

Dr. Richard Oliver Hope Human Relations Research Center Operational Plan for FY 24–25



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Executive Summary

This document outlines the operational plans for the Hope Research Center (HRC) in support of the Defense Equal Opportunity Management Institute (DEOMI) transformation into a Center of Excellence (CoE). The HRC supports the greater mission of DEOMI as defined or necessitated by policy, aligned with overall CoE strategic and operational initiatives.

Section 1 of the HRC Operational Plan document identifies the HRC key functions and explains how each functional area supports the overall mission of the CoE and requirements for DEOMI set forth by policy and plans in the Office of the Secretary of Defense. A brief narrative for each functional area describes the importance, areas for continuous improvement, and institutionalization. The HRC functional areas are as follows:

- Training and education curriculum development support
- Practitioner talent management support
- Measurement, analysis, and analytics support
- Field support and national observance products development
- Library operations
- Policy, program, and strategic support
- Research publication and symposia
- Science and technology transition
- Knowledge management support

Section 2 describes the critical underlying processes and areas for focused improvement or sustainment to facilitate the operation of the HRC, and outlines process implementation and improvement opportunities to better support HRC operations during fiscal year (FY) 24-25. These include the following:

- Technology and web management
- Research methodology
- Data management, distribution, and visualization
- Personnel, plans, and contracts
- Data collection and experimental laboratory
- Institutional protocols, standards, and safeguards
- Partnerships, agreements, and proposals
- Requirements, scenarios, and scripts

Section 3 identifies key HRC project priorities for FY 24-25. These priorities align on policy and program requirements and a need to broaden and deepen DEOMI's base of scientific knowledge and resources as it stands up as a CoE. This will support a knowledge management and continuous learning strategy and provide a foundation toward building application, a knowledge base, and solution sets. Ultimately, the HRC seeks to objectively measure and evaluate fielded products. These are as follows:

- Foundational knowledge/basic research
- Applied research and analysis
- Evidence-based methods, interventions, and best practices
- Tools and technology development

- Tests and evaluations

Section 4 describes the HRC's current manning and organizational structure, with consideration of the functions and underlying processes as described in previous sections. This section includes the following:

- HRC Organizational Structure Chart
- HRC Department Operations Chart

Hope Research Center (HRC) Operational Planning

This HRC operational planning document identifies operational functions that support the overall mission of the Center of Excellence (CoE) and requirements for the Defense Equal Opportunity Management Institute (DEOMI) set forth by policy and plans in the Office of the Secretary of Defense (OSD). The following four sections outline the HRC's operational functions:

- Section 1 details the HRC's key functions and identifies functional areas that need future institutionalization, development, or refinement.
- Section 2 describes critical underlying processes needed to operate the HRC apparatus as it supports the CoE. This section outlines process implementation and improvement opportunities to better support HRC operations during fiscal year (FY) 24-25.
- Section 3 identifies key HRC projects for FY 24-25. These priorities are based on policy and program requirements and a need to expand and deepen DEOMI's base of scientific knowledge as it stands up as a CoE. This feeds a knowledge management and continuous learning model, and it provides a foundation for conducting applied research, solution design, development, and testing and evaluation. This section offers a 2-year timeline for this operational plan.
- Finally, Section 4 describes the HRC's current manning and organizational structure, with consideration of the functions and underlying processes as described in previous sections.

Section 1: HRC Key Functions Description

Results from a mission analysis indicated that the HRC should sustain the outlined key functions to effectively align with the CoE priorities policy requirements and build capacity over time to support growth and innovation.

Training and Education Curriculum Development Support

Historically, DEOMI's mission emphasis has been on the relevance and quality of its in-house training and education programs for equal opportunity (EO) and equal employment opportunity (EEO) practitioners. Recently, through policy, the emphasis shifted toward a broader set of courses in the areas of diversity, equity, and inclusion (DEI), and other subjects to accommodate a broader set of human relations missions. Moreover, the emphasis is increasingly placed on delivering effective distance learning and in support of professional military education (PME), common military training (CMT), and accession training for the total force. With this shift, the HRC is charged with expanding its focus toward new theoretical subject areas to provide foundation knowledge, examining more effective instructional strategies through learning science, and developing a broader and more diagnostic program evaluation capacity to support the instructional development process (formative) as well as provide feedback regarding overall effectiveness (summative) of the education and training programs. Lastly, the HRC must stay current with respect to emerging requirements for such training. Job-task analyses, training needs analyses, and organizational analytic approaches are key to articulating these requirements.

