# Reflections

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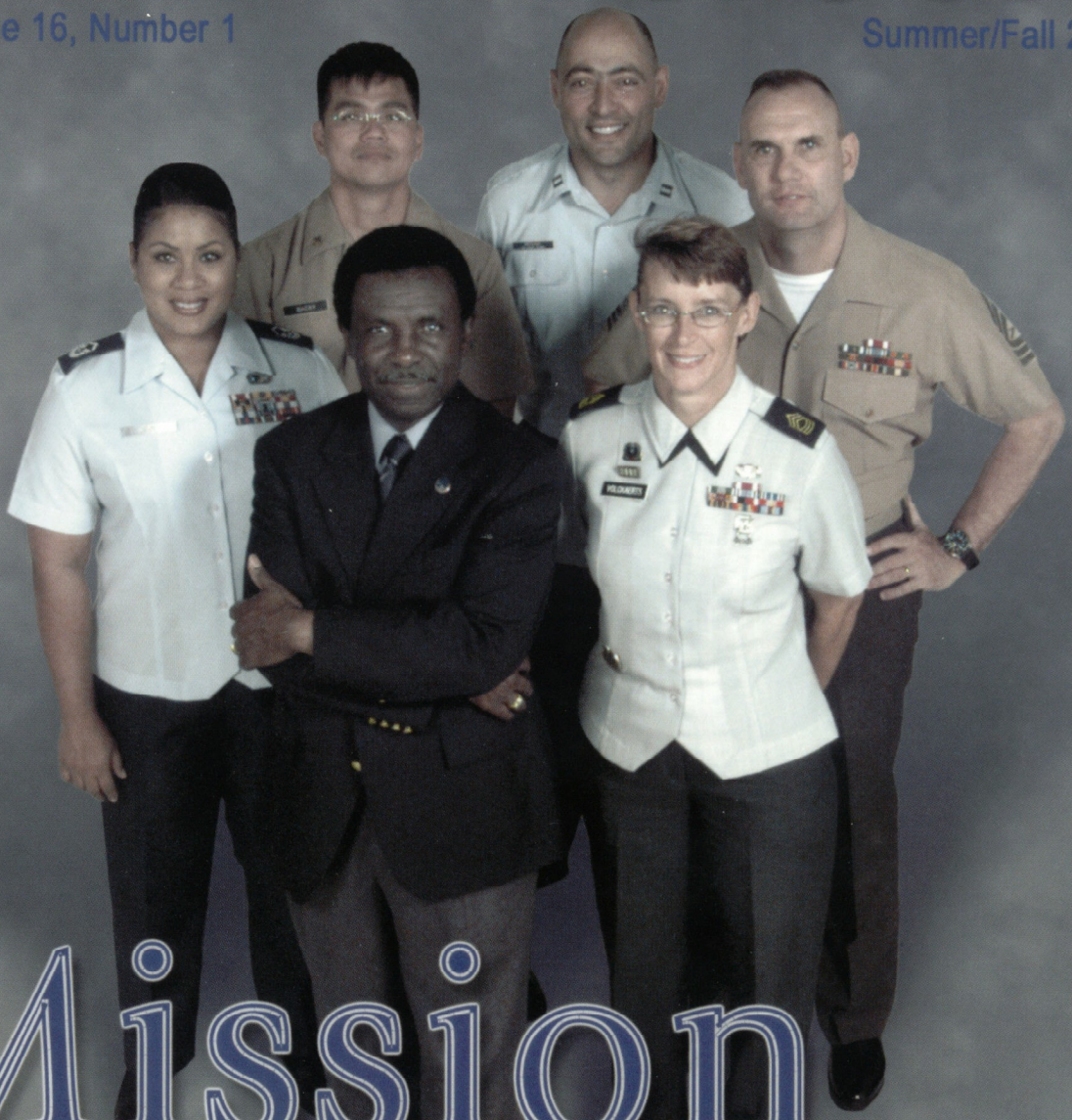

# Mission Essentials

***DEOMI instructors lead the way by training DOD/DOT EO/EEO professionals***

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE LIBRARY

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Mission Essentials
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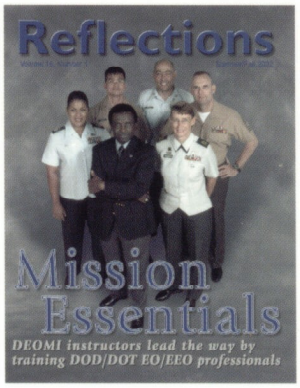


*Reflections* cover designed by Pete Hemmer

Photo by Beth VonLaufen
PAFB Photo Lab


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# REFLECTIONS

***Reflections*** is a publication of the Defense Equal Opportunity Management Institute, Patrick Air Force Base, Fla. REFLECTIONS is published twice annually with a controlled circulation of 2,500 and postage paid at Patrick AFB. The magazine provides equal opportunity and equal employment opportunity specialists of all DoD Services and the Coast Guard with the latest equal opportunity news, information and features complementing the instruction at DEOMI. Opinions expressed herein are not necessarily those of DEOMI, DoD, or the U.S. Government. Please mail articles, photos and comments to DEOMI Public Affairs Office, 740 O'Malley Road M.S. 9121, Patrick AFB, FL., 32925; or e-mail to: *deomipa@patrick.af.mil*.

Telephone (321) 494-6208/DSN 854-6208; FAX: (321) 494-5534/DSN 854-5534. ***Reflections Online*** can be found at the DEOMI World Wide Web home page: https://www.patrick.af.mil/deomi/deomi.htm.

**Commandant** — **CAPT Robert D. Watts**
**Public Affairs Officer** — **Mary Ann Chevalier**
**Public Affairs NCO** — **Sgt. 1st Class Derrick Crawford/ Master Sgt. Chris Calkins**

# What does it take to be an effective EOA?

**By Lt. Col. Bruce Blaisdell**
**Director of Academics**

It takes a special person to be an Equal Opportunity Advisor (EOA). An effective EOA is the commander's strong right arm because commanders at every level are aware of the importance of a healthy human relations environment. The need for awareness is obvious. The command will not accomplish its core mission if the troops are more concerned with their safety and well-being than with doing their job to the best of their ability. If unit members will not follow me as a supervisor because I look different, my unit is not mission ready. If pilots will not trust me to fix their aircraft because of my gender, my unit is not mission ready. If soldiers will not accept me as a team member because of my religion, my unit is not mission ready. Monitoring the pulse of the unit, teaching members that everyone has infinite worth and dignity, and negotiating solutions to troublesome working relationships is the responsibility of the Equal Opportunity Advisor. In order to do this job effectively an EOA must have three important qualities: integrity, maturity, and commitment.

In his book, *The 7 Habits of Highly Effective People*, Steven Covey defines integrity as "the value we place on ourselves." [1] Webster says it is "the firm adherence to a code or standard of values." [2] My ethics professor described integrity as coming to a complete stop at a stop sign, on a country road, at midnight. However we choose to define it, integrity is an important value to all leaders. Integrity is pre-eminent within DoD as a core value. The Air Force considers integrity important enough to be the first of three core values and the Army chose it for their list as well. Integrity to an EOA is everything because a person with integrity can be trusted and trust is the gold standard of human relations. An EOA requires accurate information to be effective but witnesses who perceive an interviewer as untrustworthy will not cooperate by divulging sensitive or personal information; it is just human nature. For the same reason, a commander will be reluctant to allow an untrustworthy person to conduct a unit climate assessment. Most important of all, a commander will not keep a staff member who cannot be trusted.

"The road to hell is paved with good intentions." According to that old adage, the good intentions that stem from integrity are not enough to make an EOA effective. Good intentions must be tempered with sound judgement, which comes with maturity. Webster defines mature as "Having reached full natural growth or development." [3] Steven Covey's definition is better for EOA purposes; "Maturity is the balance between courage and consideration."[4] He goes on to discuss emotional maturity as being able to express thoughts with the consideration of others in mind. But, when is a person mature? Is a teenager mature at 16, the legal driving age; at 18, the legal draft age; or 21, the legal drinking age? It depends. Some people mature early, some much later but all EOAs have to be mature because it is simply not enough to know when to act; I must know how to act. An interviewer needs empathy. I must be able to sit in the other person's place. Can I see the problem through their eyes? Better yet, can I see the problem through the eyes of those on both sides of a dispute? Can I make recommendations without my own baggage getting in the way? Empathy comes with maturity and with it the ability to make good decisions.

