

# **Defense Equal Opportunity Management Institute (DEOMI)**

## **Strategic Plan Fiscal Years 2020 – 2025**



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**Defense Equal Opportunity Management Institute  
Command Group**

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## *Message from the Commandant*

The United States faces a global environment full of significant and complex challenges. International terrorism, proliferation of weapons of mass destruction, military aggression and political instability, and great power competition are primary threats to our citizens and interests. Therefore, we must continuously focus our efforts on the readiness and lethality of our total force.

These and other challenges compel us to expand the organizational effectiveness of our operations through education, training, research, consultation, and solutions. Diversity and Inclusion along with Human Relations play a key role in the effective operations and readiness of our organizations across the Department of Defense (DoD).

It is the goal of DEOMI to skillfully apply our resources to achieve maximum readiness within the DoD on behalf of the nation. We must continue to deliver education, training, innovative solutions, and research that provide the means for commanders at all levels and directors to assess organizational effectiveness and apply sound solutions.

DEOMI produces highly capable Equal Opportunity Advisors, Command Climate Specialists and Equal Employment Opportunity Counselors with the competence to address Human Relations concerns in their organizations. Additionally, these professionals provide commanders and directors with sound advice and strategies to prevent significant issues that negatively impact mission readiness. Furthermore, improving organizational assessment training and consultation will ensure leaders at every level of the DoD understand how to enhance work place culture and prevent problematic behaviors. We will use every opportunity, every technology, and every resource to the fullest. The DoD and our nation require it, our leaders depend on it, and our forces demand it.

This Strategic Plan outlines our efforts to build on our current capabilities and achieve fundamental change through improvements, enhancements, and prevention. It describes the work we are presently doing, and the goals we must achieve to ensure DEOMI maintains its relevancy to the Nation, our leaders and our forces.

AIMEE L. STORM  
Colonel, USAF  
Commandant



## *Vision, Mission, and Core Values*

### ***Vision***

- *An inclusive force that values and develops all individuals and thrives on their contributions.*

### ***Mission***

- *Develop and deliver innovative education, training, research and collaborative solutions to optimize total force readiness.*

### ***Core Values***

*We hold ourselves as well as others accountable for the following values:*

- ***Inclusion*** – The development of relationship, community, and trust through valuing, respecting, and depending on individual strengths.
- ***Learning*** – The pursuit of knowledge and wisdom for personal and professional growth.
- ***Innovation*** – The development of agile and adaptive strategies, solutions, and technologies.
- ***Collaboration*** – The development of alliances with Human Relations communities of interest, DoD leaders, and entities of mutual pursuit.



## *Introduction*

The Defense Equal Opportunity Management Institute (DEOMI) develops multidisciplinary, student centered, Human Relations (HR) education, training, and research to effectively train the next generation of military HR experts with a focus on preventing problematic behaviors and developing people-centered leadership. DEOMI's training and research enhances organizational effectiveness and mission readiness across the DoD. DEOMI develops and delivers the highest quality training and education, uses theoretical and applied research to support curriculum development, advises policy makers, and provides consultation to assist leaders with organizational effectiveness.

DEOMI is an agile organization capable of adjusting to the demands of today's rapidly changing environment. We demonstrate organizational excellence through our management of effective programs while also demonstrating commitment to quality operations. We are recognized by external accrediting agencies for quality education and training, with many colleges offering undergraduate credit for our courses. DEOMI strives to be the 'Center of Excellence' for the DoD in HR training.

In developing this Strategic Plan, DEOMI incorporated the latest guidance from the Under Secretary of Defense for Personnel & Readiness (USD (P&R)), the Defense Human Resources Activity (DHRA), Department of Defense Directives (DoDD) 1020.02E and 1350.2 as well as Department of Defense Instructions (DoDI) 1020.03 and 1350.02.



## ***Goals, Objectives, Tactics, and Measures***

The goals, objectives, tactics, and measures in this Strategic Plan outline how DEOMI will meet Human Relations challenges and take advantage of the opportunities that lie ahead. The plan focuses the Institute's finite resources to deliver innovative training methodologies, research capabilities, organizational Culture Development training, consultation, and solutions to prevent problematic behaviors and increase readiness and organizational effectiveness throughout the DoD.

