

Mission Critical: Diversity and Inclusion Best Practices for the Security Sector

Report

Last updated: 25/04/2018

On April 19, 2018 The German Marshall Fund of the United States (GMF), together with EUROMIL and the Brussels chapter of Women in International Security (WIIS), organized a transatlantic seminar “Mission Critical: Diversity and Inclusion Best Practices for the Security Sector” focusing on diversity and inclusion best practices for militaries, police forces and defense companies with support of the U.S. Mission to NATO which was attended by 55 participants (34 women, 21 men).

After opening remarks by Emmanuel Jacob (EUROMIL) and an icebreaker by Lora Berg (GMF) the first session focused on comparing the two inclusive leadership approaches taken by the United States and France.

Elyamine Settoul, associate professor at CNAM Paris, explained that the French army’s transformation into a fully-professionalized one in the mid-90’s implied the consideration of sociopolitical and functional imperatives. Consequently, this led to the creation of new recruitment strategies to widen the pool of potential recruits by including women and immigrant populations into this process. In this context, the current situation was discussed as well as possible ways to increase the interest of women and representatives of different ethnic groups to join the army.

Chevalier P. “Chevy” Cleaves, the inaugural U.S. Air Force chief diversity officer, argued that it is essential to define the goal — an approach to security that is comprehensive, designed for every member of the society, with wide input, and ensured by security forces that are reflective of highly diverse populations. Enhancing inclusion not only widens the talent pool, but increases public trust and improves decision-making. Without this and the retention of best talent the military cannot continue to meet its goals and be mission ready.

In the second session Philippe Manigart, head of the Department of Behavioral Science at Royal Military Academy, presented the results of a study on the impact of demographic changes on recruitment and retention of talent. Demographic trends in the EU point to the fact that the number of young people entering the labor market (age group 15–24) will decrease while the ratio of older people will increase. At the same time, societal diversity will increase as a result of the growing immigration. Thus, military recruitment strategies should take previously under-represented groups (e.g. women and ethnic-cultural minorities) into account to broaden the recruitment base. Concluding recommendations to alleviate recruitment shortages are to invest more in personnel and to bring in ethnic-cultural minorities and women.

During the third panel, Caroline Cooper (Raytheon International), Katrien D’Hert (Belgian Armed Forces), and Samira Rafaela (Dutch National Police) looked from across sectors into what really works to meet the commitment of increased diversity in the security sector. While Katrien D’Hert put emphasis on leadership strategies, pointing out that gender is

not a women's issue — it is a leadership issue. Only when women are included can the armed forces be effective and efficient, Samira Rafaela stressed the need for role models and well thought through communication strategies. All this also applies to the corporate sector, as Caroline Cooper mentioned: When products and the customers change, it becomes a business imperative to have a diverse and inclusive workforce.

Appendix: Full Agenda

08h30 – 9h00 Arrival and Networking

9h00 Welcome and Ice Breaker

- Lora Berg, Senior Fellow, The German Marshall Fund of the United States (GMF)
- Emmanuel Jacob, President, EUROMIL

9h30- 10h15

Why Inclusive Leadership: Approaches in the United States and France

Inclusive leadership is a key competency for the success and sustainability of 21st century organizations. This opening session will introduce two case studies on how to build this competency in the security sector in the transatlantic context.

- Chevalier P. “Chevy” Cleaves, Inaugural U.S. Air Force Chief Diversity Officer, U.S. Air Force
- Elyamine Settoul, Associate Professor CNAM Paris, France
- Corinna Hörst, Deputy Director and Senior Fellow, GMF; and President, Women in International Security (WIIS) Brussels (moderator)

10h15 – 10h45

Demographic Change as an Opportunity to Strengthen the Security Sectors

Populations are growing rapidly more diverse on both sides of the Atlantic. This session will introduce data on the demographic context and what security institutions need to remain attractive employers and what planning is required to demonstrate a commitment to recruitment, retention, and advancement of diverse personnel.

- Philippe Manigart, Head, Department of Behavioural Science, Royal Military Academy
- Emmanuel Jacob, President, EUROMIL (moderator)

10h45 – 11h00

Coffee break

11h00 – 12h15

Diversity and Inclusion: Process: Sector, Local, and National Force Perspectives

During this nuts and bolts panel, we will look at what really works to meet the commitment of increased diversity in security forces, across diversity factors.

- Caroline Cooper, Director of Europe, Raytheon International
- Katrien D'Hert, Lt. Col, Belgian Armed Forces and Chair of the NATO Committee on Gender Perspectives
- Samira Rafaela, Project Manager Inclusion, Dutch National Police, Diversity Ambassador of D66.