**You must be able to sit it in the other person's place and ask, "Can I see the problem through their eyes? ... Can I make recommendations without my own baggage getting in the way?"**

**Lt. Col. Bruce Blaisdell**

An effective EOA must make accurate assessments from which to make sound decisions. Getting the background information from which to make accurate assessments is hard work. It takes commitment. Webster defines commitment as "the act of being bound emotionally or intellectually to an ideal or course of action."[5] Think of a ham and egg breakfast; the hen has an interest but the pig is committed. To be an effective EOA, I cannot merely take an interest, I must be committed to the basic principal of equal opportunity and work to ensure all unit members are recognized for their infinite worth and dignity. It is not enough to investigate only those incidents that may concern me personally or that may catch the boss's eye. Every one who files a complaint, no matter how superficial, deserves an opportunity to be heard. Every group I facilitate deserves my very best performance, even if they are all E-1s; especially if they are all E-1s. Commitment means having the courage to walk the walk after duty hours. To be effective, an EOA needs the courage to speak up when a friend or family member uses terms that disparage those of another gender, race, or religion. Without commitment, anyone could do this job.

Integrity, maturity, and commitment make an EOA effective. Without any one of these qualities, an EOA might as well fold the tent and go home. When an EOA loses the trust and confidence of the boss, colleagues, or subordinates, the job becomes impossible. Even more disheartening, when an EOA loses the respect of the unit, the DoD Equal Opportunity Program suffers as well and once we lose respect, we may never get it back. Military Equal Opportunity is serious business. Mission readiness saves lives and units that ignore the concept of equal opportunity are not mission ready.

# 'Destroy and deprive an organization'

**By Lt. Col. Paul D. Goven**
27th Medical Support Squadron

CANNON AIR FORCE BASE, N.M. (AFPN) — Successfully accomplishing an organization's mission is critical.

It takes a team of dedicated and knowledgeable individuals who can focus all their energy on maximizing the goals that support our ability to do America's business any time and in any place.

We all know this takes hard work to accomplish, even in the best of conditions.

One of the quickest ways to destroy the morale of an organization and its ability to accomplish the mission is to tolerate discrimination in any form.

Discrimination can have serious consequences on unit teamwork, which is the main ingredient we need to succeed as an Air Force.

Discrimination will destroy the fabric that binds the common good of its members and deprive the organization of its ability to accomplish the goals it strives to achieve.

Discrimination is ugly. Whether discrimination is based on race, color, national origin, religion, sex, or age, it should not be tolerated by anyone.

The good news is it's within the control of each of us to put a stop to it just as soon as it raises its ugly head.

If you believe discrimination is practiced within your work environment, in whatever form, do not tolerate the condition.

Take immediate action, speak up and seek help. Here are a few helpful hints. Consider using an informal method of resolution if the behavior is minor.

Speak with the individual in person, or you may want to write a letter. But, in either case, send a clear message that you want the behavior to stop.

Warn the individual that if the behavior doesn't stop, you will take further action.

You can also go to your supervisor or others in your chain of command and ask for their assistance in resolving the situation.

Always maintain records of what happened that include dates, times and locations.

In many instances, using an informal approach will resolve the problem. If you feel uncomfortable with the informal process or are not able to resolve the issue at that level, then seek the advice of the military equal opportunity office.

The MEO staff can guide you through the process and assist you with filing a formal complaint if you believe one is needed.

Remember, as an Air Force team, we have a national security strategy to execute.

As we focus on the nation's objectives, there are many variables beyond our control, but discrimination is not one of them.

One of the Air Force's greatest strengths is the diversity of its people, the Air Force's most precious resource.

Let us continue to respect different backgrounds, cultures and beliefs, and most of all take care of each other.

# If you have to ask why...

**By Master Sgt. Chris Calkins**
DEOMI Public Affairs

I've been here just a few months now, which makes me one of the least qualified people here to offer any opinion as to what goes on within this institution.

Not that such a personal shortfall has ever stopped me in the past. So here goes.

Somewhere along the way it seems, maybe in between "next slide, please," and "suck it up and drive on," some leaders, supervisors and commanders have lost sight of their most precious asset – their people.

Whenever I talk with old friends and former colleagues, they always want to know where it is I work … and what it is we're doing here.

"DEE-OH-ME," I tell them, expecting a nod or some sense of verbal recognition.

All I get is a blank stare and dead silence. So I try again.

"The Defense Equal Opportunity Management Institute," I tell them, enunciating the words carefully.

"The *what*?" they ask.

So I give up and try to go in another direction, trying to explain the various courses we teach here …, tell them about the Human Goals Charter that governs everything we do and believe in – "With dignity and respect for all people."

I try to explain to them the differences between EO and EEO (see pages 6-7) and attempt to enlighten their vision of other cultures.

They act like they're waiting for the punch line.

"Why," they ask when they realize none is coming, "do we need a touchy-feely, make-yourself-feel-better-about-yourself Department of Defense organization like that in times like these?"

So I just I tell them this: "if you have to ask why, you may not necessarily be part of the problem, but you sure ain't part of the solution."

When I was a more junior troop, I had a command sergeant major who was fond of saying "I don't pull punches. I just tell it like it is."

Now that I've been here a while it is clear to me that's not true. All he really did was just tell it like *he was*. He told "it" from his point of view. And that's a big distinction.

***Somewhere along the way it seems, maybe in between "next slide, please," and "suck it up and drive on," some leaders, supervisors and commanders have lost sight of their most precious asset – their people.***

Need help assessing the EO climate within your organization?
Let us give you a helping hand with our ...

# MEOCS Family of Surveys

**DEOMI has developed a family of surveys to assist you in assessing your organization's climate. The Military Equal Opportunity Climate Survey (MEOCS) family includes a climate survey for almost any DoD/Coast Guard unit employing military, civilian personnel, or a combination of both. The table below shows the different versions available to you, and the advantages and disadvantages of each version.**

| Version | Best Used When | Advantages | Disadvantages |
|---|---|---|---|
| Universal; All Services | The unit or organziation has both military and civilian employees (This is the basic survey) | Large database (more than one million respondents) for comparisons | Less sensitive to EEO issues |
| Universal; All Male Units | The unit has male members only | Large database for comparions | Less sensitive to gender and civilian EEO issues |
| MEOCS / EEO-Equal Employment Opportunity | A unit has a large proportion of civilian employees | Broader coverage of EEO issues and organization effectiveness measures | Longer survey (134 vs. 124 questions) |
| MEOCS LITE-Less Intensive, Truncated Edition | Commander desires briefer survey, less reactance on the part of unit members; for both military and civilians | Shorter (94 vs. 124 questions); includes measures of EO program effectiveness; commander can add up to six additional questions | Does not measure service-level perspective |
| SUEOCS - Small Unit EO Survey | Units have fewer than 50 employees; for both military and civilian employees | Will work in any size unit, regardless of demographics | Smaller database for comparisons |

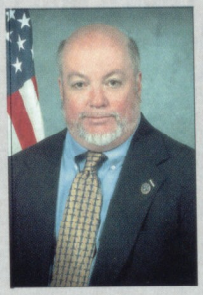
**For more information about MEOCS, go to our web site https://www.patrick.af.mil/deomi/deomi.htm or contact our Directorate of Research at (321) 494-2675, DSN: 854-2675. We're here to help.**

# Agents for commanders

## Every EEO problem results from a leadership problem

Dr. Ronald Shanks is the Director of Civilian Equal Employment Opportunity (EEO) Training for the Defense Equal Opportunity Management Institute (DEOMI), Patrick Air Force Base, Fla. The Civilian EEO Training Directorate plans, develops, and executes all of the Institute's resident and nonresident EEO courses and seminars. The directorate presents nine resident and approximately fifteen nonresident courses worldwide per year.

Civilians and military personnel in all Department of Defense (DoD) Services and Agencies receive basic, intermediary, and advanced education in the EEO occupation through the directorate's courses and seminars.



Born in El Paso, Texas, Shanks received a Bachelor of Arts degree from the University of California, Los Angeles, a Master of Arts and a Doctor of Philosophy degree from the University of California, Irvine.

Dr. Shanks is a 1973 graduate of the Defense Race Relations Institute (DRRI), DEOMI's predecessor organization. After completing the DRRI course, he established the first Race Relations education program in the Armor Center at Fort Knox.

His first job in EEO was as EEO Officer at Dugway Proving Ground, Utah, where he served from 1976-1978.

He subsequently served as EEO Officer for the U.S. Army Engineer Division, Middle East, 1978-1980, Headquarters EEO Officer, U.S. Army Material Command (AMC), Alexandria, VA, 1980-1985, Senior Equal Employment Manager, AMC, 1985-1990, and EEO Officer, U.S. Army Research Laboratory, Adelphi, MD, 1990-1994.

