

DEOMI October 2022

NEWSLETTER

GREETINGS

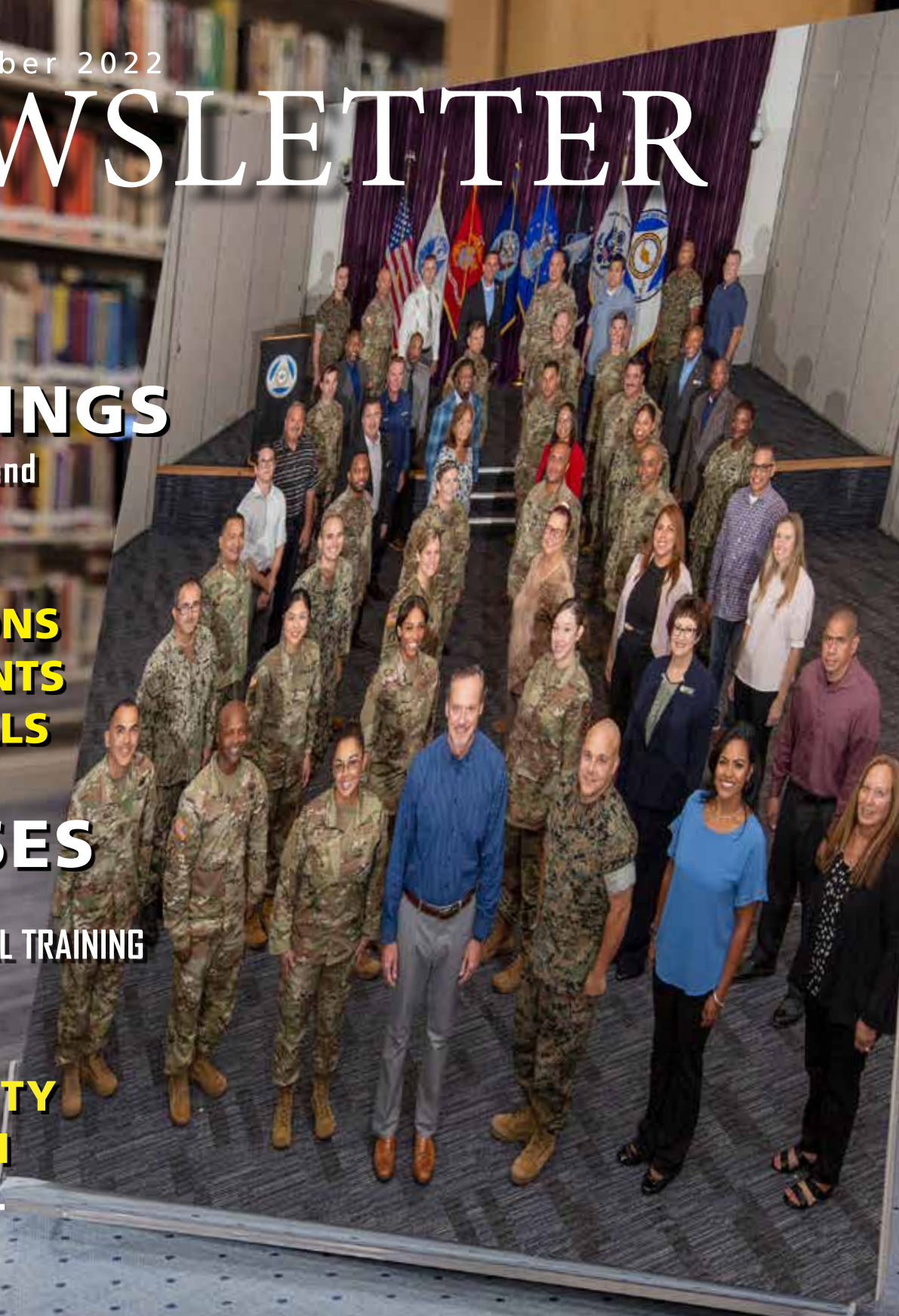
from the Command

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COMMUNITY
OUTREACH
AND MORE...