Practitioner Talent Management Support

Established in policy, DEOMI defines competencies for practitioners and leaders that will drive future training and education at PME institutions. DEOMI will work with the Services and other program offices to coordinate findings through competency model development, establishing standards across the force. Furthermore, DEOMI seeks to establish continuing education programs for EO/EEO practitioners, as well as a research-informed credentialing function to ensure the continued competency of our graduates and the needs and timing of continued education. The HRC must continue to develop this capacity to meet emerging requirements coming through the CoE related to competency model development, continued education, and support materials made available through the web.

Measurement, Analysis, and Analytics Support

The HRC has a history of providing superior measurement and analysis capabilities to the Armed Forces. Examples include developing and delivering many survey solutions for the Department of Defense (DoD) and complex predictive modeling. Developing valid and reliable measures and models is paramount to not only the interpretation of data but to ensure that the results delivered can drive effective decisions of our leaders. Quantitative and qualitative data provide a complimentary and rich source of information that significantly enhances our understanding of the problem space. The HRC is evolving to broaden our measurement, analysis, and analytics capability to support the strategic imperative of the Institute by providing and tracking key

metrics of success and providing data visualization capacity. The HRC will support the Office of the Secretary of Defense (OSD) in developing a “big data” analytics capability supporting diversity, equity, inclusion, and accessibility (DEIA) programs across the DoD. Capacity in business analytics and artificial intelligence is essential.

Field Support and National Observance Products Development

The HRC has traditionally provided support to the field and fleet to include resources for our graduating students/practitioners and support for commanders, leaders, and all members of the total force. Support came in the form of online tools and resources developed in the HRC and made available through our website or online portals. Historically, this includes the Assessment to Solutions system, which complemented the Defense Organizational Climate Survey (DEOCS) with tools and resources to support conducting climate assessment and follow-on efforts to understand the results of the survey and make effective changes within units/organizations on several human relations dimensions. DEOMI is currently pivoting to support the field now through our “Cultural Portal,” with a similar capacity and through a continuous improvement model of assessment and improvement. This capacity has a broader focus on DEI and other human relations issues within the CoE mission space and includes products in support of effective conversations, a model military equal opportunity (MEO) program, and cross-cultural competence (3C) assessment and development. The HRC continues to develop and deliver to the DoD our national observance products and materials, which are widely used and have gained national attention as a centerpiece of the DoD’s strategic messaging. DEOMI’s CoE Directorate is also pivoting in collaboration with the DoD 2040 Task Force (D2T) in the design and development of a collaboration and learning platform for DEIA practitioners using All Partners Access Network, or APAN, the same platform used by the Sexual Assault Prevention and Response Office.

Library Operations

The HRC oversees the Claiborne D. Haughton Jr. Library for the DoD. This library is unique in the DoD as it contains over 20,000 holdings (both physical and electronic) related to human relations topics that impact the DoD and society. The Haughton library is a critical component of DEOMI operations as it also supports all student learning in the Institute and provides an important source of information for faculty and staff to stay current in key DEIA topics. Finally, the library provides visiting, resident, and distant scientists and scholars a valuable resource for conducting research in support of the Institute’s mission. DEOMI’s future knowledge management strategy hinges on the library expanding its electronic holdings, establishing a world-wide searchable clearinghouse capability through bepress Digital Commons®, and creating a DEOMI scientific periodical dedicated to the social sciences.

Policy, Program, and Strategic Support

The HRC supports and informs policy created under the Office of the Under Secretary of Defense for Personnel and Readiness (OUSDP&R)), conducts definitional research, and provides recommendations for policy updates. The HRC also operates in support of the Office of Diversity Equity and Inclusion (ODEI) and the D2T on projects ranging from writing the DoD harassment prevention strategy, conducting analysis on the equity of the military justice system,

and providing guidance on updates to various DoD instructions. The HRC provides expertise on many OSD-level working groups and panels, and it has provided expert testimony on congressional subcommittees. As such, the HRC supports DEOMI's strategic planning, measurement, and tracking; it also supports ODEI and DEOMI CoE on answering congressional inquiries.

Research Publication and Symposia

Implicit in DEOMI's mission, the HRC research mission includes research publication to support the DoD and the greater understanding and body of scientific knowledge on human relations topics. DEOMI conducts and publishes quality research in reports, refereed journal articles, books, and other media. The cornerstone of DEOMI's scientific inquiry is the statement of academic freedom, which values the contribution of independent scientific inquiry and principles aligned with those of the National Defense University, and balances the principles of maintaining freedom in research and curriculum within our academics with the needs of the DoD. The HRC also hosts guest speakers; holds working groups and panels with esteemed academics, leaders, and visionaries across the world to engage in critical analysis of today's issues; and hosts research symposia where academics and practitioners can present their work in an attribution-free environment.

