Daniel Bax, Journalist, taz

The members of this panel discussed the issues faced today by young diversity leaders. Religion was one issue addressed, with Major Hilali discussing his experiences as a Muslim officer in the Dutch military and Captain Külöw, discussing her experiences as a Jewish officer in the German military. Major Hilali explained that he is often turned to for information on Islam, particularly in the current political climate in which the prevalence of Islamist extremists leads to many misunderstandings about the religion. Captain Külöw discussed the often puzzled or negative responses she received when she told members of her Jewish family and community that she wanted to serve in the German military. She stressed that she views the military as an organization that fights for freedom and human rights and felt that this is in keeping with her religious beliefs.

Major Hilali also discussed the importance of using diversity efficiently. He described an encounter with a superior who wanted to send him to Afghanistan because he spoke Arabic, Afghanistan, however, is not an Arabic speaking country. In order to use diversity efficiently, leaders must learn about the people they lead. He also emphasized the role the military can play in helping society move towards a culture of inclusion. “The military has an old-fashioned way of getting people to do things they don’t want to do.” This ability to institute change, even when people may at first be uncomfortable with it, could allow the military to lead the way for the rest of society in terms of inclusion. “In addition to being a mirror of society, the military can be a mirror for society.”



Political Panel: Political Views on Future Armed Forces:

“You are the experts I am the panelist.”

(Omid Nouripour, politician)

Moderated by Hatice Akyün, Author and Journalists, Tagesspiegel

Panelists: Wolfgang Hellmich, MdB, Chairman of the Bundestag’s Defense Committee, Member of the Bundestag, Social Democrat (SPD); Cemile Giousouf, MdB, Member of the Bundestag, Conservative (CDU); Omid Nouripour, MdB, Member of the Bundestag, Green (Bündnis90/Die Grünen)

Hatice Akyün, an author and journalist with Turkish roots, opened the panel with the question: “How much national soccer are the armed forces able to stand?” This references the fact that in the 2014 world championship, 6 of the 20 German National soccer players had migration backgrounds. If something as fundamentally German as national soccer benefits from such diversity, should the armed forces not be the same?

Cemile Giousouf (G.), a Muslim, and the Commissioner for Integration of the Christian Democratic Party (CDU), explained how this combination fits together: a Muslim member of a political party with the adjective “Christian” in its name. Giousouf underlined the importance of education, especially inclusive education, as well as the importance of adapting to the values of modern society and incorporating them into one’s own culture and religion. As one aspect of this, he explained the importance of having an education program for Imams in German universities rather than “importing” Imams from abroad.

The importance of role models was also discussed. Role models help demonstrate publicly that minority members are present and help to illustrate what they can accomplish. It is also important though, to change structures within the organisation to attract diverse thinking and allow a diverse array of individuals to progress through the ranks.

For Omid Nouripour, a politician of the Green Party with Iranian roots, it is important that a minority accept the same legal framework as the majority. The real challenge for a society is to guarantee equal and fair opportunities. Almost without exception, 1st generation immigrants experience social decline. Achieving equal opportunities therefore, is an aim for politics.

Wolfgang Hellmich (SPD) added the importance of the “labor” factor for the integration process. Immigrants are more likely to be unemployed than other groups. Another factor for acceptance is, of course, language and the personal approach: It is important to discern for oneself, that being different, being diverse, is not only a burden but also an opportunity. The same is true for a society: contrast with the “others” can help to shape the identity and confidence of a nation. This is especially important for Germany, where people must again learn to be proud of their country.

The attempt to define integration brought up three components:

- Integration is a process, and cannot be achieved simply through a course or leadership training.
- Integration needs a specific legal framework
- Integration focuses on equal social opportunities

The panel stated the importance of having clear definitions of what is being discussed. The term “migrant” is used to describe an individual who has at least one parent with a foreign passport.

Military Panel: What is it good for? Why Militaries invest in Diversity Management

Moderated by Nana Brink, Journalist, Deutschlandradio

Panelists: Dr. Eric Germain, Policy Advisor, Directorate General for International Relations and Strategy, French Ministry of Defense; Rear Admiral Henk Itzig Heine, Personnel Director, Dutch Ministry of Defense; Dr. Jarris Louis Taylor Jr., SES, Deputy Assistant Secretary of the United States Air Force for Strategic Diversity Integration

The participants of this panel discussion reflected on experiences from their various backgrounds to explore the importance of diversity in the armed forces and discuss how it can best be achieved. Because many countries now have a growing number of immigrant populations, attracting people from different backgrounds will be necessary to maintaining the required number of military personnel. It is also important that a nation's military represents its population.



Although the representatives of different countries held different views on whether or not demographic statistics should be counted and used to measure progress, the panelists agreed that research and learning from the experiences of other nations is important to understanding how to best foster diversity. The role of jokes was also discussed. Although there is a fine line between joking and harassment, jokes can be used to foster unity and a sense of acceptance. Good leadership is necessary to discern what is, or is not, appropriate

The role of leadership was considered key to fostering diversity in the armed forces. Leaders who are educated in the importance of diversity can help build an environment that welcomes and supports it. Role models and mentors for minorities in high ranking positions was also considered important because it shows others that it can be done. Institutionalizing D&I leadership throughout the organization was considered especially important since policy making is a slow process and the panel re-emphasized the importance of planning less and doing more.

Despite the progress made by the panelists' respective countries concerning certain aspects of diversity, all the panelists agreed that there is still work to be done before the full benefits of diversity can be realized.

Scientific Panel: Scientific Aspects of Diversity Management in Armed Forces

Moderated by Dr. Ines Michalowski, Research Fellow, Berlin Social Science Center

Panelists: Dr. Felix Fonseca, Research and Strategy Analysts, Director General Military personnel, Canada; Dr. Eric Germain, Policy Advisor, Directorate General for International Relations and Strategy, French Ministry of Defense; Prof. Dr. Philippe Manigart, Head of the Department of Behavioral Sciences, Royal Military Academy of Belgium

This panel consisted of academics who discussed the role of scientific research in diversity management in the armed forces. The main focus of the conversation was on the role research plays in shaping policies and finding answers to necessary questions.



The experience of Canada offers one example. When trying to recruit immigrants, the Canadian armed forces found that certain groups of immigrants wanted their children to be doctors or lawyers and considered military service a less desirable career. This information helped show that policies which spread awareness of the career opportunities within the military would be beneficial since many people are unaware that one can work as a doctor or

lawyer within the military. Research helps determine the direction a policy needs to take in order to have the desired impact.

Research and data are also needed to support the positions of policy makers, particularly when it comes to sensitive issues like diversity. Research on diversity is especially important, because the composition of most nations' populations is constantly changing. One thing which could be done to ensure that the best research is available is to try to break down the bias that exists between academia and the military and improve ties with universities.

Developing policy regarding diversity management is sometimes problematic because diversity often leads to difficulties in the short term before becoming beneficial in the long term. Policy makers with a short turnover time want to see immediate results. It is important to remember however, that the fruits of diversity management programs may not be observable for ten to fifteen years. The idea of long term strategy is popular in military circles, diversity policies should be thought of in the same way.

Dinner Remarks

Dr. Katrin Suder, State Secretary, German Ministry of Defense

“All Change Starts at the Top”

Dr. Suder spoke about the strategic importance of D&I. To illustrate this, she gave a quote from the UN Secretary General: “We cannot reach 100% of our goals if over 50% of our people cannot reach their full potential.” We simply cannot afford to leave out a large group of people, she explained. An organization must make D&I a clearly stated goal in order to successfully create an inclusive culture. All change, especially change in an organization’s culture, starts from the top. However, an organization must also follow through with its stated



Dr. Katrin Suder, State Secretary for Arms Procurement, discussing D&I during our reception with Dr. Taylor and Mr. Cleaves of the US Air Force.

goal, and make sure that commitment to an inclusive environment permeates all levels of the organization. Dr. Suder stated that “you can only manage what you can measure”, and stated that numbers must be counted in order to see what progress is being made and where problems still exist. She concluded by emphasizing that D&I is a key factor in success and that this important work must be continued.