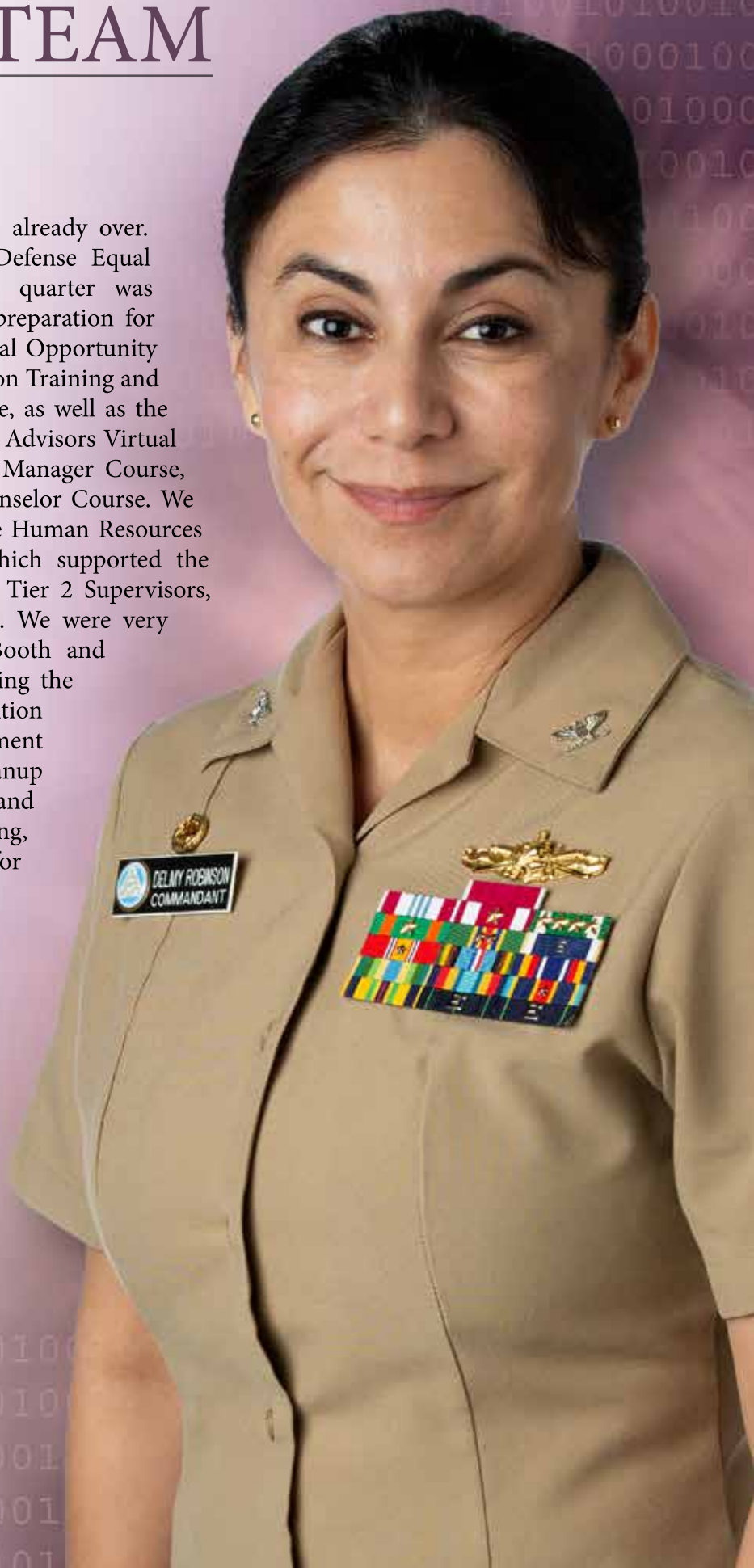
GREETINGS TEAM

By Navy Capt. Delmy Robinson
DEOMI Commandant
Photo: Michael Marks

Wow, I can't believe the fiscal year is already over. Like the past three quarters, the Defense Equal Opportunity Management Institute's fourth quarter was very busy. Specific highlights included final preparation for the return of in-resident students for the Equal Opportunity Advisors Course 23-1, such as Faculty Transition Training and the Faculty Training and Development Course, as well as the successful execution of the Equal Opportunity Advisors Virtual Course 22-3, the Special Emphasis Program Manager Course, and the Equal Employment Opportunity Counselor Course. We conducted the second iteration of the Defense Human Resources Activity Managerial Training—Module 4, which supported the educational and professional development of Tier 2 Supervisors, those who supervise subordinate supervisors. We were very excited to have DHRA Director William Booth and Deputy Director Jeffrey Register with us during the module. We also presented several recognition awards, held several promotions and a retirement ceremony, hosted an Adopt-a-Highway cleanup as part of our community outreach program, and supported our customers in the Fleet, Field, Wing, and Space with professionally crafted content for several special observances and events.