In February 1994, Dr. Shanks took a downgrade to become one of the original members of the DEOMI EEO Training Directorate.

He was promoted to Director in 1995. Recently, he sat down with *"Reflections,"* and talked about his directorate's mission, history and insights.

**Q.** *Dr. Shanks, DEOMI is widely known as an Equal Opportunity-based Institute, specializing in producing qualified EO advisors for all branches of the military. How were the EEO courses added to DEOMI's mission?*

**A.** The EEO Directorate was established in 1994 as the result of a Defense Management Report Decision (DMRD). Prior to that, EEO Specialists (which I'll use as an inclusive term for everyone who attends our EEO courses) did not attend DRRI or DEOMI.

photos by Master Sgt. Chris Calkins

**"Without command support, EEO just becomes lip service," said CAPT Robert D. Watts, DEOMI commandant.**

Those of us who had the opportunity to attend DRRI/DEOMI always felt that the DEOMI experience would enhance the skills and abilities of EEO Specialists. Many excellent EEO Specialists who missed out on the opportunity also wished they could attend DEOMI.

The objective of the DMRD was to provide quality, timely, consistent and cost effective occupational education to DoD Equal Employment Opportunity personnel. We have been able to accomplish all of those objectives. Since 1994 we have trained approximately 12,000 students.

DEOMI's approach to education is unique because we focus on both the affective and cognitive aspects of learning. Other EEO training focuses only on the cognitive aspect. Students listen to lectures and do paper and pencil exercises. At DEOMI we seek to involve students on a feeling and hands-on level. We believe that "you can't teach what you don't know, and you can't lead where you won't go."

Everyone is a victim of the prejudice we grew up with. To be effective in EO or EEO, you have to deal with those prejudices as you feel them. We worked hard to incorporate that affective level of learning into our EEO courses. We also worked hard to develop a serious, hands-on component to our courses.

We do this through supervised practical exercises. Our students leave DEOMI confident in their skills, because we have allowed them to practice the skills in a real world setting. We measure their success by what they produce in performance-based examinations.

# Discussions

Q. *What are the major differences between EO and EEO and what, specifically, do you see as your directorate's main mission?*

A. Let me begin with the second question. The mission of the EEO Directorate is to provide education in the EEO occupation to EEO specialists throughout DoD.

To do this, we must continually incorporate changes in EEO law and regulation into our courses.

The DoD EO and EEO programs are deeply rooted in American values, tradition and law.

Our country has frequently practiced inequality in defiance of our creed. Our Constitution, particularly the 5th, 13th, 14th, 15th and 19th Amendments firmly establish equality of opportunity as a guiding principle in our democracy.

The EO program grew from the dissatisfactions of the Vietnam era. Our country could not successfully prosecute that war, in part because we had racial and ethnic conflict in the military.

The EO program is based on the DoD human goals charter and other DoD Directives and Instructions. When we taught EO to drill sergeants in the Armor Center, they would say, "this is all about leadership."

It still is.

Leadership is also the key to dealing with EEO issues. Additionally, the civilian EEO program is based strongly in law, specifically the laws governing civilian employment (Title V of the US Code) and Title VII of the Civil Rights Act of 1964, as amended, and regulation.

The major difference in training EEO Specialists, as opposed to Equal Opportunity Advisors, is that the EEO Specialists must know the law and the applicable regulation.

When a commander makes a decision about an EEO issue, they have to base that decision on both sound leadership principles and a thorough understanding of the civilian law, case law and regulation concerning the issue.

**Special Emphasis Program Manager's Course student Dave Hearty, right, uses sign language to thank Aline Reves and Tamara Linton for their help during a recent class. DEOMI EEO manager Frank Miller is in the bacground.**

**Q.** *Based on feedback you receive from former students, how would you say your directorate is doing out there "in the field?" What, can you do better?*

**A.** We get a lot of feedback, which is to the effect that "what we received is great and we would like more."

What we could do better is two things: First, provide more educational opportunities to EEO Specialists throughout DoD. Second, develop new courses aimed at specific issues. We have a hard time addressing these issues because of limited resources.

I am greatly privileged to lead an incomparable group of women and men in providing EEO occupational education. We could certainly use a lot more help.

**Q.** *During a recent EEO Special Emphasis Program Manager Course, DEOMI Commandant, CAPT Robert D. Watts, opened the session by telling those in attendance they were "agents" of their commanders. Is command involvement really necessary for a successful EEO program?*

**A.** As EO Advisors or EEO Specialists we don't function alone. We are part of the Commander's staff. We have to coordinate with the rest of the staff (personnel, JAG, etc.) and advise our Commanders.

You cannot have a good EO or EEO program without the involvement of the entire chain of command.

Special Emphasis Program Managers also work in this environment.

They cannot have successful programs without the support of their chain of command.

So, as the Skipper said, "we are agents for our commanders."

**Q:** *Is DEOMI capable of accommodating students with disabilities?*

**A:** Yes, but not at our campus at Patrick AFB. That is why we have presented our EEO courses at a hotel in Cocoa Beach for several years.

We budget for accommodations such as sign language interpreters and real-time close captioning for every EEO course. We can receive additional assistance from the DoD Computer Electronic Assistance Program.

That is an absolutely outstanding program, which is now available throughout the Federal government.

I hope you can do an interview with the program's director, Ms. Dinah Cohen, very soon.

The new campus will be fully accessible to people with disabilities. Unfortunately, billeting for people with disabilities will not be available on Patrick AFB when the new campus is completed.

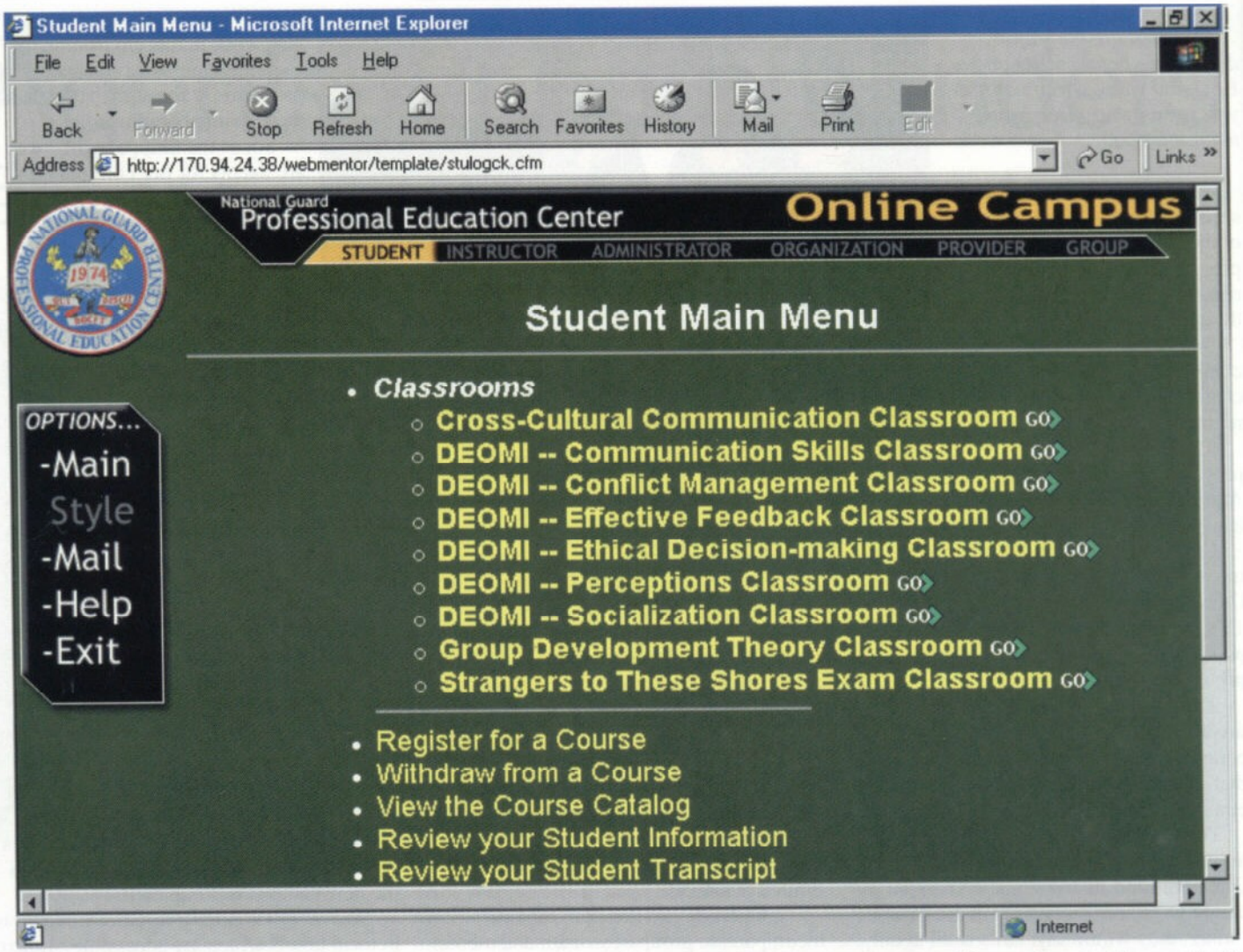
So, we will still have to billet students in local hotels which are accessible. It is critical to ensure that facilities throughout DoD become accessible to people with disabilities.