***Goal 1: Advance DEOMI education and training programs through continuous incorporation of emerging policies, technologies, media, and research.***

***Objective 1.1: Recruit, develop, and retain the most qualified faculty and staff.***

***Tactic 1.1.1: The Public Affairs Office (PAO) in coordination with the Command Team and the Multimedia and Technology Development (MTD) Department will launch a marketing and recruiting campaign for DEOMI faculty and staff.***

- ***Annually in collaboration with the Services, review and publish a policy memorandum for the evaluation and acceptance of nominative submissions from each of the Service Components for military instructors.***
- ***Annually, produce a recruiting video and marketing materials highlighting the mission and vision of the Institute and the various positions for potential future faculty and staff.***
- ***Annually, publish the recruiting video and marketing material on our public facing website, on social media, and other media.***
- ***For every course, present the recruiting video to establish a connection for future employment.***

***Tactic 1.1.2: The Academic Standards and Evaluation (ASE) Department will formally institutionalize a faculty development program.***

- ***Annually, revise the faculty mentorship program procedures found in SOP 1025.06.***
- ***By the 2<sup>nd</sup> quarter of FY21, create a continuous video teleconferencing-based faculty certification program and an electronic certification tracking system, and transition manual faculty records to electronic records and database tracking.***
- ***By the 4<sup>th</sup> quarter of FY21, create a formal training plan for the development of faculty members, a process to measure trend analysis of faculty performance, and an assessment mechanism to measure the effectiveness of***



*the faculty development program.*

*Objective 1.2: Modernize DEOMI's technology infrastructure.*

***Tactic 1.2.1: The Student Support Services (SSS) Department in collaboration with the MTD will identify Information Technology (IT) and Audio/Visual (AV) technology requirements.***

- *By the 2<sup>nd</sup> quarter of FY21 and annually thereafter, develop an IT/AV lifecycle replacement strategy to support the Air Force Network (AFNET) and Student Local Area Network (LAN), and the Institute's AV system.*
- *By the 2<sup>nd</sup> quarter of FY21 and annually thereafter, develop a program objective memorandum (POM) issue paper identifying resource requirements across the future years defense program to fully fund the IT/AV lifecycle replacement strategy. The strategy should include distance learning and website presence.*
- *By the 2<sup>nd</sup> quarter of FY21 and annually thereafter, develop unfunded requirements request in \$500K increments to replace outdated IT/AV equipment and infrastructure.*

*Objective 1.3: Establish a continuous improvement model for DEOMI curriculum and training delivery.*

***Tactic 1.3.1: The Curriculum Design and Development (CDD) Department will conduct periodic curriculum reviews and improvements.***

- *By the 2<sup>nd</sup> quarter of FY21, create a process to identify training gaps created by changes to DOD directives & instructions and changes to Service strategies and policies.*
- *Annually, review, revise, and as needed create new Training Task Lists (TTLs) based on needs analysis, job-task analysis, and gap analysis.*
- *Annually, review curriculum in accordance with relevant DEOMI SOPs and accreditation standards to include lesson plans, study guides, activities, training slides, evaluations and associated media.*

***Tactic 1.3.2: The Research Analysis and Strategic Initiatives (RASI) Department will collaborate with CDD and the Education and Training (E&T) Directorate to advance the Research Champions Program.***

- *By the 1<sup>st</sup> quarter FY21, create a collaborative process to facilitate the researcher, curriculum developer, and instructor triad.*
- *Biennially, conduct a review of all military equal opportunity advisor lessons.*



***Tactic 1.3.3: The CDD and RASI will advance curriculum transparency with customers and stakeholders.***

- *Semi-annually, CDD will socialize the state of DEOMI curriculum via the Board of Advisors (BOA).*
- *Annually, RASI and CDD will socialize end-of-course reports, evaluation results, and new initiatives.*

***Tactic 1.3.4: The Executive Quality Council (EQC) will posture the Institute to support emerging training requirements established by the DoD and the Services.***

- *Annually, via an EQC meeting, review and identify emerging training requirements.*
- *By end of FY21 and annually thereafter, identify personnel and manpower requirements to meet emerging training requirements.*
- *By the end of FY21 and annually thereafter, the EQC will create a working group to draft a POM issue paper identifying gaps in manpower and resourcing requirements.*