Science and Technology Transition

DEOMI's and the DoD's future mission depends on leveraging science and technology to reach the masses, ensure training effectiveness, and establish knowledge management capability that ensures access to needed information, tools, resources, and experts in real time. Advanced training technologies, simulations, analytic capabilities such as artificial intelligence, databases, and collaborative online learning environments are some of the technological advances the HRC is building capacity to address. The HRC's Advanced Learning and Simulation Laboratory will be a focal point for such development and collaboration with external agencies that specialize in these areas. Previous technologies developed by the HRC include the DEOCS Assessment to Solutions system and the Cross-Cultural Competence Trainer in collaboration with the Naval Air Warfare Center Training System Division (NAWCTSD).

Knowledge Management Support

Through policy, DEOMI CoE will establish and maintain a clearinghouse for the DoD of human relations knowledge and research. The collection, gathering, analysis, synthesis, management, storage, access, and promulgation of said knowledge and materials are paramount for a learning organization and increasing expertise and capability as a CoE in support of the greater DoD. Research, benchmarks, best practices, lessons learned, historical documents, data, and other information are managed in this process. DEOMI must be a place where communities of practice come to access the most current knowledge from diverse sources to solve their problems and advance the principles of dignity, respect, connection, belongingness, resilience, adaptability, agility, and effectiveness. DEOMI's knowledge management strategy necessitates coordination across multiple directorates in DEOMI and a multi-faceted technological and human solution (see DEOMI's knowledge management strategy for details). Figure 1 depicts the

mission functional areas for the HRC in each oval around the outermost part of the diagram. The inner ovals represent critical HRC processes for sustaining these mission areas. (The following sections include a description of the figure.)

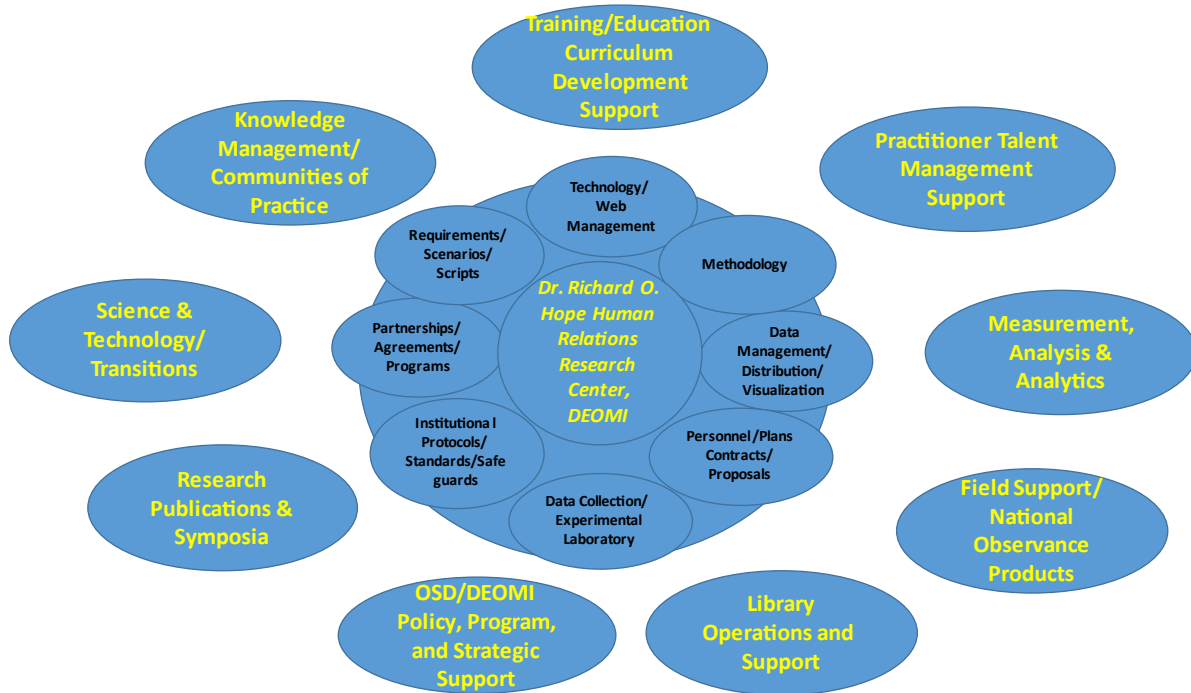


Figure 1. Hope Research Center's Operational Functions and Critical Processes

Section 2: HRC Critical Processes Improvements for FY 24-25

Figure 1 illustrates a sustainable HRC capacity at DEOMI that fully supports the CoE, for which critical enabling processes must be established and maintained. As a result of the 2018 transition of the DEOCS Assessment to Solutions program, which operated not only to provide the field with command climate support but was also used to sustain several other functions described above to include conducting research and analysis in support of DEOMI's training and education programs, key resources, processes, and capability were lost. However, in 2022, DEOMI developed a plan for establishing a CoE for diversity and inclusion at DEOMI upon the direction of the Secretary of Defense via the OUSD (P&R). DEOMI has subsequently received resources to facilitate the transition to a CoE in DEIA. Building and maintaining such a capacity requires attention and resource application to these sustainable processes. This plan will describe these processes germane to the HRC, which are depicted around the inner circle above.

