

The Evolution of Task Classifications for Military Equal Opportunity Advisors

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PHASE 1

Nine EOA duties were identified in a task analysis conducted in 1999 by the Air Force Occupational Measurement Squadron's (OMS) Occupational Analysis Program. For the nine EOA duties (presented in Table 1), also referred to as EOA subject areas, a total of 817 EOA tasks were generated by 118 Subject Matter Experts. The complete task list was narrowed down to a workable number of core/essential EOA tasks based on: percentage of EOAs performing the task across service, training emphasis, and task difficulty. Using these criteria fifty core tasks were selected (presented in Table 2 with OMS identifier).

Table 1: *Phase I- EOA Duties*

EOA Duties

Administration and Management

Personnel

Inspection and Evaluation

Training

General Equal Opportunity (EO) and Civil Rights (CR) Program

Functions

Climate Assessment (CA) Activities

Complaint Processing or Incident Reporting Procedures

Investigative Activities

Special Observance Functions

Table 2: *Phase I-EOA Duties and Tasks*

Duty and Related Tasks	OMS #
Administration and Management	
Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs	A0001
Conduct equal opportunity (EO) or civil rights (CR) - related meetings, conferences, or working groups	A0034
Conduct formal briefings	A0035
Conduct informal briefings	A0036
Draft or write memorandum for record (MFRs)	A0070
Participate in EO or CR-related meetings, conferences, or working groups	A0119
Participate in staff or planning meetings	A0121
Prepare formal briefings	A0125
Prepare informal briefings	A0126
Personnel	
Counsel personnel on job performance or military-related problems	B0201
Interpret policies or directives for subordinates	B0226
Orient new superiors	B0234
Inspection and Evaluation	
Conduct climate assessment (CA) to subordinate equal opportunity (EO) or civil rights (CR) offices	C0253
Conduct inspections of subordinate units, such as IG inspections	C0254
Conduct unit self-inspections	C0255
Training	
Brief commanders, department heads, respective chiefs, or other agency personnel on human relations, equal opportunity (EO), or civil rights (CR) programs and policies	D0284
Conduct Command Managed Equal Opportunity (CMEO) training	D0288
Conduct sexual harassment (SH) awareness classes	D0308
Monitor SH awareness training	D0366
Operate audiovisual equipment	D0368
General Equal Opportunity (EO) and Civil Rights (CR) Program Functions	
Answer telephone questions on general equal opportunity (EO) or civil rights (CR) - related issues	E0405
Assist commanders in developing EO/CR policy	E0406
Conduct focus groups	E0411
Recognize and assess individual nonverbal communication indicators	E0454
Recommend referral agencies	E0456
Climate Assessment (CA) Activities	
Advise commanders of results of climate assessment evaluations	F0475
Advise unit commanders on recommended corrective actions to problem areas observed during CAs	F0477
Analyze results of CA interviews	F0479
Analyze results of CA surveys	F0480
Conduct CA in-briefings	F0486
Conduct CA out-briefings	F0487
Conduct out-and-about assessments	F0497
Recognize sexual harassment in both overt and subtle forms	F0562
Recognize and assess indicators of institutional and individual discrimination	F0563
Complaint Processing or Incident Reporting Procedures	
Advise complainants on alternate resolution avenues	G0582
Advise personnel on informal conflict resolutions	G0587
Advise the complainant of her/his right to file a formal discrimination complaint if resolution fails	G0590

Consolidate input for DASH reports	G0637
Monitor complaint processing time limitations	G0691
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Investigative Activities	
Apprise commanders on the status of formal complaints with extensions	H0757
Establish electronic records for each formal complaint received	H0780
Maintain electronic records for each formal complaint received	H0783
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Special Observance Functions	
Advise special observance committees or unit human relations' counsel on procedures for celebrations, events, guest speakers, or displays	I0792
Brief commanders on special observance celebrations, events, guest speakers, or displays	I0794
Coordinate logistical requirements for special observance functions with action agencies	I0796
Coordinate special observances with base agency personnel, such as public affairs officers	I0800
Participate in special observance events	I0808
Prepare and distribute special observance advertisements, such as invitations, flyers, and programs	I0811
Schedule guest speakers for special observance events	I0815
Set up special observance display booths	I0816
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PHASE 2