- *Bruno Lete, Senior Fellow, GMF (moderator)*

12h15 – 12h30

Concluding Remarks: Advancing Inclusive Leadership as a Daily Practice

- *Teri Schultz, Journalist, Deutsche Welle*

12h30 – 13h30

Lunch and Networking

Appendix: Budget

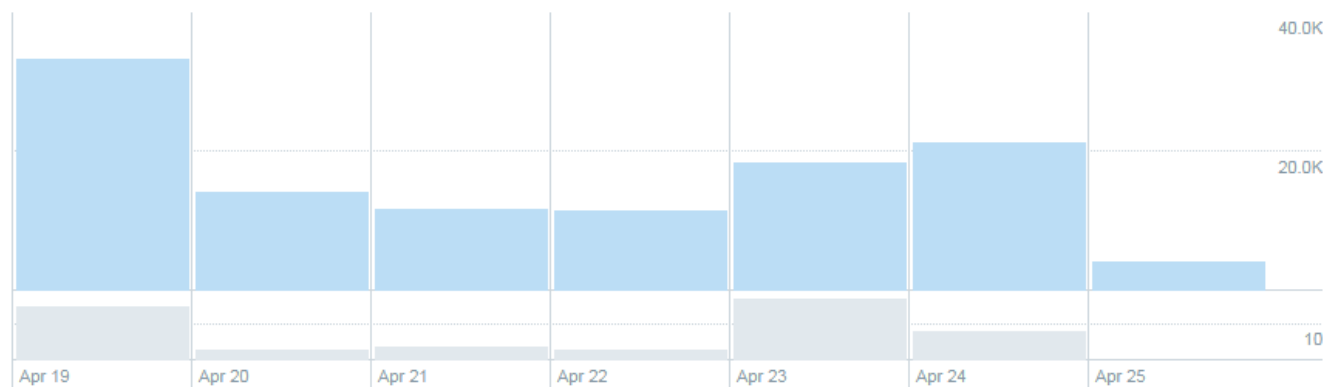
Item	Amount
Flight Chevalier Cleaves Washington - Brussels	2361.03 EUR
Train Elyamine Settoul Paris - Brussels	195.54 EUR
Train Samira Rafaela Amsterdam-Brussels	Covered by EUROMIL
Hotel Chevalier Cleaves 18-21st April	422.72 EUR
Hotel Elyamine Settoul 18-19 th April	164.24 EUR
Hotel Samira Rafaela 18-19 th April	Covered by EUROMIL
Catering Esstragon 19 th April 40 people	526.29 EUR
Honorarium Terri Schulz 19 th April	400 EUR
Ground transportation Elyamine Settoul	15 EUR

Ground transportation	91 EUR
Chevy Cleaves	
Fruitbaskets	23,60 EUR
Breakfast: Croissants	52 EUR
TOTAL	4251.42 EUR

Appendix: Social Media Activity

GMF's Tweets:

Your Tweets earned **147.1K impressions** over this 7 day period



Top Tweet earned 2,176 impressions

EUROMIL President @EmmanuelJacob13 opening the #DiverseForces seminar of @gmfus @EUROMILeurope and @WISBrussels
pic.twitter.com/NaXd8ICCOo



1 3 7

View Tweet activity

View all Tweet activity

Top mention earned 96 engagements



Bailey Sargent

@Balls010 · Apr 19

@BelgiumDefence Lt.Col Katrien D'hert: Gender and diversity are not women's issues - they are leadership issues.
@WISBrussels @EUROMILeurope
@gmfus #diversityforces seminar
pic.twitter.com/HYsukoQrLU



6 10

Get your Tweets in front of more people

Promoted Tweets and content open up your reach on Twitter to more people.

Get started



APR 2018 SUMMARY

Tweets

28

Tweet impressions

25K

Profile visits

635

Mentions

35

New followers

19

EUROMIL's Tweets:



Audience insights

EUROMIL @EUROMILEurope

Your followers

+Add comparison audience

OVERVIEW

Top interest
Business and news

DEMOGRAPHICS

Top language
English

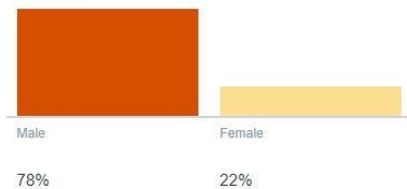
LIFESTYLE

Top interest type
Business and news

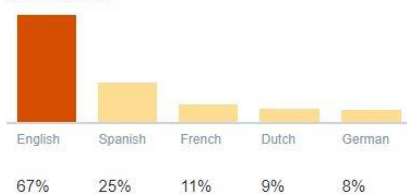
MOBILE FOOTPRINT

Top wireless carrier
Orange

Gender



Languages



Country

Country name	% of audience
Spain	19%
Belgium	15%
Germany	10%
Ireland	7%
France	7%
United Kingdom	6%
Italy	5%
Netherlands	5%
Greece	3%
Denmark	3%

Region

State or region	% of audience
England, GB	5%
Comunidad de Madrid / Community of Madrid, ES	4%

WIIS Tweets:



Account home

WIIS Brussels @WIISBrussels

Page updated daily

28 day summary with change over previous period



Apr 2018 • 24 days so far...