**Q:** *If there was one message you would want all your students to take home with them, whether they're in the basic, intermediate or advanced courses, what would that message be? Why is that most important?*

**A:** As Captain Watts says, we are agents of Commanders. Not every leadership problem is an EEO (or EO) problem, but every EEO problem results from a leadership problem.

Our job is to provide our Commanders with the advice they need to resolve problems.

Our job is also to ensure that our programs are conducted in accordance with laws and regulations.




Once students enter a username and password provided by the Equal Opportunity Advisor Reserve Component Course Program Manager, they'll encounter this screen of course offerings.

# Online course pushes right buttons for EOARCC students

**By Sgt. 1st Class Derrick Crawford**
*DEOMI Public Affairs*

PATRICK AFB, Fla. --When curriculum and course designers here anticipated creating online lessons, they envisioned a more effective alternative to a mailed correspondence course. It seems they hit the mark.

The first group of National Guard and Reserve students completed the new online phase of the Equal Opportunity Advisor Reserve Component Course (EOARCC) in January 2002.

They found the lessons more interactive, easy to navigate and more accommodating to their demanding schedules of military drills and civilian jobs.

It is the first Defense Equal Opportunity Management Institute (DEOMI) course to be offered online.

Members of the Reserves, National Guard, and DoD civilians attend the EOARCC and go on to advise reserve component commanders on equal opportunity matters. The course is provided twice a year and can accommodate 90 students per class.

Students complete Phase 1 of the EOARCC before attending the three-week Phase 2 resident course at DEOMI.

In the past, students received course material and tests by mail and had very little interaction with DEOMI until the second phase.

Because Phase 1 is now online, students have flexibility to do course work wherever they have access to a computer — at home, at work, on the road — anywhere they can

**Capt. Dennis Tansley, NYANG, photo at left, receives the Distinguished Honor Graduate award for The Equal Opportunity Advisor Reserve Component Course 02-CD from Felton Page, left, director, National Guard Bureau, Equal Opportunity and Col. Knox D. Lewis, right, DEOMI deputy commandant. For more information on Guard and Reserve issues, please contact Lt. Col. Mike Lawrence, above, (321) 494-9921 or DSN 854-9921. E-mail at Michael.Lawrence@patrick.af.mil. Photos by Master Sgt. Chris Calkins, DEOMI Public Affairs**

connect to the Internet, said Lt. Col. Mike Lawrence, EOARCC program manager.

Books are supplied by the respective services, or students purchase them and are reimbursed later.

To get started, students simply log onto the system using a provided PIN and student ID number whenever it is convenient, at any time, day or night, to take a course, or just part of a course.

For DEOMI student, Tech Sgt. RJ Bruno of the California Air National Guard's 129th Rescue Wing, it was the next best thing to being in the classroom.

"Online courses can be extremely boring because it's really difficult to take the dynamics and charisma of a teacher in the classroom and project that in an online situation," Bruno said.

"For effective learning you have to engage the student. I thought (the EOARCC online course) was engaging and more effective than if they had given me a stack of material to read and send back," said Bruno.

DEOMI is able to provide online courses through a project called Advanced Learning Environments Research and Technology (ALERT) in a partnership with the Nebraska Air National Guard and the state of Nebraska, which provides funding and assistance.

Director of Project ALERT Chief Master Sgt. Teresa Clark visited DEOMI in February 2002 to gather feedback from students and gauge the effectiveness of the current modules.

"We have a few areas where we can enhance the courses," said Clark, who is also the Nebraska Air National Guard State Human Resource Advisor.

"But in general, students felt engaged in the courses to the point where they retained the information and could apply it at the school."

Students also have a forum for feedback through a survey they email following the completion of Phase 1.

"Once we get feedback from the students, we'll make adjustments for the next class," Lawrence said.

Phase 1 includes eight web-based lessons and exams: Group Development Theory, Socialization, Communication Skills, Effective Feedback, Perceptions, Conflict Management, Equal Opportunity Ethics, and Cross Cultural Communication.

Additionally, students must complete the Ethnic Studies culture block required readings in the *Strangers to These Shores* textbook by Vincent Parrillo (5th, 6th, or 7th edition) and pass the online exam for the assigned readings.

Another requirement is for students to keep a journal reflecting their experiences as they complete each lesson and documenting their answers to specific questions asked at the beginning of those lessons.

Students bring the completed journal with them to Phase 2 training.

Adjusting to the unfamiliarity of online training is something Clark says many students will experience when they initially take the course.

"That's one of the big things we heard from the students," she says. "They struggled a little through the first module until they got used to the feel and knew what to expect. It is a culture shift. Many of us learned with paper and pen, so many people feel more comfortable printing it out to be able to touch and read the paper," Clark said. "Our new generation is learning more from computers, so we are making culture shifts in the way we learn and access resources.

"DEOMI really is taking a step up and leading the way," Clark said.

Photos by Master Sgt. Chris Calkins

**RUSH Construction Co. employees continue to work on the new 92,500 square foot, state-of-the-art DEOMI Campus. The new $21.5 million facility is scheduled to be ready for occupancy in October, 2003. "We believe the new facility will be the standard against which all other DoD education and training centers will be judged," said Lt. Col. Tom Blake, Project Engineer.**

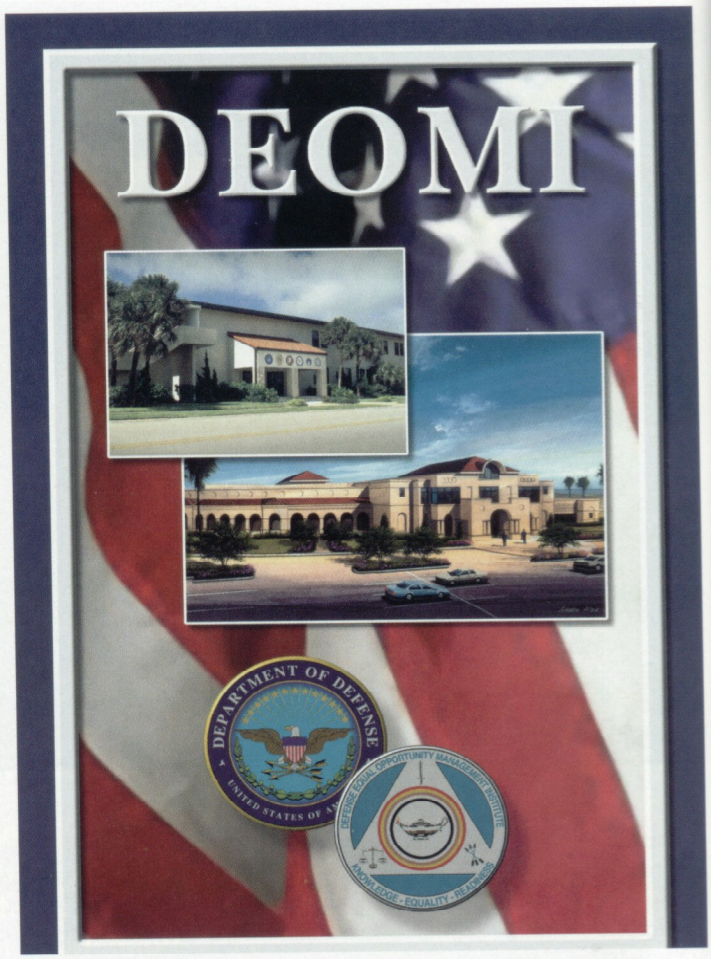



Photo illustration by Pete Hemmer, DEOMI IM

# Out with the old; In with the new ..

## New DEOMI campus to be ready October, '03

**by Master Sgt. Chris Calkins**
**DEOMI Public Affairs**

PATRICK AFB, Fla. -- It's been more than 30 years in the making, but according to Army Lt. Col. Thomas Blake, the institution's new home will be well worth the wait.