Every day, the amazing and talented staff we have here continue to impress and inspire. I can't express enough how incredibly proud I am of my team and their level of teamwork! When it comes to "Readiness," our guiding principle, my team has unquestionably met and exceeded expectation as we continue to transform and shape DEOMI to meet the challenges and opportunities of today and for the foreseeable future.

To our DEOMI graduates and stakeholders, I am so proud of the positive impact you have had and continue to have on the Department of Defense. Your hard work, professionalism, and dedication is extremely valuable and is being noticed. I am truly grateful for all that you do!



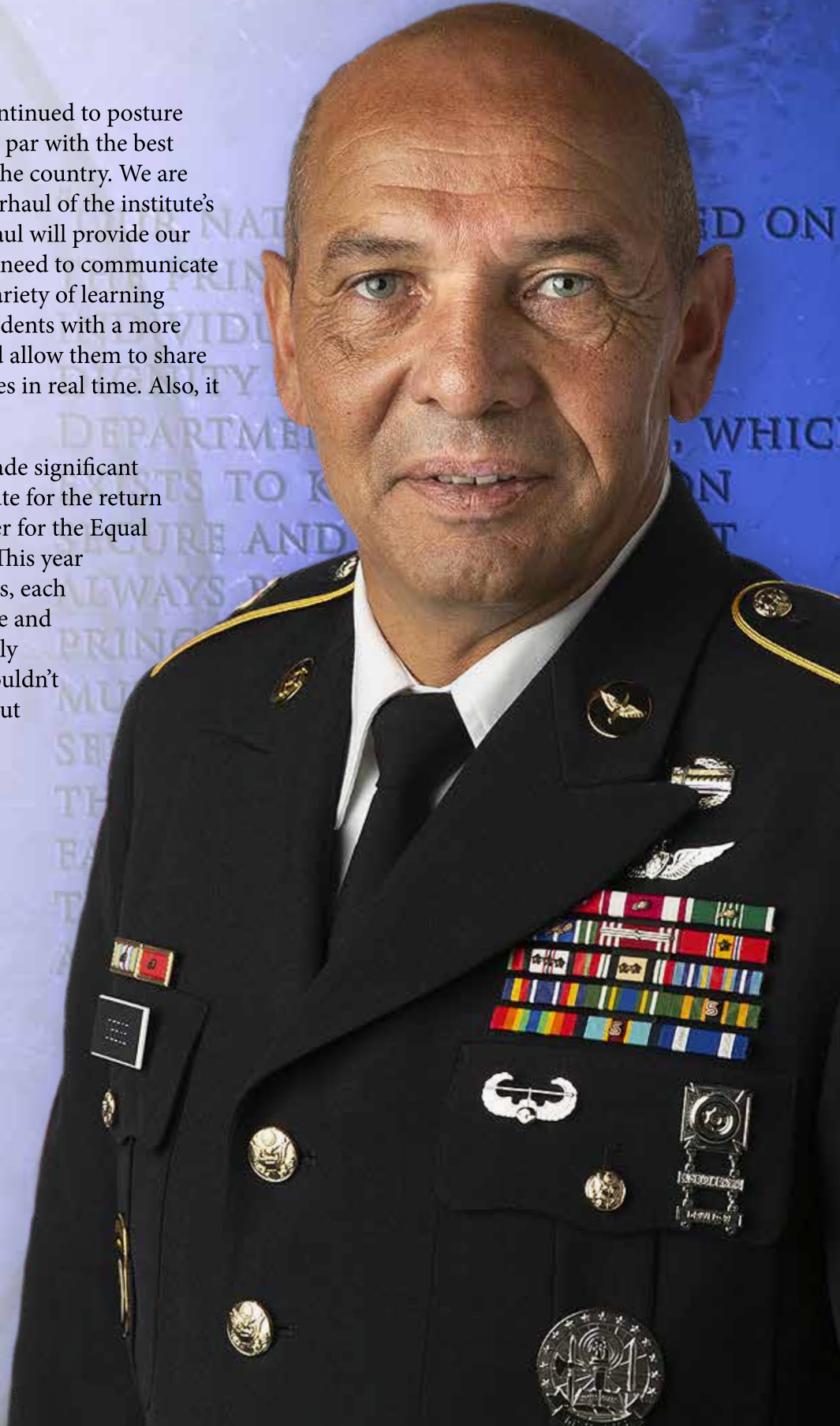
Senior Enlisted Advisor

Sergeant Major Archie S. Deese,
U.S. Army

Throughout this quarter, we continued to posture DEOMI's capabilities to be on par with the best and most prestigious universities in the country. We are currently undergoing a complete overhaul of the institute's internal network systems. The overhaul will provide our instructors with the technology they need to communicate course material effectively across a variety of learning platforms. It will also provide our students with a more interactive learning environment and allow them to share their coursework with their classmates in real time. Also, it will improve our virtual capabilities.

In addition to this upgrade, we made significant progress toward preparing the institute for the return of our in-resident students in October for the Equal Opportunity Advisors Course 23-1. This year alone, we have certified 20 instructors, each of whom bring a wealth of knowledge and experience to the table. I am extremely proud of our instructors. DEOMI wouldn't be able to complete its mission without you!

We are also working diligently to fill a variety of military and civilian positions that went vacant because of the pandemic or economic uncertainties. With restrictions lifting here on base, we expect to have most of our positions filled by the end of FY22.



Courses:

EOAC-V

On Aug. 26, DEOMI hosted a virtual graduation for 132 students of the Equal Opportunity Advisor Virtual Course, Class 22-3. The guest speaker for the virtual ceremony was Dr. Rachel Castellon, Director of the Military Equal Opportunity Policy Office for Diversity, Equity, and Inclusion (ODEI), Office of Force Resiliency, Office of the Under Secretary for Personnel and Readiness.

FTDC

From Sept. 6-23, DEOMI's Academic Standards and Evaluations department hosted a Faculty Training and Development course. The 80-hour academic course was designed to help DEOMI Instructors transition from a virtual to an in-person environment, preparing them for the upcoming in-resident Equal Opportunity Advisor Course 23-01.