Further investigation led Subject Matter Experts to remove five EOA tasks from the Phase 1 task list (presented in Table 2). The removed tasks are listed in the table below. After removing the five EOA tasks (presented in Table 3), there were a total of 45 EOA core tasks (presented in Table 4 with OMS identifier).

Table 3: *Phase 2-Eliminated EOA Tasks*

Duty and Related Tasks	OMS #
Personnel	
Counsel personnel on job performance or military-related problems	B0201
Orient new superiors	B0234
Training	
Operate audiovisual equipment	D0368
Investigative Activities	
Apprise commanders on the status of formal complaints with extensions	H0757
Special Observance Functions	
Participate in special observance events	I0808

Table 4: *Phase 2-Duties and Tasks*

Duty and Related Tasks	OMS #
Administration and Management	
Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs	A0001
Conduct equal opportunity (EO) or civil rights (CR) - related meetings, conferences, or working groups	A0034
Conduct formal briefings	A0035
Conduct informal briefings	A0036
Draft or write memorandum for record (MFRs)	A0070
Participate in EO or CR-related meetings, conferences, or working groups	A0119
Participate in staff or planning meetings	A0121
Prepare formal briefings	A0125
Prepare informal briefings	A0126
Personnel	
Interpret policies or directives for subordinates	B0226
Inspection and Evaluation	
Conduct climate assessment (CA) to subordinate equal opportunity (EO) or civil rights (CR) offices	C0253
Conduct inspections of subordinate units, such as IG inspections	C0254
Conduct unit self-inspections	C0255
Training	
Brief commanders, department heads, respective chiefs, or other agency personnel on human relations, equal opportunity (EO), or civil rights (CR) programs and policies	D0284
Conduct Command Managed Equal Opportunity (CMEO) training	D0288
Conduct sexual harassment (SH) awareness classes	D0308
Monitor SH awareness training	D0366
General Equal Opportunity (EO) and Civil Rights (CR) Program Functions	
Answer telephone questions on general equal opportunity (EO) or civil rights (CR) - related issues	E0405
Assist commanders in developing EO/CR policy	E0406
Conduct focus groups	E0411
Recognize and assess individual nonverbal communication indicators	E0454
Recommend referral agencies	E0456
Climate Assessment (CA) Activities	
Advise commanders of results of climate assessment evaluations	F0475
Advise unit commanders on recommended corrective actions to problem areas observed during CAs	F0477
Analyze results of CA interviews	F0479
Analyze results of CA surveys	F0480
Conduct CA in-briefings	F0486
Conduct CA out-briefings	F0487
Conduct out-and-about assessments	F0497
Recognize sexual harassment in both overt and subtle forms	F0562
Recognize and assess indicators of institutional and individual discrimination	F0563
Complaint Processing or Incident Reporting Procedures	
Advise complainants on alternate resolution avenues	G0582
Advise personnel on informal conflict resolutions	G0587
Advise the complainant of her/his right to file a formal discrimination complaint if resolution fails	G0590
Consolidate input for DASH reports	G0637
Monitor complaint processing time limitations	G0691
Investigative Activities	

Establish electronic records for each formal complaint received	H0780
Maintain electronic records for each formal complaint received	H0783
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Special Observance Functions	
Advise special observance committees or unit human relations' counsel on procedures for celebrations, events, guest speakers, or displays	I0792
Brief commanders on special observance celebrations, events, guest speakers, or displays	I0794
Coordinate logistical requirements for special observance functions with action agencies	I0796
Coordinate special observances with base agency personnel, such as public affairs officers	I0800
Prepare and distribute special observance advertisements, such as invitations, flyers, and programs	I0811
Schedule guest speakers for special observance events	I0815
Set up special observance display booths	I0816
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PHASE 3