Technology and Web Management

DEOMI is currently undergoing an information technology (IT) and audio visual (AV) upgrade across the Institute to enhance our ability to effectively educate and train in residence as well as through distance learning. DEOMI acquired Blackboard® as a new learning management system (LMS), and classroom technology is being upgraded. However, DEOMI's IT network infrastructure relies on the Air Force Network due to DEOMI's former relationship with the Air Force as our executive agent and DEOMI's location on Patrick Space Force Base. DEOMI must determine the long-term costs/benefits to migrate over to Defense Human Relations Activity's (DHRA) network. Relatedly, DEOMI's current web hosting is provided through Defense Logistics Agency, which results in limitations and constrictions in service and analytics that could impede future development plans for a DoD-wide reach. DEOMI's current training involves limited technology, and most training is accomplished on-site. Advanced training and simulations can increase our ability to rapidly develop and deliver less expensive and more realistic, situation-specific training to our students across a variety of settings. Currently, most of DEOMI's training relies on traditional educational modalities, such as PowerPoint®, face-to-face group activities, case studies, observations, or asynchronous computer-based training. Below are some HRC-related goals:

- Familiarize HRC staff with instructional technology currently being installed at DEOMI.
- Determine if current web hosting is suitable for future distance learning and field support.
- Establish the Advanced Learning and Simulation Laboratory to study, design, develop, and implement future learning technologies.
- Establish a robust web analytics reporting capability for periodic analysis.
- Benchmark technologies from other distance learning organizations.

Research Methodology

The HRC research approach requires the application of mixed methods to (a) develop research questions, (b) collect data, and (c) effectively analyze and interpret results. The HRC mixed methodology ensures our products meet real-world standards and are ecologically valid, using both experimentation (to determine causal relationships) and non-experimental methodologies (e.g., naturalistic observation, focus groups, and interviews). The HRC will also continue to

conduct literature reviews, systematic reviews, and meta-analytical approaches to enrich our understanding of the current state of the science. To ensure sustainment and build capacity, the HRC must learn, teach, and regularly engage with various analytical techniques as standard business processes. Below are some near-term goals for institutionalizing research methods.

- Establish knowledge sharing agreements with industry, universities, and DoD research laborites.
- Develop capacity in the HRC to conduct formal systematic reviews and meta-analyses.
- Increase the HRC's capacity to conduct complex multi-variate statistics and modeling techniques.
- Expand the HRC's capacity to employ a variety of qualitative research approaches for improved ecological validity and application of research.

Data Management, Distribution, and Visualization

DEOMI is committed to being a learning organization that utilizes data-driven approaches to make plans and decisions, and to predict future trends. Data must be compiled, packaged, and presented in a manner that can simplify and highlight gaps, trends, opportunities, and progress toward goals for leaders. Display and visualization of data is critical, and it can be accomplished through the following actions:

- Develop a data management plan and organize existing DEOMI data to include data variable lists, descriptions, storage requirements, access, utilization, data use agreements, external data access and other parameters.
- Establish a data sharing agreement with the Office of People Analytics (OPA) to gain access to data from the Workplace and Gender Relations Survey of Active Duty Members, the Armed Forces Workplace and Equal Opportunity Survey, the DEOCS, and other related surveys.
- Re-establish our data use agreement process.
- Institutionalize our institutional measurement plan and metrics.
- Implement DEOMI-wide our data visualization capability (Tableau®) for internal evaluations, institutional goals, and DoD initiatives.

Personnel, Plans, and Contracts

The HRC developed position descriptions (PD), updated current PDs, and hired new talent (a mix of on-site and remote employees) to achieve the HRC mission in support of DEOMI. The HRC is also committed to recruiting and hiring new talent to meet emerging research requirements. As the HRC evolves, it is essential to implement a management strategy that best integrates the departments across the HRC and the HRC within DEOMI using a multi-disciplinary cross-departmental approach, with a particular emphasis placed on conducting a continuous job task analysis and defining responsibilities to ensure integration and teamwork between military, civilians, and contractors. Additionally, organizational charts require continuous reviewing and modification, as needed, to increase linkages and integration across departments and DEOMI. Management must include ideals of effectiveness, innovation, inclusivity, and belongingness; and be liberal in recognizing and rewarding examples of these ideals and good performance.