Blake, DEOMI's engineer in charge of ensuring the new facility meets both deadline and the bottom line, said his confidence is bolstered almost daily as he watches over construction of the multi-million dollar, ultra-modern campus facility that will house the Defense Equal Opportunity Management Institute.

The need for DEOMI was identified as a result of the violent and nonviolent disorders of the 1960's.

An inter-Service task force, known as the Theus Committee, was created to examine the causes and possible remedies to similar problems within the military.

The committee's recommendations resulted in a new DoD directive, and in 1971, established the Defense Race Relations Institute, the original name for DEOMI. Since the first course, the Institute has consistently grown to meet the needs of commanders.

- **Meet expanded mission demands**
- **Work in a facility designed for education, not lodging**
- **Not located in aircraft clear zone**
- **Will provide reasonable accomodation**

To reflect its growth, the name was changed to the Defense Equal Opportunity Management Institute in July 1979.

DEOMI is widely regarded as the leader in the field of equal opportunity and is accredited by the Council on Occupational Education.

"For more than three decades, we've been conducing business in converted dormitories that were -- and still *are* -- not designed for educational learning," Blake said.

"That will all change when we take possession of our new building in October, 2003."

The need for a new campus was propelled by four major requirements:

- Meet expanded mission demands
- Work in a facility designed for education, not lodging
- Not located in aircraft clear zone

♦ Will provide reasonable accommodation.

The square footage of the new campus will be more than 92,500 square feet, compared with the 85,000 square feet DEOMI is using in its current facilities.

The library will nearly double in size to 6,500 square feet and we will add a 9,300 square foot multi-purpose room.

"Currently, we are spread out over several buildings on Patrick, we have a satellite DEOMI campus near Little Rock, Arkansas, and we train all of our Departments of Defense and Tranportation Civilian personnel at an off-site hotel in Cocoa Beach. We do this because our outdated facilities are not in compliance with the American With Disabilities Act," Blake said.

"All that will change when we move into our new facility. All our classes, approximately 1,500 students per year, will be trained under one roof. That's a big plus for us, and more importantly, a big plus for our students," he said.

The new facility, which is being built along the banks of the Banana River, adjacent to the Base Dining Facility, is being constructed to reflect the Florida Mediterranean style.

And it is also being constructed with the right man at the DEOMI helm, according to the Institute's Commandant.

"Lieutenant Colonel Tom Blake is doing a tremendous job in a very difficult position," said CAPT Robert D. Watts. DEOMI Commandant.

Blake shrugged off the personal praise and said it's been a group effort from the begining.

"This endeavor has and continues to be a team effort, almost seven years ago people from the highest levels of the DoD, Air Force and the staff at DEOMI had a dream.

"Since then, hundreds of people have provided insight, expertise, guidance and support. Ultimately, we will see everyone's efforts come to fruition when the doors of the new campus open in 2003.

"We believe the new facility will be the standard against which all other DoD education and training centers will be judged. But as exciting as it will be to move into a new facility, what drives me most is knowing the new campus will be highly conducive for encouraging education, learning and mission readiness," Blake said. "That's what we do here."

## 'We're getting *this* close'

**The Honorable John Molino, left, Deputy Assistant Secretary of Defense for Military Community and Family Policy, receives a briefing from Lt. Col. Thomas Blake on the design of the soon-to-be-ready DEOMI Campus. During a recent meeting with DEOMI Director's and key staff, Molino, a former Army tanker, said "We always check the oil with a dipstick to get a good reading before the engine seizes. Commanders thought our military should take the same kind of internal readings when it comes to Equal Opportunity ... before it seizes their mission readiness." (Photo by Master Sgt. Chris Calkins, DEOMI Public Affairs)**

***"This endeavor has and continues to be a team effort. Almost seven years ago people from the highest levels of the DoD, Air Force and the staff at DEOMI had a dream. Since then, hundreds of people have provided insight, expertise, guidance and support. Ultimately, we will see everyone's efforts come to fruition when the doors of the new campus open in 2003."***

**Lt. Col. Thomas Blake**
**DEOMI Project Engineer**

# A true American hero

## Pioneering Tuskegee Airman Laid to Rest in Arlington

**By Staff Sgt. C. Todd Lopez, USAF, American Forces Press Service**

WASHINGTON — Friends, family, military and retired military members gathered last summer to pay tribute and to lay to rest an Air Force pioneer.

Gen. Benjamin O. Davis Jr., the first African-American Air Force general, was remembered in a memorial service at the Bolling Air Force Base Chapel here.

After the ceremony, he was buried at Arlington National Cemetery with full military honors. Davis died July 4 at Walter Reed Army Medical Center of natural causes. He was 89.

Alan Gropman, chairman of the Grand Strategy Department at National Defense University here, delivered the eulogy. Many of those in attendance wore the distinctive red jackets of the Tuskegee Airmen — members of the units Davis commanded during and after World War II.

"Gen. Benjamin O. Davis Jr. is an American hero," Gropman said.

"We call those who demonstrate physical courage heroes because they risk their lives for something bigger than themselves.

"General Davis risked his life for his nation and for his people.

"He believed all his adult life in racial integration and thought he could bring this essential reform to America once World War II began.

"If he demonstrated blacks could fly and fight and lead with the same skill and courage as whites, a notion foreign to white America of 1941, he believed he could destroy the myth of racial inferiority. The Tuskegee Airman shared his vision and courage, and he and they succeeded."

**" He believed all his adult life in racial integration ... If he demonstrated blacks could fly and fight and lead with the same skill and courage as whites, a notion foreign to white America of 1941, he believed he could destroy the myth of racial inferiority.**

**Alan Gropman, National Defense University**

Davis' nephew, Judge L. Scott Melville, spoke on the attributes of respect, dignity and honor, and how Davis worked to earn them.

"Black men, brown men, yellow men, red men and women of all colors could not acquire those attributes through birth. ... They had to earn them," Melville said.

"Ben understood these rules of American politics, and he was determined to overcome them. Not by demonstrating, not by denouncing, not by complaining, not by whining, but by succeeding," he said.

"He was determined to succeed. This is what motivated him.

"He tried to instill in each of his officers the need to show by example that they were just as good as anybody else, and maybe even better."

At Arlington National Cemetery, as is military tradition, a horse pulled Davis' casket on a caisson to the gravesite. Tuskegee Airmen served as honorary pallbearers.

During the Arlington service, the Air Force honor guard rendered the time-honored courtesies to a hero passed: a cannon salute, a lone bugler playing taps and the passing of the American flag to the next of kin.

Davis' memory was also honored with a heritage flyover, including a vintage P-51 Mustang painted in the Tuskegee Airmen's flying colors, F-16 Fighting Falcons and F-15 Eagles.

The fliers paid tribute to their fallen comrade and leader with a missing man formation, traditionally reserved for military aviators killed in the line of duty.

Davis' survivors include his sister, Elnora D. McLendon, and many nieces and nephews.

**Gen. Lester L. Lyles, commander of Air Force Material Command, presents the flag that draped the coffin of Gen. Benjamin O. Davis Jr. to Davis' sister, Elnora D. McLendon. Photo by Tech. Sgt. Jim Varhegyi, USAF.**

Tuskegee Airmen Hiram Mann, above left, and Noel Harris answer questions posed to them by members of EOAC 02-03 in the headquarters conference room. Photos by Master Sgt. Chris Calkins.

## You've read the books, heard the stories, seen the movie, but have you ever sat down and really TALKED to a ...

# TUSKEGEE AIRMAN?

**By Master Sgt. Chris Calkins**
*DEOMI Public Affairs*

PATRICK AFB, Fl. -- Their World War II numbers are a matter of public record. And yes, over the years, many of us have had the opportunity to learn what the Tuskegee Airmen accomplished, how they did it, and where they reached unbelievable heights, both in and out of the air.

- Graduated more than 900 single- and twin-engine pilots from 1941-46;
- Flew more than 15,000 sorties between the 12th and 15th Air Force;
- As a bomber group that escorted American bombers on their missions deep into Europe, they *never* lost a bomber to enemy forces -- a wartime first;
- Was responsible for the formation of several other Black Air Corps units, including fighter, bomber and composite squadrons and groups.

But numbers don't tell the whole story -- don't even come close -- of what this incredible group of young men accomplished after a Jan. 16, 1941, decree by the Secretary of the Army announcing the formation of the 99th Pursuit Squadron (later named the 99th Fighter Squadron), an all-black flying unit, to be trained at Tuskegee, Ala., new home of the Tuskegee Airmen.

