

Defense Equal Opportunity Management Institute



Strategic Plan | 2024 - 2029 *Fiscal Years*



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Message from the Commandant

Our Nation faces a global environment with significant threats from abroad and from within. International terrorism, extremist activities, military aggression, and global political instability are primary threats to our citizens and interests. Therefore, we must continuously focus our efforts on the readiness and lethality of our Total Force.

The Defense Equal Opportunity Management Institute (DEOMI) has a more than 50-year history of commitment to the readiness of our Total Force to meet these challenges. Since its inception, the DEOMI schoolhouse has continuously evolved to meet emerging challenges to foster team cohesion, increased morale, and personnel retention by promoting healthy command climates, and preventing discrimination and harassing behaviors.

DEOMI is the Department of Defense's (DoD) Center of Excellence (CoE) for human relations. At the heart of the DEOMI CoE lies its mission, vision, and core values. As a champion of Total Force readiness, the DEOMI CoE envisions an agile and inclusive force that values and develops all individuals and thrives on their contributions. Recognizing the strength that is derived from our individuals, this visionary commitment propels DEOMI's goal to support and enhance military leaders' ability to harness members' unique contributions that fuel the power of collective action.

This Strategic Plan outlines DEOMI's primary goals and objectives to build on our current capabilities and achieve excellence.

DELMY ROBINSON
Captain, U.S. Navy
Commandant



Vision

Advance an agile and inclusive force that values and develops all individuals and thrives on their contributions.

Mission

Foster cultures of excellence through learning, research, and integrated knowledge management to optimize Total Force readiness.

Core Values

Talent – Innate or developed abilities and skills possessed by individuals that can contribute to high performance and innovation. Recognizing, developing, and utilizing the full spectrum of talent across this Nation and within our teams is paramount to sustained excellence.

Dignity – The inherent worth and value of all individuals, which must be upheld in the workplace. Dignity is the foundation of respect. It is the basis of safety and the well-being of our people, and it promotes engagement and professionalism.

Innovation – Applying a broad and unique set of methods, applications, and technologies toward new opportunities. Innovation equips teams to conquer new challenges. It happens when we draw from all corners of our Nation’s talent pool, the Department, and within our teams.

Resilience – The capacity to sustain high performance and integrity across a spectrum of challenges. Resilience protects against risks and enables individuals and teams to overcome adversity. It ensures that teams remain agile and adaptive to realize new opportunities.



Introduction

The Defense Equal Opportunity Management Institute (DEOMI) develops multidisciplinary, student-centered human relations education, training, research, and solutions to effectively train the next generation of human relations experts. It is a place where we aim for the highest standards of achievement in the human relations arena. DEOMI provides leadership, best practices, research, support, education, and training to the Military Services with a focus on prevention of problematic behaviors and on people-centered leadership. There is an emphasis on advanced training, certification, knowledge sharing, and development of standards and methodologies. DEOMI's goal is to enhance as well as promote organizational effectiveness and mission readiness across DoD.

DEOMI develops and delivers the highest quality training and education, leads the scientific field in both theoretical and applied research to establish a body of scientific knowledge to support curriculum development, advises policy makers, and provides consultation to leaders to assist with organizational effectiveness. Our most recent discoveries, applications, and historical information provide a forum where experts collaborate to form new ideas and vision for the future.

DEOMI is an agile organization capable of quickly adjusting to the demands of the rapidly changing environment. We demonstrate organizational excellence through our management of effective programs while also demonstrating commitment to quality in daily operations. We are recognized by external accrediting agencies for quality education and training and offer college credits on courses meeting academic standards. DEOMI is the DoD's Center of Excellence for human relations training.