The HRC will also focus on developing research proposals and research plans that build upon existing knowledge and capability as we seek continual learning and improvement. Research proposals will formalize future endeavors, and contract requirements must be written and managed with sufficient specificity for the creation and delivery of quality products to the HRC and DEOMI. To accomplish this, the HRC will do the following:

- Complete all hiring actions for the HRC.
- Finalize the Organizational Chart.
- Adjust current PDs for the HRC (civilian and military).
- Adopt CoE DNA principles (strategic communication, transformational leadership, onboarding, culture of wellness, and research) into practice.
- Reinforce recognition/awards processes, individual development plans, and personnel training.
- Establish a new contract officer representative and identify future contract requirements.
- Establish a research proposal process and submit proposals in house and externally for funding.

Data Collection and Experimental Laboratory

Scientific inquiry and using data-driven approaches requires the establishment and sustainment of access to data both internal and external to DEOMI. Data collection processes and plans will be established to sustain access for both civilian and military populations, for which our mission is focused. Data collection is also required for identifying job requirements and evaluating DEOMI and DoD programs. The HRC will establish collection avenues and processes for harvesting of lessons learned, identifying best practices, and collecting metrics associated with DEOMI's strategic goals. The HRC should also have access to data collection opportunities externally with the Services, OPA, and other DoD research directorates. The HRC must formalize a set of data-collection processes that can be sustained to meet research and institutional needs. To accomplish this, the HRC will do the following:

- Establish a data-collection standard operating procedures.
- Develop data-collection plans for populations outside of DEOMI in support of research to include Service human relations professionals.
- Establish the Advanced Learning and Simulation Laboratory to collect a range of data types.
- Establish data collection capacity related to web user feedback.
- Establish a robust and sustainable data collection infrastructure and process using DEOMI students and other externally disseminated courses.

Institutional Protocols, Standards, and Safeguards

There exist both scientific and academic governance bodies, regulations, and standards for conducting research. These are designed to ensure integrity, safety, reduced liability, quality, and academic freedom. The HRC must institutionalize processes related to research from proposal to publication to ensure compliance and that records of such processes are kept. Processes requiring formalization include the following:

- Human research protection protocols
- Authored works processes
 - Peer review processes

- Publication approval
- Scientific review board
- Survey control/licensure
- Proposal submissions
- Informed consent
- Support services
- Data use/sharing agreements
- Statements of academic freedom

Partnerships, Agreements, and Proposals

A vital component of a CoE is the array of partnerships and agreements allowing access to a broader set of capabilities, cost savings, and accelerating institutional and programmatic goal achievement of mutual interest. Those partnerships will allow access to broader expertise, resources, technology, and effort, which can add to the overall credibility and quality of the programs. Additionally, proposal writing, internally generated or with external partners, provides an avenue for securing external funding. Support for the Program Objective Memorandum (POM) process is essential for articulating the HRC requirements into proposals, which should increase funding from the DHRA. External funding opportunities, such as the Small Business Innovative Research program, are a rich source of additional support. The HRC should move to access these avenues in the following ways:

- Pursue partnerships to include all military academies, and fully articulate the intent and impact of these partnerships.
- Support the grant and agreements initiatives to include historically Black colleges and universities.
- Pursue establishing cooperative research and development agreements with local universities.
- Fully realize the partnership with NAWCTSD in support of the HRC's needs.

Requirements, Scenarios, and Scripts

The HRC process involves a system engineering approach, which is similar to the analyze, design, develop, implement, and evaluate, commonly known as ADDIE, model for curriculum development. Early in the process is the establishment of requirements derived from several sources and analyses. Processes must be institutionalized to conduct requirements analyses periodically and episodically in support of product development to keep alignment from policy to practice. Requirements also come from inquiry with customers and Service members in the field who are affected. Additionally, developing valid representation of human behaviors, interactions, emotions, or case studies are important for instruction as well as for field support learning products. Scenarios are formed from lessons learned, cases, interviews, focus groups, and other key methods, and they form the foundation for application (and beyond) level learning and increased learner engagement. Some scenarios are developed into realistic scripts of interplay, which support video and other simulation methods and activities. The following process goals are planned for the next two years:

- Institutionalize the process for student access and methods for interviews and focus groups with visiting students.

