

LESLIE ADRIENNE PAYNE

Political Scientist (Full)

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EDUCATION

- 2016 Current PhD candidate, King's College London, Defense Studies
- 2005 The George Washington University, M.A., Security Policy Studies
- 2002 The New School for Social Research, M.A., International Political Theory
- 1997 Howard University, B.A., Cultural Anthropology

SUMMARY OF PRE-RAND BACKGROUND (See pp. 6-7 for more detail)

Social Scientist (deployed), The Human Terrain System (HTS), TRADOC
Military Analyst/Intelligence Officer, Central Intelligence Agency (CIA)
Defense Analyst, Jane's Strategic Advisory Service (Jane's)

RAND RESEARCH FOCI

Terrorism, Counterterrorism, Diversity, equity and inclusion (DE&I) in the military; DE&I in general; U.S. Army strategic doctrine; U.S. Air Force manpower and training; security cooperation; Afghanistan and South Asia security issues; security force assistance (SFA);

AWARDS AND RECOGNITIONS

- 2011 Meritorious Civilian Service Award, U.S. Department of the Navy
- 2009 Achievement Medal for Civilian Service, U.S. Department of the Army

EXTERNAL RAND SPEAKING EVENTS

Payne, Leslie Adrienne, "Drones, Robots, Protection and Privacy: Contextualizing our Fascination and Fear." Delivered to the Rotary Club of Alhambra, January 2017

Payne, Leslie Adrienne, "Drones, Fighter Pilots and Robots (Part 2): How Will Automation, Cognitive Technology and the Machines of Tomorrow Impact our Social Fabric in the Future?" The Los Angeles Athletic Club Coffee Break Speaker Series, November 2016.

Payne, Leslie Adrienne, "Drones, Fighter Pilots and Robots (Part 1): The Debate Surrounding Unmanned Systems." The Los Angeles Athletic Club Coffee Break Speaker Series, October 2016. I

discussed the history and ethical implications of drone warfare, in addition to the lifestyle differences between RPA and manned fighter pilots.

Payne, Leslie Adrienne, “The New Face of Combat: How Washington Innovated in Iraq and Afghanistan.” The Los Angeles Athletic Club Coffee Break Speaker Series, May 2016. I discussed the conceptualization and execution of population-centric warfare during OIF and OEF, in addition to the Human Terrain System.

EXTERNAL RAND PUBLICATIONS

Payne, Leslie A. (2021). *Counterterrorism: Mission Critical Skills*. Cognella Academic Publishing

Payne, Leslie A. (2015). “Allied Civilian Enablers and the Helmand Surge,” in *Social Science Goes to War*, Oxford University Press: Ne 2015.

INTERNAL RAND PUBLICAITONS

** 16 sensitive, For Official Use Only (FOUO), and limited release publications have been omitted from this list but are available to properly cleared individuals**

As project lead and/or lead author

Leslie Adrienne Payne, Colin P. Clarke, Chad C. Serena, Ali Wyne, Devon Hill, Ryan Bauer. *Multi-Domain Battle: The Trajectory and Analysis of a Cross-Service Component*. RAND: Santa Monica, CA. 2018. PR-3955-A.

Leslie Adrienne Payne and Jan Osburg. *Leveraging Observations of Security Force Assistance in Afghanistan for Global Operations*. RAND: Santa Monica, CA. November 2013. RR-416-A.

Limited Distribution

Lead author on a research study that examined the Federal Emergency Management Agency’s disaster relief operations to determine the extent to which they exacerbated social inequities within the communities they served. This was done by conducting a systematic literature review using a 3-dimension assessment framework for equity that looked at: procedural equity, contextual equity, and distributive equity.

Other

2021

Chaitra M. Hardison, **Leslie Adrienne Payne**, Russell H. Williams, Danielle Bean, Kenric Smith, Hannah Acheson-Field, Ivica Pavisic, Anthony Lawrence, Benjamin M. Pancoast. *Increasing Aircrew Flight Equipment personnel proficiency: insights from members of the career field*. RAND: Santa Monica. RR-A114-1.

