



Research Directorate (J-9)

Annual Report

FY 2010

## **DEOMI Vision**

DEOMI is a force multiplier that maximizes mission readiness.

## **DEOMI Mission**

DEOMI will assist its customers in optimizing their mission readiness and capabilities by promoting human dignity through equity education, diversity, cultural competency, research, and consultation worldwide.

## **DEOMI Strategic Goals**

1. Maintain DEOMI as a Center of Excellence for current and emerging mission priorities.
2. Consistently deliver effective EO/EEO, Diversity, and Human Relations training and education.
3. Provide timely and effective research, consultation, reach back, and assessment services to our customers.
4. Secure, stabilize, develop, and properly apply funding, facilities, human resources, and IT/AV processes in alignment with DEOMI and Office of the Secretary of Defense (OSD) mission needs.

## **Preface**

The Defense Equal Opportunity Management Institute (DEOMI) J-9 Research Directorate is headed by an executive director and supported by three directorates including: Requirements, Evaluation, and Assessment (J-91); Research, Simulation, and Learning (J-92); and Technology Development and Clearinghouse Management, including Library Services, (J-93). The FY 2010 annual report is organized according to the respective activities of these three directorates.

### **FY 2010 Major Research Directorate Accomplishments**

- Requests for the DEOMI Organizational Climate Survey increased 26.8%
- Participated in the Military Leadership and Diversity Commission (MLDC)
- Supported the DEOMI Phoenix Summit 4 - 6 August 2010.
- Provided organizational climate assessment consultation to CJCS, COCOMS, and other high-level commands
- Supported development of action plans to implement completed and revised Strategic Plan Goals and Objectives
- Participated in cross-cultural competency meetings with Department of Defense (DoD) leadership, respective Service culture centers, and international entities
- Collaborated with the Defense Language Office (DLO) in the development of a Cross-cultural Competence (3C) Roadmap for the Department of Defense
- Co-DEOMI research was published in professional journals
- Authored research publications, reports, and products
- Presented basic and applied research findings at Department of Defense level meetings, national and international agencies, organizations, and conferences
- US Navy Military Equal Opportunity Network (Navy MEONet) designed and released
- US Coast Guard Data Retrieval System (DRS) released
- Initiated reengineering of the DEOMI Flag-officer/SES training program
- Initiated research and development of a new diversity course.

- Led, participated in, and provided research to various Think Tank initiatives to influence/support OSD policies and programs. Think Tanks topics included: input to DADT, Religious Accommodation, Sexual Assault, DoD Diversity Definition, and DoD Human Rights Charter.
- Developed equal opportunity and cultural short take training videos and other training items.
- Conducted the Summer Faculty Research Program which consisted of four college faculty members. All researched areas of interest supported the Institute and were used to update course lesson plans.
- North Atlantic Treaty Organization (NATO) - coordinated efforts for future research possibilities, explored areas of culture, and attended meetings in Norfolk, VA and Rome, Italy.

## **J-9 Research Directorate**

### **Hosted Events**

Between August 4 - 6, 2010, the Research Directorate supported nearly 100 former DEOMI staff, Service leaders, practitioners, operators, and researchers attended the Phoenix Summit, a symposium designed to discuss a number of areas to improve DEOMI, including: curriculum; marketing and Public Affairs; training & instruction; organization; research; Esprit de Corps; funding; and our Reserve Component courses.

Attendees were broken down into sub-groups to explore specific areas and they deliberated on three questions in a quest for the betterment of DEOMI: (1) What are we doing well? (2) What can we do better? and, (3) What should the “way ahead” be for DEOMI? Each subgroup then reported their input to the larger group. There was spirited and informed discussion on all points, which were recorded to ensure that the Institute would have the full benefit of the discussion, in its planning for the “way forward.”

The sub-group analyzing the Research Directorate areas was tasked to address:

- ❖ Based on the areas of research, the background information you read, and the detailed briefing from J-9, who are DEOMI’s research stakeholders by area?
- ❖ What products, tools, and initiatives does research currently have that best serve each our stakeholders by area?
- ❖ Priority list of DEOMI research stakeholders by area and overall.
- ❖ Priority list of products, tools, and initiatives that DEOMI research does well overall and by area.
- ❖ Keeping in mind our stakeholders and knowing what we do well in each of the three areas discussed, what does DEOMI research not do well/could do better/should stop doing?
- ❖ Priority list of what we do not do well with recommendations on how to do better overall and for each area.
- ❖ What new products, tools, and initiatives should research undertake (and why) that will improve the overall readiness of DoD in the three areas?
- ❖ What are the recommendations (listed by priority) for the way ahead for each of the three major areas in research and overall?

The group highlighted DEOMI’s strengths, areas for improvement, and recommendations.

### **DEOMI Strengths**

- ✓ Requirements, Evaluation, and Assessment:
  - DEOCS
  - Validation of Diversity Management Climate Survey (DDMCS)
  - Ability to ask and develop customized questions on survey instrument (e.g. assess trends, assess local needs; makes tool more attractive to commanders)

- Face time with senior leaders
  - Consultation
  - Policy (informing and shaping)
  - EOAP curriculum update (ONR summer faculty researchers) as compared to the previous years where there was no research component supporting the curriculum development
  - EOAP curriculum development
  - SEEOS
  - EOAP Learning Management Systems
- ✓ Research (includes cross-cultural competencies):
    - External funding initiatives (very important and critical part of what's happening; 3.1 million dollars is funded through research, grants from other parts of the DoD, and secured through hard work and good products. This allows the directorate to move forward and gain credibility. Hence, it is just as important to recognize research as well as training)
    - Professional publications (peer-reviewed journals, books, etc.)
    - Collaboration with Florida Institute of Technology (FIT) in Melbourne, Florida
    - Collaboration with other research institutes (DARPA, NATO, Office of Naval Research (ONR)).
  - ✓ Research technology and Clearinghouse Management (includes publications):
    - Publishing in external journals
    - DRN
    - Short Takes
    - Podcasts

### **DEOMI Opportunities for Improvement**

- ✓ Requirements, Evaluation, and Assessment:
  - Formalize the interaction with DEOMI internal customers (e.g. J-7) as well-as provide follow-up
  - Eliminate the chasm between J-91 and curriculum
  - Underscore the relationship between research and the affective domain/component of EOA/EEO training. It is difficult to measure the affective domain (i.e., link the affective domain with EOA/EEO performance)
  - Emphasize education verses training
  - Help clients interpret the DEOCS
  - Improve the response rate for assessments (other than the DEOCS)
  - Distribute the DEOCS through the Service chain of command
  - Nurture the stakeholder community (virtual/actual)
  - Send DEOCS results to major commands through the SLOs
- ✓ Research (includes cultural competencies):
  - Identify the characteristics of organizational and diversity issues that do not have disparity in views of diversity/OE/EO
  - Communicate to stakeholders on how research can be leveraged

- Improve communication about the relevance of EO regarding readiness
  - Increase the use of inter-disciplinary (e.g. anthropology, sociology, history, political science, economics) approaches
  - Improve relationship with Division 19 (Mil Psychology), ASA, AHA, APSA, Military University/Research centers. Solicit university input on Armed Forces and Society (Charlie Moskos)
- ✓ Research technology, Clearinghouse Management (includes publications):
- Work on more training videos—expand culture/knowledge
  - Integrate products with organization assessment capabilities
  - Improve consultation breadth/capability and connect it to the DEOCS results
  - Improve corporate knowledge in sexual orientation, assault/harassment, and suicide (connect to mission)

### **Recommendations**

- ✓ Improve measurement and assessment capabilities.
  - ✓ Seek out new collaborative efforts to strengthen associations with other research organizations, universities, and funding organizations
  - ✓ Stabilize and seek out new/additional funding
  - ✓ Ensure maximization of current expertise to solve some of DEOMI's issues regarding affective linkages to performance
  - ✓ Leverage cross-cultural work and ensure synergy between cross-cultural, EO, and diversity initiatives
  - ✓ Enhance our online clearinghouse and databases, products we provide to the fleet, field, and agencies
  - ✓ Continue to support training and education through analysis, other simulation, and other learning solutions.
  - ✓ Continue to support policies and initiatives at the strategic OSD level.
  - ✓ Build a DEOMI Press.
  - ✓ Continue to publish and present at professional conferences to increase DEOMI's presence and profile in the academic and research world.
  - ✓ Develop a close relationship with USAF regarding EO data collection
  - ✓ Pursue adding a historian to J-9
  - ✓ Examine the importance of cross-cultural competencies of EOAs
  - ✓ Develop DEOCS 4.0 to include operational stress, disability, sexual orientation and religious discrimination
  - ✓ Expand research with sexual harassment/assault in line with DoD 1350.2
  - ✓ Expand the functionality of the DEOMI Resource Network
- Prepare for relocation of simulation lab and explore incorporation of simulation lab into EOAP/RCP/EEO courses

Based on the groups' efforts and feedback, a list of 71 action items were developed for future follow-up. The 23 actions related to the J-9 are depicted below.