In early 2006, Lt. Coard with the assistance of Ms. Brittney Beard continued to revamp the EOA duty and task listings. The list of EOA duties was downsized from nine duties to five. Table 5 illustrates the change in duties from Phases 1 and 2 to Phase 3 (The EOA duties utilized in Phase 3 are also listed separately in Table 6). During Phase 3, EOA tasks A0035 and A0125 were combined, as were A0036 and A0126. The end result for Phase 3 was the designation of five EOA duties and a total of 43 EOA tasks (presented in Table 7 with OMS identifiers). This EOA duty and task listing was utilized for the 06-1 EOA training course.

Table 5: *Phase 3-Change in EOA Duties*

Phase 1 and 2 EOA Duties	Phase 3 EOA Duties
Administration and Management	----
Personnel	----
Inspection and Evaluation	----
Training	Education, Training, and Awareness
General Equal Opportunity (EO) and Civil Rights (CR) Program Functions	General Equal Opportunity (EO) and Administration
Climate Assessment (CA) Activities	Climate Assessment (CA) Functions
Complaint Processing or Incident Reporting Procedures	Complaint Processing
Investigative Activities	----
Special Observance Functions	Special Observance Functions

Table 6: *Phase 3-EOA Duties*

EOA Duties

Education, Training, and Awareness
General Equal Opportunity (EO) and Administration
Climate Assessment (CA) Functions
Complaint Processing
Special Observance Functions

Table 7: Phase 3-EOA Duties and Tasks

Duty and Related Tasks	OMS #
Education, Training, and Awareness	
Participate in EO or CR-related meetings, conferences, or working groups	A0119
Conduct equal opportunity (EO) or civil rights (CR) - related meetings, conferences, or working groups	A0034
Interpret policies or directives for subordinates	B0226
Conduct Command Managed Equal Opportunity (CMEO) training	D0288
Conduct sexual harassment (SH) awareness classes	D0308
Monitor SH awareness training	D0366
Recognize and assess individual nonverbal communication indicators	E0454
Recognize sexual harassment in both overt and subtle forms	F0562
Recognize and assess indicators of institutional and individual discrimination	F0563
General Equal Opportunity (EO) and Administration	
Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs	A0001
Prepare and conduct formal briefings	A0035/A0125
Prepare and conduct informal briefings	A0036/A0126
Draft or write memorandum for record (MFRs)	A0070
Participate in staff or planning meetings	A0121
Brief commanders, department heads, respective chiefs, or other agency personnel on human relations, equal opportunity (EO), or civil rights (CR) programs and policies	D0284
Answer telephone questions on general equal opportunity (EO) or civil rights (CR) - related issues	E0405
Assist commanders in developing EO/CR policy	E0406
Climate Assessment (CA) Functions	
Conduct climate assessment (CA) to subordinate equal opportunity (EO) or civil rights (CR) offices	C0253
Conduct inspections of subordinate units, such as IG inspections	C0254
Conduct unit self-inspections	C0255
Conduct focus groups	E0411
Advise commanders of results of climate assessment evaluations	F0475
Advise unit commanders on recommended corrective actions to problem areas observed during CAs	F0477
Analyze results of CA interviews	F0479
Analyze results of CA surveys	F0480
Conduct CA in-briefings	F0486
Conduct CA out-briefings	F0487
Conduct out-and-about assessments	F0497
Complaint Processing	
Recommend referral agencies	E0456
Advise complainants on alternate resolution avenues	G0582
Advise personnel on informal conflict resolutions	G0587
Advise the complainant of her/his right to file a formal discrimination complaint if resolution fails	G0590
Consolidate input for DASH reports	G0637
Monitor complaint processing time limitations	G0691
Establish electronic records for each formal complaint received	H0780
Maintain electronic records for each formal complaint received	H0783
Special Observance Functions	
Advise special observance committees or unit human relations' counsel on procedures for celebrations, events, guest speakers, or displays	I0792
Brief commanders on special observance celebrations, events, guest speakers, or	I0794