DHRA Managerial Training—Module 4

Read full article [here](#).

LTAS-V

Behind the Scenes of DEOMI's virtual Leadership Team Awareness Seminar with DEOMI Commandant, U.S. Navy Capt. Delmy Robinson, Sept. 21.

Robinson extended a warm welcome to the more than 280 leaders attending the virtual LTAS. Joining virtually, were guest speakers Dr. Nathan Galbreath, acting director for the DoD Sexual Assault Prevention and Response office, and Shirley Raguindin, executive director for the Defense Advisory Committee on Diversity and Inclusion.

The LTAS is designed to enhance the awareness of contemporary EO, EEO, and human relations challenges that affect many of our services, governmental, and DoD agencies. They are also designed to help senior level supervisors and command teams identify and address those challenges through engagement and interaction with subject-matter experts from around the government, DoD, and academia.

“The LTAS-V continues to be a highly successful platform, garnering a tremendous amount of feedback and support for DEOMI, as we strive to provide the best experience possible for all those who attend,” said Robinson.

“Our hope is that attendees walk away with a greater understanding of the presented topics and the confidence to implement this knowledge within their own organizations,” she added.

Robinson said it was a wonderful opportunity to bring distinguished leaders and subject-matter experts together to discuss the sexual assault prevention and response program, harassment prevention and response, and retaliation prevention and response strategy.

“I hope [the seminar] presented each of you with fresh ideas and new tools you can use in support of Total Force Readiness,” said Robinson.

Robinson concluded the seminar by emphasizing that “collectively, we are all multipliers for the total force that brings together individuals from nearly every corner of the earth in the service of one overarching vision—an inclusive force that values and develops all individuals and thrives on their contributions.”

“Remember, we are always here for you as a resource, ready to lend a helping hand, if and when needed,” said Robinson.

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EEO – Special Emphasis Program Manager Course

From Sept. 26-30, DEOMI hosted the Special Emphasis Program Manager (SEPM) course. Shortly after arriving to the sunshine state, students were released to their hotels because Hurricane Ian was projected to pass over Patrick Space Force Base—which it did.