***Objective 1.4: Expand distance learning capabilities.***

***Tactic 1.4.1: The CDD will identify Learning Management System (LMS) requirements.***

- *By the 3<sup>rd</sup> quarter of FY21, complete an analysis and a report to identify customer requirements for DEOMI's distance learning.*
- *By the 3<sup>rd</sup> quarter of FY21 and annually thereafter, develop a POM issue paper identifying resource requirements across the future years defense program to fully fund the LMS requirement.*

***Tactic 1.4.2: The ASE will prepare the DEOMI faculty for virtual course delivery.***

- *By the 3<sup>rd</sup> quarter of FY22, create and implement a virtual instructor training program leading to certification.*





**Goal 2: Strengthen collaborative relationships with Human Relations communities of interest and DoD leaders.**

**Objective 2.1: Institutionalize a formal Communication Strategy.**

**Tactic 2.2.1: The Public Affairs Officer (PAO) in coordination with the Protocol Officer will identify and create specific communications methods to advance collaboration.**

- **By the 2<sup>nd</sup> quarter of FY21, create an organized list of key stakeholders with current points of contact representative of Human Relations communities of interest and DoD leaders.**
- **By the 2<sup>nd</sup> quarter of FY21 and annually thereafter, propose three new collaborative teleconferences or video conferences to advance the Institute's mission.**
- **By the 2<sup>nd</sup> quarter of FY21 and revised annually, create detailed sixty second elevator speeches for the Command Team to include at a minimum the Institute's history, the mission, resourcing shortfalls, and the future direction of the Institute.**

**Tactic 2.2.2: The PAO in coordination with the Command Team will promote the Institute's value to customers and stakeholders.**

- **Release a quarterly newsletter to customers and stakeholders.**
- **Release ad hoc public service announcements relevant to the Institute's mission to customers and stakeholders via email, website, and social media.**

**Objective 2.2: Develop alliances with DoD-specific force resiliency agencies and DoD customers.**

**Tactic 2.2.1: The Command Team and Service Liaison Officers (SLO) will maintain continuous communications and collaboration with Service Component EO Directors and Senior Leaders.**

- **Execute quarterly Service EO Director Teleconferences with SLO participation.**
- **Release ad hoc information to EO Directors and Senior Leaders via email.**

**Tactic 2.2.2: The Equal Employment Opportunity (EEO) Training Department will establish and foster a collaborative training environment with the Investigations and Resolution Directorate (IRD) within the Diversity Management Operations Center (DMOC).**

- **As needed, provide the EEO Mediation Course to newly hired investigators.**



- *Annually, collaborate and support the Alternative Dispute Resolution (ADR) symposium.*
- *Assign a DEOMI EEO employee as a mentor to new investigators through phase one of the investigator training period.*

***Tactic 2.2.3: The EEO Training Department will partner with the Services and Defense Organizations to ensure Mediation program consistency throughout the DoD.***

- *Prior to annual training requirements review, analyze agency and department input for potential submission into EEO training plans.*
- *By the 2<sup>nd</sup> quarter of FY21, deploy the new Mediation Course to ensure consistency throughout DoD with partnership between DEOMI, the Services, DMOC, and DoD Office of General Council (OGC)*
- *By the 4<sup>th</sup> quarter of FY21, stand up at least one mobile training team, focused on the Mediation and Counselor Course, to increase the pool of mediators in geographic locations.*

***Tactic 2.2.4: Advance the Institute's local volunteer efforts in the community and maintain our partnership with military units on the Space Coast including the 45<sup>th</sup> Space Force, AFTAC, the 920<sup>th</sup> Rescue Wing, NOTU, and the Cape Canaveral Coast Guard Station; in addition, ensure DEOMI presence at Space Coast Civic Leader CIVMIL and MAC meetings.***

- *On an ad hoc basis, the Public Affairs Officer will publicize volunteer opportunities and coordinate with volunteer leaders.*



**Goal 3: Increase the utility of DEOMI research capability and leverage external research to forward DoD priorities.**

**Objective 3.1: Expand DEOMI's research capability and scientific relevance.**

**Tactic 3.1.1: The RASI will conduct a review of DEOMI's baseline research capabilities.**

- **By the end of the 4<sup>th</sup> quarter of FY20 and annually thereafter, deliver a report that summarizes the existing research capabilities.**
- **Execute a biennial review of future capabilities based on the annual report of existing research capabilities over a 5-year span.**
- **By the 1<sup>st</sup> quarter of FY21, establish a Defense Equal Opportunity Climate Survey (DEOCS) data-sharing relationship with the Office of People Analytics (OPA).**
- **By the 2<sup>nd</sup> quarter FY21, reestablish local Human Subjects Research Institutional Review Board (IRB) assurance.**