<b>Task</b>
Create standardized application packet and process for the on-boarding of new staff; consider including service-specific appendices as needed by the Services to accommodate service-unique criteria
Prioritize program deliverables over multi-fiscal years
Conduct needs analysis of instructors considering all present and future (additional) classes, and the possibility of overlapping classes
Revive EEO in Senior Executive EO Seminar as we do in LTAS
Improve external measurement and assessment capabilities (Student Evals)
Seek out and publish new collaborative efforts to strengthen associations with other research organizations, universities, and funding organizations
Develop a clearinghouse approach to leverage cross-cultural work
Enhance online clearinghouse, databases and products we provide to fleet, field, and agencies (p. 30 of Summary Report has additional info./suggestions)
Develop close relationship with USAF regarding EO data collection as they do not use DEOCS - data from their UCA would be beneficial
Develop DEOCS 4.0 to include operational stress, disability, sexual orientation, and religious discrimination
Expand research with sexual harassment/assault in line with DoD 1350.2
Expand the functionality of the DRN; Content as well as ease of use
Prepare for relocation of simulation lab and explore incorporation of simulation lab into EOAP/RCP/EEO courses
Ensure that J-72 receives timely front-end analysis of all EEO courses by early FY11
Create a Joint EO/EEO Deployment Toolbox available on DRN
Create Action Team for crises (PTSD affecting students after hours)
Hire/establish a resident position in research to address emerging issues in EEO (e.g. civil rights and civil liberties executive order; clarify issues concerning parental status and sexual orientation, etc) (Art Gutman's interns)
Pursue adding a historian to staff to manage historic archives
Enhance content for EEO courses (Barrier analysis, program integration, globalization, cultural competencies, generational differences, disability issues, final agency decisions (FAD) analyses, compensation analysis, diversity
Improve internal measurement and assessment capabilities
Define and create a process to maximize in-house current (local) expertise to define and measure affective linkages to performance within EOAP
Develop a system to ensure synergy between cross-cultural, EO, and diversity initiatives
Examine the importance of cross-cultural competencies of EOAs

## **Summer Faculty Research Program**

As in the past, the Research Directorate sponsored the Summer Faculty Research Program (SFRP). This 10-week program allows college and university faculty the opportunity to conduct expert research on equal opportunity, equal employment opportunity, diversity, and culture in order to enhance DEOMI's ability to advise policy makers and train EO/EEO professionals for all the Services. This year the following research was conducted: *Effects of Sexual Harassment on Job Satisfaction, Retention, Cohesion, Commitment and Unit Effectiveness: The Case of the Air Force*, Dr. Brenda L. Moore, University at Buffalo State University of New York; *Development of the Diversity Vigilance and Engagement Test Executive Summary*, Dr. Neil M. A. Hauenstein, Virginia Tech; *Determinants of Privilege, Justice, Unit Cohesion and Unit Effectiveness in the Military*, Dr. Ulysses J. Brown, Savannah State University; and *Ship Climate and Ship Performance*, Dr. L. A. Witt, University of Houston and *Revising the DEOCS: Preliminary Findings and Recommendations for Future Research*, Dr. L. A. Witt with Dr. Marinus Van Driel, DEOMI. Participants also updated lesson plans and provided briefings to the faculty and staff at the end of their duty tour at the Institute.

## **North Atlantic Treaty Organization**

The Research Directorate continued its ongoing relationship with the NATO Working Group (HFM/RTG-163), "Improving the Organizational Effectiveness of Coalition Operations." Consisting of 12 researchers from the U.S., Canada, Bulgaria, Israel, Switzerland, Norway, France, and Sweden, the group researched organizational effectiveness at the coalition headquarters in Kosovo. During the year, Dr. McDonald, Dr. Moeser and Mr. Scarpate attended meetings in Norfolk, VA and Rome, Italy. At the Rome meeting, the Directorate invited the team to meet at the Institute in April 2011.

## **Additional Accomplishments**

The publication, *Managing Diversity and Inclusion in the Military* by Dr. Daniel McDonald and Dr. Kizzy Parks was approved for publishing by Routledge publishers.

Dr. Dan McDonald was nominated by OSD for the Technical Cooperation Program (TTCP). He was also nominated for the NATO Human Factors and Medicine Research Technical Group (RTG163).

Five faculty members were selected for the 2010 American Society of Engineering Education (ASEE) administered by the Office of Naval Research (ONR).

Ms. Patrice Reid completed her Dissertation to the Florida Institute of Technology (FIT) and received her Doctorate.

During the fourth Quarter J-9 began the selection process for the first three of nine Defense Language Office (DLO) civil service employees supporting cross-cultural competency (3C) initiatives with arrival in early-Fall 2010.

## **The Directorates**

### **The Directorate of Requirements, Evaluation and Assessment (J-91)**

The J-91 Directorate leads and conducts needs assessments and front-end analyses for all of DEOMI training and education programs. The directorate also conducts independent program evaluations, both formative and summative, on DEOMI training and education programs for the Commandant. This directorate is chartered to work with OSD and Service agencies in providing independent evaluations, as well as, to develop unique training and education solutions pertaining to diversity and culture. Lastly, this Directorate also manages the operations and customer service of the DEOMI Organizational Climate Survey (DEOCS) and other online survey instruments such as the Defense Diversity Management Climate Survey (DDMCS) and the Federal Organizational Climate Survey (FEOCS).

### **The Directorate of Research Simulation and Learning (J-92)**

The J-92 Directorate conducts all basic and applied research in support of EO/EEO, diversity, and cultural programs. Such research informs training and education programs, internal and external to the Institute, provides a basis for DEOMI to make policy recommendations, and adds valuable knowledge to the body of scientific knowledge. The directorate also tests new training and education methodologies, to include the use of simulation technologies.

### **The Directorate of Technology Development & Clearinghouse Management (J-93)**

The J-93 Directorate manages online and in-house library functions for students and faculty; manages DEOMI research publications; compiles and distributes Service demographics, statistics, and information for internal and external customers; manages the DEOMI Resource Network (DRN) and DEOMI.org website content and distribution; develops new resources and information to distribute to customers via the DRN and DEOMI.org; and provides facts, information, and statistics to update curriculum. Additionally, the directorate manages DEOCS online interface, functionality development and updates, and designs, manages and develops DRN interface and functionality, to include new online architecture and tools to leverage equal opportunity, equal employment opportunity, diversity, culture, and human relations programs within the DoD.

## Requirements Evaluation and Assessment (J-91)

### DoD Programs

This Directorate provides measurement, assessment, analytic, and validation capability; develops/validates training and policy guidance and requirements; conducts basic/foundational and applied cultural research; develops knowledge management tools for culture; and develops DEOMI EO/EEO cultural requirements and training.

### DEOMI Programs

#### *DEOMI Organizational Climate Survey (DEOCS) Operations*

The DEOCS is a commander's management tool that allows for proactive assessment of critical organizational climate dimensions that can impact organizational effectiveness within the organization. The operations of DEOCS include processing requests via Internet and telephone, providing DEOCS customer service for Commanders and EO/EEO representatives, processing and integrating DEOCS Scantron® forms, providing feedback input into DEOCS improvements and instructions, and conducting in-house training.

In FY 10 DEOCS requests continued to increase. The number of commands requesting the DEOCS increased from 5,244 to 6,653 (+26.8%). While the number of online password requests also increased, from 925,800 to 1,106,552 (+19.5%), the number of individual paper requests decreased, from 299,283 to 258,602 (-14.6%). Additionally, the total number of DEOCS reports increased from 7,274 to 9,370 (+28.8%).

Table 1 provides a breakdown of online passwords and paper survey requested by branch of Service for fiscal years 2008–2010.

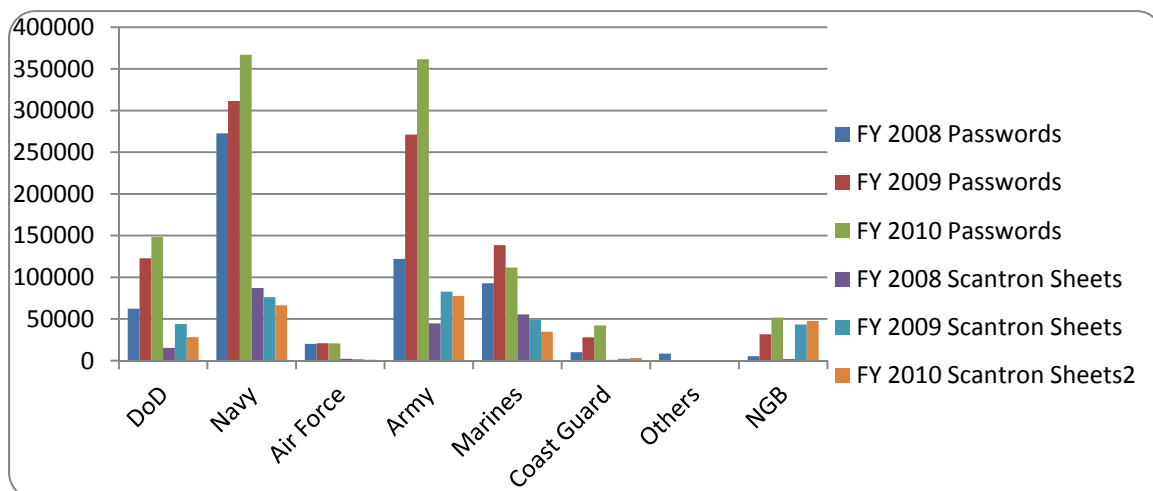


Table 1

Table 2 provides a historical record of units requesting the DEOCS and DEOCS reports. All 2008–2010 data is reported as fiscal year and 2000–2007 data is in calendar year.