Welcome Address: Day Two

Mekonen Mesghena: Head of Migration and Diversity, Heinrich-Böll-Stiftung

“Preaching to the Converted”

“Welcoming you here in our institution is clear proof, a sign, that all of us are changing. The question is: amidst all the different changes occurring in the world around us, how do we implement Diversity? - And my saying is: The path is the challenge!”

Mesghena outlined three major reasons why improved integration is needed:

1. Demographic reality: No institution can afford to be exclusive when it comes to accessing talent.
2. Moral obligation: For politicians, creating inclusion is a moral imperative. It is important to bridge the gap of opportunities and representation in a democracy.
3. Importance of social mobility: Allowing equal access to resources and opportunities decreases the likelihood of conflict within a society.



Dr. Bartels, Parliamentary Commissioner for the Armed Forces

Dr. Bartels pointed out that 185,000 soldiers from diverse backgrounds have committed themselves to the same purpose: the defense of Germany and its allies, and international operations around the world. Those in the armed forces must be able to rely on each other. Under these conditions, acceptance and appreciation develop into comradeship.

Despite efforts to improve acceptance and appreciation as well as the promotion of diversity and solidarity, a survey in the German armed forces revealed that one-third of all soldiers believe that having women in the armed forces weakens the military and results in a loss of combat effectiveness. This is a clear indication that there is still much work to be done.



Lecture: Aboriginal Peoples in the Canadian Armed Forces

Dr. Félix Fonséca

Dr. Fonseca discussed the challenges faced by the Canadian Armed Forces (CAF) in recruiting aboriginal peoples. His discussion illustrated the value of research in developing D&I policies. The Canadian Armed Forces set the goal of recruiting 3.4% of its personnel from aboriginal individuals who make up 3.6% of Canada's population. This recruitment goal is partly aimed at improving the socioeconomic situation of this minority group. Despite several programs aimed at increasing aboriginal recruitment, however, participation still remained at 2.6% with a much lower retention rate than the CAF average. To investigate this, the CAF conducted two main studies involving focus groups. These studies discovered a number of factors which affect the recruitment of aboriginal peoples. A lack of information about urban life and difficulty with adapting to leaving communities are major obstacles for recruitment of aboriginal peoples. The opinions of family members were also seen to have a strong influence on the decision to join or not to join the military. Based on the findings of the study, it was suggested that more of an effort should be put into educating potential recruits on life in cities and that there should be assistance available for aboriginal military members in adapting to daily life in urban environments. It was also suggested that attention should be paid to spreading awareness to parents and family members, given their influential role in the decision of potential recruits. It was proposed that existing programs aimed at spreading awareness and recruiting aboriginal peoples should be expanded and an emphasis placed on sending aboriginal CAF members to their communities to share their experiences.

The recruitment of aboriginal peoples in the Canadian military provides a real world example which illustrates the importance of research in D&I as well as several other ideas from the conference such as working with influencers and ensuring individuals have positive experiences in the military in order to improve retention and recruitment.



On the Inclusion of Aboriginal People in the Canadian Armed Forces by Dr. Félix Fonséca

Lecture: Diversity in the French Military

Dr. Elyamine Settoul

Dr. Settoul discussed the challenges faced by the French military in dealing with diversity. One challenge is that, while the population of France is very diverse, the constitution prohibits gathering statistics on ethnicity. Dr. Settoul discussed the specific role that the military can play as a melting pot for diversity. He explained that minority individuals come into the military from a variety of backgrounds ranging from those with poor academic backgrounds and often negative feelings about France's colonial history, to those who are already well integrated into society. Once in the military, these individuals undergo a major process of uniformization. Despite the unifying influence of the military, there are still areas that need improvement. There are instances of discrimination and Islamophobia and there is also still a lack of diversity in the upper ranks of the military.

Lecture: Impact of Demographic Change on D&I in European Militaries

Dr. Philippe Manigart

With the demographic change taking place all over European societies, the number of young people entering the labor market will decline. As a result, European Defense organizations will likely face severe recruitment and retention problems and find themselves in ever more direct competition with the private sector to attract the best candidates. To offset the shrinking base of recruitment, they will have to become more attractive to potential recruits, to increase the number of candidates in previously under-represented segments (for example, women and ethnic-cultural minorities). These facts were at the basis of a comparative European research project, sponsored by the European Defense Agency, on the impact of demographic change on recruitment and retention of personnel in European armed forces.

The aims were to:

- 1) Give some statistics of demographic trends in the 5 European countries participating in the research project (BE, NL, NOR, SWE and CH);
- 2) Show how women and ethnic cultural minorities are still largely under-represented in the militaries of these same 5 countries;
- 3) Present some survey data on opinions toward diversity in the Belgian Defense, as an illustration of changing attitudes; and 4) say a few words about the research project itself, its aims and methodology.



Prof. Manigart explains impact of demographic change on D&I in European militaries

Workshop #1: Gender Intelligence

This workshop looked at possible ways to make the military more inclusive of women. It was discovered that the longer an organization has worked with gender integration, the more mature its policies are. This highlights the importance of planning less and acting more. An organization must start somewhere in order to learn and develop. To address the ways in which organizations can improve gender integration on all levels (sourcing, development and retention), the workshop looked at possible structural changes as well as ideas to improve leadership. Structural changes could include establishing gender advisors. Some other concepts that were explored included addressing gender stereotyping in military recruitment as well as making career paths more flexible. The current linear career path of the military is restrictive because women who leave to raise a family cannot re-enter the career later in life. This results in a loss of talent. The importance of having role models was also highlighted. Women who reach the upper ranks of the military and are willing to act as ambassadors to other women help ensure that inclusion is sustainable. As with other discussions, leadership was a primary focus. It was stated that leadership training needs to include education on the importance of D&I. Meaningful change is dependent on top down commitment.



Sarah Houghton, Head of the UK MoD's Diversity Efforts, talks about the Gender Intelligence workshop's results.

Visual Aid from the Gender Workshop¹

The longer an organization has dealt with gender intelligence, the higher their level of organizational maturity with gender intelligence. (Group's Flashlight)

Institutionalization of a D&I-Representative in MoD on Department level called CDIO (Chief D&I Officer)

1. Organizational Accommodation Group:

- *Req. 1: Staff function dealing with diversity: Option A: On State Secretary level
Option B: Reporting to the Chief of Defense*
- *Req 2: CDIO's job No.1 to secure top down commitment.*
- *Structural Changes: Rotation systems, regulations, racism awareness, check language, policies, sourcing + retention programs, job descriptions.*

2. Leadership Concepts

- *Strategic goals: Communication (why)/vision, accountability, pipeline/sustainability*
- *Effective leadership strategies: - Coaching leader
- Validating rituals/requirements (reality check)
- Integrate D&I into leadership training (mainstream)*
- *-Flexible career field (family-friendly)*
- *-Coaching individuals/Career decisions*
- *-(Open up all fields to women. (e.g.GBR)*
- *-Lateral Entry?*
- *-Ambassadors: manage pressure/be innovative/role models*

3. Gender intelligence "readiness"

- *Recruitment - "The front door": Take image of a flexible diverse organization to women "where they are"*
- *Retention - "The back Door": Build flexibility as normal critical mass*
- *Development/Promotion - "Rising to the top": Recognize unconscious bias "mini me", Review leadership models and appraisals*

¹ Each of the workshops created a flip chart illustrating their key points seen in the picture on the preceding page (blue text).

Workshop #2: Ethnicity:

“We cannot reach 100% of our goals if over 50% of our people cannot reach their full potential.”

This workshop aimed to provide clear, concrete steps which can be taken immediately in order to start making changes. One suggestion is that D&I should be made a part of the basic



The Ethnic Diversity workshop starts with a round of introductions lead by Mostafa Hilali and Astrid Ziebarth

skills requirements for military personnel. It should be made clear from the start that people with an understanding of D&I are valued and that without showing competency in this area, individuals will not be promoted. It should be valued in the same way as physical fitness and the ability to use a rifle.

Another recommendation of the workshop was to incorporate D&I into the military culture. Don't frame it as a soft, touchy-feely subject, but rather as something that contributes to mission success. Use a language soldiers

understand. This can be accomplished through the use of scenario exercises that illustrate the benefit of diversity during operations.