2020

Kirsten M. Keller, Maria C. Lytell, David Schulker, Kimberly Curry Hall, Louis T. Mariano, John S. Crown, Miriam Matthews, Brandon Crosby, Lisa Saum-Manning, Douglas Yeung, **Leslie Adrienne Payne**, Felix Knutson, Leann Caudill. *Advancement and Retention Barriers in the U.S. Air Force Civilian White Collar Workforce : Implications for Demographic Diversity*. RAND: Santa Monica. RR-2643-AF.

Vivian L. Towe, Elizabeth L. Petrun Sayers, Edward W. Chan, Alice Y. Kim, Ashlyn Tom, Wing Yi Chan, Jefferson P. Marquis, Michael W. Robbins, Lisa Saum-Manning, Margaret M. Weden, **Leslie Adrienne Payne**. *Community Planning and Capacity Building in Puerto Rico After Hurricane Maria: Predisaster Conditions, Hurricane Damage, and Courses of Action*. RAND: Santa Monica. RR-2598-DHS.

2019

Chaitra M. Hardison, **Leslie Adrienne Payne**, John A. Hamm, Angela Clague, Jacqueline Torres, David Schulker, John S. Crown. *Attracting, Recruiting, and Retaining Successful Cyberspace Operations Officers: Cyber Workforce Interview Findings*. RAND: Santa Monica. RR-2618-AF.

Patricia K. Tong, **Leslie Adrienne Payne**, Craig A. Bond, Sarah O. Meadows, Jennifer Lamping Lewis, Esther M. Friedman, Ervant J. Maksabedian Hernandez. *Enhancing Family Stability During Permanent Change of Station: A Review of Disruptions and Policies*. RAND: Santa Monica. RR-2304-OSD.

Molly Dunigan, Ryan Andrew Brown, Samantha Cherney, Maria DeYoreo, Katherine C. Hastings, Jennifer Lamping Lewis, Christina Panis, **Leslie Adrienne Payne**, Michael Schwillie, Lauren Skrabala. *Army Expeditionary Civilian Demand : Forecasting Future Requirements for Civilian Deployments*. RAND: Santa Monica. RR-2854-A.

Sarah O. Meadows, Stephanie Brooks Holliday, Wing Yi Chan, Stephani L. Wrabel, Margaret Tankard, Dana Schultz, Christopher M. Busque, Felix Knutson, **Leslie Adrienne Payne**, Laura L. Miller. *Air Force Morale, Welfare, and Recreation Programs and Services: Contribution to Airman and Family Resilience and Readiness*. RAND: Santa Monica. RR-2670-AF.

Sarah O. Meadows, Stephanie Brooks Holliday, Wing Yi Chan, Stephani L. Wrabel, Margaret Tankard, Dana Schultz, Christopher M. Busque, Felix Knutson, **Leslie Adrienne Payne**, Laura L. Miller. *Air Force Morale, Welfare, and Recreation Programs and Services: Contribution to Airman and Family Resilience and Readiness: Appendixes*. RAND: Santa Monica. RR-2670/1-AF.

Limited Distribution

A project to examine the offensive and defensive cyber workforce; two volumes; with: Chaitra Hardison, Julia Whitaker, Tony Lawrence, Ivica Pavisic, Jenna Kramer, Brandon Crosby, Leslie Adrienne Payne, and Ryan Haberman

A project examining aircrew flight equipment proficiency; with: Chaitra Hardison, Russell H. Williams, Danielle Bean, Ken Smith, Hannah Acheson-Field, Ivica Pavisic, Toni Lawrence

A project examining the use of Computer Emergency Response Team (CERT) and Security Operations Center (SOC) performance metrics to inform financial decisionmaking; with: David Luckey, David Stebbins, Sunny D. Bhatt, Courtney Weinbaum, Amanda Wicker, Yousuf Abdelfatah, Emily Ellinger, Sarah Heintz, Hilary Reininger, Éder Sousa

2018

Kirsten M. Keller, Kimberly Curry Hall, Miriam Matthews, **Leslie Adrienne Payne**, Lisa Saum-Manning, Douglas Yeung, David Schulker, Stefan Zavislan, Nelson Lim. *Addressing Barriers to Female Officer Retention in the Air Force*. RAND: Santa Monica, CA. 2018. RR-2073-AF.