DEOMI Key Drivers

- Secretary of Defense (SECDEF) memo, *Actions to Improve Racial and Ethnic Diversity and Inclusion in the U.S. Military*, directing DEOMI to establish a Diversity and Inclusion Center of Excellence (CoE) and directing new diversity, equity, inclusion, and accessibility (DEIA) training, education, and research initiatives
- DEIA strategic goals for Calendar Year 2023 necessitate rebranding and restructuring DEOMI as the DoD's centralized cultural integrator, educator, and research hub for DEIA
- National Defense Authorization Act (NDAA) 2007 and NDAA 2022
- DoD Instruction (DoDI) 1020.03, Harassment Prevention and Response in the Armed Forces
- DODI 1020.04, Harassment Prevention and Responses for DoD Civilian Employees
- DoDI 1350.02, DoD Military Equal Opportunity Program
- DoDI 1020.05, DoD Diversity and Inclusion Management Program
- DoD Directive (DoDD) 1020.02E, Diversity Management and Equal Opportunity in the DoD
- DoDI 1322.35, DoD Military Education Program Management and Administration
- DODI 1322.06, Distributed Learning
- DoDI 1322.13, Common Military Training
- DoDD 1440.1, DoD Civilian Equal Opportunity (EEO) Program
- DoDI 1325.06, Handling Protest, Extremist, and Criminal Gang Activity Among Members of the Armed Forces
- DoDD 7050.06, Military Whistleblower Protection
- DoD Retaliation Prevention and Response Strategy Implementation Plan
- DoD Diversity Equity Inclusion Accessibility Plan mandating the Diversity Management Operations Center to provide Total Force support for DEIA analytical/consultation support as outlined in Executive Order 14035, NDAA 2021 Sec. 913
- NDAA 2019, Sec. 219 and NDAA 2020, Section 214, directing SECDEF to develop a National Security Science & Technology Strategy to prioritize DoD science, technology, engineering, and math education programs
- The Independent Review Commission on Sexual Assault in the Military
- The Internal Review Team's report on Racial Disparities in the Military Justice and Investigative Systems



Goals and Objectives Overview

Goal 1: Establish talent management support structures for the DoD practitioners of human relations.

Objectives:

- 1.1 Establish DEOMI as the single-source EEO training certifying body for the DoD.
- 1.2 Seek accreditation through educational accrediting bodies.
- 1.3 Develop a program to certify DEIA practitioners in the DoD.
- 1.4 Establish a continuous education program for professionalizing equal opportunity practitioners.

Goal 2: Establish a comprehensive human relations learning management capability for the DoD.

Objectives:

- 2.1 Institutionalize the application of cutting-edge educational methodology and simulations.
- 2.2 Establish deployable training capabilities to support commanders and leaders.
- 2.3 Expand availability and variety of targeted field training and support products.
- 2.4 Advance DEOMI's learning technology infrastructure to broaden and sharpen its reach across the DoD.

Goal 3: Develop and expand knowledge management capabilities to support human relations communities across the DoD.

Objectives:

- 3.1 Establish a DoD-wide clearinghouse for human relations and best practices.
- 3.2 Expand DEOMI's publication capabilities and forums.
- 3.3 Establish an engagement platform for communities of practice to share expertise across the Department.
- 3.4 Incorporate data analytics to drive business decisions.

Goal 4: Strengthen our capability for targeted research, assessment, and consultation.

Objectives

- 4.1 Establish and set standards for a Service training plan review function.
- 4.2 Develop external organizational assessment standards and tools.
- 4.3 Enhance DEOMI's field support and analytics capabilities.
- 4.4 Align with demand signals from the DoD for a targeted human relations research program.



Goal 5: Expand and optimize external relationships, partnerships, and customers.

Objectives

- 5.1 Broaden customer bases through outreach, communications, and superior product lines.
- 5.2 Expand partnerships with academic institutions, industry leaders and other federal entities.
- 5.3 Develop cooperative relationships with Department agencies and international partners with parallel missions in human relations.

Goal 6: Shape and align programs, processes, and cultures to ensure a sustained Center of Excellence.

Objectives

- 6.1 Establish DEOMI's 'DNA' to ensure sustained resilience of our people and organization.
- 6.2 Optimize business processes for effectiveness, efficiency, and continuous improvement.
- 6.3 Shape current DEOMI workforce to meet emerging needs of the Department.
- 6.4 Attract, recruit, and retain the best and brightest human capital.