

Military Diversity in Multinational Defence Environments: From Ethnic Intolerance to Inclusion

An Abridged Summary of the HFM RTG 301 Technical Report

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RTG 301 — Main Objectives

- To examine the factors attributed to ethnic intolerance (including attitudes and behaviours).
- To identify the factors that will bridge cultural differences and encourage greater intercultural understanding and inclusion across NATO and other multinational military environments.





RTG 301 — Key Areas

- Develop a framework on the factors that impact ethnic intolerance.
- Propose a conceptual model on ethnic inclusion.
 - Examine strategies, methods, and tools to prevent ethnic intolerance.
- Develop recommendations on the factors that promote ethnic inclusion and hinder ethnic intolerance.
- Provide evidenced-based educational programs to contribute to more diverse and inclusive organizational defence cultures in multinational defence and security contexts.



RTG 301 Technical Team (Participating Nations)

- **Belgium** 
 - Dr. Delphine Resteigne, Chair of Sociology, Department of Behavioral Sciences, Royal Military Academy, Technical Member.
 - Dr. Mathias De Roeck, Chair of Sociology, Department of Behavioral Sciences, Royal Military Academy, former Technical Member.
- **Bulgaria** 
 - Dr. Yantsislav Yanakiev, Professor with the Bulgarian Defence Institute "Prof. Tsvetan Lazarov." Principal National Representative to NATO Human Factors and Medicine Panel and RTG 301 Mentor.
- **Canada** 
 - Dr. Barbara T. Waruszynski, Defence Scientist, Department of National Defence (Canada), Technical Member and RTG 301 Chair.
- **Germany** 
 - LCol Sven Hertel, Diversity Advisor, Ministry of Defence, Technical Member.
 - Dr. Diana Witt, Policy Department, Comprehensive Approach Section, Science and Society, Ministry of Defence, Technical Member.
 - Lt Col Dr. Habil Youssouf Diallo, Staff Element on Equal Opportunities, Diversity and Inclusion, Ministry of Defence, former Technical Member.
- **The Netherlands** 
 - LCol Peter van den Kerkhoff, Diversity Advisor, Ministry of Defence, Technical Member.
 - Drs. Corine Van Nieuwburg-Hofte, Senior Advisor, Diversity and Inclusion, Ministry of Defence, former Technical Member.
- **United Kingdom** 
 - Dr. Jennifer Rubin, Senior Advisor, Home Office, and Professor/Director of Public Policy at the Policy Institute at King's College in London, Subject Matter Expert.
- **United States** 
 - Dr. Dan McDonald, Director of Research, Defense Equal Opportunity Management Institute (DEOMI), Technical Member.
 - Mr. Jerry Scarpate, U.S. LTC (ret.), former Deputy Director of Research at DEOMI, Observer.



RTG 301 Technical Report Chapters

- **Chapter 1:** Ethnic Diversity and Inclusion in Multinational Military Environments (*Waruszynski*)
- **Chapter 2:** The Challenges and Implications of Ethnic Intolerance: A Primer (*Waruszynski*)
- **Chapter 3:** Ethnic, Cultural and Gender Diversity in the Bulgarian Armed Forces: A Vision for a Multicultural Force (*Yanakiev*)
- **Chapter 4:** Military Socialization and Prejudice: The (Mediating) Role of Right-Wing Authoritarianism and Social Dominance Orientation (*De Roeck & Resteigne*)
- **Chapter 5:** Perceptions of Racism and Hateful Conduct in the Canadian Armed Forces: Promoting a Culture Change to Foster Greater Ethnic Diversity and Inclusion (*Waruszynski*)
- **Chapter 6:** Race and Ethnic Diversity in the United States Armed Forces: A Continued Evolution Toward an Inclusive and Lethal Force (*Lowen & McDonald*)
- **Chapter 7:** From Migration in Germany to Inclusion in the Bundeswehr: An Appreciative and Inclusive Approach to Diversity in the Bundeswehr (*Hertel*)
- **Chapter 8:** Future Insights for Enabling Greater Ethnic Diversity and Inclusion: Strategies, Tools, Recommendations, and Conclusion (*Waruszynski*)