A final point made by the group is that leaders and human resources personnel should be aware of the diverse skillsets of individuals and understand the groups they are dealing with. As an illustration of a lack of this awareness, Major Hilali recounted a time his superior wanted him to serve as a military attaché in Tehran because he was good at diversity. The superior overlooked the fact that Major Hilali was a Sunni Arab and that Iran which is Persian and follows Shia Islam generally views Arabs and Sunnis negatively.

Visual Aid from Workshop #2: This workshop analyzed the issue of ethnicity through the 4 assigned D&I fields: leadership, organizational representation, personnel and in missions:

1- LEADERSHIP:

- *Education on D&I Career-long*
- *Install reverse mentoring (listening to the device of new recruits – e.g. GBR)*
- *Create Champions of Diversity (e.g. CAN Generals) with advisory board + networks*
- *Do scenario training (e.g. NLD)*
- *Make it a business and a social case*

2- ORGANIZATIONAL REPRESENTATION:

- *Do research on ethnical diversity + numbers (voluntary or by law)*
- *Make D&I part of evaluation process*
- *Create D&I entity on D&I Level (e.g. CAN Dept. of Human Rights)*

3- PERSONNEL (Recruitment & Retention):

- *Go after “Influencers” of future recruits*
- *Use role models for outreach*
- *Get perceptions of target groups on Armed Forces*
- *Use recruitment targets (e.g. GBR)*
- *Create mentoring systems*
- *Check evaluation system & evaluation for implicit bias*
- *Exit interviews w/minorities*

4- DEPLOYING DIVERSITY:

- *Human resources needs to gather information on skills*
- *Individuals with skill sets instead of categories*
- *Intentional use instead of incidental use*

Workshop #3: Religion

The workshop on religion concluded that the topic of religious inclusion is complicated for several reasons. Given the formal separation between church and state, present in most western nations, it is unclear how far organizations should go in their steps to reach religious inclusion. The beliefs of non-religious individuals must also be taken into account. Even the topic of increased training on the subject of religion is not completely straightforward. Should the training be done by experts from within the respective religion? These individuals would obviously have insight, but may be biased. A combination of trainers from within the religion and from within the military itself was



Australian Infantry Officer LtCol Malcolm Wells summarizes the Armed Forces D&I Personnel Strategy workshop

seen as the best option. The issue of the gap between meeting standards required by law and meeting the actual needs of people was also discussed. Does the Bundeswehr regulation that there must be one chaplain for every 1,500 members of a religious group really help an individual whose nearest chaplain is 300 km away? The workshop participants stated that an open discussion about religion is needed.

Visual Aid from Workshop #3:

Recommendations on RELIGION

-We need to find the proper place to talk about religion

-need to “fine tune” where and how it matters

-how much religion do we allow in the public space?

-create/foster networking groups for all religions.

-We must not tolerate any form of discrimination.

-We need more training:

-to raise mutual respect

-to spread information about religions

To show common ground/similarities over differences

But: Who will do the training?

-can/should we draw on the champions?

-train experts/trainers within the military

-utilize the resp. members of a religion to talk about their own faith

-facilitate open conversation

Workshop #4: Sexual Orientation

This workshop suggested that, as with all elements of D&I, the role of good leadership is vital to success. In addition to having role models among the leadership, it is important that leadership training emphasizes the importance of D&I. It is also important to remember that just because a person is a member of a minority group it does not mean they understand how to develop diversity management policy. Good training is needed. Another issue discussed was the consideration that must be taken when deploying LGBT individuals to environments that are LGBT hostile. These individuals should not be sent only to easy environments, but extra consideration needs to be taken in preparing them for deployment.



Visual Aid for Workshop #4:

Sexual Orientation Workshop

- GLBTI includes
 - SEXUAL ORIENTATION (gay, lesbian, bisexual)
 - GENDER IDENTITY (transgender)
 - VARIATIONS IN SEXUELL DEVELOPMENT (intersex)

-INCLUSIVE LEADERSHIP IS CRITICAL

- UK has 3-star champion/straight allies

-NEED FOR EDUCATION/TRAINING/COACHING

- Unconscious bias-all
- Commander's guide

-SUPPORT MECAHNISMS FOR LGBTI PER (at home and on deployment)

- peer support/Employee Resource Groups
- Specific roles/positions (dedicated D&I resourcing)

-RESEARCH/MEASUREMENT

- to find out issues and solutions

-COMMUNICATION (INTERNAL/EXTERNAL) (online+offline)

- sharing best practices/ news

-KEY MESSAGE:

- Problems: exist! – LGBTI exclusion is still a fact which needs to change**

Workshop #5: Leadership Concepts and Training

The “Leadership Concepts and Training” workshop focused on ways in which leadership training can be improved to best meet the needs of an increasingly diverse world. The importance of learning and evaluation coming from the bottom up as well as from the top down was one recommendation. If leaders are evaluated by subordinates, it could help increase accountability. Longtime members of an organization may also benefit from the views of new employees who may question practices that no one else thought to question. Another important consideration is to frame D&I in a way that does not put people into a defensive mindset. Explaining how implicit bias is part of human nature and an evolutionary advantage is one way to lead people into a conversation about how these biases also lead to problems in hiring practices.



Our fifth workshop is led by Dr. Ulrich and Dr. Lim, who discuss including D&I into military leadership concepts

Workshop #6: Organizational Representation

Abstract: “An active Diversity Management requires several organizational accommodations. This panel is meant as a platform to discuss ideas of Diversity management that fit organizational needs and possible structural changes to implement it.”



The participants from France, Germany, Netherlands, United Kingdom, and the United States actively engaged in robust discussions on the methodologies to institutionalize best practices, implementation, innovation, and metrics while being mindful of the myriad of barriers and status quo as it pertains to diversity management from the perspective of academia, corporate, and the military (Armed Forces) in their home nation. They also discussed collaborative initiatives and diplomacy while in deployed locations to include combat and serving abroad in a host nation with Joint Armed Forces.

Drs. Taylor and Sackmann provided a guiding framework to review four types of diversity (ethnicity, gender intelligence, religion, and sexual orientation) by examining the Organizational Needs and Structural Changes required to successfully establish a diverse and inclusive workforce built on the foundations of dignity, respect, and trust.

The Organizational Representation Group provides the following diversity management recommendations:

- (1) Diversity & Inclusion is everyone responsibility;
- (2) Senior leadership-Top Down (chief diversity and inclusion officer, military, civilian, role models and mentors);
- (3) Explicit diversity and inclusion policy, governance and strategic plans;
- (4) Mandatory diversity and inclusion training and performance certifications;
- (5) Specific Actionable Goals, provide resources (fiscal and manpower) to communicate diversity and inclusion plan;
- (6) Demographic Data Collection, make results visible to all employees of the workforce;
- (7) Employee Resource Groups, establishing diversity and inclusion champions and formalize a networking structure;
- (8) Reporting and Accountability system for violations;
- (9) Selection and Promotions, diversity and inclusion sensitivity is critical for leadership;
- (10) Sustainability, maintain a constant and methodical drumbeat to increase diversity and inclusion awareness and initiatives. The bottom line, diversity and inclusion management is a military necessity.

To supplement the findings of the group, the following pages present the organizational structures and policies regarding diversity in several of the represented countries which might be helpful for our further meetings. This information focuses on gender integration in the armed forces.

Belgium

1. **History:** A formal diversity policy within the Belgian Defense began on October 17, 2005, with the publication of a document (Diversity Policy in the Belgian Defense). Before 2005, there had been an official statement (published in the internal news Briefing) about gender orientation (July 5, 2004). And before that, there was gender management (the recruitment of women in the Belgian armed forces began in 1975).
2. **Organizational Representation:** The section responsible for diversity management is part of the Directorate general Human Resources (DGHR). More precisely, it is part of the subsection Policy (HRM-Pol) of the Section for Human Resources Management (HRM). In this subsection, one person (an NCO) is responsible for the coordination of diversity management.

