

MAY 6-7  
2021



Online Workshop  
by invitation only



Workshop Organizers:

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DGMPRA | DGRAPM





Defence workforces are complex, comprising regular force military members, reservists, defence civil servants, and contractors working for private military and security companies. These groups of personnel are employed towards the same overarching goals related to national and international security, and are often highly integrated in the performance of their functions. At the same time, despite the often high levels of partnership and integration, different personnel management systems are in place. These cultural differences affect their integration, the nature and quality of their collaboration, and ultimately affect personnel outcomes such as performance and retention, as well as organisational and operational effectiveness.

Defence organizations around the world are increasingly recognizing the importance of optimizing the intragroup employment, as well as the intergroup integration, of defence personnel and many are adopting terminology to imply they form a cohesive whole [select examples include, the Defence Team (Canada), the Whole Force Concept (United Kingdom), One Defence Team (Sweden), Total Defence Workforce (New Zealand), Total Force Concept (United States), and the Adaptive Armed Forces (Netherlands)]. Since most research has traditionally focused on regular force military personnel, gaps in research on personnel in the other components – that is, research focused on reservists, defence civilians, and defence contractors, will be addressed in the context of this workshop.



EDT

Day 1 - May 6th, 2021

09:00-  
09:15 **Welcome and Introduction**

09:15-  
10:00 **Panel 1 - Whole of Government Approach:  
The Broader Context for Total Defence Workforces**

What does Total Defense Look Like in In-Action? Israeli option: National Security Concept  
*Eyal Ben-Ari (Kinneret College on the Sea of Galilee), Eitan Shamir (Bar-Ilan University), Elisheva Rosman (Bar-Ilan University), and Uzi Ben-Shalom (Ariel University)*

If Crisis or War Comes: Explaining Civil-Military Collaboration in Practice  
*Hanna Deiacó (Swedish Defence University)*

10:15-  
11:45 **Panel 2 - Integration of Defence Civilians  
in a Total Defence Concept**

Defence Civilians: Identity, Inclusion and the Institution of the Military  
*Irina Goldenberg (Director General Military Personnel Research and Analysis)*

Efforts by Defense Civilians to Integrate Women, Peace & Security (WPS) Considerations into Professional Military Education  
*Lauren Mackenzie (Marine Corps University), Claire Metelits (Marine Corps University), Kyleanne Hunter (U.S. Air Force Academy)*

The Hybrid Civilian: Identity Challenges in Whole Force Integration  
*Sarah Jane Meharg (Canadian Forces College)*

Mil-Civ Differences in Mental Health Effects of Deployment: Challenges of a blended military manning structure  
*Ryan Keltý (U.S. Air Force Academy), Buddy Lizzol (U.S. Air Force Academy), and Ed Jones (U.S. Air Force Academy)*

12:00-  
13:00 **Panel 3 - Reservists in a Total Defence Workforce:  
Perception and Action**

The U.S. Total Force: From Conception to Implementation: Lessons Learned  
*James Griffith (University of Utah)*

Reserve Forces: Identity and Integration in a Total Defence Workforce  
*Vincent Connelly (Oxford Brookes University)*

"I'm From the Government, and I'm Here to Help": Public Perceptions of the Use of Coercive State Power  
*Lindsay Cohn (U.S. Naval War College), Jessica Blankshain (U.S. Naval War College), Danielle Lupton (Colgate University)*

13:00 **Wrap-up**

EDT

# Day 2 - May 7th, 2021

09:00-  
09:05

## Introduction to Day 2

09:05-  
10:30

## Panel 1 - Defence Contractors, Private Military and Security Companies, and Defence Force Integration

Can PMSCs play a role in COIN Ops?

*Michelle Jones (Edge Hill University)*

Cultural Considerations Involved in the U.S. Department of Defense's Integration of Private Military Contractors

*Caroline Batka (Webster Vienna Private University)*

Business-Military Relations and the Reinvention of "Total Defence" in Scandinavia

*Joakim Berndtsson (School of Global Studies, University of Gothenburg), Anne Roelsgaard Obling (Royal Danish Defence Academy), and Åse Gilje Østensen (Royal Norwegian Naval Institute)*

Principal-Agent Problems: USG Use of Contractors to Deliver Security Force Assistance (SFA) across Africa

*Whitney Grespin (King's College London)*

10:45-  
11:45

## Panel 2 - Modernising the Reserve Force Concept

Negotiating civilian and military lives: families, employers and part time reserve service

*Scott Tindal (University of Greenwich), Zoe Morrison (Robert Gordon University), Vincent Connelly (Oxford Brookes University), and Sarah Cunningham-Burley (University of Edinburgh)*

Adaptive access to knowledge: helping and hindering forces behind Defensity College

*Femke Hokwerda (Netherlands Defence Academy)*

Reserve Workforce Alternatives to Enhance Total Force Capabilities

*Stephen R. Dalzell (RAND Corporation)*

12:00-  
13:00

## Panel 3 - Conceptualizing and Leveraging a Total Defence Workforce

Republic of Ireland and "Total Defence Workforce"

*Glen Segell (University of Haifa)*

Re-establishing a total defence workforce in the XXI century: a conceptual contribution to understanding retention with examples from the Swedish Armed Forces

*Louise Olsson (Peace Research Institute Oslo) and Chiara Ruffa (Uppsala University)*

The role of culture in mentorship relationships in the military

*Linna Tam-Seto (Queen's University)*

13:00-  
14:00

## Wrap-up Discussion, Book Project, and Next Steps