<b>Year</b>	<b>Number of Completed Unit Requests</b>	<b>Number of Reports Produced</b>	<b>Avg. # of Reports per Request</b>	<b>Average Number of Respondents per Report</b>
<b>2010</b>	5,382	9,370	1.74	120
<b>2009</b>	4,113	7,274	1.76	72
<b>2008</b>	2,538	4,830	1.90	77
2007	2,509	4,059	1.62	84
2006	1,670	3,242	1.94	96
2005	941	1,955	2.08	99
2004	795	1,326	1.67	118
2003	729	1,410	1.93	114
2002	717	1,296	1.81	143
2001	614	1,361	2.22	129
2000	641	1,363	2.13	93

Table 2

The DEOCS has undergone improvements that address both the request process and customer satisfaction. These improvements include:

- All product information documents (i.e., talking paper, request requirements, general description, etc.) were updated and made available online from the DEOCS request site.
- The instructions provided to administrators regarding paper survey distribution and the administration of both paper and online surveys were updated.
- The email notification process involving administrators and commanders was modified.
- Enhancing the existing DEOCS Data Retrieval System to allow users to search all UICs throughout their respective Service to determine if a DEOCS was conducted.
- A detailed explanation regarding how the Disparity Index is calculated and used on the DEOCS report was added, in addition to a graphic depiction of the formula.

*Assessment*

As a major mission this year, J-91 provided essential input for the Equal Opportunity Advisor Reserve Component Program (EOARCP) Front-end Analysis. Additionally, the directorate embarked on the creation and validation of a joint task analysis that is to be used for both the Equal Opportunity Advisors Program (EOAP) and EOARCP curriculum updates. The primary goal of this task analysis was to determine the essential knowledge, skills, attitudes, and other attributes which Equal Opportunity Advisors (EOA's) need to be effective in the field and fleet. The J-91 is working with J-71 (Curriculum) to determine how to develop objectives from the task analysis. DEOMI Programs will continue to analyze data and share the findings of EOAP and EOARCP courses through CY 11.

### *Evaluations*

The J-91 employed ten different instruments and focus groups during this year and a total of 18,669 surveys were administered/completed. The results and analyses of research efforts were directed toward curriculum requirements and evaluation of DEOMI's EO and equal employment opportunity programs of instruction.

### *Internal Evaluation Data Collection Instruments/Processes*

1. Student Lesson Surveys
  - Target audience: in-resident students
  - Measures: student reactions to all individual lessons for eight EO and EEO programs
2. Non-Resident Program Surveys
  - Target audience: participants in non-resident training programs
  - Measures: student reactions to programs conducted off campus
3. Occupational Measurement Squadron (OMS) Self-Report Proficiency Survey
  - Target audience: DEOMI equal opportunity students
  - Measures: individual proficiency levels on equal opportunity advisors' tasks
4. Situational Judgment Test
  - Target audience: DEOMI equal opportunity program students
  - Measures: individual skills on processing equal opportunity complaints
5. Focus Groups
  - Target audience: DEOMI equal opportunity program students
  - Measures: student reaction to EOAP training
6. Discovering Diversity Profile
  - Target audience: DEOMI equal opportunity students
  - Measures: identify an individual's opinions and feelings about workforce diversity
7. Supervisor Survey
  - Target audience: supervisors of EO practitioners
  - Measures: effectiveness of DEOMI training

*External Evaluation Data Collections Instruments*

8. Graduate Survey
  - Target audience: EO practitioners
  - Measures: effectiveness of DEOMI training
9. Field Survey
  - Target audience: EO practitioners
  - Measures: effectiveness of DEOMI training
10. Senior Leader Survey
  - Target respondents: senior military and civilian leaders (Grades 0-6 and above; GS-15 and above)
  - Measures: effectiveness of overall equal opportunity program

The Research Directorate used Kirkpatrick’s Model of four levels of evaluation. Table 3 depicts what level the various survey instruments support.

<b><u>Level 1</u> Student Reactions</b>	<b><u>Level 2</u> Student Learning</b>	<b><u>Level 3</u> Transfer Job Level</b>	<b><u>Level 4</u> Results Organizational Impact</b>
Student Lesson Surveys	Pre-Post OMS Self-Report Proficiency Survey	Equal Opportunity Advisor (EOA) Graduate Survey	Senior Leader Survey
Non-Resident Programs Surveys	Pre-Post Situational Judgment Survey	EOA Supervisor Survey	
Focus Groups		Field Survey	
	*In-resident test scores		
	*In-resident affective evaluation scores		

Table 3: Kirkpatrick Model \*J-71 function/responsibility

Using these instruments, the Research Directorate collected data from 18,669 surveys in 2010. Note: this is a 30% increase over 2009, when several resident and non-resident courses were canceled to increase the resources needed for the EOAP redesign.

Level 1 Surveys: 16,695 collected

- 16,201-Lesson Surveys
- 494 Non-Resident Programs Surveys

Level 2 Surveys: 886 collected

- Pre- and Post- Self-Report Proficiency Surveys
- Situational Judgment Surveys

Level 3 Surveys: 963 administered

- 363 Graduate Surveys/Supervisor Surveys
- 600 Field Surveys

Level 4 Surveys: 125 administered (Senior Leader Surveys)

In 2010, resident online surveys were administered and processed electronically for seven programs/courses:

1. EOAP and Service Specific Training
2. EOARCP
3. Leadership Team Awareness Seminar (LTAS)
4. Equal Employment Opportunity Mediation Course (EEOMC)
5. Equal Employment Opportunity Officer Course (EEOOC)
6. Equal Employment Opportunity Specialist Course (EEOSC)
7. Equal Employment Opportunity Special Emphasis Program Manager Course (SEPM)

In 2010, resident paper surveys were administered and processed for the Disability Program Managers Course

Non-resident program surveys continued to be administered in paper format. The written survey response data was converted into an electronic report format and sent via email expediting the feedback to the instructors/trainers.

For 2010, 494 non-resident program surveys were processed for five non-resident EO and EEO programs. External training programs increased this year after the EOAP redesign efforts concluded.

During 2010, the directorate processed 80 individual student or Quality of Life Feedback forms. This allowed students and staff to provide comments to leadership and receive timely feedback on respective issues and concerns.

### **Research, Simulation and Learning (J-92)**

During FY 2010, J-92 personnel worked on a variety of strategic projects. These projects included continued development and support of diversity and cultural initiatives, research on emotional intelligence, computer-based simulations training and recommendations to strategic policy proposals. Research and development of Cross-Cultural Competencies (3C) for the Defense Language Office cultural initiatives were a primary focus for the year. Additionally, the directorate provided information and

research to support the Comprehensive Review Working Group (CRWG) studying the potential impacts on appealing the Don't Ask, Don't Tell (DADT) policy and, if repealed recommendations on training implementation. Work continued on building education and training programs for all Services, with emphasis on the U.S. Army and U.S. Navy Recruiting Commands. The directorate continued work on providing the Services new and innovative strategies for building programs on topics such as diversity management, culture, and 3C, computer-based simulations with respect to culture, diversity, and baseline knowledge in gaming were also developed.

Directorate personnel provided on-site presentations and briefings to the strategic leadership in each of the Services and at the Office of the Secretary of Defense (OSD) on the subjects mentioned above. Briefings and summary papers in direct support of the Military Leadership Diversity Commission (MLDC) were also submitted by directorate researchers. Established under the provisions of the *National Defense Authorization Act for Fiscal Year 2009*, Section 596, Public Law 110, the year-long commission conducted a comprehensive evaluation and assessment of policies that provide opportunities for the promotion and advancement of minority members of the Armed Forces, including minority members who are senior officers. Researchers provided database information and papers on topics such as opportunities for promotion by race and gender, measurement tools of diversity within organizations, and religious accommodations.

The J-92 also supported internal training developments by conducting Front-End Analyses for EOA-related courses and developing measurement and evaluation (metrics) processes. Members also developed a Gap Analysis Matrix, tracing the EOAP tasks from start to finish in the program, and began development of a front end analysis model for DEOMI courses. Furthermore, J-92 personnel authored journal articles, research papers, information briefings, point papers, contributions to books, Service Specific presentations, and technical reports. They attended numerous workshops and conferences to advance the knowledge base and institutional expertise in the applied social science and equal opportunity areas of responsibility. The presentations, meetings, and publications are listed in the Appendix.

### **The Technology Development & Clearinghouse Management Directorate (J-93)**

The J-93 Directorate supported a wide variety of internal and external strategic initiatives throughout FY 2010. The J-93 staff provided an array of information, support, products, and tools to other J-9 Directorates, DEOMI staff, OSD, and EO/EEO practitioners in the field. Below are some of the major accomplishments for the year.

#### **J-93 Major Accomplishments**

- Frequently Asked Questions area added to main page of Deomi.org
- Communications Center on DRN fully activated with areas for archival information; banners, quick poll results; and communication forums

- Added a request form for customers to receive monthly email notification of new items posted to DRN
- Hosted Defense Working Group collaboration forum on DRN
- Developed interactive “Short Take” awareness training videos for the DRN and customized request for high resolution interactive DVDs of this training product
- Developed Facts of Day area on DRN that highlights specific events, places, and people supporting respective observance months
- Created a Student Enrichment Area on DRN that houses supporting documents that compliment DEOMI’s online lessons housed on Joint Knowledge Online
- Updated six Race/Ethnic Studies publications for DEOMI curriculum
- Served as scribes, recorders, and authors during the DEOMI 2010 Phoenix Summit
- Briefed various dignitaries, general officers, and international visitors on customer support capabilities
- Administered, analyzed, and reported results of the U.S. Marine Corps Climate Assessment Survey (75,000 personnel)
- Created and released the Navy Military Equal Opportunity Network (over 250 accounts)
- Implemented the U.S. Coast Guard Data Retrieval System
- Created and released the DEOMI Diversity Management Climate Survey (addition of three new assessment factors)
- Collaborated with the Navy Personnel Research, Studies, and Technology (NPRST) laboratory to create, test, and validate survey items on the Navy Operational Stress Control Survey
- Developed prototype for Cross-Cultural Competency (3C) website

## **DEOMI Library**

The J-931, DEOMI library, houses a collection consists of over 19,000 books, periodicals, and materials addressing equal opportunity, equal employment opportunity, diversity, culture, and human relations topics. The library supports the Institute’s educational and research mission by collecting, organizing, and providing books, videos, periodicals, and electronic material.