The Diversity Steering Group consists of:

- (1) a chairman the Chief of the Section of DG HR Management
- (2) the head of the Policy Sub-section Management Section
- (3) a representative of the Office of the Minister of Defence
- (4) a representative of the Office of the Chief of Defence
- (5) a representative of DG HR - HRM-Pol
- (6) a representative of the Budget Office Subsection Support for the financial aspects of the policy
- (7) a permanent member and one alternate from each department of Staff (ACOS) and Directorate General (DG)

Canada

1. **History:** Women were first allowed to serve in the Canadian armed forces in 1951 (but limited to 1.5% participation and restricted to certain career fields). By 1971, married women could join the armed forces and women were no longer required to leave the military when they became pregnant. In 1978, the Canadian Human Rights Act stated that the Canadian Armed Forces could only limit employment of women if it was demonstrated that women could not perform the job “safely, efficiently and reliably.” By 1985, women were allowed in 75% of military occupations. It wasn’t until 1989, however, when a Canadian Human Rights Tribunal ordered the removal of gender-based barriers to all occupational areas, that a move toward real integration began.

2. **Organizational Representation:** Diversity and employment equity in the Canadian Armed Forces is handled by the Directorate of Human Rights and Diversity (DHRD). This directorate is under the responsibility of the Chief of Military Personnel (CMP).

3. **Programs and Policies:** Between 1975 and 1985, Service Women in Non-Traditional Roles (SWINTER) trials were conducted to assess the impact of women's involvement on the operational effectiveness of previously all-male units. Using a combination of participant observation, and questionnaires for males and females, the trials suggested that factors other than actual abilities and performance influenced male attitudes and the extent to which integration would be possible. It was stated that further integration would be depend on addressing real and imagined concerns.
 In 1980, an affirmative action program was established in three federal government departments. This program was extended to all departments within the federal public service in 1983, but was not found to effectively address low numbers of women serving in the armed forces.
 One case of attempted diversity management has been met with particularly strong criticism is the so called "pink list". When choosing officers for the highly competitive positions Canadian Forces Command and Staff Course (CFCSC), a separate list is kept of the most qualified female applicants in order to fill up to five seats with women that would not otherwise have qualified. This is viewed by many female officers as detrimental to their credibility and there are accounts of women choosing not to accept a "pink seat." Many female officers believe the program should be cancelled.

Denmark

1. **History:** Women were first allowed to serve in the Danish military in 1962 and were allowed to serve in combat roles starting in 1988. In 1989, there was a working group regarding equality. The inclusion of women as fighter pilots in 1992 meant that all military career fields had been opened to women. In 1993, action plans for diversity and equal treatment were introduced.

2. **Organizational Representation:** The effort of increasing diversity and inclusion in the Danish armed forces is addressed at multiple levels. In the Ministry of Defense, two employees in the Department for Strategic Human Resources have diversity and inclusion as part of the job descriptions. One of their main responsibilities is the running of a Task Force Diversity, which consists of a steering group composed of heads of all authorities within the ministerial area and a working group composed of employees of the authorities.
 On a day to day basis, the Personnel Department is responsible for implementing policies etc. within the Ministry.

Defense Command Denmark has one employee for diversity in the Personnel and Education Department as part of the job description. Recently D&I responsibility was placed on each of the 10 heads of staff under the authority of the Command. This includes the chiefs of the army, navy, air force, joint operations and plans, coordination and policy staffs, the chief of the Arctic Command, the chief of Special Operations Command, the commandant of the Danish Defense College, the head of the Defense Maintenance Service and the head of the Defence Medical Service. Each of the heads is assisted by HR advisers.

3. **Programs and Policies:**

- 1993 Action plans for diversity and equal treatment are introduced
- 1998 Women can do service equal to the male conscription service
- 2003 Equal treatment is included in the personnel policy for the armed forces
- 2004 Establishment of the Organisation for Personal Advice to deal with offending behaviour in an appropriate manner respecting the involved parties: The background for the organisation was the result of the 2003 survey on offending behaviour which showed that women in the armed forces were often subjected to offending behaviour
- 2006 Women included on “Day of the Defence”. Since 2006, the draft for young men has taken place at “Day of the Defence” including information on possibilities for education and employment in the armed forces. It is obligatory for the young men to attend but all young women are invited
- 2011 The Danish Ministry of Defence Diversity Policy with 14 specific initiatives regarding women and ethnic minorities, including a Task Force Diversity
- 2012 Young people especially motivated regarding conscript service or the equivalent hereof are given a preferential consideration. Women, who are under no obligation to do conscript service as well as young men in extraordinary good physical shape or seeking long term commitment in the armed forces are viewed as especially motivated
- 2012 Initiation of local action plans
- 2015 Following a major restructuring of the Ministry of Defence and Defence Command Denmark, Task Force Diversity was revived with a new construction including a steering group with leadership representatives from all primary agencies under the Ministry of Defence and a working group with participants on employee level from all the agencies.

New Zealand

1. **History:** The integration of women into the New Zealand Armed Forces began in 1977. Over the last 20 years in particular, the NZDF has invested significantly in gender integration. There have been a number of reports and reviews completed including: Report of the Gender Integration Audit of the NZDF (Burton Report 1998); Review of Progress in Gender Integration in the NZDF (Hanson/Burns Aug 2005); Progress on the

Integration of Uniformed Women into the Armed Services (2007); Maximizing Opportunities for Military Women in the New Zealand Defence Force (2014); and A Review of Civilian Women in the NZDF (2014).

- DFO 05/2000: Regular and non-regular Service women were to serve on the same basis as Service men with respect to combat roles.

2. **Organizational Representation:** Each of the three Services has its own Women's Development Steering Group and receives targeted gender inclusion advice from its members. The Equity and Diversity cell is responsible for handling Diversity and Inclusion in the Armed Forces of New Zealand, and sits within Wellbeing, a function in the HR Services. The Equity and Diversity Manager (civilian at Maj (E) rank) and two advisors are responsible for overseeing and managing matters relating to the creation of a diverse and an inclusive environment within the NZDF, and providing advice for resolution of discrimination, harassment or bullying matters.

- There is one full-time Equity and Diversity Trainer in the NZDF and three other personnel who have Equity and Diversity training as a part of their role.

28 Human Resource Advisors throughout the NZDF provide equity and diversity advice to commanders and managers as part of their role.

There is a support structure of over 300 Anti-Harassment Advisors. These are trained, voluntary personnel who provide confidential assistance and support to individuals who believe they have been bullied or harassed. In addition, there are approximately 40 Anti-Harassment Investigators- trained, voluntary personnel who investigate formal requests of discrimination, harassment or bullying.

3. **Programs and Policies:**

- The Ministry of Defence Evaluation Report "Maximising Opportunities for Women in the New Zealand Defence Forces" (Feb 2014) provides facts and data on their analysis of women in the NZDF. The program aims to lift the proportion and contribution of women in the NZDF in order to improve operational and support excellence. It includes a targeted recruitment strategy and initiatives to increase the retention and progression of women.
- NZDF Women's Steering Development Group: Provides advice on gender inclusion and holds a biennial NZDF Women's Development Forum.
- The NZDF also employs a range of professionals who give practical advice and assistance to commanders and managers on abuse issues. Personnel in support services include: health-related professionals, psychologists, chaplains and welfare services.
- Each of the three Services has a Maori Cultural Advisor to help support and provide advice to command and personnel. In each of the Services there is a Kapa Haka (Maori Cultural Group). Participation is open to all personnel including the Civilian workforce. For Tri-Service events, an NZDF Maori Cultural Group is convened.