Thankfully, DEOMI did not sustain any major damage, and all students were accounted for and safe. Students were able to continue and complete the course virtually.

The course develops a base of knowledge and skills that allow graduates to serve as an effective collateral-duty or full-time SEPM (Federal Women’s, Black Employment, Hispanic according to Dr. Kervin Sider, DEOMI’s Equal Employment Opportunity Manager.

“It concentrates on the roles and responsibilities of Special Emphasis Program Managers,” said Dr. Sider.

Some of those roles and responsibilities include analyzing EEO data, as well as planning for and managing effective special emphasis programs.

“I believe the course is important because it provides training and educates individuals to truly assess the integration of all groups throughout an organization—at all levels. And, how to work with the organization leadership to develop strategies to improve participation of all groups in the organization,” said Dr. Sider.



DEOMI

OFFICE OF NAVAL RESEARCH SUMMER FACULTY RESEARCH PROGRAM

Story by: LT Jayson Rhoton and Dr. Jessica Lowen, DEOMI Chief Research Scientist, Research Analysis and Special Initiatives (RASI)

From June 1st to August 10th, tenured and tenure-track professors from Boise State University, Baruch College, and Claflin University conducted original research and data analysis on human relations and military equal opportunity (EO) best practices at the Defense Equal Opportunity Management Institute (DEOMI). This effort was made possible by fellowship support from the Office of Naval Research (ONR) Summer Faculty Research Program (SFRP). During summer 2022, DEOMI's three SFRP faculty researchers contributed two key findings about military climate and initiated exploratory work on military EO effectiveness.

In his project Analysis of Impacts of EO-SAPR on OE-Job Satisfaction based on DEOCS Longitudinal Data using Decision Tree, Dr. Wei Wan, a professor of mathematics at the Claflin University in Orangeburg, SC, demonstrated that survey factors associated with “perceived fear of retaliation” and a “climate of reprisal” were the most significant variables that determined “job satisfaction” and “organizational effectiveness” outcomes (Wan, 2022). This work involved highly specialized statistical analysis of relevant variables from historical Defense Equal Opportunity Climate Surveys (DEOCS), using more than 2.5 million responses from 2017–2020; Chi-squared automatic Interaction Detector; Classification and Regression Tree; and methods to reduce complexity of decision trees. Findings from this report offer insights about the validity of DEOCS version 4.1, including by identifying potentially redundant measures that could be eliminated from future versions.

Dr. Wan's summer 2022 project also makes practical contributions to DEOMI's mission. Wan provides empirical evidence that members' fear that they will be subject to reprisal or retaliation for harassment reporting is one of the most significant indicators of those members' job satisfaction and effectiveness. This discovery can help “military leaders to identify ‘at-risk’ personnel or key factors to improve organizational

climate approaches and test the effectiveness of [past prevention] strategies” (Wan, 2022, p. 3). In other words, by learning if members believe that they will face retaliation or reprisal for reporting harassment and by taking steps to mitigate such fears, leaders can increase members' job satisfaction and effectiveness.

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USS Russell DDG 59
U.S. 5th Fleet

DEOMI

OFFICE OF NAVAL RESEARCH SUMMER FACULTY RESEARCH PROGRAM

In *The Potential Curvilinear Effect of Team Cohesion* (Zhou, 2022), Dr. Zhiqing Zhou—an assistant professor of industrial psychology at Baruch College, City University of New York in New York, NY—challenged the assumption that as a group’s rate of social cohesion increases, the likelihood that members of that group will report bullying and hazing will likewise increase at a linear rate. This research involved regression analysis of variables related to team cohesion and bullying and hazing in more than 2.5 million historical DEOCS responses collected by DEOMI from 2017–2020. Challenging previous assumptions, Zhou identified a leveling-off effect; while increasing social cohesion to moderate levels increased the likelihood that group members would report bullying and hazing, the impact diminished at highest rates of social cohesion. Zhou explained this potential curvilinear relationship as a possible example of the “too-much-of-a-good-thing effect” previously identified by Pierce and Aguinis (2013).