- Formalize a multidisciplinary pipeline from research/analysis to scenario development to script writing in support of curriculum development and web learning products.
- Prioritize and plan to create situational scenarios around key topics researched by the HRC to create a pipeline of scenario development for training events and simulations.
- Develop a method for branching scenarios and scripts representing the viewpoints of (a) Service members/civilians, (b) leaders'/commanders' teams, and (c) practitioners.

Section 3: HRC Research and Development Projects FY 24-25

The HRC will achieve the goals outlined above by engaging in a systematic, stepwise approach to applied research and product development. Figure 2 demonstrates the stepwise approach, beginning with foundational research, which informs the applied research and analysis approach and the development of evidence-based methods and interventions, as well as the adoption of best practices. This approach also includes the identification, analysis, development, or adoption of innovation tools and technology to meet the DoD's education and training requirements and needs. Finally, the HRC will engage in test and evaluation to determine process and effect outcomes, and successful implementation and dissemination of all research and test and evaluation products.

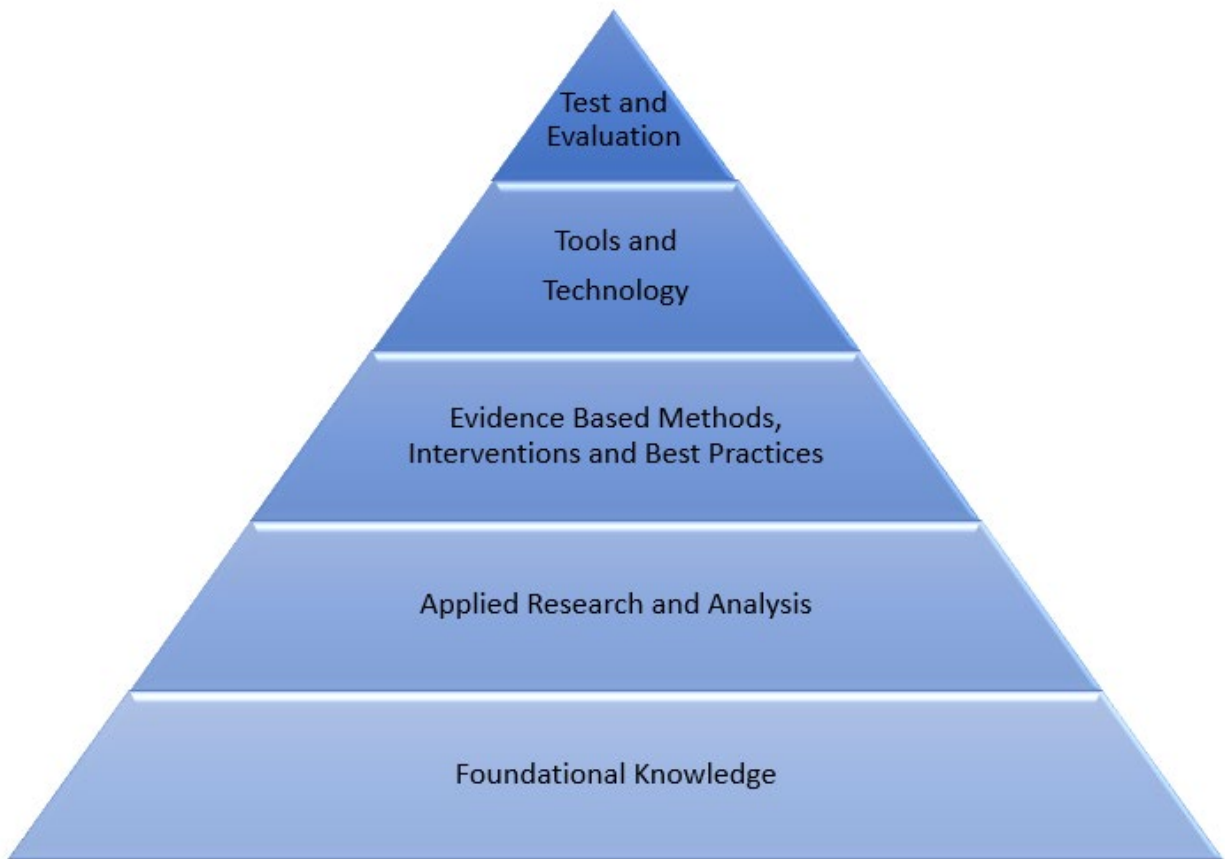


Figure 2. Hope Research Center Areas of Focus

Foundational Knowledge/Basic Research

Foundational knowledge is an essential component of the HRC approach to applied research. Foundational knowledge refers to the basic information needed to understand and solve problems and construct new knowledge. It is a critical first step that drives research based on facts, theories, principles, methods, skills, terminology, and modes of reasoning to establish priorities, define the issues, and identify innovative solutions.