TWEET HIGHLIGHTS

Top Tweet earned 2,299 impressions

We had a very lively and thought-provoking **#Security** seminar "Mission critical" yesterday. A huge thank you to the big crowd of attendees, impressive speakers, co-organisers **@GMFUS** **@EUROMILEurope**, and **@USNATO** for their constant support. Let's keep up **#DiverseForces** conversation! pic.twitter.com/2quxyvt4qG



3 8

Top mention earned 96 engagements



Bailey Sargent

@Bails010 · Apr 19

@BelgiumDefence Lt.Col Katrien D'hert: Gender and diversity are not women's issues - they are leadership issues. **@WIISBrussels** **@EUROMILEurope** **@gmfus** **#diversityforces** seminar pic.twitter.com/HYSukoQrLU



6 10

ADVERTISE ON TWITTER

Get your Tweets in front of more people

Promoted Tweets and content open up your reach on Twitter to more people.

Get started



APR 2018 SUMMARY

Tweets	8	Tweet impressions	11.7K
Profile visits	376	Mentions	19
New followers	24		

G | M | F The German Marshall Fund
of the United States
STRENGTHENING TRANSATLANTIC COOPERATION

WASHINGTON, DC • ANKARA • BELGRADE • BERLIN • BRUSSELS • BUCHAREST • PARIS • WARSAW



Audience insights

WIIS Brussels @WIISBrussels

Your followers

+Add comparison audience

OVERVIEW

Top interest
Business and news

DEMOGRAPHICS

Top language
English

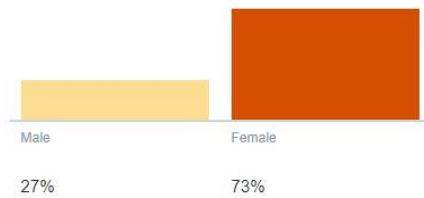
LIFESTYLE

Top interest type
Business and news

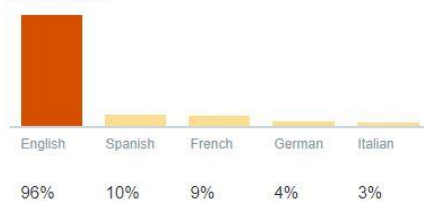
MOBILE FOOTPRINT

Top wireless carrier
Proximus

Gender



Languages



Country

Country name	% of audience
Belgium	31%
United States	15%
United Kingdom	9%
Spain	6%
Germany	5%
Italy	4%
France	3%
Canada	3%
Netherlands	2%
Australia	1%

Region

State or region	% of audience
England, GB	8%
Greater London, GB	5%

Pictures of the Event can be found [here](#).

Appendix: List of Participants

Shahzad Ali

CapTech CBRN & Human Factors Officer
European Defence Agency

Isabelle Arradon

Director of Research
International Crisis Group

István Bácskai

Board Member
HOSZ (Defence Forces Trade Union) Hungary

Esther del Barrio Calvente

Equal Opportunities Officer
EEAS

Marsida Bandilli

PhD Researcher
University of Antwerp

Laura Benbow

Robert Schuman Trainee
European Parliament

Lora Berg

Senior Fellow

The German Marshall Fund

Kristine Berzina

Senior Fellow

The German Marshall Fund

Terri Beswick

Independent Advisor

Peace Policy Research

Breda Bunic

Senior Advisor

NATO

Florian Christ

Trainee

The German Marshall Fund

Claire Craanen

Secretary General

WIIS Brussels

Chevalier P. “Chevy” Cleaves

Inaugural US Air Force Chief Diversity Officer

U.S. Air Force

Zlatimira Colova

Procurement Officer

European Parliament

Caroline Cooper

Director of Europe

Raytheon International

János Czövek

President

HOSZ (Defence Forces Trade Union) Hungary

Katrin D’Hert

Lt Col, Belgian Armed Forces & Chair of the
NATO Committee on Gender Perspectives

Belgian Armed Forces

Christa Debeck

Advisor Inspectorate General

Belgium Police Services (AIG)