displays	
Coordinate logistical requirements for special observance functions with action agencies	I0796
Coordinate special observances with base agency personnel, such as public affairs officers	I0800
Prepare and distribute special observance advertisements, such as invitations, flyers, and programs	I0811
Schedule guest speakers for special observance events	I0815
Set up special observance display booths	I0816

PHASE 4

During the summer of 2006, Dr. Stephen Truhon conducted a job analysis of the Military EOA position. To balance the number of tasks assigned to each EOA duty, the list of EOA duties were expanded. Table 8 illustrates the change in duties from Phases 3 to Phase 4 (The EOA duties utilized in Phase 4 are also listed separately in Table 9).

Dr. Truhon identified 61 tasks which met the following criteria: 1) identified as being among the top 10 tasks in respective duty classification, 2) MEOAs spent at least .25% of their time on the tasks, 3) they were rated of above average in training emphasis and 4) they were not limited to a particular service.

The end result for Phase 5 was the designation of seven EOA duties and a total of 61 EOA tasks (presented in Table 10 with OMS identifier). This EOA duty and task listing was utilized for the 06-CD, 07-1, 07-AB EOA classes.

Table 8: *Phase 4-Change in EOA Duties*

Phase 3 EOA Duties	Phase 4 EOA Duties
Education, Training, and Awareness	Provide education and training to personnel on equal opportunity
General Equal Opportunity (EO) and Administration	Perform general administrative equal opportunity functions
Climate Assessment (CA) Functions	Conduct climate assessment surveys and evaluate findings to determine level of equal opportunity in unit Prepare reports on climate assessment and make recommendations for corrective action
Complaint Processing	Meet with persons involved in equal opportunity complaints in order to verify case information, to arbitrate and settle disputes Investigate equal opportunity complaints to document and correct discriminatory factors
Special Observance Functions	Prepare special observance functions to recognize accomplishments of underrepresented groups

Table 9: *Phase 4-EOA Duties*

EOA Duties

Provide education and training to personnel on equal opportunity
Perform general administrative equal opportunity functions
Conduct climate assessment surveys and evaluate findings to determine level of equal opportunity in unit
Prepare reports on climate assessment and make recommendations for corrective action
Meet with persons involved in equal opportunity complaints in order to verify case information, to arbitrate and settle disputes
Investigate equal opportunity complaints to document and correct discriminatory factors
Prepare special observance functions to recognize accomplishments of underrepresented groups