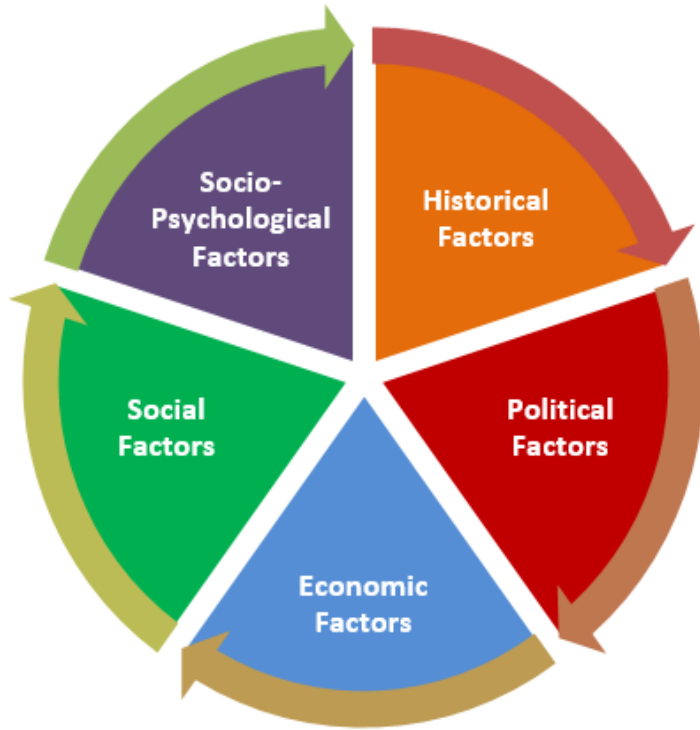


RTG 301 Key Findings

- Ethnic intolerance is attributed to historical, political, economic, social, and socio-psychological factors.
 - Socio-psychological factors include more contemporary characteristics such as unconscious biases, microaggressions, racism and systemic racism, hateful conduct, and right-wing extremism.
- Diversity and inclusion management strategies are at the heart of fostering ethnic inclusion across multinational defence environments:
 - Culture of belonging.
 - Inclusive leadership.
 - Cultural awareness and cultural competence training.
 - Bystander and unconscious bias training.
 - Prevention programs against right-wing extremism.
 - Establishment of allies through allyship training and practices.



Framework on Ethnic Intolerance



Historical Factors
Historical and intergenerational grievances and conflicts
Political Factors
Political parties
Political systems and structures
Poor relations between states
Military conflicts
Economic Factors
Competition for (scarce) resources
Instability
Social Factors
Power relations
Competition
Polarization
Social instability
Ethnic, cultural and religious identities
Socio-Psychological Factors
Unconscious Bias
Microaggressions
Racism and Systemic Racism
Right-Wing Extremism
Hateful Conduct



Conceptual Model to Enable Greater Ethnic Inclusion





RTG 301 Key Recommendations

- Examine NATO's existing Diversity and Inclusion Programme and Action Plan and assess effectiveness in relation to "ethnic diversity and inclusion".
- Undertake a systematic review of the existing recruitment, retention, and promotion policies to prevent ethnic and racial barriers across personnel's career life cycle.
- Determine ways to institute a coaching and mentoring program intended to educate personnel on ethnic and racial injustices and the importance of ethnic diversity and inclusion.
- Assemble a multinational committee (representation based on race and ethnicity) to foster an inclusive culture and assess the intersectional factors that may impact military and civilian personnel (i.e., using a Gender-based Analysis Plus lens).
- Hire equity and inclusion experts/advisors in ethnic and racial inclusion to help examine systemic racism and best practices for cultivating an inclusive culture.
- Develop a NATO Lecture Series, conference, and best practices and lessons learned to promote ethnic diversity and inclusion.



Conclusion

- RTG 301 will help to inform NATO's strategic efforts to promote "military diversity as a key transformational element" in overcoming ethnic intolerance and cultural differences in defence and security.
- Presented framework on ethnic intolerance and conceptual model on ethnic inclusion will provide the foundational underpinnings for understanding ethnic diversity and inclusion in multinational military settings.
- Proposed NATO Lecture Series and follow-on Exploratory Team will help to educate and further explore ethnic intolerance and inclusion in multinational defence environments.
 - Intended to support NATO's 2022 Strategic Concept and the need for greater culture change across defence community.