Kirsten M. Keller, Maria C. Lytell, David Schulker, Kimberly Curry Hall, Louis T. Mariano, John Crown, Miriam Matthews, Brandon Crosby, Lisa Saum-Manning, Douglas Yeung, **Leslie Payne**, Felix Knutson, Leann Caudill. *Advancement and Retention Barriers in the Air Force Civilian Workforce: Implications for Demographic Diversity*. RAND: Santa Monica, CA. 2018, PR-3343-1-AF.

David Schulker, Douglas Yeung, Kirsten M. Keller, **Leslie Adrienne Payne**, Lisa Saum-Manning, Kimberly Curry Hall, Stefan Zavislan. *Understanding Demographic Differences in Undergraduate Pilot Training Attrition*. RAND: Santa Monica, CA. 2018. RR-1936-AF.

Tara L. Terry, Chaitra M. Hardison, David Schulker, Alexander C. Hou, **Leslie Adrienne Payne**, *Building a healthy MQ-1/9 RPA Pilot Community: Designing a Career Field Planning Tool*. RAND: Santa Monica, CA. 2018, RR-2018-AF .

Limited Distribution

A project examining how to attract, recruit, and retain successful cyber operators; with: Chaitra Hardison, John Hamm, Angela Clague, Jackie Torres, David Schulker, John Crown.

A project that examined the contributions of Air Force morale, welfare, and recreation programs and services; with: Sarah O. Meadows, Stephanie Brooks Holliday, Wing Chan, Stephani L. Wrabel, Margaret Tankard, Dana Schultz, Christopher M. Busque, Felix Knutson, Leslie A. Payne, Laura L. Miller.

2017

Mark A. Lorell, **Leslie Adrienne Payne**, Karishma R. Mehta. *Program Characteristics That Contribute to Cost Growth: a Comparison of Air Force Major Defense Acquisition Programs*. RAND: Santa Monica, CA. 2017, RR-1761-AF

Limited Distribution

A project that provided analytical support to USAF acquisition leadership; with: Akilah Wallace, Mark Lorell, Meagan Smith, William Shelton

A project examining India's "Act East" policy; with: Jonah Blank, Richard S. Girven, Arzan Tarapore, Julia A. Thompson, Arthur Chan

2016

Jennifer Lamping Lewis, Edward G. Keating, **Leslie Adrienne Payne**, Brian Gordon, Julia Pollak, Andrew Madler, Hugh G. Massey, Gillian Oak. *U.S. Department of Defense Experiences with Substituting Government Civilian Employees for Military Personnel: Challenges and Opportunities*. RAND: Santa Monica, CA. 2016, RR-1282-OSD

2015

Chaitra M. Hardison, Nelson Lim, Kirsten M. Keller, Jefferson P. Marquis, **Leslie Adrienne Payne**, Robert Bozick, Louis T. Mariano, Jacqueline A. Mauro, Lisa Miyashiro, Gillian Oak, Lisa Saum-Manning. *Recommendations for Improving the Recruiting and Hiring of Los Angeles Firefighters*. RAND: Santa Monica, CA. 2015, RR-687-LAFD

Jefferson P. Marquis, Kayla M. Williams, Lindsay Clutterbuck, Keith Gierlack, Patrick B. Johnson, **Leslie Adrienne Payne**, Amy Potter, Lisa Saum-Manning, Stephan B. Seabrook, Jerry M. Sollinger, Stephen Watts, Rebecca Zimmerman. *An enduring Legacy?: Building Local Intelligence-Gathering Capabilities in Iraq, Afghanistan and Beyond*. RAND: Santa Monica, CA. March 2015. RR-674-1-OSD

Jefferson P. Marquis, Kayla M. Williams, Lindsay Clutterbuck, Gail Fisher, Keith Gierlack, **Leslie Adrienne Payne**, Lisa Saum-Manning, Jerry Sollinger, Richard Warnes, Stephen Watts, Aidan Kirby Winn, and Rebecca Zimmerman. *Building HUMINT Capacity in Iraq, Afghanistan and Beyond: An Executive Summary of RAND Analysis of Legacy and Related Programs*. RAND: Santa Monica, CA. 2015. RR-699/1-1-OSD