United Kingdom

1. **History:** The MOD and Armed Forces have done diversity management since the early 1990s, in response to new legislation. This has covered both setting policy and then delivering changes particularly with regards to issues affecting women (for example, when they are pregnant), ethnic minority staff, lesbian, gay and bi-sexual staff and, for the civil service, those who are disabled.
2. **Organizational Representation:** The UK has a central diversity team, which sets the policy for both civilians and the military and runs a Defence Diversity and Inclusion Program. The Policy Team consists of 6 members, all of whom are civilians, who are also responsible for taking forward some of the initiatives in the Program. The Program Team consists of four members, one of whom will be military when they start in September. Each of the military services also has a diversity team that is responsible for implementing policy and new initiatives: The Army's diversity team for example consists of two full time people (a Lieutenant Colonel, a Captain) but only deals with members of the Army, not civilians who work for the Army, though they plan to address this. The Navy's diversity team consists of four full time people (a Commander, two Lieutenant Commanders and a civilian) and they cover both members of the Navy and civilians working for the Navy. The RAF's team consists of three full time people (a Squadron Leader, a Warrant Officer and a civilian) and again, they cover members of the RAF and civilians working for the RAF. They are also in the process of recruiting a full time Wing Commander to head the team.
3. **Programs and Policies:** Over the years, the UK has introduced a large number of initiatives. While these have had some success (for example, each of the three Services was recognized this year [2015] as being in the top 100 employers in the country for lesbian, gay and bi-sexual staff), overall there is still room for improvement, particularly with regards to the employment of women and ethnic minorities. For this reason, the Defence Diversity and Inclusion Programme was set up. Diversity data on the workforce, civilian and military, can be found at the link:
<https://www.gov.uk/government/collections/mod-diversity-dashboard-index>

Germany

1. **History:** Women have been allowed in combat positions since 2001 and in the music and medical branches since the 70s and 80s. Without the use of quotas, women currently account for 13% of total Bundeswehr personnel. The majority of these women are in non-combat positions. Since the restructuring of Germany's Armed Forces began in 2011, equality for women has become a key focus as the Bundeswehr tries to make the armed forces more attractive to a new generation. Policies for integrating women lead the way,

and help the Bundeswehr gain experience that can be used when trying to attract members of other minority groups.

2. **Organizational representation:** Equal opportunities officers are present from the ministerial level down to the unit level and are also assigned for specific D&I-fields. There is still, however, a shortage of organizational representation: No common representative or responsible office to balance and coordinate D&I activities.
3. **Programs and Policies:** For some time, there have been laws on parental leave and different programs to limit negative impacts on career development due to family status. There is also a manual for military leaders on how to deal with sexuality and gender diversity on regular duty and during deployment. A milestone is the “Comprehensive Attractiveness Offensive for the Bundeswehr” which is presented in two main projects: In May 2014 with the agenda "Active. Attractive. Diverse - Bundeswehr in leadership": An overall package relating to "work-life balance". The second pillar of the Attractiveness Offensive is the "Act to Increase the Attractiveness of Service in the Armed Forces" (February 2015). Numerous measures allowing a better work-life balance, e.g. flexible working hours, career models that are specifically tailored to the individual situation, more part-time options, long-term accounts and many others.

United States Air Force

1. **History:** The United States Air Force was established on September 18, 1947. On July 26, 1948 President Harry S. Truman signed Executive Order 9981: "It is hereby declared to be the policy of the President that there shall be equality of treatment and opportunity for all persons in the armed services without regard to race, color, religion, or national origin." The order also establishes the President's Committee on Equality of Treatment and opportunity in the Armed Services.

In 2006, the Air Force Strategic Diversity Integration office was established.

In 2009, the Air Force Diversity Operations office was established, now called Global Diversity Division.

The Air Force Diversity Committee (AFDC) chaired by the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) and co-chaired by the Deputy Chief of Staff of the Air Force for Manpower, Personnel and Services (AF/A1) was established in 2010 to provide guidance and advice on major diversity policy issues and long-term strategic oversight and perspectives. Areas of special interest will include policy, strategic planning, diversity leadership and management, conference/summits, performance measures (including analyses and assessments), and outreach. The AFDC Charter was revised January 14, 2014.

Executive Order 13583 (August 18, 2011) -- Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce: “Our Nation derives strength from the diversity of its population and from its commitment to equal

opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.” — President Obama, Executive Order 13583

2. Organizational Representation: In 2010, the United States Air Force Academy hired first-ever Chief Diversity Officer.

Dr. Jarris Louis Taylor, Jr., a member of the Senior Executive Service, is Deputy Assistant Secretary of the Air Force for the Strategic Diversity Integration, Office of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Washington, D.C.

Mr. Chevalier P. “Chevy” Cleaves, a member of the Senior Executive Service, is Director, Diversity and Inclusion, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, Washington, D.C.

For additional information visit: www.af.mil/diversity

3. Programs and Policies:

- Diversity Policy Directive 36-70 (October 13, 2010) with the Definition: The Air Force broadly defines diversity as a composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender.
- Diversity Air Force Instruction 36-7001 (July 20, 2012)
- Diversity Strategic Roadmap (November 2010, revised March 12, 2013)
- Special Edition Diversity Key Talking Points (June 2012)
- 2015 Diversity and Inclusion Initiatives, signed by the Secretary of the Air Force, Chief of Staff of the Air Force, and Chief Master Sergeant of the Air Force (March 4, 2015)
- Air Force Diversity and Inclusion Memorandum, signed March 4, 2015
- Diversity Priorities: Institutionalize, Attract, Recruit, Develop and Retain a highly qualified diverse and inclusive Total Force (Active Duty, Guard, Reserve, and Civilian) representative of the nation we serve
- National Defense Authorization Act Fiscal Year 2013, Section 519. Diversity in the Armed Forces and Related Reporting Requirements: Requires Secretary of Defense and Military Services to report annually on the progress of Diversity in the Armed Forces: Accurately measure efforts to reflect the diverse population of US eligible to serve in the armed forces; Number of members of armed forces including reserve components listed by gender and race or ethnicity for each rank; who were promoted during the year; reenlisted or extended commitment; Available pool of qualified candidates for the general officer grades of general and lieutenant general.

Workshop #7: Personnel:

“Be all that you are”

This workshop looked at the importance of D&I in the personnel process. The workshop stated that planning the next generation of airmen is just as important to national security as planning the next generation of aircraft.



Chevalier P. Cleaves and Admiral Martin Krebs lead the discussion on personnel strategy and D&I

The question of whether minorities such as women and LGBT individuals should be able to serve and expected to serve, comes down to whether the military has access to all of the nation’s talent, and if not, does it affect the ability to meet mission needs. Attention must be paid to the entire career life cycle: attraction, recruitment, development and retention. The possibility of attracting and retaining more talent through lateral entry into military careers was discussed. It is also important to ensure that people have positive experiences in the military which they can then share with members of their community resulting in increased interest and awareness. Education opportunities are one way to ensure that people have rewarding experiences in the military. “The best recruiter is a retired sergeant.” Questions were also raised about whether or not requirements represent the needs of today’s military. Does a cyber-warfare specialist need to meet the same physical requirements as an infantry soldier? Research is needed to see what problems exist and how they can be overcome.

Workshop #8: Deploying Diversity

This workshop was presented by the Bundeswehr and Airbus Defense and Space. After discussing the importance of diversity to the business of Airbus, a representative of the Bundeswehr Foreign Area Specialists explained what their role is in the Bundeswehr: Foreign Area Specialists are tasked with providing the military with information on local history and culture in mission areas in order to prevent cultural misunderstandings from leading to unintended conflicts.



During the workshop, participants discussed diversity related issues that arose during deployment and how they were addressed. One situation that was discussed involved a female interpreter serving in Iraq. A local leader with whom the military needed to meet made it clear that he would not participate in a meeting with a woman present. An understanding of the local culture allowed the

military leader to make the best of the situation by suggesting that the interpreter stay outside with the local leader's wife and sisters, thus allowing the interpreter to get information from these women which would not otherwise have been possible to acquire. All of the experiences shared during this workshop highlighted the importance of learning and understanding differences and adapting to the situation.

Closing Remarks

Mr. Chevalier P. Cleaves:

“If you have a different kind of soccer player, on your team, appreciating that difference is not enough. Leverage it!”

Mr. Cleaves spoke at the conclusion of the conference on the lessons learned and some important takeaways. He reiterated the role of leaders and pointed out that leaders must address the important issues of the day even though they cannot choose those issues. The 21st Century requires leaders with a broader, deeper skill set. He emphasized that misunderstandings about what D&I really means can cause people to have strong emotional reactions and suggested that an alternative to using the word “diversity” could be to use the word “complexity”. The world is becoming more complex, and this word may not receive the same reaction as “diversity.”