To keep internal and external audiences better informed on recent events, the library created a weekly compilation of electronic news links collected from various sources that address issues relating to EO, EEO, diversity, and cross-cultural competency. This document was submitted to senior leadership and posted to DEOMI’s website. Additionally, annotated bibliographies were authored and compiled to support the Institute’s mission. Two new commercial databases were added to the library reference resources that provide immediate access to current literature, including published research on relevant topics.

### **Library Statistics**

- Average daily attendance: 286
- Books circulated: 3021
- New books purchased: 478

## **Publications & Clearinghouse Management**

The J-932 serves as the major clearinghouse for EO/EEO research information within the DoD. The most active avenue for dissemination of information is through the DRN, housed on the DEOMI Website at: [www.deomi.org](http://www.deomi.org).

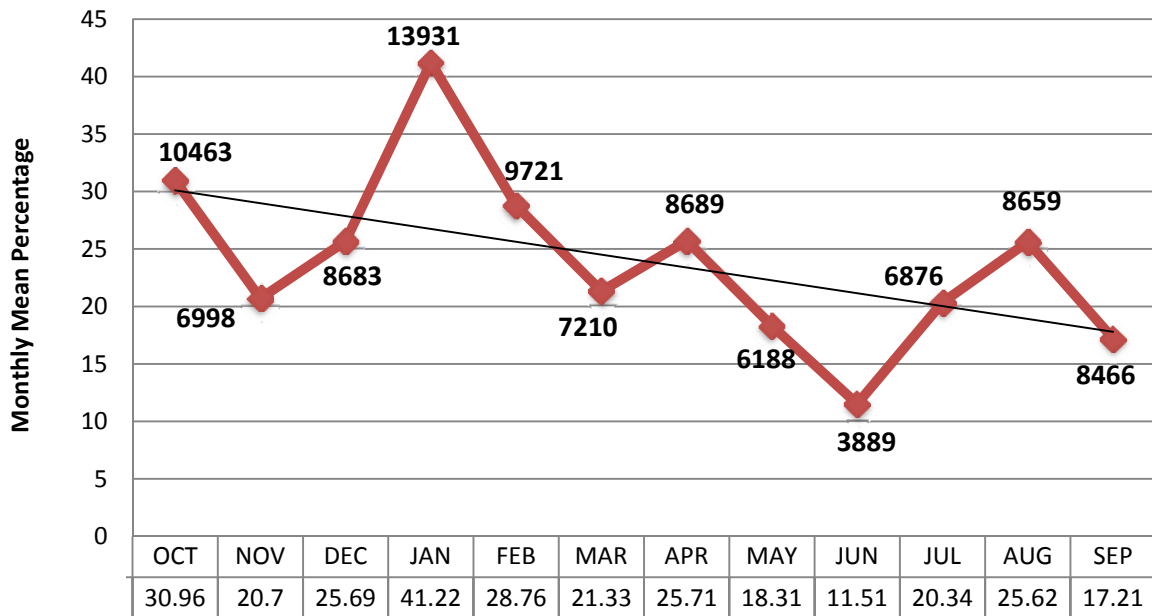
### **DEOMI Resource Network (DRN)**

In FY 10, 99,773 products were downloaded from the DRN. In addition, there were 11,085 video downloads and 528 video requests (191 POSH video requests, 151 Mediation video requests, and 186 team video requests). Together, this equated to 111,386 products, an increase of 13,718 (+12%) from FY 09.

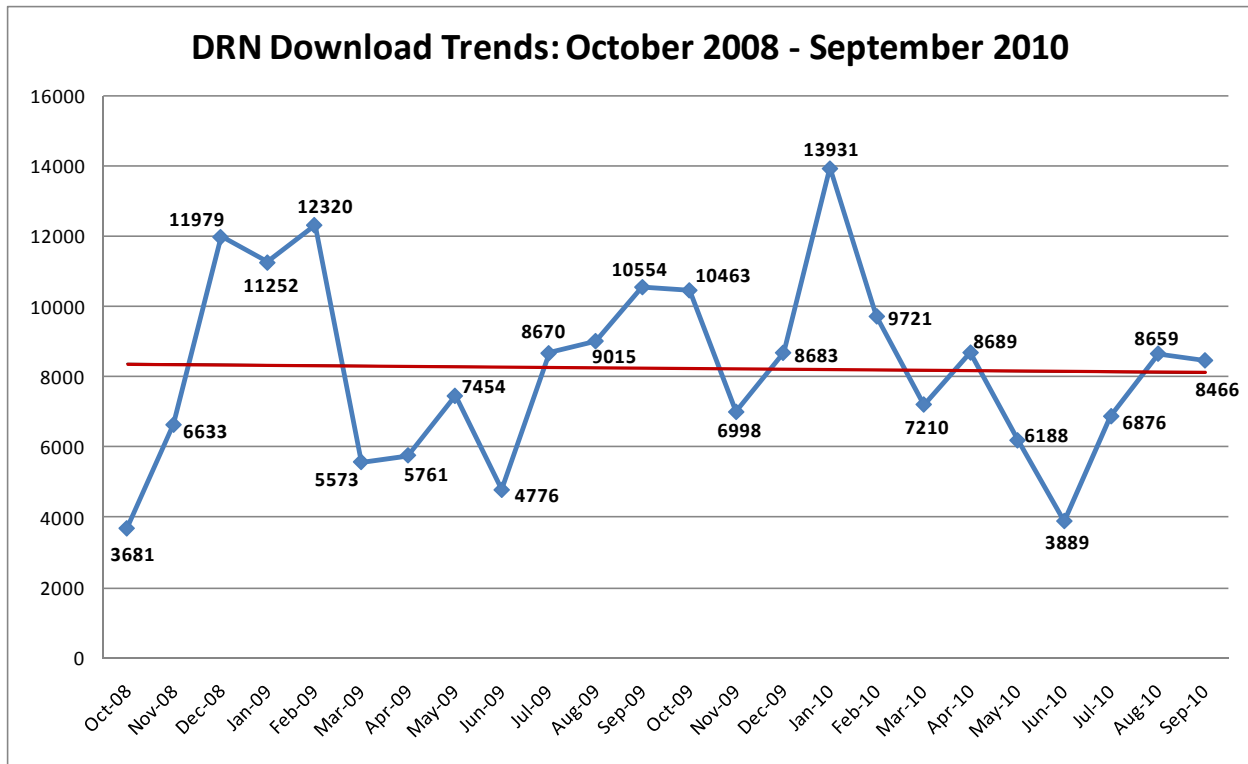
Still, the following depiction suggests high variability in the number of downloads over the course of the year, with the highest number of downloads during the month of January, with 13,931 total downloads. The DRN had the fewest downloads during June, with 3,889 total downloads averaging 11.51 downloads per item.

The decline in the number of DRN downloads could be due to the added ability to request training videos instead of using the DRN viewing capability, errors in the ability to download items from the site based on technology issues of the receiving customers, or a decrease in the numbers of returning customers. It is recommended that the download trends be continuously analyzed to support the peaks and lows throughout an FY timeframe and URL random spot checks to verify repeat customers.

## DRN Download Trends: October 2009 - September 2010



While the previous depiction illustrates a steady decline in the number of DRN downloads, a comparison of the current data with the 2008 – 2009 data demonstrates consistency over the course of the two years. The following graph illustrates that, while the number of downloads from the DRN may fluctuate over the course of a year, there is an average of approximately 8,000 downloads per month. Thus, it does not appear as though the DRN items are being more heavily downloaded in FY 10 than they were in FY 09. In fact, there may be a slight decline in the number of downloads. It should be noted that the following graph does not depict the number of video requests or downloads.



The following table illustrates the top 40 items with highest average downloads between October 2009 and September 2010.

1.	Listing of Observance Themes	1162.83
2.	EO Fairness Effects on Job Satisfaction	262.61
3.	Poster - African American / Black History 2002	230.69
4.	Poster - Asian Pacific American 2010	214.15
5.	Demographics September 2004	211.20
6.	Review of Data Black Americans	200.76
7.	Review of Data Women in the United States	199.71
8.	Poster - Women's Equality 2010	191.69
9.	Ethnicity-related Stress, Mental Health, and Well-being	183.92
10.	Guidance for Organizing Observances	169.77
11.	Variation Across Racial/Ethnic Groups	160.00
12.	Presentation - Women's Equality Day 2010 (pps)	158.71
13.	Presentation - Asian Pacific American Heritage Month w/music 2010	158.14
14.	Review of Data Native Americans	155.14
15.	Together or Separate? Gender-Integrated Training, 1977-2000	154.46
16.	Women in the Military 1999	154.14
17.	Presentation - Hispanic Heritage Month (w/music) 2010	153.29
18.	Poster - African American / Black History 2006	153.00
19.	Demographics March 2004	150.30
20.	Poster - Days of Remembrance 2010	146.23
21.	Poster- Hispanic Heritage 2010	142.83
22.	Reflections Online 2007 August	130.10

23. Presentation - Days of Remembrance 2010	128.00
24. Presentation - Women's Equality Day (pdf)	127.64
25. New Book Reviews	127.50
26. Presentation - Asian Pacific American Heritage Month 2010	126.62
27. Presentation - Hispanic Heritage Month 2010	118.92
28. Poster - African American / Black History 2005	116.64
29. Presentation - Martin Luther King, Jr., Research 2009	114.60
30. POSH Training Video	111.50
31. Asian Pacific America Heritage Calendar 1998	111.57
32. Cultural Reading List	109.50
33. Presentation - African American/Black History Month 2009	108.50
34. Reflections Online 2010 February / 2010 March	108.42
35. Reflections Online 2001 Summer 30th Anniversary Issue	107.93
36. Reflections Online 1981 Fall	107.50
37. Poster - African American / Black History 2003	104.35
38. Review of Data Jewish Americans	102.71
39. USA, USN, USMC USAF USCG, Military Services' Complaint Procedures	102.50
40. Reflections Online 2002 Summer/Fall	100.71

### **Documentation/Research Provided to the Congressional Appointed Military Leadership Diversity Commission (MLDC)**

The J-9 staff provided 30 products, tools, and data to the Commission during FY 10. See the Appendix for complete listing.