Table 10: Phase 4-EOA Duties and Tasks

Duty and Related Tasks	OMS #
Provide education and training to personnel on equal opportunity	
Conduct Command Managed equal opportunity training	D0288
Conduct equal opportunity or civil rights leadership training	D0291
Conduct first duty station human relations, equal opportunity, or civil rights orientations	D0295
Conduct sexual harassment awareness classes	D0308
Counsel or mentor equal opportunity representatives, civil rights officers, or Command Managed equal opportunity officers	D0324
Design training aids	D0327
Develop or revise lesson plans	D0339
Monitor equal opportunity or civil rights training	D0365
Perform general administrative equal opportunity functions	
Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs	A0001
Conduct equal opportunity (EO) or civil rights (CR) - related meetings, conferences, or working groups	A0034
Prepare and conduct formal briefings	A0035/A0125
Prepare and conduct informal briefings	A0036/A0126
Draft or write memorandum for record (MFRs)	A0070
Draft or write point, position, or talking papers	A0074
Participate in staff or planning meetings	A0121
Read technical publications, such as DEOMI reports, bulletins or cross feed information	A0131
Brief commanders, department heads, respective chiefs, or other agency personnel on human relations, equal opportunity (EO), or civil rights (CR) programs and policies	D0284
Answer telephone questions on general equal opportunity (EO) or civil rights (CR) - related issues	E0405
Conduct climate assessment surveys and evaluate findings to determine level of equal opportunity in unit	
Conduct climate assessment (CA) to subordinate equal opportunity (EO) or civil rights (CR) offices	C0253
Conduct unit self-inspections	C0255
Conduct focus groups	E0411
Administer and collect climate assessment surveys	F0473
Analyze results of climate assessment surveys and interviews	F0479
Compare and contrast survey questionnaire results with results from climate assessment interviews	F0485
Conduct climate assessment in-briefings	F0486
Conduct out-and-about assessments	F0497
Determine target population for climate assessment survey questionnaire	F0510
Develop climate assessment interview questions	F0511
Schedule climate assessments	F0570
Prepare reports on climate assessment and make recommendations for corrective action	
Advise commanders on results of climate assessment evaluations	F0475
Advise commanders on recommended corrective actions addressing problem areas observed during climate assessment survey	F0477
Conduct climate assessment out-briefings	F0487
Document results of climate assessment interviews and survey questionnaires	F0513
Draft or write climate assessment reports	F0515
Maintain historical climate assessment data	F0550

Meet with persons involved in equal opportunity complaints in order to verify case information, to arbitrate and settle disputes	
Advise commanders and legal consuls of alleged discrimination complaints	G0581
Advise complainants on alternate resolution avenues	G0582
Advise complainants on interim status of equal opportunity or civil rights classifications, inquiry investigations, or complaint status	G0584
Advise complainants on reprisal and the Whistle Blower Protection Program	G0585
Advise personnel on informal conflict resolution	G0587
Advise complainant of his/her right to file a formal discrimination complaint if resolution fails	G0590
Apprise commanders on status of equal opportunity or civil rights complaints	G0602
Interview equal opportunity or civil rights complainants	G0689
Refer individuals to unit chain of command or other agencies for resolution of non-equal opportunity or civil rights grievances	G0713
Handle/clarify equal opportunity complaints to document and correct discriminatory factors	
Recognize sexual harassment in both overt and subtle forms	F0562
Recognize and assess indicators of institutional and individual discrimination	F0563
Advise commanders on results of equal opportunity complaint clarification reports and equal opportunity or civil rights recommendations	G0578
Advise commanders on results of equal opportunity or civil rights complaint inquiries and equal opportunity or civil rights recommendations	G0580
Advise complainants on final results of equal opportunity or civil rights complaints	G0583
Close out Discrimination and Sexual Harassment reports	G0616
Conduct complaint classifications	G0620
Monitor complaint processing time limitations	G0691
Prepare special observance functions to recognize accomplishments of underrepresented groups	
Advise special observance committees or unit human relations' counsel on procedures for celebrations, events, guest speakers, or displays	I0792
Brief commanders on special observance celebrations, events, guest speakers, or displays	I0794
Coordinate proposed actions or recommendations for special observance committees	I0797
Coordinate special observance schedule with guest speakers	I0798
Participate in special observance events	I0808
Prepare and distribute special observance advertisements, such as invitations, flyers, and programs	I0811
Review publicity articles for special observances	I0814
Schedule guest speakers for special observance events	I0815
Set-up special observance display booths	I0816

PHASE 5

In March of 2007, DEOMI Directorate of Research returned to the EOA duty listing utilized in Phase 3. Specifically, the seven duties utilized in Phase 4 changed to the five EOA duties utilized in Phase 3. Table 11 illustrates the change in duties from Phase 4 to the current (Phase 5) duties (The EOA duties utilized in Phase 5 are also listed separately in Table 12).