Mr. Cleaves pointed out that the US, like many western countries, is undergoing a major demographic change. We need to be proactive about figuring out what this change will mean. D&I is a national security imperative. Reaching a state of inclusiveness, however, is a transformational change, not an incremental change. It is a major change of behaviors, beliefs and assumptions that spans a large part of an organization.

In conclusion, Mr. Cleaves stated that while people may not always get along, we should ask ourselves, “How do we work together to make our militaries, countries and partnerships better”.



Motivation: D&I in the future – the end of discrimination in modern society?

Christine Lüders, Head of the Federal Anti-Discrimination Agency

Ms. Lüders opened her discussion by describing her most memorable interactions with the military throughout her life: first as a child when US soldiers entered her home town, then as a student when she viewed the military as a uniformed, homogeneous mass. The military has often been looked down on in Germany. Conferences such as this one, however, show how very much the German military has changed.

We need to create a cohesive Germany in which common values mean more than visible differences. Everyone has biases, but these biases often prevent us from seeing things as they actually are and realizing the potential that exists.



1. It simply doesn't work without diversity. The multiple tasks faced by the military today, are best achieved with a wide spectrum of knowledge and experiences. This depends on attracting a diverse workforce. How though, does one attract good young people? With a good image!
2. Diversity is not a revolution, but builds on what is already there. It is not forcing an artificial happiness, nor is it additional work, but it results in increased efficiency. One example of successful actions to increase diversity: the use of anonymous applications has been seen to drastically increase the chances that women or an individual with an immigration background will be invited for a job interview. Diversity also increases the credibility of the organization. It illustrates objectivity instead of nepotism. Tangible, concrete and visible steps have been found to be successful in leading to big changes. They require, however, pioneers who are willing to venture forward. It is also important, in terms of quality management, to have measurable goals and a charter in which diversity is anchored. Examples of such steps would include calendars with religious holidays, or cafeterias with multicultural food options (halal or kosher options, for example). Diversity must be understood not only at the top, but by every member throughout an organization. Thus, diversity becomes more efficient and leads to social justice, which is especially important for organizations, such as the military, which have a responsibility to society.
3. Diversity is a commitment to appreciation and respect: Without clear and binding policies against discrimination, diversity cannot function.. This requires anti-discrimination policies such as an anti-discrimination commissioner with clear responsibilities as well as clear channels for reporting complaints.

Conclusion: Diversity pays: For the individuals, for the institution and for the society!

Reflecting on 2013 & 2015

As with the 2013 conference, “Mission Critical: Transatlantic Security,” Diversity & Inclusion in the Armed Forces 2015” brought together D&I practitioners and thinkers from both sides of the Atlantic in order to share experiences and ideas. Because many of these individuals were already familiar with each other’s work, having also participated in the 2013 conference, DIAF 2015 allowed the participants to quickly get down to important conversations.

Both conferences discussed the lessons that can be learned from the private sector, but the 2015 conference also looked at the possibility of the military serving as a leader for the rest of society in the transition to a culture of inclusion. Both conferences highlighted the importance of planning less and doing more.

While the 2013 conference focused on veterans in terms of ensuring they have positive experiences to share with others thus increasing interest in the military, the 2015 conference focused on increasing awareness of the opportunities a military career allows, such as specialized career training or education opportunities.

In contrast with the 2013 conference, DIAF 2015 had a panel discussion featuring representatives of academia who discussed the scientific aspects of diversity management. These academics also gave presentations individually and led workshops. One of the common ideas throughout the 2015 conference was the importance of research in diversity management. It was also stated that increasing ties with universities is one way in which the military could better benefit from high quality research. Following these concepts, perhaps the next armed forces diversity conference could draw even more on the insights offered from academia and explore further, the results of diversity management policies as seen through research.

Photos²



The Icebreaker is going well!



And so it begins!



A truly *Diverse and Inclusive* audience

² For more pictures see: <https://twitter.com/DaliAF2015>



The LGBTIQ workshop recommends research on the actual number on LGBTIQ service personnel to have a basis for policy



Enjoying Berlin via boatcruise: Second Evening



Oberfeldarzt Dr. Egon O. Ritter opening the third and final day of the conference



Chevalier P. Cleaves, Director Diversity & Inclusion, US Air Force, gives a strategic outlook on DIAF

List of Participants

The following list includes all registered participants as of June 3, 2015 that have agreed to have their contact details being published in this list. It is meant as information for you but also as a means to keep the conversation going after our conference has concluded.

Thorsten Alge

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AHsAB e.V.

2003 Apprenticeship as IT-Technician at IBM
2005 IT-Service Technician at IP-Exchange
2006 Trainee in the German Navy
2007 Telemedicine in Bundeswehr Medical Office
2009 IT-Koordinierungsstelle in Bundeswehr Medical Office
2011 Officers Training
2014 Information Technology Directorate in Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support

Sarah C. Ball

Head of the D&I Team

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UK Ministry of Defence

Sarah Houghton (married name is Ball) joined the Ministry of Defence in 2003 and has held a number of roles in the areas of Defence equipment scrutiny, international policy on the Western Balkans and Afghanistan, private secretary to two Ministers and the Permanent Secretary and principal adviser on the Scotland referendum and further devolution work for Defence. She is Head of the MoD's Diversity and Inclusion team (in a job share with colleague, Tom Powell) and has overall responsibility for all D&I civilian and military issues as well as delivering the MoD's Defence Diversity & Inclusion change programme.

LtCol Lars Berglund

Head of Strategic Personnel

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Swedish Armed Forces HQ

Joined the Armed Forces 1985 and have my background in the Swedish Air Force. Been working in the area of man-powering and management since 2003. Present assignment as head of Strategic Personnel Division at SAF HQ (Including D&I).

49 years old, still married and got two daughters. Love travelling, meeting people good food and all kinds of fishing.

Capt Petra Böhm
Deputy Chair for the Medical Service

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Deutscher Bundeswehrverband

Deputy Chair for the Medical Service in the board since November 2013. Commissioner for the Compatibility of Family and Service.

Thomas Boseckert

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Federal Employment Agency

Born 1966 in Coburg. Apprenticeship as pastry chef. Soldier in the Bundeswehr from 1985 until 1997. Holding a diploma in administrative studies. Working for the Federal Employment Agency since 2000. Most recently in the project group “Military Cooperation”.

Stuart S. Brearley
Programme Manager

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UK Ministry of Defense

Stuart Brearley joined the Ministry of Defence in 1999 and has been a member of the Ministry of Defence central diversity team, which is responsible for setting the policy on diversity and inclusion for the Armed Forces and the civil service, since the beginning of 2014. His role is to Programme Manage the Defence Diversity and Inclusion Programme, which has been established to increase the diversity of the workforce, civilian and military, and to create a more inclusive working environment. The main focus of the Programme is on women and ethnic minority staff.

He has previously worked in a number of other Government Departments.

LtCol Michael Brendel
Head of the CCOCCC

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Bundeswehr

Head of the Central Coordination Office CCC (Cross Cultural Competence) since 2013 at the German Leadership Development and Civic Education Center.

Chevalier P. Cleaves
SES, Director Diversity and Inclusion

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United States Air Force

Chevalier P. “Chevy” Cleaves, a member of the Senior Executive Service, is Director, Diversity and Inclusion, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, Washington, D.C. He is responsible for leading diversity and inclusion transformation for the Air Force’s 632,000 active duty, Air National Guard, Reserve and civilian personnel. His duties include creating sustainable change while integrating diversity and inclusion-focused leadership with operational, functional and talent management strategies and processes.

Colonel Ali Eddaoudi MA
Chief Muslim Chaplain

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Dutch Ministry of Defense

While working as a teacher of philosophy, Eddaoudi was asked to serve as a Muslim chaplain in prisons, hospitals, for the police and eventually the Ministry of Defense. Since 2009, he has served as the Chief Muslim Chaplain for the Dutch military where he oversaw the establishment of a Muslim Chaplaincy.

Colonel (GS) Marcus Ellermann
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German Air Force.