2014

Jefferson P. Marquis, Kayla M. Williams, Colin P. Clarke, Lindsay Clutterbuck, Gail Fisher, Keith Gierlack, Patrick B. Johnston, **Leslie Payne**, Amy Potter, Stephan Seabrook, Jerry Sollinger, Robert Stewart, Richard Warnes, William A. Williams, Aiden Kirby Winn, Rebecca Zimmerman. *Lessons Learned From Legacy Initiative to Build Local Intelligence in Afghanistan*. RAND: Santa Monica, CA. 2014. RR-608-OSD

Michael J. McNerney, Angela O'Mahony, Thomas S. Szayna, Derek Eaton, Caroline Baxter, Colin P. Clarke, Emma Cutrufello, Michael McGee, Heather Peterson, **Leslie Adrienne Payne**, Calin Trenkov-Wermuth. *Assessing Security Cooperation as a Preventative Tool*. RAND: Santa Monica, CA. 2014. RR-350

Jan Osburg, Christopher Paul, Lisa Saum-Manning, **Leslie Adrienne Payne**, Dan Madden. *Best Practices for Assessing Locally Focused Stability Operations*. RAND: Santa Monica, CA. 2014. RB-9784

RAND RESEARCH BRIEFS

March 2015— US Army's Special Operations Command's JFK Special Warfare Center and School (USASOCJFKSWC); briefed results from Leveraging Observations of Security Force Assistance in Afghanistan for Global Operations. (Sole briefer)

PROFESSIONAL EXPERIENCE

- 2012-Present **The RAND Corporation**, Santa Monica, California
Senior Defense Analyst
Defense and Political Science Department
- 2008-2012 **The Human Terrain System (HTS)/TRADOC**, Fort Leavenworth, Kansas
Social Scientist (13 months in Iraq; 13 months in Afghanistan)
- Conducted on-the-ground, tactical level field work to help Marines and soldiers understand the socio-cultural environments of Iraq and Afghanistan
 - Interviewed over 500 Iraqi and Afghan villagers and stakeholders in their local environments
 - Led and managed 12 field research missions, each lasting an average of 4-5 weeks; authored 12 qualitatively-oriented research reports
 - Ensured field research missions were methodologically sound
 - Followed ethically-appropriate research protocols
 - Briefed research results at all levels of seniority (BDE, BN, Div commanders)
 - Managed the logistics and travel of my research team for all 12 research missions.
 - Co-developed HTS training curricula at Ft. Leavenworth
- 2005-2008 **Central Intelligence Agency (CIA)**, McLean, Virginia
Military Analyst/Intelligence Officer
Office of Russian and Eurasian Affairs
Future Warfare Team, Military Security Group, Office of Transnational Issues
- Conducted tactical-level field work in West Africa (Liberia, Sierra Leone and Cote D'Ivoire);
 - Worked on proliferation and arms trade issues
 - Produced a variety of analytical reports, to include 1 President's Daily Brief (PDB)
 - Shared information and collaborated with different policy institutions; enlisted the support of subject matter experts;
 - Planned IC-wide conferences
 - Briefed policymakers and US government officials.
- 2004-2005 **Jane's Information Group—Strategic Advisory Services**, Alexandria, Virginia
Defense Analyst
Research Associate
- Conducted research and analysis on defense industry programs and weapons platforms
 - Produced analytical reports on defense industry marketing strategies
 - Assisted with conference planning.
- 2003-2004 **The Chemical and Biological Arms Control Institute (CBACI)**, District of Columbia
Research Intern

- Conducted research on behalf of CBACI staff
- Collated and organized research data
- Assisted analysts and staff with conference planning
- Processed data and performed general administrative duties

1995-1997

The New York African Burial Ground Project, Howard University, Washington DC

Research and Laboratory Assistant

- Performed data entry and
- Maintained skeletal remains
- Performed bone and dental analysis and archived results.