And if you think facts and figures can tell their whole story, think again.

"About the only time I ever hear about the Tuskegee Airmen is during the annual Black History Month celebrations at various posts I've been assigned to," said Sgt. 1st Class Dawn M. Pierce, an EOAC 02-03 student.

**"You can fight, bleed and die for your country ... just don't expect to eat here."**

**Col. (ret.) Hiram Mann**

"But when you get the chance to sit and talk with them for a couple hours like our group did, it really hits you with how many hardships they had to overcome, and how much racism and negativity they faced both during and after the war," Pierce said. "They're an amazing group."

The four men she was talking about, Robert Decatur, Hiram Mann, Noel Harris and Charles Holiday, all former Tuskegee Airmen and all currently living in Florida -- were invited to speak to DEOMI students as a part of a "Cultural Site" visit.

According to Marine Capt. Bryant Gilchrist, an EOAC instructor, Pierce's comments echo those of previous DEOMI students who had the same sit-down-and-talk experience.

"The best part about this visit -- about all our cultural site visits -- is that our students don't learn from a book, a lecture or a video. They learn from the source, and that's an extremely powerful learning tool," he said.

What we hope they learned, according to Decatur, a former Tuskegee Airman, and a retired attorney and judge who practiced law for 51 years, is that when this group of ultra-successful pilots returned home from the war, they tried to get employment with the major commercial airlines at that time.

**See "TUSKEGEE," next page**

**TUSKEGEE, continued from Page 13**

"Well, they were offered jobs all right ... as skycaps.

"How insulting; what a slap in the face to a group of courageous, patriotic Americans who served their country with valor.. Here they are, some of the most talented pilots in the world and the only job the airlines offer is for them to carry someone else's bags," he said.

Col. (Ret.) Hiram Mann, said he didn't need to wait until the war was over to feel the wrath of racial discrimination against black pilots.

"I had just finished my training and was getting ready to join our troops in Europe to support the war effort, and I stopped by a snack bar in a Washington, D.C. area.

"I was wearing my officer's uniform -- the country's at war -- and I was told I couldn't eat at the all-White diner," Mann said shaking his head.

"I thought to myself, is this the America I'm ready to fight for? And then it hit me, and it's something I've carried with me all my life; what that waitress was telling me is this:

"You can fight, bleed and die for your country ... just don't expect to eat here."

But rather than give in to that kind of negativity, Mann told the EOAC students his advice on what to do when you run into road blocks.

"Endure. Endure. Endure. And when someone tells you can't do something, for whatever reason, show them you can," Mann said.

**Tuskegee Airmen with CAPT Robert D. Watts, DEOMI Commandant, are (clockwise from left) Robert Decatur, Charles Holiday, Hiram Mann and Noel Harris.**

"But," he said with a finger-pointing wave and a smile, "be prepared to do it.

"Don't have aspirations of being a brain surgeon if all you can do with your hands is change a tire," he said.

# DEOMI looking for agency collaboration

**By Master Sgt. Chris Calkins**
**DEOMI Public Affairs**

PATRICK AFB, FL., -- Mel Gillespie is trying to prove famed American author Thomas Wolfe wrong. The former (1972-76) instructor of African American history at the Defense Race Relations Institute (predecessor to DEOMI) is attempting to demonstrate "you *can* go home again."

Gillespie, currently the Director, Office of Equal Opportunity at Virginia Tech University, recently returned here to his EO roots in an attempt to forge a give-and-take partnership between his current school and DEOMI.

Dr. Rick Tallarigo, director of Research for DEOMI, said DEOMI mission elements include education, training, research, and consultation.

" ... And each of these elements can benefit from collaborative arrangements with external entities, such as corporations, academic institutions, or other government-based organizations," he said.

"Not only that," Tallarigo said, "there is a Department of Defense Directive that requires DEOMI 'conduct consultation and benchmarking with organizations inside and outside of the Department of Defense, as applicable, to incorporate new technologies, methodologies, and material to enhance the capabilities and products of DEOMI.' "

**Former DRRI instructor Mel Gillespie, center, is flanked by current DEOMi instructors, Master Sgt. Lori Briscoe, left, and Sgt. 1st Class Leslie Jones. You can contact Dr. Tallarigo at (321) 494-2747, DSN 854-2747/.**

Having been a player on both sides of the DoD fence, Gillespie readily agrees.

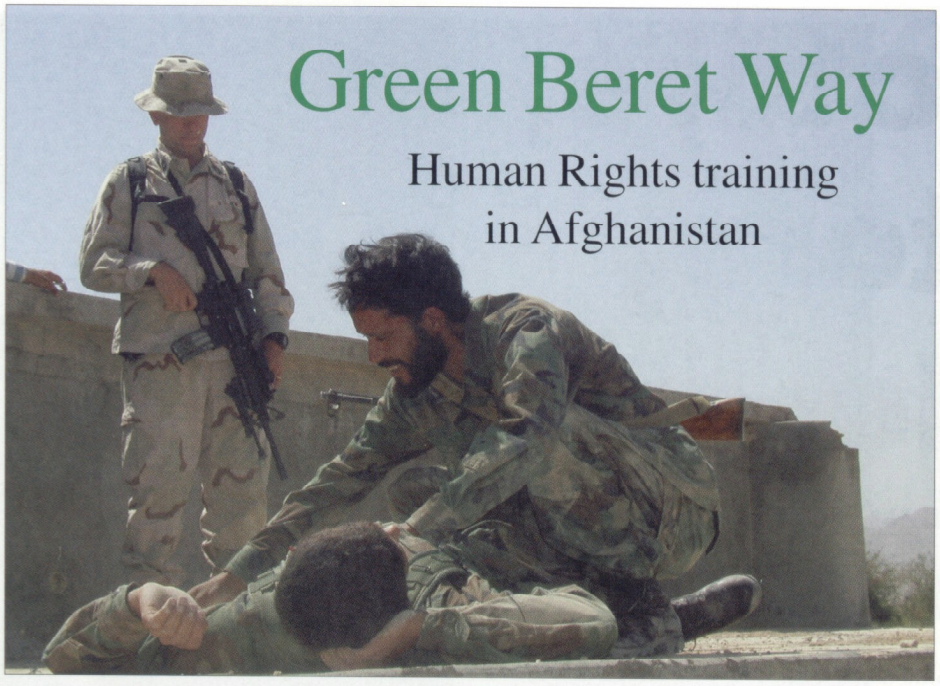
"It might be a cliche, but this is a real win-win situation for DEOMI and other organizations who want to work together.

While readily acknowledging some diversity issues are better than they were 30 years ago when he was an instructor here, things are far from perfect, he said.

"We still haven't completely tackled the race issue, and gender problems are still prevalent. We have military leaders not fully aware of the challenges, benefits, and complexity of a diverse force. It's the same thing in the civilian world," he said.

"When I was at DRRI, it was one of the most exciting, interesting, high-energy jobs I've ever had. It was all new ... we were developing curriculum on the fly," said the Hamilton, Ohio native.

"The thing is, back then, because this whole issue of race relations, multi-culture acceptance, and diversity was so new, we all brought something different to the table. And that's what I hope will happen if we get DEOMI and other institutions involved in this kind of give-and-take agreement," Gillespie said.



# Green Beret Way

## Human Rights training in Afghanistan

**"Human rights were not taught by the Mujahadeen," Khalil said. "In earlier (Afghan) wars many people were uneducated. Farmers, for example, who were forced to fight, killed everything."**

**Story and photo by**
*GySgt Charles Portman*
*U.S. Central Command Public Affairs*

Kabul, Afghanistan – Private Khalil has a lot in common with his comrades in the Afghan National Army's 1st Battalion. He's typical new Afghan army: about 5' 9" and twenty-two years old; he has dark hair and a short, dark scraggly beard and mustache that bolsters his appearance as a young, rugged fighter.

He's proficient with the AK-47 rifle, and has been taught how soldiers from the West and other modern militaries camouflage themselves to blend with the terrain and their natural surroundings. If he had to, he could throw a real grenade with accuracy and he is learning how to work as part of a team to conquer Afghanistan's future enemies.

Recently, a new dimension was added to Khalil's military repertoire as he and the other recruits and officers learned about human rights and the laws of land warfare—for the first time in their lives.

Khalil is from Taloqan, a city in Takhar Province which is about two hours from Kabul by taxi. Despite his age, small wrinkles jet from his eyes around his temples, and vertical lines are well-defined on his forehead. His eyebrows are black and thick and form a continuous line above the bridge of his nose. A few grey strands of hair protrude from beneath his battle fatigue hat.