### **Published Research Reports/Products**

The J-932 is responsible for editing, tracking, and documenting all publications, presentations, reports and various initiatives within J-9. A total of 98 items are located in the Appendix. A summary includes:

- Curriculum Educational Support Publications-6
- Demographic Reports-5
- External Consulting-3
- Observance Reports-20
- Peer Reviewed Journal Articles-3
- Presentations-41
- Technical Reports-18
- Video Products-16

### **Technology Design & Development**

The J-933 is the hub of the tool and product development using an array of technologies available through web wide web software innovations, video capabilities and human factors research advancements. In addition to the development of

interactive training videos as addressed in the J-932 section six major projects were accomplished during FY 10.

1. United States Marine Corps Climate Assessment Survey (MCCAS) - At the request of HQ USMC/EO, DEOMI revised an existing Marine Corps Climate Assessment Survey (MCCAS) and administered the survey via the internet to 75,000 active duty and reserve Marines to determine the current state of climate issues in the Marine Corps. Additionally, DEOMI generated a final report that included an executive summary and briefing to the USMC HQ.

2. Navy Military Equal Opportunity Network (NMEONet) - At the request of HQ USN/EO, DEOMI designed and developed an on-line, web-based program to track and report administrative actions associated with the primary duties of the Equal Opportunity Advisors. The actions within NMEONet include formal complaint processing, informal complaint processing, tracking EOA-provided equal opportunity/human relations training, and a general assistance accountability form. A total of 250 separate NMEONet accounts were designed and released to the USN.

3. United States Coast Guard DEOCS Data Retrieval System (USCGDRS) - At the request of the HQ USCG/EO, DEOMI designed and developed a system to provide accurate DEOCS assessment data for the United States Coast Guard (USCG) to use in conjunction with their responsibilities. The system allows various echelon levels to generate rollup, comparison, and historical based reports. The data contained within these report types is derived from USCG organizations that have completed the DEOCS assessment survey. The USCGDRS also was designed to provide a means for the approved user to search to determine if a particular unit completed a DEOCS.

4. DEOMI Diversity Management Climate Survey (DDMCS) - Further validation and upgrade the existing DDMCS to include identifying additional factors. The initial design of the DDMC Survey measured three factors (Inclusion, Benefits, and Justice), that focus on perceptions of diversity and diversity management. An additional 30 items were developed and tested for reliability. Also, the on-line request form for the DDMCS was redesigned to allow for additional functionality for the requestor and survey administrator. This led to adding three additional factors (Training and Development, Personal Accountability, and Leadership).

5. Navy Operational Stress Control Survey (NOSCS) - At the request of HQ USN/EO, DEOMI designed and developed an on-line, web-based survey program dedicated to Operational Stress Control within the United States Navy. The effort included: creating, testing, and establishing 16 new survey items that target operational stress control; programming the survey so it can be completed on-line; and providing a feedback report to include an executive summary. DEOMI is working in partnership with HQ USN/OSC and upon activation within the USN, will work towards adding an OCS factor to the next version of the DEOCS.

6. Cross-Cultural Competency (3C) Website - At the request of the Defense Language Office (DLO), DEOMI designed and developed a web portal to provide information and products in support of Cross-Cultural Competency. Efforts include: defining objectives and end users; identifying existing and future products; establishing site framework; creating a graphic design; identifying IT requirements; and programming website with internally and externally testing. First generation release is anticipated for March 2011.

## Appendix

### Published Research Reports and Products

#### Technical Reports in Review

- Brown, U. J. (2010, Summer). *Determinants of privilege, justice, unit cohesion and unit effectiveness in the military* (Executive Summary). Patrick AFB, FL: DEOMI.
- Brown, U. J. (2010, Summer). *Determinants of privilege, justice, unit cohesion and unit effectiveness in the military* (Technical Report # 09-10). Patrick AFB, FL: DEOMI.
- Hauenstein, N. M. A., Findlay, R., & McDonald, D. P. (2009, December). *Situational judgment tests and training evaluation*. Patrick AFB, FL: DEOMI.
- Hauenstein, N. M. A. (2010, Summer). *Development of the diversity vigilance and engagement test* (Executive Summary). Patrick AFB, FL: DEOMI.
- Hauenstein, N. M. A. (2010, Summer). *Development of the diversity vigilance and engagement test* (Technical Report # 11-10). Patrick AFB, FL: DEOMI.
- Hunter, C. E. & Smith, L. (2010, March 2). *Military leadership and education & religion's role in the U.S. military mission*. Patrick AFB, FL: DEOMI.
- Hunter, C. (2010, March 5). *Religious diversity in the U.S. military: Human potential in support of policy formation, cultural acuity initiatives and mission accomplishment*. Patrick AFB, FL: DEOMI.
- Hunter, C. (2009, November). *Religious identification and practices in the U.S. military: Analysis report of July DEOCS survey, part B*. Patrick AFB, FL: DEOMI.
- Marcum, R. (2010, July 14). *Student selection training requirements to attend DEOMI by service*. Patrick AFB, FL: DEOMI.
- McDonald, D. P. (2010, April 21). *Cross-cultural competency (3C) to foster individual and organizational adaptability in the armed forces*. Patrick AFB, FL: DEOMI.
- Moore, B. L. (2010, Summer). *Effects of sexual harassment on job satisfaction, retention, cohesion, commitment and unit effectiveness: The case of the Air Force* (Executive Summary). Patrick AFB, FL: DEOMI.
- Moore, B. L. (2010, Summer). *Effects of sexual harassment on job satisfaction, retention, cohesion, commitment and unit effectiveness: The case of the Air Force* (Technical Report #08-10). Patrick AFB, FL: DEOMI.

Moore, L.C., Faulkner, D., Hughes, S., Farnsworth, D. M., Steinhauser, E., Small, C., & Glines, T. (2010, February 4). *EOAP evaluation preliminary report*. Patrick AFB, FL: DEOMI.

Ross, K. G., Ross, W. A., Arrasta, M., & McDonald, D. P. (2009, December). *Cross-cultural competence in the U.S. Air Force: Roles, challenges and skills in the contemporary operating environment*. Patrick AFB, FL: DEOMI.

Witt, L.A. (2010, Summer). *Revising the DEOCS: Preliminary findings and recommendations for future research* (Executive Summary). Patrick AFB, FL: DEOMI.

Witt, L.A. (2010, Summer). *Revising the DEOCS: Preliminary findings and recommendations for future research*. Paper presented at the Defense Equal Opportunity Management Institute (DEOMI), Patrick AFB, FL.

Ross, K. G. & Becker, P. (2010, February). *Front-end analysis: Spiral 1 requirements for a cultural capabilities knowledge portal*. Patrick AFB, FL: DEOMI.

Ross, K. G., MacNulty, C., Bencaz, N. A., & Thornson, C. A. (2010, February). *Framing cross-cultural competence (3C) learning outcomes in a competency model*. Patrick AFB, FL: DEOMI.

### **Peer Reviewed Journal Articles**

Bonvillain, D. G. & McGuire, W. G. (2010, Spring). *American cultural DNA*. Intercultural Management Quarterly, 11(2). Washington, DC: American University.

Bonvillain, D. G. & McGuire, W. G. (2010, April). *American cultural DNA*. U.S. Army Military Intelligence and Security Command Journal. Fort Belvoir, VA: INSCOM.

Walsh, B. M., Matthews, R. A., Tuller, M. D., Parks, K. M., & McDonald, D. P. (2009, November 29). *A multilevel model of the effects of equal opportunity climate on job satisfaction in the military*. Journal of Occupational Health Psychology, 15(2), 191–207. Washington, DC: American Psychological Association.

### **Policy Recommendations**

Four USAF Program of Memorandum (POM) 12 Talking Papers to rebase J-9 line functions per Department of Defense Directive (DoDD) 1350.2 (DEOCS 4.0, Front-end Analysis (FEAs), Clearinghouse/DRN, basic EO/EEO Research) (October 09)

USD (P&R) Strategic Objective to upgrade DEOCS 4.0 (October 2009)

Military Leadership and Diversity Commission (MLDC) - provided research, data, and issue papers related to diversity and the development of a DoD definition.

Defense Diversity Working Group (DDWG) – provided information, input, and recommendations for the development of DoD diversity definitions and policy statements.

DoD Cross Cultural Strategic Roadmap – researched, identified, and collaborated in developing a framework for cross-cultural competence, learning recommendations, and a strategic DoD cross-cultural competence roadmap for DLO.