**Tactic 3.1.2: The RASI will identify research proposal opportunities with external organizations and academic institutions.**

- **By the 1<sup>st</sup> quarter of FY21, create a formal plan to secure collaborations with external organizations.**
- **Reach out to 10 organizations to solicit potential collaborations and establish and maintain at least 4 collaborative relationships with outside agencies.**
- **By the end of FY21, identify potential alternative and external research databases and request access to databases of greatest interest.**
- **Submit 3 grant and funding proposals to support collaborations.**
- **Seek \$3M of additional external funding to support collaborations.**

**Tactic 3.1.3: The RASI will increase publications in professional journals, presentations, and scientific forums.**

- **By the 2<sup>nd</sup> quarter of FY21, determine and secure the funding required to support conference participation.**
- **Submit five research articles to peer-reviewed journals and other relevant media.**
- **Present 20 Institute research findings at scientific meetings and other relevant forums.**



***Tactic 3.1.4: The R&D will identify the requirements for and propose a triennial research symposium.***

- *By the 4<sup>th</sup> quarter of FY21, present the intent, scope, and requirements to conduct the research symposium to the Command Team and the EQC.*

***Tactic 3.1.5: The RASI will provide a research capability that feeds into the Institute's future curriculum.***

- *Annually, evaluate, develop, and deliver Level 1 student feedback surveys for the Equal Opportunity Advisors Courses (EOAC), and the EEO courses.*
- *Annually, evaluate, develop, and deliver Level 2 evaluations for in-residence and distance learning course work*
- *Annually, conduct the necessary analyses of Level 2 assessments to inform curriculum and training.*
- *Annually, evaluate, develop, and deliver Level 3 student and commander feedback surveys for each EOAC and EEO course.*
- *By the end of FY20, establish a process for identifying areas of need to drive the creation of products and training.*
- *Annually, conduct and deliver a front-end analyses based on Level 1, Level 2, and Level 3 evaluations to identify areas of needed curriculum and training improvement.*
- *Biennially, through the Research Champions Program, conduct a review of all military equal opportunity advisor lessons.*

***Objective 3.2: Build fellowship opportunities.***

***Tactic 3.2.1: The RASI will generate a Research Communications Portfolio (RCP) to socialize the Institute's capabilities and offerings as a research partner.***

- *By the 2<sup>nd</sup> quarter FY21, identify critical elements of the RCP.*
- *Create a comprehensive RCP that characterizes current research capabilities to generate interest from external entities.*
- *By the end of FY21, publicize the RCP via the Institute website.*
- *By the 2<sup>nd</sup> quarter of FY22, socialize the RCP with external research entities to include prospective fellows, the Fulbright Scholars Program, USMA cadet programs, ONR Sabbatical Leave Program, UCF Postdoctoral Collaboration, The ARI Fellowship, and Workforce Recruitment Program.*



***Goal 4: Evolve DEOMI's Culture Development system to meet DoD strategies.***

***Objective 4.1: Establish a continuous improvement model for DEOMI's Culture Development system.***

***Tactic: RASI will examine human dynamics and the influence of processes, policies, and practices to characterize an organization's culture.***

- ***By the 2<sup>nd</sup> quarter of FY21, create a cultural evaluation protocol that allows for a multi-dimensional characterization of an organization's culture.***
- ***By the 3<sup>rd</sup> quarter of FY21, identify three key areas for focused cultural development.***

***Objective 4.2: Develop evidence-based solutions leveraging operations analysis.***

***Tactic: RASI will incorporate findings from cultural examination in the development of theory-driven and evidence based products.***

- ***By the 3<sup>rd</sup> quarter of FY21, create at least three training products for developing organizational culture.***
- ***By the 4<sup>th</sup> quarter of FY21, complete summative and formative evaluations on the efficacy of the theory-driven and evidence-based products.***

***Objective 4.3: Reestablish the capacity for a consultation cell of expertise to meet DoD requirements.***

***Tactic: RASI will examine the use of consultative services and determine the proper staffing level requirements.***

- ***By the 2<sup>nd</sup> quarter of FY21, create a report outlining the demand for consultative services and the required staffing levels and skillsets required.***