A former member of the Mujahadeen, Khalil decided to join the new Afghan army when he heard the training would be led by U.S. Special Forces soldiers. Until recently he was unfamiliar with human rights and laws of land warfare.

"Human rights were not taught by the Mujahadeen," Khalil said. "In earlier (Afghan) wars many people were uneducated. Farmers, for example, who were forced to fight, killed everything."

Killing "everything" certainly means war crimes. It also means establishing a dividing line between a group of wanted criminals and an army of professional soldiers.

"Your country expects you to protect them against enemies," said Sgt. 1st Class Todd, a U.S. Special Forces soldier who teaches human rights to the new recruits. "But at the same time they expect you to act in a professional manner.

"As soldiers we have the ability to conquer and control, but we do not have the right to kill or take control of everyone just because of our status as soldiers," Todd said.

Human rights and laws of land warfare generally are ignored by third world armies and tribes.

According to a 1956 U.S. Army field manual, the laws of land warfare were inspired by the desire to diminish the evils of war by protecting both combatants and noncombatants from unnecessary suffering, and to safeguard "certain fundamental human rights of persons who fall into the hands of the enemy, particularly prisoners of war, the wounded and sick, and civilians."

Some of the soldiers and officers attending the U.S.-led training in Kabul have witnessed human rights violations at one point or another in their military careers. The difference now is they all have the ability to recognize a war crime when they see it, and they are learning what to do if a superior gives the order to commit one.

During a recent human rights practical exercise supervised by U.S. instructor Master Sgt. Mark, an Afghan officer was asked by a subordinate how he would handle a situation in which the enemy was using civilian hostages as shields.

"I have been faced with this before," the officer said. "I would surround the enemy and use a loud speaker to tell them, 'If I arrest you, I will torture you and I will kill you. Release the civilians.'"

"We could say that," Mark said reluctantly, "But sir, you understand we cannot actually torture?"

The officer nodded. The interpreter said, "Yes, he knows."

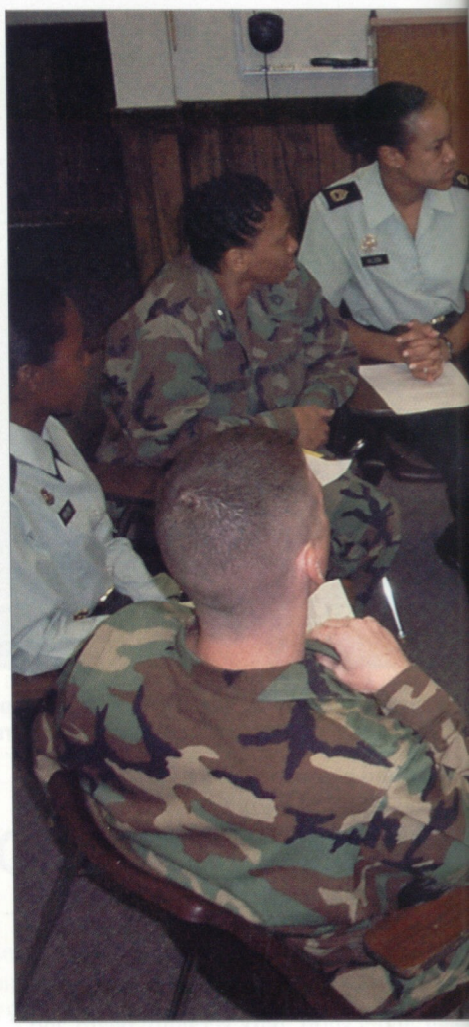
"That's a very touchy situation," Mark said to the officer and his soldiers. "We have to do everything we can to not kill civilians and safeguard our prisoners."

When asked at the end of the exercise why it's important to not harm civilians, Pvt. Khalil replied: "If we kill civilians they will join the enemy."

"That's good," Mark said, "They're getting the important stuff. We really want to impress that if we treat POWs humanely, enemy fighters are going to be more apt to surrender," Mark said.

# Instructors, Mentors, Leaders!

**Story & photos by Sgt. 1st Class Derrick Crawford**



The Defense Equal Opportunity Management Institute (DEOMI) is at the heart of the Department of Defense's (DOD) human relations programs.

Its instructors and facilitators are what make the program tick.

"Instructors are the institution. They are the foundation of what we do. Almost all of the enlisted instructors come from the field; they are experienced equal opportunity advisors (EOA) who have done the job," says DEOMI Commandant CAPT Robert D. Watts.

"It is absolutely critical that we have the best, because they have to present the educational aspect, the reality and the personal side of being an EOA."

Representing the best their Services have to offer, DEOMI instructors are an experienced group, ranging from the ranks of E-7 through E-9, O-3 and O-4, and GS-7 through GS-13.

They lead the way by educating DoD military equal opportunity (EO) and civilian equal employment opportunity (EEO) professionals at the Joint-Services school located on picturesque Patrick Air Force Base, Fla.

"Every time they go into a classroom they are leaders," says Watts. "When they go on the road to train senior leaders, that's leadership because you are taking people through a very sensitive subject that some of them don't want to deal with."

Their impact on readiness and unit cohesion has been felt throughout DoD since DEOMI's inception in 1971 as the Defense Race Relations Institute.

Propelled by the civil rights movement of the 1960's and to counteract a national policy of segregation and inequality, DoD mandated race relations training in 1971. The violent and nonviolent disorders of the late 1960's were the catalyst that convinced military leaders that race relations education must be provided to every member of the Armed Forces.

"Everything we do here is to raise awareness. The impact is tremendous. Preparing Equal Opportunity Advisors to brief commanders on equal opportunity matters is invaluable," says Marine Corps Master Sgt. Michael McNeal, NCOIC of the Mobile Training Team.

Since the first course, the Institute has expanded to meet the needs of field commanders and agency heads. As a result, the Institute now addresses an array of issues, to include sexual harassment, sexism, extremism, religious accommodations, and anti-Semitism.

DEOMI also began teaching EEO courses in 1994 to address the needs of DoD's civilian workforce, as well. The Institute now offers five military and seven civilian courses, workshops and seminars.

In all courses, instructors present topics during interactive auditorium lectures and then reinforce and expand upon them during facilitated small group exercises and discussions.

"The difference between DEOMI and all other DoD schools is we also have to deal on the emotional or the affective level, because every one of us comes to this business with our own experiences and with a set of pre-conceived notions about different groups," said Ronald Shanks, Ph.D., Director of Civilian Education.

Where these cadre stand out from other DoD instructors is in the small group environment, where asking students "How does that make you feel?" is not done in jest. They really want to know, really need to know, in order to facilitate any changes in behavior.

"In small group, instructors challenged each student to take a look at themselves.

"This allows us to deal with our own baggage," says Army Sgt. 1st Class Sandra A. Lewis, a recent graduate of the EO Advisor Course.

"In order to be an effective EOA, we must learn how to identify our own personal prejudices in order to objectively deal with other people's problems."

That's a lesson that underscores the uniqueness of DEOMI's mission and

Sgt. 1st Class Lemuel Thorton Jr. (center, photo at left), facilitates a small group session during the service-specific phase of the Equal Oportunity Advisor Course. Instructors use the small groups to expand upon topics presented during auditorium lectures. Master Sgt. Bob Miller, above, consistenyly displays outstanding, behind-the-scenes, audio-visual and multi-media suuport for DEOMI students and staff.

**"I would say the instructors are exceptional. There's so many vital things they share with you about one's self, things you should be sensitive to in the field, how to do the job correctly and just how much is at stake in what we do."**

**-- Air Force Capt. Kimberly Adamski, student**

those who carry it out. "This is the only institution of its kind that's devoted to equal opportunity, diversity and ensuring that the civil rights of Americans are protected. You don't get any closer to the job than this," explains James Lambright, who teaches EEO courses.

"We have a reputation to withhold, and we need to make sure that the people we send out as graduates are capable of doing that."

Air Force Capt. Kimberly Adamski, who had already been on the job as Chief of Military Equal Opportunity, Kirkland Air Force Base, New Mexico, before attending DEOMI's Program Manager Course in April, says instructors demand a high standard and definitely prepare students for the reality of the job. "I think it's a total disservice to send people out in the field before attending DEOMI," says Adamski.

"I would say the instructors are exceptional. There's so many vital things they share with you about one's self, things you should be sensitive to in the field, how to do the job correctly and just how much is at stake in what we do.