Regional and Cultural Capabilities Assessment Working Group (RACCA WG) – provided information, research, and recommendations for cross-cultural competence study and future development.

Army Diversity and Leadership Office – provided recommendations regarding the Army diversity strategy.

North Atlantic Treaty Organization (NATO) – provided information on future research and collaborative possibilities.

## **Presentations**

Bonivillain, D. G. & McGuire, W. G. (2010, March). *American cultural DNA*. Paper presented at the American University & the Intercultural Management Institute. Washington, DC.

Boehm, S. A., Dwertmann, D. J. G., Kunze, F., Michel, A., Parks, K. M., & McDonald, D. P. (2010, August 9). *Expanding insights on the diversity climate-performance link: The role of work group discussion*. Presentation at the Academy of Management (AOM) 2010 Annual Meeting. Montreal, Canada.

Brown, U. (2010, 27 August). Presentation on *Determinates of Privilege, Justice, Unit Cohesion, and Effectiveness in the Military* to DEOMI staff, Patrick, AFB, FL.

Castellon, R., Dallaire, M., Young, R. (June 2010). Provided assessment training to USAF EO conference. Patrick AFB, FL: DEOMI.

Crepeau, L. (2009, November 10). Presented proposal to merge the DEOMI Diversity Management Climate Survey (DDMCS) into the DEOMI Organizational Climate Survey (DEOCS). Presentation conducted at the Defense Diversity Working Group meeting. Washington, DC.

Crepeau, L. (2010, April 19). Presented DEOCS results to Naval Surface Warfare Center. Indian Head, MD.

Crepeau, L. (2010, April 28). Presented training to 15 NASA EEO representatives at Kennedy Space Center, FL.

Crepeau, L. (2010, June 8). Presented training to more than 350 attendees at the Navy Equal Opportunity Conference. San Diego, CA.

Dallaire, M., Young, R. (2010, March). *DEOMI equal opportunity climate survey, data retrieval system and Navy Military Equal Opportunity Network* presented to Navy EOA and CMEO training conference. Norfolk, VA.

Faulkner, D. , McDonald, D. P., & Van Driel, M. (2010, 8 April). *Meeting the challenges of cultural diversity: The impact of training on equity, well-being, and performance.* Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia.

Gabrenya, W.K., Jr., Trame, E., Van Driel, M., & Turner, S. (2010, July). *The cultural intelligence scale: What does it measure?* Paper presented at the 27<sup>th</sup> International Congress of Applied Psychology. Melbourne, Australia.

George, K. E., Hoffman, B., Parks, K. M., & McDonald, D. P. (2010, April 8). *Transformational leadership and diversity climate.* Paper presented at the 25<sup>th</sup> Annual Society for Industrial & Organizational Psychology (SIOP) Conference. Atlanta, GA.

Hunter, C. (2010, August). Presentations on *Religious Minorities, Citizenship & Military Service* to the Association of the Sociology of Religion. Atlanta, GA.

McDonald, D., Moeser, E., Trame, E., Turner, Steinhauser, L., Smalls, C., Reid, P. (April 2010). Presented research posters and acted as panel members at the Society of Industrial and Organizational Psychology (SIOP) Conference. Atlanta, GA.

McGuire, W. G., (2010, 9 – 13 March). *American Cultural DNA – A Metaphoric Comparison to Biological DNA.* American University and Intercultural Management Institute Conference. Washington, DC.

Moeser, E. A., Trame, E., Taylor, G., & McDonald, D. P. (2010, July). *Gaming experience and knowledge as predictors of gaming skills.* Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia.

Moeser, E. A., Trame, E., Taylor, G., & McDonald, D. P. (2010, July). *Gender differences in gaming experience and skills.* Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia.

Parks, K.M (2009, September). *Diversity and Inclusion and How it Impacts You.* For ITT, L-3Com and Lockheed Martin Space Launch and Range Test Contract (SLRSC) Team-BLDG 989. Patrick Air Force Base, FL: DEOMI.

Parks, K.M.& McDonald, D.P. (2009, December). *Diversity Management Measurement Model,* For the Military Leadership Diversity Commission The Omni Hotel. San Diego, CA.

[http://mldc.whs.mil/download/documents/meetings/200912/DEOMI\\_december\\_UPDATE.pdf](http://mldc.whs.mil/download/documents/meetings/200912/DEOMI_december_UPDATE.pdf)

- Parks, K. M., & McDonald, D. P. (2010, April). *Mentoring and Underexamined Populations (The Military and Marginalized Workforce)*. Symposium conducted at the Annual Conference of the Society of Industrial and Organizational Psychology (SIOP). Atlanta, GA.
- Parks, K.M. (2010, July). Diversity Overview. National Guard Joint Diversity Advisory Council. Patrick Air Force Base, FL: DEOMI.
- Parks, K. M., & McDonald, D. P. (2010, July). *Leadership climate, unit effectiveness, and the counterintuitive role of negative affective tone*. Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia.
- Parks, K. M. (2010, 31 August). *Diversity and EEO Tools and Best Practices*. Forum on Hispanic Americans in the Department of Defense. 2010 Annual National Organization for Mexican Americans Rights Training Conference and Business Meeting. Miami, FL.
- Ross, K. G., Thornson, C., & McDonald, D. P. (2010, July 17). *Development of the cross-cultural competence inventory (3C)*. Presented at the Applied Human Factors and Ergonomics (AHFE) 2010 Conference. Miami, FL.
- Small, C., Trame, E., & Crepeau, L. (2010, April 8). *Investigations of attitudinal differences among individuals of differing employment status*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial & Organizational Psychology (SIOP) Conference. Atlanta, GA.
- Small, C., Steinhauer, E., Crepeau, L., & McDonald, D. P. (2010, July). *Contingent employment as indivisible diversity and its influence on work attitudes*. Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia.
- Small, C., Mokuolu, F. O., Parks, K. M., & McDonald, D. P. (2010, August 9). *Protecting a nation effectively: The criticality of a pro diversity climate in the Department of Defense*. Presentation at the Academy of Management (AOM) 2010 Annual Meeting. Montreal, Canada.
- Steinhauer, E., Small, C., Trame, E., & McDonald, D. P. (2009, December 10). *Exploration of the antecedents to reporting discrimination and sexual harassment*. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP) Conference. Atlanta, GA.
- Steinhauer, E., Small, C., Trame, E., & McDonald, D. P. (2010, April 8). *Exploration of the antecedents to reporting discrimination and sexual harassment*. Poster presented at the

25<sup>th</sup> Annual Society for Industrial & Organizational Psychology (SIOP) Conference. Atlanta, GA.

Steinhauser, E. & McDonald, D. P. (2010, July). *Exploration of the antecedents to reporting discrimination and sexual harassment*. Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia.

Steinhauser, E., Van Driel, M., Peterson, M., & McDonald, D. P. (2010, July). *Examining the relationship between equal opportunity climate and individual-level outcome variables*. Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia

Thornson, C. A., Fritzsche, B. A., Le, H., Ross, K. G., & McDonald, D. P. (2010). *Development and initial validation of the cross-cultural competence inventory*. Poster presented at the Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP) Conference. Atlanta, GA.

Trame, E., Steinhauser, E., Small, C., Crepeau, L., & McDonald, D. P. (2010, July). *Sexual harassment in the military*. Presentation at the International Association of Cross-Cultural Psychology Conference. Melbourne, Australia.

Trame, E., Turner, S., Van Driel, M., Pathak, J., Peterson, S., & Gabrenya, W.K., Jr. (2010, April). *Validating the cultural the Cultural Intelligence Scale: What does it really measure?* Paper presented at the 26<sup>th</sup> annual conference of the Society for Industrial and Organizational Psychologists. Atlanta, GA.

Truhon, S. & McDonald, D. P. (2009, November). *Psychometric properties of the DEOMI organizational climate survey*. Presented at the International Military Testing Association (IMTA) Conference. Tartu, Estonia.

Van Driel, M. & McDonald, D. P. (2010, April 8). *Latent profile analysis of an equal opportunity climate measure*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial & Organizational Psychology (SIOP) Conference. Atlanta, GA.

Van Driel, M. & McDonald, D. P. (2010, April 8). *When similarity breeds performance: Social category similarity to trainers in groups with diversity fault lines increases training outcomes*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial & Organizational Psychology (SIOP) Conference. Atlanta, GA.

Van Driel, M. (2010, July). *Assessing cross-cultural competence as an organizational construct in the military*. Presentation included in Symposium titled, The development and management of cross-cultural competence within military contexts, at the 27<sup>th</sup> International Congress of Applied Psychology. Melbourne, Australia.

Van Driel, M. (2010, July). *Meeting the Challenges of Cultural Diversity: The Impact of Training on Equality, Well-being, and Performance*. Chair of symposium at the 20<sup>th</sup>

International Congress of the International Association of Cross-Cultural Psychologists, University of Melbourne. Melbourne, Australia.

Witt, A., Moore, B. (2010, 21 July) Presentations on *Ship Climate and Ship Performance (and other stuff) and Conceptualizing & Measuring Sexual Harassment in the Postmodern Military* to the DEOMI staff, Patrick AFB, FL.

### **External Consulting**

Contres, K., Crepeau, L. (2010, 16–18 February). *Results from the Joint Chiefs of Staff DEOCS survey and proposed way-ahead for comprehensive organizational climate assessment*. Presented to the JCS. Washington, DC.

Contres, K., McLeod, V., Crepeau, L., Hightower-Smith, S., Ruiz, A., Johnson, W., Chandler, J. (2010, 14 – 20 March). *Results from the AFRICOM DEOCS survey and proposed way-ahead*. Presented to GEN WARD, AFRICOM CG. Stuttgart, Germany.

