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Defense Equal Opportunity Management Institute
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DEOMI Facilitates DHRA Prime Objective: Fortifying a Culture of Service

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PATRICK SPACE FORCE BASE, Fla. —The Defense Equal Opportunity Management Institute facilitated the third and final in-person session of the Defense Human Resources Activity’s new enterprise-wide managerial training program for supervisory General Schedule-15 employees, Oct. 18-20.

The program, which began in June, supports the educational and professional development of Tier 2 Supervisors through six modules that focus on key leadership topics specifically chosen to help supervisors as individuals, members of a team, and stewards of DHRA’s prime objective—fortifying a culture of service.

DEOMI facilitated the program by developing, instructing, and hosting module four, which focuses on leading to align culture with vision. Module four was the only module held inperson,



providing several attendees with a welcomed opportunity for face-to-face interaction with their peers.

To date, 72% of DHRA’s Tier 2 Supervisor population attended the program and are already producing overwhelming results in their respective organizations, according to DHRA Deputy Director Jeffrey Register.

“We received an overwhelmingly positive response from the DHRA leaders, who are eager to attend more in-person sessions. Our DHRA leaders gained invaluable experiences and tools that they have already taken back and applied to their respective centers and offices,” said Register. “This training is key in guiding us through some of the biggest challenges we currently face in this ‘new’ normal state—and we tackle it by coming together to find a balanced approach that supports each of our center and office’s efforts to fortify a culture of service,” he added.



Finding a balanced approach to address organizational culture can be a cumbersome task to take on. In the not-too-distant past, an organization’s culture was believed to be tied to diversity. Essentially, the more diverse an organization’s workforce is—based on age, gender, race, religion, and so on—the more culture it has. The material DEOMI prepared for this module explains how this belief is just the tip of the iceberg.

“Diversity alone is not enough. We must learn how to be inclusive,” said DEOMI Commandant, U.S. Navy Capt. Delmy Robinson, in her welcome speech on Day 1 of the module.

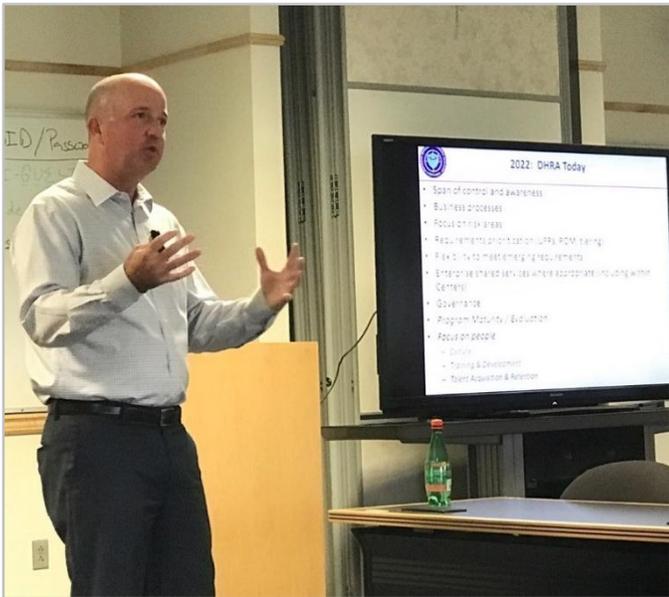


The concept of inclusion sounds simple enough, treat all employees as valued members and provide them with opportunities to contribute to the organization. However, there are several factors an organization must explore before it can achieve and maintain an inclusive culture. Material prepared for this module explores such factors as climate vs. culture, aligning culture, organizational DNA, and complexity of culture, as well as how to employ inclusivity within an organization.

“The most successful groups are those who are able to effectively employ inclusivity,” said Robinson.

Also provided in this module are comprehensive tools, such as action plans that utilize analytical data and metrics, to identify an organization’s current culture. Leaders can use this information to identify appropriate implementation strategies to effectively influence organizational culture change. The underlining message of this module is that organizational culture is like a living organism, growing and evolving over time. There is no one-size-fits-all solution.





DEOMI is no stranger to evolution. Established in 1971, the institute was originally the Defense Race Relations Institute and had the mission of providing race relations training. Today, the institute has evolved to become the DoD’s premiere Center of Excellence providing training and educational programs in human relations, equal opportunity, equal employment opportunity, and diversity to military and civilian leaders throughout the DoD.

DHRA has also experienced evolution. The organization recently restructured its people-related functions through a new Culture and Talent Management Directorate within its headquarters. The new structure will help DHRA streamline strategic planning and delivery of training and development opportunities; provide human resources management and support; and conduct new hire orientation, onboarding, and in-processing for new members of the DHRA family, according to Register.

“We want to be more purposeful in how we manage DHRA employees’ career lifecycle, looking at everything from recruitment and hiring to employee and leadership development and succession management, and overall workforce planning. Our goal, and focus, is to ensure this new structure builds the capability to achieve strategic and organizational goals and objectives,” said Register.

The managerial training program is but one shining example of how DEOMI is helping DHRA fortify its culture of service mission. As time progresses and mission parameters change, DEOMI remains committed to facilitating the evolution of DHRA’s mission, as well as its own.

The DEOMI team is an inclusive force that values and develops all individuals and thrives on their contributions. Since its inception in 1971, then known as the Defense Race Relations Institute, DEOMI has developed and delivered innovative education, training, research, and collaborative solutions to approximately 52,000 DEOMI military and civilian graduates.

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