The 61 EOA tasks identified in the 2006 job analysis were reduced to 44 tasks by combining EOA tasks that logically fit together. In total, 17 edited tasks were formed by combining and/or rewording tasks to include other very similar tasks (The 17 edited tasks are presented in Table 13 with the applicable OMS identifiers). The end result for Phase 5 was the designation of five EOA subject areas and a total of 44 EOA tasks (presented in Table 14 with OMS identifiers).

Table 11: *Phase 5-Change in EOA Duties*

Phase 4 EOA Duties	Phase 5 EOA Duties
Provide education and training to personnel on equal opportunity	Education, Training, and Awareness
Perform general administrative equal opportunity functions	General EO and Administration
Conduct climate assessment surveys and evaluate findings to determine level of equal opportunity in unit	Climate Assessment Function
Prepare reports on climate assessment and make recommendations for corrective action	
Meet with persons involved in equal opportunity complaints in order to verify case information, to arbitrate and settle disputes	Complaint Processing
Investigate equal opportunity complaints to document and correct discriminatory factors	
Prepare special observance functions to recognize accomplishments of underrepresented groups	Special Observance Function

Table 12: *Phase 5-EOA Duties*

EOA Duties

Education, Training, and Awareness
General Equal Opportunity (EO) and Administration
Climate Assessment (CA) Functions
Complaint Processing
Special Observance Functions

Table 13: *Phase 5-Edited Tasks*

Duty and Related Tasks	OMS #
Education, Training, and Awareness	
Conduct and monitor equal opportunity or civil rights training	D0288/D0295/ D0365
Develop and/or revise lesson plans and training aids	D0327/D0339
General EO Administration	
Brief and/or advise commanders, department heads, respective chiefs, or other staff agency personnel on equal opportunity, human relations, or civil rights capabilities, procedures, policies, and programs	A0001/D0284
Conduct and participate in equal opportunity (EO) or civil rights (CR) - related meetings, conferences, or working groups	A0034/ ?
Prepare and conduct informal and/or formal briefings	A0035/A0036/ A0125/A00126
Draft or write memorandum for record (MFRs), point, position, or talking papers	A0070/A0074
Climate Assessment Functions	
Conduct climate assessment (CA) to subordinate equal opportunity (EO) or civil rights (CR) offices	C0253
Advise commanders on results of climate assessment and recommend corrective actions addressing problem areas observed in the climate assessment survey	F0475/F0477
Analyze and document results of climate assessment surveys combined with results from interviews and focus groups	F0479/ F0513/ F0485
Conduct climate assessment in- and out-briefings	F0486/ F0487
Draft or write climate assessment reports and maintain historical assessment data for comparison	F0515/F0550
Complaint Processing	
Advise commanders on results of equal opportunity or civil rights complaint inquiries, clarification reports, and equal opportunity or civil rights recommendations	G0578/ G0580
Advise commanders and legal consuls of alleged discrimination complaints and status of complaints	G0581/ G0602
Advise complainants on alternate resolution avenues	G0582/ G0587
Interview equal opportunity or civil rights complainants	G0689/ G0620
Special Observances Functions	
Prepare, review, and distribute special observance advertisements, such as invitations, flyers, and programs	I0811/I0814
Schedule guest speakers for special observance events	I0815/ I0798