Crepeau, L. (2010, 2 September). Provided VTC out brief of DEOCS results to U.S. Navy Supervisor of Shipbuilding. Gulfport, MS.

### **Certification Programs**

Faulkner, D., Moore, L. (2010, 18 – 20 October). Completed training on Kirkpatrick Evaluation Model certification. McLean, VA.

### **Conference Attendance**

Castellon, R (2010, March). A1 Conference planning session for USAF EO Worldwide Conference. Washington, DC.

Castellon, R., Trame, E. (2010, March). Gametech Conference, Orlando, FL.

Castellon, R., Webb, L., Turner, C. (2010, 12 – 15 July). Excel Conference. Orlando, FL.

Emison, S., McGuire, W. G., Johnson, W. (2010, 19 – 22 April). TRADOC Culture Center Summit. Tucson, AZ.

Emison, S., McGuire, W.G. (2010, 11 – 19 June). United Kingdom Cultural Conflict Conference. UK Military Defence Academy, Cranfield University, UK.

Farnsworth, D. M. (2009, October). Society for Human Resource Management (SHRM) Diversity Conference. San Diego, CA.

McGuire, W. G. (2009, December). Tri-Services LGBT Conference. London, UK.

McGuire, W. G., Faulkner, D. (2009, 4 – 5 November). Cultural Training Workshop. Orlando, FL.

Trame, E., Small, C., Van Driel, M. (2010, July). International Congress of Applied Psychology. Melbourne, Australia

Trame, E. Steinhauser, E., Small, C., Moeser, E., Reid, P., Turner, C. (2010, April). Society for Industrial & Organizational Psychology, Inc. (SIOP). Atlanta, GA

Trame, E., Steinhauser, E., Van Driel, M. (2010, July). International Association of Cross Cultural Psychology. Melbourne, Australia

### **Meeting Participation**

Castellon, R. (2010, 21 – 25 June). A1Q coordination meeting and assistance with USAF EO Strategic Plan development, quarterly newsletter, and A1Q/AFPC/MAJCOM EO Strategic Advisor meeting. Washington, DC.

Castellon, R., Yates, W., Lambright, J. (2010, 23 – 24 August). Meeting with Mr. Ellis Haynes and Mr. Mark Smith of Civilian Personnel Management Service Investigations Resolutions Division (CPMS IRD) on possible collaboration with DEOMI and training support for IRD Investigators. Patrick, AFB, FL: DEOMI.

Crepeau, L. (2009, October 20–21). October Military Leadership Diversity Commission meeting. Washington, DC.

Hughes, S. (2010, 19 – 22 April). NAVAIR Civilian Cultural Awareness Training Pre-deployment data collection project. Jacksonville, FL.

Joe, R., McDonald, D., Scarpate, J., McGuire, W. G. (2010, 7 – 16 September). Visit to Joint Equality and Diversity Training Centre (JEDTC) and Ministry of Defense, United Kingdom to pursue collaboration efforts. London, UK.

Johnson, W., Hughes, S., Bencaz, N., (2010, 12 -13 January). Cultural Pre-deployment data collection project by NAVAIR (Hughes), Cognitive Performance Group (CPG) (Bencaz) and DEOMI. Fort Benning, GA.

Johnson, W., Hughes, S., Severe, G. (2010, 28 February – 3 March). Cultural Pre-deployment data collection project by NAVAIR (Hughes/Severe) and DEOMI. Fort Lewis, WA.

Johnson, W., Hughes, S. (2010, 15 – 16 April). Cultural Pre-deployment data collection project. Naval Expeditionary Combat Command. Little Creek, VA.

Johnson, W., Moeser, E., (May 2010). Initial meetings with Program Executive Office for Simulation Training and Instrumentation (PEO STI) (Mr. T. Kohler and Mr. R. Inmon) to determine mutually beneficial collaboration. Patrick AFB, FL: DEOMI.

McDonald, D. (2009, 30 November – 2 December). DMEO and DLO meeting to address DEOMI relationship. Washington, DC.

McDonald, D. (2010, 19 – 22 January). DLO and DDWG Strategic meetings. Washington, DC.

McDonald, D., Scarpate, J. Loo, B. (2010, 24 February). In-process Review (IPR) of Cross-Cultural Competency initiatives with the DLO. Patrick AFB, FL: DEOMI.

McDonald, D., Scarpate, J. Loo, B., Hawkins, M. (2010, 15 April). Meeting with DLO to discuss research program progress, manning, and future budget. Patrick AFB, FL.

McDonald, D., Van Driel, M. (2010, May). Meeting with cross cultural competency experts. Amsterdam, Netherlands.

McDonald, D., Marcum, R., Dallaire, M., Young, R., Ripple, B. (2010, 28 – 30 June). HRTEC meeting. Alexandria, VA.

McDonald, D., Scarpate, J., McGuire, W. G. (2010, 25 – 26 August). DLO status meeting with Mr. Brad Loo, Deputy Director for Culture on: *Preliminary Assessment of Pre-deployment Culture Training, Culture Portal, Regional Proficiencies, 3-C Learning Objectives, Recruiting Commands, Cultural DNA, English as 2<sup>nd</sup> Language, and 3-C Web Design Development*. Patrick AFB, FL: DEOMI.

McGuire, W. G., Van Driel, M., (2010, February). Collaboration and teaching of American Culture. Defense Language Institute English Language Center (DLIELC). San Antonio, TX.

McGuire, W. G. (2010, 29 June – 1 July). Comprehensive Review Working Group (CRWG) and Don't Ask, Don't Tell Committee meeting. Washington, DC.

McGuire, W. G. (2010, 30 July). Comprehensive Review Working Group and Education and Training meeting. Washington, DC.

McGuire, W. G. (2010, 29 August - 1 September). Comprehensive Review Working Group and Education and Training meeting. Washington, DC.

McGuire, W. G. (2010, 29 - 30 September). Comprehensive Review Working Group and Education and Training meeting. Washington, DC.

Parks, K. (2010, June 16-17). June- Military Leadership Diversity Commission meeting. McLean, VA.

Parks, K. (2009, December 15–16). December- Military Leadership Diversity Commission meeting. San Diego, CA

Parks, K., Reid, P. (2009, November 21–22). November- Military Leadership Diversity Commission meeting. Melbourne, FL

Joe, R., McDonald, D. (2010, 6 – 8 July). Military Diversity Leadership Council (MDLC) meeting. Washington, DC.

Scarpate, J. (28 – 29 August). Annual USAF Academy Liaison Meeting and discussion with Lt Gen Michael Gould on available DEOMI products and services. Orlando, FL.

Various (2010, February). Briefing to Mr. James Northcutt, U.S. Army Reserves on J-9 projects, activities, and tools. Patrick AFB, FL: DEOMI.

Various (2010, 22 March). Discussions with Angela Ballard, Australian Defence Forces and DEOMI Staff on Sexual Assault Response Coordinators (SARC) and Unit Victim advocates (UVA). Patrick AFB, FL: DEOMI.

Various (2010, March). Briefing to South African National Defense Force (SANDF) representatives: Major General Evelyn Memela-Motumi, Colonel Eugene Joubert, and Captain Scharmaine Gumede on DEOCS, DRS, DRN, diversity management, cultural competence, training, recruiting, and MLDC efforts. Patrick AFB, FL: DEOMI.

Various (2010, May). Meeting with Program Executive Office for Simulation Training and Instrumentation (PEO STRI) to determine mutually beneficial collaborations.

## **Publications**

### **Demographic Reports**

Londono, C. (2009, September). *U.S. Air Force occupational codes by race/ethnicity/gender/pay grade*. Patrick AFB, FL: DEOMI.

Londono, C. (2009, September). *U.S. Army occupational codes by race/ethnicity/gender/pay grade*. Patrick AFB, FL: DEOMI.

Londono, C. (2009, September). *U.S. Navy occupational codes by race/ethnicity/gender/pay grade*. Patrick AFB, FL: DEOMI.

Trejo, B. (2010, September). *FY 2009 Annual demographic profile of the Department of Defense civilians*. Patrick AFB, FL: DEOMI.

Trejo, B. (2010, September). *FY 2009 Annual demographic profile of military members in the Department of Defense and U.S. Coast Guard*. Patrick AFB, FL: DEOMI.

### **Curriculum Educational Support Publications**

Gregory, K. (2010, August 12). *Directed Reading: Native Hawaiian and Other Pacific Islander American Experience*. Race/Ethnic studies. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, April 19). *Directed Reading: Black/African American Experience*. Race/Ethnic studies. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, August 11). *Directed Reading: Asian American Experience*. Race/Ethnic studies. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, August 19). *Directed Reading: Hispanic or Latino American Experience*. Race/Ethnic studies. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, July 26). *Directed Reading: White American Experience*. Race/Ethnic studies. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, September 13). *Directed Reading: American Indian/Alaska Native Experience*. Race/Ethnic studies. Patrick AFB, FL: DEOMI.

### **Observance Reports**

Gregory, K. (2009, October). *National disability employment awareness month facts of the day*. Patrick AFB, FL: DEOMI.

Gregory, K. (2009, November). *Native American Indian heritage month facts of the day*. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, February). *African American/Black history month facts of the day*. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, March). *Women's history month facts of the day*. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, April). *Holocaust days of remembrance facts of the day*. Patrick AFB, FL: DEOMI.

Gregory, K. (2010, May). *Asian Pacific American heritage facts of the day*. Patrick AFB, FL: DEOMI.