Prof. Dr. Thomas Elßner
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Catholic Pastoral Referent at the German Leadership Development and Civic Education Center since 2004.

Captain Dr. Félix Fonseca
Military Research Officer

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Department of National Defence - Canada

Master in Anthropology (societies, economics' immigration, and ethnicity).

Doctor in Sociology (Social Sciences - Psychoanalysis)

Doctor (ongoing) in Industrial Relations (Military Battlefield Ethics)

Work under the Chef of Military Personnel

Brief Description of Duties:

- Personnel research and strategic analysis / organizational and industrial Psychology / Conditions of Service and Work Environment / Human and Organizational behavioural management / Human Resources management; Recruiting, Selection and Retention - Diversity and Employment Equity.

Dr. Eric Germain

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French Ministry of Defense

Dr. Eric Germain is a policy advisor at the Directorate General for International Relations and Strategy of the French Ministry of Defence (MoD). He studied at the Paris Institute of Political Studies (Sciences-Po) and he holds a doctorate from the School for Advanced Studies in Social Sciences (EHESS, Paris)

Patrick Gräf
International Relations Specialist

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HQ United States Air Force in Europe

Mr. Gräf holds a Master's degree in European Studies from the University of Osnabrück, Germany, and a second Master's degree in International Relations and Diplomacy Studies from the College of Europe in Bruges, Belgium.

Since 2013, he works as an International Relations Specialist at HQ, United States Air Forces in Europe, Air Forces Africa (USAFE-AFAFRICA).

He is a member of the USAFE-AFAFRICA Command Diversity Council.

RSM Peter N. Hemphälä
Regimental Sergeant Major

Peter.hemphala@mil.se
Swedish Armed Forces

Joined the Swedish Armed Forces in 1986.

I am Regimental Sergeant Major at the Artillery regiment since 2013.

I am a gunner, have served as instructor at the artillery pieces, coy commander for several types of coy and also served as COS at the ArtBn.

I have worked with D & I at the regiment for almost 10 years.

48 years old, married and we have a daughter.

Big fan of moose hunt with my two dogs.

Major Mostafa Hilali
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Major Hilali has served as an infantry officer in the Dutch military since 1996. He is a military historian and expert on Islam and the Middle East. He teaches in the Netherlands and abroad on the pitfalls that military and non-military personnel could fall into while interacting with locals and others on missions abroad in places such as Afghanistan.

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Geertje Hündorf is the Program Specialist for International Security Issues in the U.S. Embassy's Public Affairs Section. Before joining the U.S. Mission, she worked for a Democratic representative in the U.S. Congress as part of the GMF APSA Congressional Fellowship Program.

LtCol (res.) Wolfgang Jockusch
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Wolfgang Jockusch is a trainer for intercultural communication and diversity management.

Based in Berlin, he works as the director and senior trainer of BAMIK GmbH, a course provider specialized in this area. He has a degree in Theology and Philosophy of Religion. As a reserve officer of the German Air Force (LtCol), he served in various educational and advisory functions including deployments to Afghanistan and Kosovo.

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Airbus Defence and Space

- 20 years experience in Airbus Group
- 15 years HR experience in different functions (HR Business Partner; Learning & Development; Talent & Executive Development; Corporate HR)
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Dr. Lim is a Senior Social Scientist and Demographer at the RAND Corporation, professor at the Pardee RAND Graduate School, and the former Research Director for the Military Leadership Diversity Commission (MLDC). He received his Ph.D. in sociology from the University of California, Los Angeles and has authored more than 50 publications as academic journal articles and RAND reports. His publications focus on diversity and inclusion issues related to DoD personnel and demographic changes in the US population.

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Employed by Defence Command Denmark 2005 (civilian).
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Philippe Manigart is Professor of Sociology and Head of the Department of Behavioral Sciences at the Royal Military Academy. He is also assistant professor (part time) at the Faculty of Economics of the University of Mons. He has a M.A. in Sociology from the University of Chicago and a Ph.D. from the Free University of Brussels.

Florian Michaelsen
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Florian Michaelsen started at SAP in Consulting, leading global software implementation projects. Since 2008 he has been working in several leadership positions in Human Resources at SAP SE - responsible for HR Strategy design and Portfolio execution. In May 2013 he took over global responsibility to head SAP's Autism at Work project worldwide. Since then the project has built operations in five countries and eight locations and has been recognized with numerous awards. Mr. Michaelsen is a certified project manager and a Senior Strategic Advisor to the Chief Diversity & inclusion Officer

Dr. Ines Michalowski
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Ines Michalowski is a research fellow at the WZB Berlin Social Science Center. She holds a joint PhD from the University of Münster in Germany and Sciences Po Paris. Her comparative research focuses on citizenship and immigrant integration policies in Europe

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Amin Michel is the Director & Founder of Inclusion4Diversity Consulting, a firm which specializes in Management Consulting, Training & Public Speaking in the fields of Diversity & Inclusion, Workplace Equality, Organizational Change and Strategic Management. Amin was born on the island of Curaçao. and, at age 19, moved to The Netherlands where he finished his studies in International Business Management. After more than 15 years of experience in both the private and public sector, he started his own consulting firm. Amin is the (co-)founder of several (inter)national initiatives like the first informal NATO+ Committee on LGBT Perspectives, the first LGBT-Straight Armed Forces Alliance and the Dutch Government Pride Platform. He's also an Advisory Board member for the European Gay Police Association. He collaborated as a co-editor on a book entitled "Defence Pride" in which an historical outline is presented of LGBT Emancipation within the Dutch Armed Forces. He's still an official Reserve Officer of the Royal Dutch Air Force. He's also a certified trainer of the OSCE ODIHR Training Against Hate Crime for Law Enforcement.

Col (med.) Almut Nolte
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1990 - 1998 Basic officer training and medical education, Munich/Bochum
1998 - 2003 Medical Officer at Military Hospital/Military Medical Clinic, Bad Zwischenahn/Delmenhorst
2003 - 2004 Chief Medical Officer, Military Medical Clinic, Mainz
2004 - 2008 Personal Officer/ Personal Manager, Bundeswehr Personnel Office, Cologne
2008 - 2010 Deputy Chief, Personnel Management Branch, Federal Ministry of Defence, Bonn
2010 - 2012 Staff of the Undersecretary for Reorientation, Federal Ministry of Defence, Berlin
2012 - 2014 Chief, Personnel Development and Individual Training Branch, Bundeswehr Joint Medical Service Headquarters, Koblenz
2014 - 2015 Chief Medical Officer, Bundeswehr Institute of Military Medical Statistics and Data Processing Management, Andernach
Since 2015 Chief of Branch, Directorate for Equality of Opportunity in the Area of Responsibility of the Federal Ministry of Defence, Bonn/Berlin

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Antonia C. Oesterle is the administrator of Euro-ISME (European International Society of Military Ethics). She currently works at the University of Heidelberg where she is finishing her BA in social and cultural anthropology as well as English cultural studies. She has worked as an intern at the German council on foreign relations and the German Armed Forces.

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Ms. Petig studied North American studies and political science at Ripon College in Wisconsin and at the Freie Universität in Berlin. She holds an MA from the Freie Universität Berlin. For the past four years, she has worked for the public affairs department of the European Aeronautic Defense and Space Company (EADS). She has been an Associate Fellow of the Transatlantic Relations Program at the German Council on Foreign Relations since 2014 and is writing her dissertation at the University of Cologne on German and American interest advocacy in the defense industry. Ms. Petig is also a representative of Women in International Security (WIIS) and co-host of DIAF 2015.

Dr. Ulrich Pohlmann

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Head of Section "Policy Issues regarding Bundeswehr and Society" German MoD

Dr. Pohlmann is in the Policy Department of the Federal Ministry of Defence since November 2013. Before that he headed a working section in the Policy Planning Staff of the MoD. From 2001 to 2009 he was first deputy chief of staff and then Chief of Staff of former Federal Chancellor Dr. Helmut Kohl.

He studied Political Science at the Universities of Bonn and Cambridge and did an M.A. and Ph.D. degree at Bonn University.