Table 14: *Final Phase-EOA Duties and Tasks*

Duty and Related Tasks	OMS #
Education, Training, and Awareness	
Conduct and monitor equal opportunity or civil rights training	D0288/D0295/ D0365
Conduct equal opportunity or civil rights leadership training	D0291
Conduct sexual harassment awareness classes	D0308
Develop and/or revise lesson plans and training aids	D0327/D0339
General EO Administration	
Brief and/or advise commanders, department heads, respective chiefs, or other staff agency personnel on equal opportunity, human relations, or civil rights capabilities, procedures, policies, and programs	A0001/D0284
Conduct and participate in equal opportunity (EO) or civil rights (CR) - related meetings, conferences, or working groups	A0034/ ?
Prepare and conduct informal and/or formal briefings	A0035/A0036/ A0125/A00126
Draft or write memorandum for record (MFRs), point, position, or talking papers	A0070/A0074
Participate in staff or planning meetings	A0121
Read technical publications, such as DEOMI reports, bulletins or cross feed information	A0131
Counsel or mentor equal opportunity representatives, civil rights officers, or Command Managed equal opportunity officers	D0324
Answer telephone questions on general equal opportunity (EO) or civil rights (CR) - related issues	E0405
Climate Assessment Functions	
Conduct climate assessment (CA) to subordinate equal opportunity (EO) or civil rights (CR) offices	C0253
Conduct unit self-inspections	C0255
Conduct focus groups	E0411
Administer and collect climate assessment surveys	F0473
Advise commanders on results of climate assessment and recommend corrective actions addressing problem areas observed in the climate assessment survey	F0475/F0477
Analyze and document results of climate assessment surveys combined with results from interviews and focus groups	F0479/ F0513/ F0485
Conduct climate assessment in- and out-briefings	F0486/ F0487
Conduct out-and-about assessments	F0497
Determine target population for climate assessment survey questionnaire	F0510
Develop climate assessment interview questions	F0511
Draft or write climate assessment reports and maintain historical assessment data for comparison	F0515/F0550
Recognize sexual harassment in both overt and subtle forms	F0562
Recognize and assess indicators of institutional and individual discrimination	F0563
Schedule climate assessments	F0570
Complaint Processing	
Advise commanders on results of equal opportunity or civil rights complaint inquiries, clarification reports, and equal opportunity or civil rights recommendations	G0578/ G0580
Advise commanders and legal consuls of alleged discrimination complaints and status of complaints	G0581/ G0602
Advise complainants on alternate resolution avenues	G0582/ G0587
Advise complainants on final results of equal opportunity or civil rights	G0583

complaints	
Advise complainants on interim status of equal opportunity or civil rights classifications, inquiry investigations, or complaint status	G0584
Advise complainants on reprisal and the Whistle Blower Protection Program	G0585
Advise complainant of his/her right to file a formal discrimination complaint if resolution fails	G0590
Close out Discrimination and Sexual Harassment reports	G0616
Interview equal opportunity or civil rights complainants	G0689/ G0620
Monitor complaint processing time limitations	G0691
Refer individuals to unit chain of command or other agencies for resolution of non-equal opportunity or civil rights grievances	G0713
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Special Observance Functions	
Advise special observance committees or unit human relations' counsel on procedures for celebrations, events, guest speakers, or displays	I0792
Brief commanders on special observance celebrations, events, guest speakers, or displays	I0794
Coordinate proposed actions or recommendations for special observance committees	I0797
Participate in special observance events	I0808
Prepare, review, and distribute special observance advertisements, such as invitations, flyers, and programs	I0811/I0814
Schedule guest speakers for special observance events	I0815/ I0798
Set-up special observance display booths	I0816
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PHASE 6

In July of 2007, the DEOMI Directorate of Research in collaboration with the DEOMI Directorate of Curriculum identified 43 core tasks that all EOAs must perform as part of the job. The Curriculum Directorate worked independently with the OMS report and identified 181 tasks that DEOMI should teach based on training emphasis. These 181 tasks include Service Specific tasks. By separating the Service Specific tasks and comparing the 44 tasks used by the Directorate of Research, the 43 tasks emerged as tasks that must be taught to all Services in the EOA Program. The 43 tasks resulted in either combining and/or rewording tasks to include other similar tasks, and deleting or adding tasks. Additionally, some tasks were moved to different duty areas. These agreed upon tasks and duty areas are presented in Table 15.

The end result of Phase 6 is a complete, accurate, valid, and reliable task listing identified by five duty areas that are imperative for DEOMI instruction for all Services' attendees to the EOAP.