This step allows for an initial understanding of the issues, and it allows the HRC to establish priorities, identify customer needs, and prepare for changes in knowledge and understanding. Creating and sustaining foundational knowledge is anchored in a robust needs assessment program that identifies and describes institutional needs to conduct research and provide valuable research-based products to our customers. This step involves consultation with internal customers (e.g., Curriculum, Multimedia and Technology, and Knowledge Management) and external customers (e.g., the DoD, MEO practitioners, and military personnel). The needs assessment will drive the type of research the HRC conducts and provide a framework for the DEI topics included in our research plan. Projects include the following:

- Social Science research specifically conducted to identify the antecedents, causes, individual and organizational impacts, and organizational and individual strategies for addressing each of the following key topics, to include their effects on the performance, effectiveness, and resilience of individuals, teams, and organizations:
 - Harassment topics: hazing, sexual harassment, bullying, discriminatory behaviors, reprisal and retaliation, and stalking
 - DEIA topics that apply to military and civilians: mindfulness, discrimination behavior(s), psychological safety, belongingness, worker engagement, age-based discrimination, generational differences, inclusion, and online media literacy
- Research and development pertaining to understanding the factors and strategies for creating an inclusive telework, remote, and in-office team
- Definitional and theoretical research to support policy, competence development, etc.
 - 3C model refinement
- Environmental scans, analyses, and benchmarking of industry, the DoD, and academia programs and organizations that can inform DEOMI's institutional transformation: education and research methods; technologies; and tools, resources, or partners that can propel DEOMI toward excellence

Applied Research and Analysis

While foundational research focuses on identifying and defining current research needs, applied research is conducted with specific, practical objectives. Applied research might be used to solve problems, create new or improve existing products or enhance processes or procedures to make them more efficient or effective. Although the HRC has expert researchers involved in all aspects of applied research and analysis, we recognize the importance of networking and collaboration to ensure our research goals are realized. Networking with experts at the military Service academies, DoD research labs, DoD PME institutions, and experts in higher education will expand our knowledge base and expertise while enhancing our ability to conduct high-quality applied research. Projects include the following:

- Requirements and job-task analysis for the MEO programs and future DEIA and other programs to inform the development of products, training/education, or other programs
- Ad-hoc reserve analytical capacity to respond to any unforeseen taskers promptly, including but not limited to, literature reviews, data collection, analysis, and reporting
- Research/analysis to inform plans and decisions regarding the development of knowledge management capacity
- Research examining effective and innovative andrological and methodological factors to enhance student learning and transfer of skills related to DEOMI's mission

- Qualitative research to develop behavioral and organizational-based scenarios around key topics that will drive case studies, classroom examples, tools, and products for the field, simulations, and classroom/online activities; these scenarios shall consider the perspectives of (a) victims/complainants, (b) offenders, (c) units/bystanders, (d) commanders/leaders, and (e) practitioners
 - Such examples include effective conversations training and the model EO program
- New and innovative ways to assess learning approaches, such as item response theory, behavioral-based assessments, and situation judgement tests
 - Learning recognition assessments, such as concept maps, ePortfolios
 - Gamification, adaptive learning, and simulation modalities
- Machine learning and data analytics pertaining to diversity, inclusion, and other human relations topics using available data sources
- Analysis of DEOCS and Service academies' DEOCS data to model relationships, identify risk and protective factors, and focus on the DEIA cultural landscape
- Execution of hazing research proposal with the United States Air Force Academy

Evidence-Based Methods, Interventions, and Best Practices

The HRC provides evidence-based products and recommendations to our internal and external customers by using both foundational and applied research. This approach provides scientifically sound information that informs creating procedures, products, and policies.

Projects include the following:

- Conduct research and analysis that supports the conceptualization, design, development, and validation of an online forum for DEIA community members.
- Continue to research, design, and develop evidence-based field support products to include developing story boards, scripts, and prototypes.
- Expand research and development on the topics of effective conversations (full program development plan), the model MEO program, 3C assessment and development, and unconscious bias (future initiative), and develop a suite of interventions, exercises, and products.
- Conduct research and development pertaining to increasing/sustaining leader/member mindfulness and engagement pertaining to being a workgroup member, leader, or manager of human relations programs.
- Develop products for inclusive teammates and team membership (using literature and product support documents).
- Conduct research examining effective and innovative andrological and methodological factors to enhance student learning and the transfer of skills related to DEOMI's mission.
- Develop new and innovative ways to assess learning using approaches such as item response theory, behavioral-based assessments, and situational judgement tests.
- Conduct qualitative research to develop valid and realistic scenarios and media for education and field products.
- Conduct research/analyses to continue to inform, develop, and support the DEOMI Service training review programs and practices.
- Conduct research and development pertaining to increasing and sustaining leader/member mindfulness and engagement pertaining to being a workgroup member, leader, or manager of human relations programs.