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Dr. Ritter studied medicine, philosophy and political science in Regensburg, Munich and Berlin. He currently works in the Section "Policy Issues regarding Bundeswehr and Society" in the Political Department of the German Ministry of Defense in Berlin. He is responsible for trend analysis, ethical aspects and the relationship between the military and society.

Dr. Ritter was the host of DIAF 2015.

Sue Russ

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Equity and Diversity Manager

New Zealand Defence Force

Ms. Russ has served for three years as the Equity and Diversity Manager for the New Zealand Defence Force (NZDF). She is responsible for setting the strategic direction for equity, diversity and inclusion across the New Zealand Armed Forces. Her current focus areas include: developing a NZDF Diversity and Inclusion Strategy, leading a sexual assault prevention and management program of work, and contributing to the development of New Zealand's National Action Plan for UNSCR 1325 Women, Peace and Security. Prior to joining the NZDF, Sue worked as a cross-government social policy advisor, specialising in LGBTI social issues. Sue has also worked as a diversity and inclusion advisor for the New Zealand Police, and is currently a volunteer Board Member of the Intersex Trust Aotearoa New Zealand

Prof. Dr. Sonja Sackmann
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Sonja Sackmann holds a chair in organizational behavior at the University Bw Munich, Department of Economics, Management and Organization Sciences, is the Director of the Institute Developing Viable Organizations and Guest Professor at the University in St. Gallen, Switzerland.

Her research, teaching and consulting focus on issues of leadership, corporate/organizational culture, intercultural management, personal-, team- and organizational competence and development in national and multinational contexts.

She has taught at the Graduate School of Management at UCLA, the Universities of St. Gallen, Switzerland; Constance and Jiao Tong University, Shanghai, China.

Prof. Sackmann received her PhD in Management from the Graduate School of Management at UCLA and her M.S. and B.S. in Psychology from Ruprecht-Karls University, Heidelberg. She received Fulbright and DAAD Scholarships, the Wechsler Fund Award, the Gladys's Byram Fellowship and the best paper award from Western Academy of Management.

Dr. Elyamine Settoul

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Dr. Settoul holds a Ph.D. in political science from Sciences Po Paris. His thesis Addresses recruitment of minorities into the French armed forces. His research interests center on ethnicity, military sociology, and the study of migration and transnationalism. He is also currently teaching at Sciences Po and holds a postdoctoral fellow position at INED (The French National Institute of Demographic Studies.)

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At the moment she is concluding her English-taught Master studies (LL.M.) at the United Nations Interregional Crime and Justice Research Institute in Turin. Prior to her time in Italy, she simultaneously completed two Bachelor programs at the University of Groningen, Netherlands one being International Relations and Organization and secondly International and European law. She worked in several projects and organisations and currently seeks for an challenging opportunity to get more practical experience.

Drs. Anett Schelling
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She has been working in the MoD's directorate of personnel since 2009. Since 2013, she is a gender & diversity policy advisor.

LtCol Thomas Schmitz
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German Air Force Command

Lieutenant Colonel Thomas Schmitz, 44 years old, married, three children. Experience as Base Security Officer, NBC officer, intelligence staff officer, air force historian staff officer. Master of arts in history and social science. Actual working at air force command in Cologne/Germany responsible for history, tradition and all matters related to the German forces leadership philosophy "Innere Führung".

CDR j.g. Alexander Schüttpelz
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Joined the Bundeswehr in 1993

In 2002 founded the working group "Homosexuelle Angehörige der Bundeswehr e. V." together with fellow service members and was the chairman until 2005

Current deployment as an CIS Staff Officer in Brussels by the German Military Representative to the NATO and EU Military Committee.

Anette Schwitzke

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She hold an MA in Conflict Resolution from University of Bradford and has been a Peacebuilding Consultant in Afghanistan. Currently she is quality manager in the German international volunteer program "weltwärts". One of their focus areas at the moment is diversity & inclusion, namely how to reach volunteers from currently underrepresented groups of German society. She is also a freelance gender lecturer at the General Staff College of the German Armed Forces (FueAk). She has worked in various civil society projects e.g. with disadvantaged youth and migrants and has lived in DRC, Sierra Leone, Cap Verde, Israel, the UK and Afghanistan.

As she comes from a civil society perspective she is interested to learn how the Armed Forces deal with these challenges.

Prof. Dr. Barbara Sieben
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Since 2013 Chair of Human Resource Management, Department of Humanities and Social Sciences, Helmut Schmidt University – University of the Federal Armed Forces Hamburg
2013 TEA(ching Equality) Guest Professor, School of Business and Economics, University of Tübingen

2007–2013 Assistant Professor of Human Resource Management focused on Diversity, Freie Universität Berlin

2012 Visiting scholar, College of Management, University of Massachusetts Boston

2009–2011 Guest Lecturer, Department of Organization and Learning, University of

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2006–2007 Guest Lecturer, School of Business & Economics, Freie Universität Berlin
2001–2006 Research Assistant and Lecturer, Department of Management – Human Resource Management, School of Business & Economics, Freie Universität Berlin

Irina Slot

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Studied physics, economics and intercultural management. Lecturer for intercultural communication at University of Potsdam, Technical University Berlin and Berlin School of Economics and Law as well for companies and organizations. Author and Coauthor of five books (in German) and numerous studies

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Dr. Jarris L. Taylor, Jr.
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Department of the United States Air Force

Dr. Jarris Louis Taylor, Jr., a member of the Senior Executive Service, is Deputy Assistant Secretary of the Air Force for the Strategic Diversity Integration, Office of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Washington, D.C. He is responsible for the policy, guidance, direction, and oversight of all plans and programs affecting diversity integration for Air Force military and civilian personnel. Dr. Taylor provides leadership, strategic direction, and oversight to all levels of the Air Force to ensure a diverse and inclusive Total Force.

Dr. Taylor, a native of Baltimore, Md., earned his Doctor of Education degree in higher education administration from George Washington University in Washington, D.C. He retired from the Air Force in 2005 and has extensive experience in academia, research, community service and fundraising. Prior to his current position, he was Associate Director, William R. Harvey Leadership Institute and Honors College at Hampton University, Va. He was appointed to the Senior Executive Service in 2009.

Captain (res.) Oliver Teige

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2005-2007 Reserve officer's training

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2014: Master of Science, Political Science, Uppsala University

2014 - Desk officer for Veteran affairs, PTSD, Societal Trends

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1988 - 2005 Military duty on several levels in the German Army Air Defence Service

1993 - 1996 within Studies of "education science" at the University of the German Armed Forces in Hamburg

2005 - 2008 "Armed Forces in Democracy" Seminars in several Non NATO Countries

2008 - 2012 Head of the Central Coordination Office for Intercultural Competence

since 2013 Military Teacher for leadership and Diversity Management

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LtCol Malcolm Wells
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Australian Army

Lt Col Malcolm Wells is the Australian Army Liaison Officer to the British Army HQ. In this role he has recently assisted the British and Australian Armies collaborate and share lessons on diversity and inclusion. As an infantry battalion commander Lt Col Wells was responsible for the implementation in his unit of the Australian Army's recent high profile strategies on respect, diversity and equity. On the staff, Lt Col Wells has experience in the Australian Army's officer career management directorate.

Leonard Wessendorff
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Captain Dominik Wullers
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Deutscher Soldat

Captain Wullers struggled with his own multi-ethnic identity before finding a place in the German Army. He has studied at West Point, Harvard, and the Helmut Schmidt University. Captain Wullers holds an MSc in economics and a Ph.D. from Helmut Schmidt University. He is the co-founder and president of Deutscher Soldat, an organization which brings together individuals in the Bundeswehr with a migration background in order to help create a more inclusive environment in the Bundeswehr.

Captain Martin Yates
SO3 E&D

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British Army

Captain Yates joined the British Army in 1987 and has served on operations in the Gulf, Northern Ireland, Kosovo, Afghanistan and Iraq. He first qualified as an Equality and Diversity Adviser in 2008 and renewed this qualification in 2014 prior to commencing his role as SO3 E&D. He is a qualified workplace mediator, mediation supervisor and mediation service coordinator.



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Thank you for being part of our alliance!