Jean-Albert Demol

Strategical Planning and Programming

European Commission

Filip Duquesne

Board Member

ACMP-CGPM (General Confederation of
Military Personnel) Belgium

Magdalena Dvorakova

Head of the IMS Office of the Gender Advisor

NATO

Nadja El Fertasi

Stakeholder Engagement Senior Executive
Coordinator

NATO C&I Agency

Arianna Faraco
Policy Officer
Independent Diplomat

Dmitrii Filippenok
First Secretary
Permanent Mission of the Russian Federation to
NATO

Maria Fernandez
Legal officer
EU Commission

Pascaline Gaborit
Researcher
Independent

Fani Giannousi
Member of the Delegation
Permanent Delegation of Greece to NATO

Jörg Greiffendorf
Treasurer
DBwV (German Armed Forces Association)
Germany

Rebekka Haffner
Project Officer
EUROMIL

Carine Hanssens
Head of Sector "Security Investigations -
Sweeping"
EEAS

Pavel Havlicek
Analyst
Association for International Affairs Prague

Caroline Henrion
Policy Officer
EUROMIL

Corinna Hörst
Deputy Director, Senior Fellow
The German Marshall Fund

Emmanuel Jacob
President
EUROMIL

Laimonas Jakas
President
KTGC (Soldier Rights Defense Center) Lithuania

Alexandra Jarolim
Assisting Staff Officer
NATO

Zuzana Jedrychowski
Project Assistant

Shamzin Jihani
WIIS Brussels member

EUROMIL

Anna Carin Krokstade

Adviser for Equal Opportunities and Careers

EEAS

Dominika Kunertova

Contractor

NATO

Wiame Legsai

Market Development Manager

Northrop Grumman

Vytautas Leškevičius

Ambassador, Permanent Representative of
Lithuania

Permanent Delegation of the Republic of
Lithuania to NATO

Bruno Lete

Senior Fellow

The German Marshall Fund

Chris Lombardi

VP, European Business Development

Raytheon

Ginette Manderscheid

Head of Human Resources Unit/Deputy Director
Corporate Services

European Defence Agency

Philippe Manigart

Head, Department of Behavioural Science
Royal Military Academy, Belgium

Kenza Mezache

Researcher

UAE Mission to NATO

Amin Michel

Owner

Inclusion4Diversity

Romana Michelon

Staff officer

NATO

Zsolt Molnár

First Secretary CivCom Delegate

Permanent Representation of Hungary to the
European Union

Valarie Moutal

Security Coordinator

European Commission

Nadja Munstermann

Policy Officer Security & Defence

AeroSpace and Defence Industries Association of
Europe

Fatou Ndiaye

CEO

Mahouakattan

Lisa Picheny

Political Affairs Officer

NATO

Kathryn Porter

First Secretary

Mission of Canada to the European Union

Niklas Nováky

Research Officer

Wilfried Martens Centre

Lorraine Pilette

Premier substitut du procureur du Roi

Parquet de Bruxelles

Samira Rafaela

Project Manager Inclusion

Dutch National Police

Matthew Rafaniello

Program Coordinator

U.S. Mission to NATO

Lea Renfurm

National Coordinator for Projects concerning
Diversity and Variety

The Dutch Police Organization

Juliette Sanchez-Lambert

Secretary of the Intergroup on LGBTI Rights

European Parliament

Margarida Santos

Project Officer

AOFA (Association of the Officers of the Armed
Forces) Portugal

Bailey Sargent

Strategic Communications

Raytheon

Ewa Sapiezynska

Human Rights Officer

OSCE Office for Democratic Institutions and
Human Rights ODIHR

Teri Schultz

Journalist

Deutsche Welle

Alexander Schüttpelz

National Expert

NATO NCIA

Elyamine Settoul

Associate Professor

Deborah Seward

Director

CNAM Paris, France

Clotilde Sipp

Senior Programme Manager

Friends of Europe

Christian Suatton

National Technical Expert FAS CIS

NATO NCIA

Zoltán Szendrei

Board Member

HOSZ (Defence Forces Trade Union) Hungary

Renee Tollenar

Staff Officer

Office of NATO Secretary General's Special
Representative for Women, Peace and Security

Freddy Van Eeckhout

Adjutant-Chef, Human Resources Management

Belgian Armed Forces

Renata Zaleska

Analyst

NATO SHAPE

Dilia Zwart

Peace Programme Assistant

Quaker Council for European Affairs

United Nations

Sydney Stewart

Student

Vesalius College

Milan Šveřepa

Director

Inclusion Europe

Anna Tobur

Manager

Burson-Marsteller

Sebastian Vagt

European Affairs Manager

Friedrich-Naumann-Stiftung für die Freiheit

Alfiarz Vaiya

Coordinator of ARDI

European Parliament

Mary-Pierre Wade

Second secretary

Joint Delegation of Canada to NATO

Jessica Zucker

Cybersecurity Strategist

Microsoft