Table 15: *Agreed Upon EOA Duties and Tasks*

Duty and Related Tasks (43)		OMS #
Education, Training, and Awareness (7)		
	Conduct and monitor equal opportunity or civil rights training	D0288/D0295/ D0365
	Conduct and monitor sexual harassment awareness classes	D0308
	Develop and/or revise lesson plans and training aids	D0327/D0339/DO335
	Recognize sexual harassment in both overt and subtle forms	F0562
	Recognize and assess indicators of institutional and individual discrimination	F0563
	Conduct and participate in equal opportunity (EO) or civil rights (CR) - related meetings, conferences, or working groups	A0034/AO121
	Interpret equal opportunity (EO) policies or directives for subordinates	AO098/BO234
General EO Administration (7)		
	Brief commanders, department heads, respective chiefs, or other staff agency personnel on equal opportunity, human relations, or civil rights capabilities, procedures, policies, and programs	D0284
	Prepare and conduct informal briefings	AO035/AO036
	Advise commanders, department heads, respective chiefs, or other staff agency personnel on equal opportunity, human relations, or civil rights capabilities, procedures, policies, and programs	A0001
	Prepare and conduct formal briefings	A0125/A00126
	Draft or write memorandum for record (MFRs), point, position, or talking papers	A0070/A0074
	Participate in staff or planning meetings	A0121
	Assisting commanders in developing EO/CR policy	EO406
Climate Assessment Functions (14)		
	Conduct organizational climate assessments (CA)	C0253
	Conduct unit self-inspections	C0255
	Conduct focus groups	E0411
	Analyzing results of climate assessment survey data	F0480
	Advise commanders on results of climate assessment evaluations	F0475
	Advising unit commanders on recommended corrective actions addressing problem areas observed during climate assessment survey	F0477
	Conduct climate assessment in-briefings	F0486
	Conduct out-and-about assessments	F0497
	Conduct climate assessment out-briefings	F0487
	Analyzing results of climate assessment focus groups	F0513
	Analyzing results of climate assessment interviews	F0479
	Draft or write climate assessment reports	F0515
	Analyzing CA results for possible discrimination trends	FO485/GO592
	Conducting inspections of subordinate units, such as Inspector General inspections	CO254
Complaint Processing (8)		
	Advise complainants on alternate resolution avenues	G0582
	Conducting informal conflict resolutions	GO587
	Advise complainant of his/her right to file a formal discrimination complaint	G0590
	Establish and maintain electronic records for each formal complaint received	G0616/GO675
	Develop interview questions based on written EO/CR complaints	G0689/GO619/ G0620
	Monitor complaint processing time limitations	G0691

	Recommending referral agencies	G0713
	Conducting Equal Opportunity(EO) Civil Rights(CR) mediation services	NEW BASED ON CURRENT RESEARCH
Special Observances Functions (7)		
	Advise special observance committees or unit human relations' counsel on procedures for celebrations, events, guest speakers, or displays	I0792
	Brief commanders on special observance celebrations, events, guest speakers, or displays	I0794
	Coordinating special observances with agencies such as public affairs	I0797
	Coordinating logistical requirements for special observance functions with action agencies	IO814
	Prepare, review, and distribute special observance advertisements, such as invitations, flyers, and programs	I0811
	Schedule guest speakers for special observance events	I0815/ I0798
	Set-up special observance display booths	I0816

References

- Department of Defense (1999) Occupational Survey Report Military Equal Opportunity Advisors. Randolph Air Force Base, TX: Air Force Occupational Measurement Squadron, Occupational Analysis Program
- Department of Defense (1999) *Training Extract Military Equal Opportunity Advisors*. Randolph Air Force Base, TX: Air Force Occupational Measurement Squadron, Occupational Analysis Program
- Truhon, S. (2006) *What Do Military Equal Opportunity Advisors Do? A Job Analysis*. Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute, Directorate of Research.