Tools and Technology

The HRC provides recommendations for improving or enhancing existing tools and technology, as well as new products to our customers (e.g., Culture Toolbox for MEO practitioners, fact sheets for Knowledge Management, behavioral scenarios for Curriculum Development, and simulations that can be hosted on the DEOMI website. The HRC uses an evidence-based approach when developing these products to ensure they are based on scientifically supported research. Projects include the following:

- Expand on business/data analytics and visualization to support DEOMI's institutional, operational, and strategic goals.
- Sustain legacy awareness product research for the 11 observances and expand the cultural awareness program beyond legacy products as needed by DEOMI to include topics identified under DEIA, unconscious bias, effective conversations, and harassment prevention.
- Develop product line around the concept of building effective and resilient teams through DEIA.
- Conduct a technical capabilities assessment of DEOMI's new resident and virtual classrooms for future proposed utility.
- Research and development pertaining to understanding the factors and strategies for creating inclusive telework and in-office teams.

Test and Evaluation

An applied approach to research depends heavily on the success of the proposed product or procedure. Without a strong evaluation program, it is impossible to assess the effectiveness of an intervention. This may be in internal evaluation (e.g., in collaboration with Curriculum, web analytics for the DEOMI website, user experience for Knowledge Management) or external evaluation (e.g., effectiveness and usefulness of tools for MEO practitioners in the field).

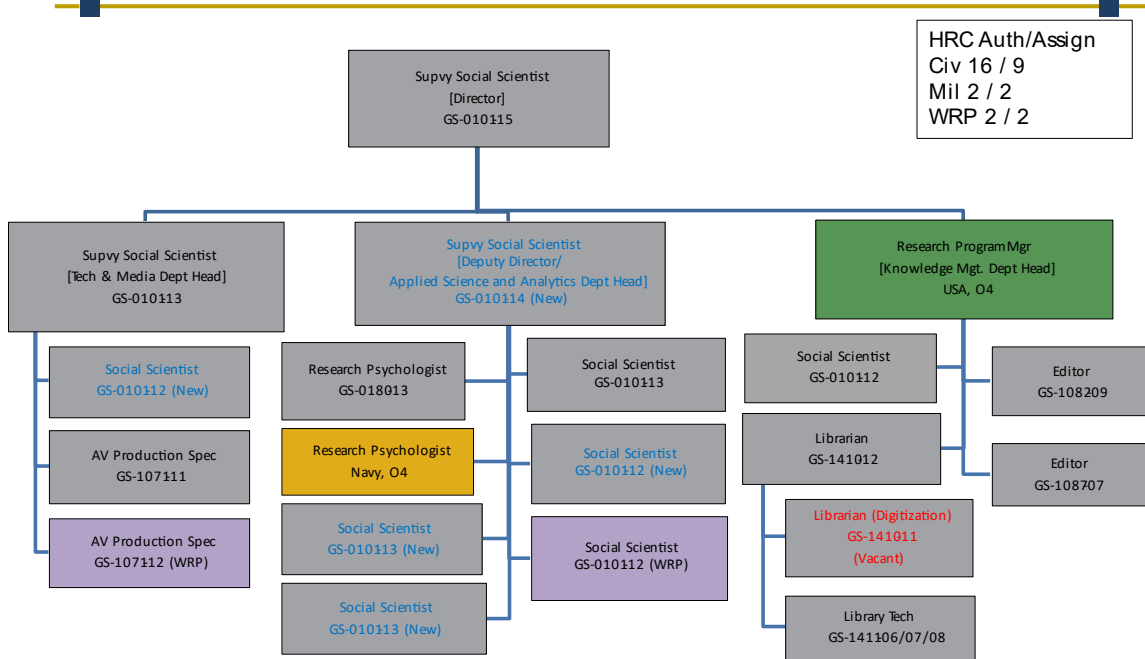
Projects include the following:

- Develop plan and pilot test and provide feedback for the new leadership courses (Leadership Team Awareness Seminar and Senior Executive Equal Opportunity Seminar).
- Test new Cultural Portal usage and gather user feedback.
- Test efficacy of new hazing simulation training package.
- Gather user feedback on Tableau implementation 1.0.

Section 4: HRC Organizational Structure



HRC Organization Chart



HRC Auth/Assign
Civ 16 / 9
Mil 2 / 2
WRP 2 / 2

HRC Department Operations



HRC Functions