On a practical note, Dr. Zhou’s study calls attention to the need to distinguish “social cohesion” vs. “task cohesion” when assessing command climate. It also provides empirical evidence that too much social cohesion may contradict climate improvement goals. Notably, Zhou’s findings suggest that as units report increased social cohesion, the probability of reporting hazing and bullying may decrease. These findings are significant because they challenge the notion that increasing unit cohesion will improve organizational climate in a linear way. They also suggest that unnuanced efforts to increase unit cohesion, especially those that fail to distinguish between task vs. social cohesion, may potentially result in diminished or unanticipated negative returns.

The summer 2022 SFRP program at DEOMI also produced new information related to military EO best practices. Dr. Lisa Giacumo—an associate professor of organizational performance and workplace learning at Boise State University in Boise, ID—conducted an exploratory qualitative study of military equal opportunity (MEO) personnel: Military Equal

Opportunity Best Practices in the 2020s: Scoping a DEOMI Needs Assessment (Giacumo, 2022). This report offers initial findings to inform DEOMI efforts to transform itself as the Department of Defense (DoD) Center of Excellence on Human Relations and Diversity, Equity, and Inclusion (DEI). Through direct observation and interviews with a sample of DEOMI staff and resident EO professionals, Giacumo collected and analyzed preliminary data for a future proposed project on MEO efficacy. Practically, this preliminary pilot project produced data that can inform standard[s] and branch-specific MEO best practices to guide performance on the job, as well as highly contextualized performance support interventions, developed with input from the individuals currently doing this work. Additionally, this work identified a potential path forward for future return on investment study of DEOMI’s MEO program. Such findings can support DEOMI’s future strategic goals.

For over 30 years, DEOMI has proudly partnered with the ONR to bring university faculty from our nation’s premier academic institutions and historically Black colleges and universities. This partnership helps ensure that MEO programs are evidence-based, align with cutting-edge science, and support DoD DEI goals. This partnership also expands DEOMI’s capacity for applied innovation. For example, prior SFRP participants were instrumental in creating and updating the DEOCS and building an evidence-backed Sexual Violence Continuum of Harm that reached approximately 3.6 million Service members and Civilians across the DoD. During summer 2022, DEOMI’s SFRP participants continued this partnership, expanding it to new topics. Through their work, DEOMI contributed key evidence to reduce harassment, promote signature behaviors, and assess Force-wide impact of EO programs.



ADOPT-A-HIGHWAY



DEOMI VOLUNTEERS CLEAN UP BREVARD COUNTY

On Sept. 10, DEOMI volunteers came together to help clean up Brevard County, as part of a newly established partnership with the Keep Brevard Beautiful Adopt-A-Highway program. In a little more than an hour, DEOMI staff and their family members collected more than 100 pounds of litter and debris from Avocado Ave in Melbourne.

This was DEOMI's third of four scheduled cleanups for the fiscal year. So far, DEOMI's volunteers have removed more than 500 pounds of debris from its adopted road.



US Army Combat Fitness Test Prep

DEOMI's U.S. Army leaders hosted a diagnostic Army Combat Fitness Test on Sept. 1, at the WarFit Track on Patrick Space Force Base, Florida. This diagnostic fitness test was the last of several tests held to prepare DEOMI's Army population for the full implementation of the ACFT, which starts on Oct. 1, for active-duty Soldiers and April 1, 2023, for Reserve Component Soldiers. After these dates, active-duty Soldiers must have a record ACFT no later than April 1, 2023, and Reserve Component Soldiers must have a record ACFT no later than April 1, 2024, according to army.mil.

The ACFT is part of the Army's Holistic Health and Fitness (H2F) System, which "empowers and equips Soldiers to take charge of their health, fitness and well-being," according to army.mil.



PROMOTIONS



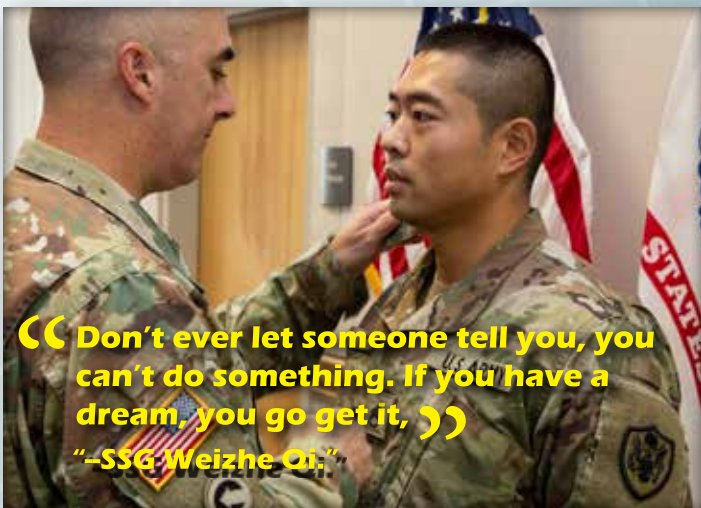
USA, Lt. Col. Dennis Harding

DEOMI held a ceremony on Aug. 26, to promote U.S. Army Maj. Dennis Harding to the rank of Lieutenant Colonel.