Johnson, J. (2009, October). *Expectation + opportunity = Full participation*. PowerPoint. Patrick AFB, FL: DEOMI.

Johnson, J. (2009, November). *Understanding Native American heritage now and then*. PowerPoint. Patrick AFB, FL: DEOMI.

Johnson, J. (2010, February). *The history of Black economic empowerment*. PowerPoint. Patrick AFB, FL: DEOMI.

Johnson, J. (2010, March). *Writing women back into history*. Patrick AFB, FL: DEOMI.

Johnson, J. (2010, May). *Diverse leadership for a diverse workforce*. PowerPoint. Patrick AFB, FL: DEOMI.

Johnson, J. (2010, July). *Civil rights in the Department of Defense*. PowerPoint. Patrick AFB, FL: DEOMI.

Johnson, J. (2010, August). *Celebrating women's right to vote*. PowerPoint. Patrick AFB, FL: DEOMI.

Sincore, P. (2009, December). *December facts of the day*. Patrick AFB, FL: DEOMI.

Smith, D. (2010, January). *Martin Luther King Jr. and January EO facts of the day*. Patrick AFB, FL: DEOMI.

Smith, D. (2010, April). *Stone of freedom: Days of remembrance*. PowerPoint. Patrick AFB, FL: DEOMI.

Smith, D. (2010, June). *June facts of the day*. Patrick AFB, FL: DEOMI.

Smith, D. (2010, July). *July facts of the day*. Patrick AFB, FL: DEOMI.

Smith, D. (2010, August). *August facts of the day*. Patrick AFB, FL: DEOMI.

Turner, S. (2010, September). *Hispanic American heritage month*. PowerPoint. Patrick AFB, FL: DEOMI.

### **Research and Product Support to the Military Leadership Diversity Council (MLDC)**

Brousek, J. (2010). Legal resources and military policies: Effect of Title VII on Military; how military decides authority for policy, how it follows it, and what types of sanctions for those who fail to follow it; What may Service Members do if they believe they have been discriminated against, what are the procedures/remedies, internal and external; lack of military benchmarks for race/gender numbers, use of military Boards of Correction of Military Records as alternate avenues to remedy retaliation claims in adverse paperwork; different bases that Service Members might use to pursue options

in federal court for discrimination after exhausting administrative actions; legal review, opinion, and papers.

Crepeau, L., Parks, K. (2009, December 8). Revision of 15 DEOCS Research Block questions on diversity definitions; survey instrument.

Crepeau, L., Parks, K. (2009, December 15). Database information on USAF, USA, USN, USMC and DoD occupational codes; database information and worksheets.

Crepeau, L., Parks, K. (2010). Development of DEOCS Research block questions on retention in collaboration with Meadows, S.; survey instrument.

Crepeau, L., Domabyl, Smith, L. (2010). History of Diversity/Minorities in the Military from Executive Order 9981 (26 July 1948) to date; database information and worksheets.

Crepeau, L., Parks, K. (2010, March 9). Enlisted and Officer Promotion rates for all Services FY 07 – 09; by race, gender and Hispanic designation; comprehensive database information.

Crepeau, L., Parks, K. (2010, February 3). Awareness of Diversity Policy among the Services, revised focus group questions; paper.

Crepeau, L., Parks, K., Joe, R. (2010, December 21). Connection amongst EO/EEO, Diversity, and 3C; memorandum for MLDC Commissioners.

Hunter, C., Smith, L. (2010, January 29). Religious Diversity in the Military; paper.

Hunter, C., Smith, L. (2010, March 10). Propensity to Serve in the Armed Forces; Service, Citizenship, and Diversity; paper.

Parks, K., Crepeau, L., Snyder, C. (2009, December). DEOMI graduate demographic data from 2000 – 2010 for all USAR, AFR, ANG, and ARNG; database information.

Parks, K., McDonald, D. (2009, December 8). Metrics: Institutionalized Diversity Management & Measurement Model; paper and presentation.

Parks, K. (2009, December 1). Benefits of Diversity Management; paper.

Parks, K., Turner, S. (2010, March 10). Mentoring Relationships and Demographic Diversity; paper.

Parks, K., Crepeau, L., Dallaire, M. (2010, May). Revision and re-administering of DEOCS Research Block questions to survey monkey platform; survey instrument.

Parks, K. (2010, August 25). Fairness of Promotion Perceptions: the Re-examined MLDC findings; presentation.

- Marcum, R. and DEOMI librarians (2010, May 24). Historical information on congressional and/or presidential commissions on EO and DEOMI; support documents and email links to Madeleine Wells, researcher.
- McDonald, D., Joe, R., Parks, K., DEOMI staff (2010). Diversity Definition for MLDC commissioners; paper.
- RAND, CNA, Parks, K. (2010, February 1). Business Case for Diversity; paper.
- Reid, P., Parks, K. (2010, February 5). Perceptions of Diversity and Diversity Leadership within the Services; paper.
- Steinhauser, L., Crepeau, L., Parks, K., Reid, P. (2010, March 13). Retention, Recruitment, and Promotion: Revised and converted DEOCS research block questions to survey monkey platform; survey instrument.
- Steinhauser, L., Crepeau, L., Parks, K., Lytell, M. (2010, March 10). Branching and Assignments: Revised DEOCS research block questions; survey instrument.
- Steinhauser, L., Crepeau, L., Parks, K., Sayala, S. (2010, March 10). Knowledge of Promotion Boards: Revised DEOCS research block questions; survey instrument.
- Steinhauser, L., Crepeau, L., Parks, K., Meadows, S. (2010, March 10). Reasons for Exiting the Service: Revised DEOCS research block questions; survey instrument.
- Steinhauser, L., Parks, K., Crepeau, L. (2010). Career Development Resources in the Services; paper.
- Turner, S., Parks, K. (2010, February 5). Change as a Process, What Business Management Can Tell Us About Instituting New Diversity Initiatives; paper.
- Turner, S., Marcum, R. (2010, April). NGB 10-Year Demographic Trends by race, gender, ethnicity, and pay grade (2000-2009); paper.
- Van Driel, M. (2010). The Relationship Between 3C and Diversity; paper.
- Van Driel, M. (2010). The DEOCS in its current form; what it measures, where it came from (MEOCS), and recent studies that have been performed; metrics paper.
- Various (2009, November). DEOMI reinforcing information provided to RAND and CNA researchers; papers and presentation.

## Video Products

- Walls, K. J., Brown, R. G., Marcum, R. J., Findlay, R. (2010). *Break room blast*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Brown, R. G., Marcum, R. J., Findlay, R. (2010). *Electronic humor stings*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Brown, R. G., Marcum, R. J., Findlay, R. (2010). *Hallway chatter speaks louder than words*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Brown, R. G., Marcum, R. J., Findlay, R. (2010). *Known verses unknown*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Brown, R. G., Marcum, R. J., Findlay, R. (2010). *Youth trumped by age*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Annoying misjudgments*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Anonymous perceptions*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Awareness of the extremes*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Does age matter?* DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Falling out at work*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Myths vs. reality*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Proud to be me*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Quotes of reality*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Reality of a vacation*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.
- Walls, K. J., Hatzenbuehler, J. S., Brown, R. G., & Marcum, R. J. (2010). *Teasing turns personal*. DEOMI Short Takes video. Patrick AFB, FL: DEOMI.

Walls, K. J., McGuire, W. G., Dallaire, M. A., Brown, R. G., & Marcum, R. J. (2010). *What's a blue shirt?* DEOMI Culture Video Clip. Patrick AFB, FL: DEOMI.

### **Research Proposals Submitted to OSD for funding in FY 11**

Defining Training Requirement and Developing Leadership and EOA Competencies for Addressing Sexual Orientation Issues

The Relationship Between Sexual Harassment and Sexual Assault

Model and Training for EOAs: Measuring and Tracking Effectiveness of EOAs and EO Programs in DoD

DEOMI Summer Faculty Research Program (SFRP) and Sabbatical Leave Program (DLP)

DEOCS Metrics: Improvement, Validation, and Linkage to Operational Readiness

Defining, Developing and Validating Diversity Competencies for Diversity Professionals and Leaders in DoD.

### **Personnel**

The below personnel transitions occurred during FY 2010.

#### **Departing**

##### **J-9**

Ms. Tonya Beckman, Administrative Assistant, contractor – JHT, (July 2010)

##### **J-91**

Lieutenant Colonel Donald Farnsworth, USA, Director, (June 2010)  
Sergeant First Class William Johnson, USA, NCOIC, (June 2010)

##### **J-92**

Dr. William (Gary) McGuire, Senior Researcher (transfer to J-7), (September 2010)

##### **J-93**

Ms. Karen Olendar, Chief Librarian (March 2010)  
Ms. Ashley Britt, Student Researcher, contractor – HRT (December 2009)

## **Arriving**

### **J-9**

Ms. Dawn Smith, Administrative Assistant, contractor – JHT, (August 2010)

### **J-91**

Commander Scott Emison, USN, Director, (April 2010)

Sergeant First Class Jeffery Hatzenbuhler, USA, NCOIC, (January 2010)

### **J-92**

Dr. Charlotte Hunter, Researcher, contractor – HRT, (June 2010)

### **J-93**

Major Rachel Castellon, USAF, Researcher (January 2010)

Ms. Karen Gregory, CRC Content Manager, contractor – HRT, (September 2010)

Mr. Darren Alvaranga, Editor, contractor – JHT, (August 2010)

Mr. Daniel Matos, Editor, contractor – JHT, (September 2010)

Ms. Bianca Trejo, Student Researcher, contractor – HRT, FIT, (May 2010)