USN, Lt. Commander James Kilpatrick

DEOMI held a ceremony on Sept. 1, to promote U.S. Navy Lt. James Kilpatrick to the rank of Lieutenant Commander.



“Don't ever let someone tell you, you can't do something. If you have a dream, you go get it.”
—SSG Weizhe Qi.



USA, SSG Weizhe Qi

DEOMI held a small ceremony Sept. 16th, to promote U.S. Army Sgt. Weizhe Qi, a Resource Management Financial Analyst, to the rank of Staff Sergeant.



Retirement

US Army Lt. Col. Tobias Petros

DEOMI hosted a retirement ceremony Aug. 5th, for U.S. Army Lt. Col. Tobias Petros, an officer with more than 23 years of dedicated service and sacrifice to our Nation. Petros served as the Deputy Director of DEOMI's Education and Training Directorate.

During the ceremony, guest speaker U.S. Air Force Maj. Gen. Dagvin Anderson, said Petros found the importance of leadership—and the influence motivational leaders have—at an early age.

Petros joined the Army in 1994 as an enlisted Cavalry Scout and served in this position at several locations before earning a Green to Gold scholarship and commissioning as an Armor Officer. As an officer, Petros served in several prestigious positions worldwide, deployed multiple times, and earned a Master of Arts in Strategic Security Studies.

“When most people think of service and sacrifice, they think of the service member. But it is their families who know the true meaning of sacrifice,” said Petros, referring to his wife, Tanja, his daughter, Haley, and his sons, Tristan and Nathan.



DEOMI RECOGNITION AWARDS

2022

From DEOMI Commandant, U.S. Navy Capt. Delmy Robinson:
“Greetings DEOMI Family, It is my honor to announce DEOMI’s
Town Hall Recognition Awards for 2022!”



**DEOMI Annual Instructor
Awards (2021)
Military Instructor
SFC Jon B. Harris**



**DEOMI Annual Instructor
Awards (2021)
Civilian Instructor
Mr. Timothy L. Glines**



**USAF, Master Sgt.
Melissa Dixon,
DHRA Senior
Noncommissioned
Officer of the Quarter**



**USN Lt. James
Kilpatrick, DHRA
Company Grade Officer
of the Quarter**



**Maj. David Ferrer,
DHRA Field Grade
Officer of the Quarter**

Town Halls

On Sept. 16, DEOMI presented numerous awards, recognized staff and faculty who have September birthdays, hailed several new members to our team, performed scheduled training, and highlighted this month's special observance—National Hispanic Heritage Month—during its monthly Town Hall. Following the ceremony, DEOMI hosted an early celebration of the U.S. Air Force's 75th birthday.



AIR EDUCATION AND TRAINING COMMAND MASTER INSTRUCTOR

MSgt Patrick Corbeil
MSgt Dixon



BASIC ARMY INSTRUCTOR BADGE

SFC James D. Lewis
SFC Leonado May
SFC Nicholas J. Race

SPECIAL OBSERVANCES

WOMEN'S EQUALITY DAY

HISPANIC HERITAGE MONTH



DEOMI, in collaboration with Space Launch Delta 45 and the Air Force Technical Applications Center's Diversity, Equity, Inclusion, and Accessibility office, hosted a 5k run/walk event in observance of National Hispanic Heritage Month.

The guest speaker, U.S. Air Force Master Sgt. Julio Brito, the 45th Civil Engineer Squadron First Sergeant, provided opening remarks. Brito was followed up by U.S. Army Sgt. 1st Class Paul Joseph and his wife, who provided a phenomenal Zumba warm up session.

At the finish line, several event supporters cheered on participants and presented them with a medallion for completing the run/walk.



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