I've learned how a complaint or different issues, if not handled properly or prevented, can seriously impact organizations, their mission effectiveness and the careers of individuals involved."

Though they work a stone's throw from the sandy beaches along the Atlantic Ocean, theirs is a job that's anything but

a "cushy" assignment.

"Instructors face a number of challenges. We don't necessarily give them the time in between cycles to continue to grow and develop," said Watts.

"Because of our shortage of personnel within the command, we have instructors doing more than just teaching in the classroom."

Instructors are tied to an annual course schedule that leaves little time for leisure. Not only do they train more than 1,200 students in resident courses, instructors conduct seminars and workshops around the world as part of the Directorate of External Training's (DX) Mobile Training Program. Logging 10-to-12-hour days, five to six days a week is common.

"The toughest part about the job is not having the human resources that are necessary to fill the needs for training. I get at least twice the requests for training than we are able to provide to the EEO community," said Lambright, who runs a mediation course.

"If we had more people, we could do more. The demand is out there. Trying to meet as much of that demand yourself can be exhausting. Then you are limited in the amount of time you have to do research, and modify and update classes."

**I feel I'll be a better person because I've been at DEOMI — first as a student and now as an instructor.**

**-- Navy Chief Petty Officer John Bacay, instructor**

"For me it's a juggling process because I have children at home, and now that I've joined the DX team it's a 'go, go, go' job," says Army Master Sgt. Laura Volckaerts, a member of one of DEOMI's Mobile Training Teams.

"I spend more time away from home. The challenge for me is ensuring I am mentally prepared when I walk out in front of a group."

**Navy CDR Thomas Wilcox leads a group of Program Manager Course students in a practical exercise.**

In light of the heavy demands of the job, instructors are fueled by the good they feel they are doing. "On a daily basis, you actually see people making the attempt to minimize or eliminate their biases," says Air Force Master Sgt. Lauren Long, EOA Course small group facilitator.

"I'd say a majority of people go through a metamorphosis, and seeing that unfold is very rewarding to me."

U.S. Coast Guard LT Juan Mercado, an EOA Course instructor who had no experience in the EO field before coming to DEOMI, says he learns just as much as his students.

"The concept of helping people see and value differences attracted me to the field. The dynamics of sitting around in a circle and discussing sensitive issues to me is very challenging," he says.

"That's why DEOMI is such a rewarding experience.

"It makes me expand and grow in different areas that I would not have the chance to do in any other job in the Coast Guard."

Navy Chief Petty Officer John Bacay, small group instructor in the EOA Course who ignored advice from members of his former chain of command to enter the EO field, echoes that feeling.

"I am so happy to be an EOA. Before coming here members of my chain of command were discouraging me from becoming an EOA because supposedly it would not be good for my career," he explains.

"I have no regrets. I really feel that I've grown. I feel I'll be a better person because I've been at DEOMI — first as a student and now as an instructor. The rewards are tenfold."

In an arena that is a critical leadership issue, DEOMI instructors are essential in ensuring America's Armed Forces remain mission ready. They are teachers, mentors, and leaders.

## According to retired SGM and EEO manager James Lambright ...

# 'Violate that trust and it's pretty much over'

**By Master Sgt. Chris Calkins**
*DEOMI Public Affairs*

PATRICK AFB, Fl. -- Some people, it seems, are just a perfect fit for the job they hold.

They either have the real-world experience, the hands-on training or the hard-to-come-by common sense needed to cut through personal -- and *personnel* problems -- and find a common-ground solution.

James Lambright is one of those folks: in fact this retired Army command sergeant major and current DEOMI EEO manager hits the trifecta on the above-mentioned criteria.

Lambright, who set off to join the Navy, ended up serving 26 years in the Army, and now works for a DoD Institution on an Air Force Base, said he learned long ago not to take anything for granted.

Especially when it comes to trust.

"Once any supervisor or leader has violated their trust, it's pretty much over. Everything else becomes suspect, and a prism of distrust is developed," he said.

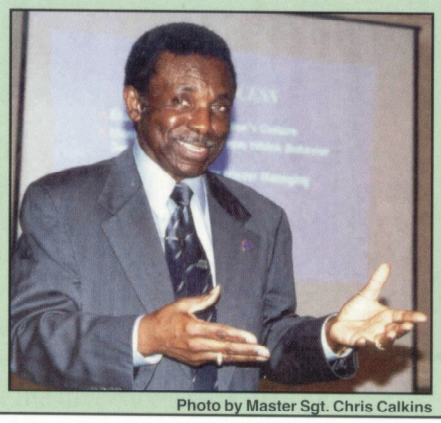


Photo by Master Sgt. Chris Calkins

**"EEO complaints don't start when they're officially filed; something's been brewing under the surface for a long time. Our job is to put the fire out."**

**James Lambright, DEOMI EEO Manager**

Photo enhancement by John Calkins

**In 1968, then-Staff Sgt. James Lambright served two tours in Vietnam as a Green Beret, where he suffered gunshot wounds to his right hand and leg. He retired in 1988 at the rank of sergeant major.**

"If the people working for you believe you're a fair and honest person, the number of EO or EEO complaints that get filed within any organization – whether they be in the military or civilian sector – go down significantly," said Lambright, a native of Charleston, S.C., who joined the Army in 1962.

After completion of his basic training at Fort Jackson, S.C., Lambright completed his infantry-based Advanced Individual Training at Fort Benning, Ga. He went to jump school there, he said, basically because his instructor told him "I'd be getting an extra $55 in my monthly pay."

A few years later, a young and not-so-naïve Lambright found himself serving in a Green Beret unit in the jungles of Vietnam.

"Basically, I was a black man in an otherwise white man's world, although there were other blacks in the unit," he said. "The prejudice I witnessed in my years in that unit was never directed at me … I was one of them, don't you see? But if you were a minority in a different unit, and not one of us … well, you were just treated differently," he said matter-of-factly. "And seldom equally."

In 1977, Lambright attended DEOMI's predecessor, the Defense Race Relations Institute (DRRI) here at Patrick Air Force Base.

Following graduation, he returned to his job as the EO Unit Discussions Leader, 7th Special Forces Group.

"We were a tight-knit group; SF troops always are," Lambright said. "It seemed no one there wanted to take EO issues seriously, because they didn't perceive any EO problems in our outfit."

And perception, Lambright emphasized, especially when it comes to EO/EEO issues, really is reality.

Following his retirement from the Army in 1988, Lambright interviewed for the Deputy EEO position at Marine Corps Air Station, Beaufort, S.C.

He was hired the same day -- and busy the next.

"What I learned at that job is the same thing I had learned in the Army. We don't always think the same way. We don't always come from the same backgrounds. We all see the world a little differently," he said.

"So many problems and grievances could be avoided if the parties involved could sit down and just air their differences before they escalate to a higher level," he said.

"Complaints don't start when they're officially filed; something's been brewing under the surface for a long time. Our job is to put the fire out," he said.

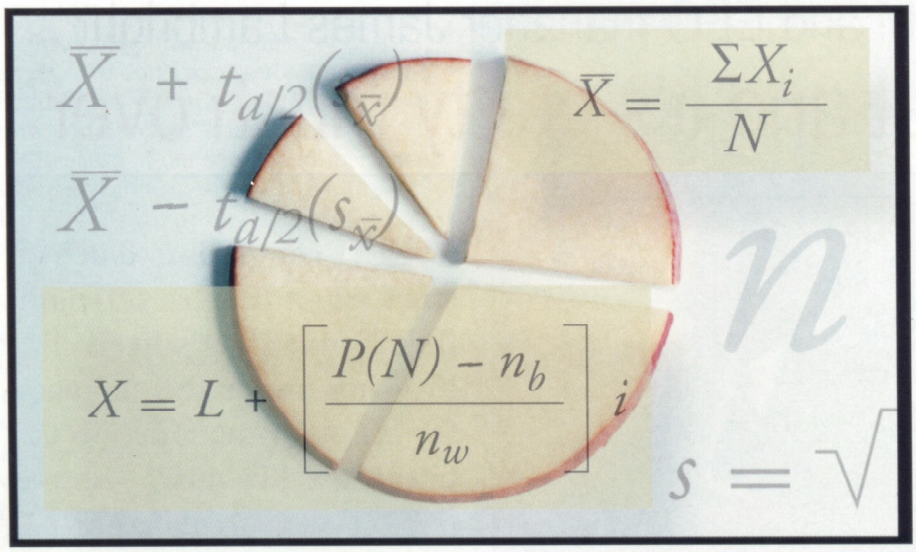



illustration by Pete Hemmer, DEOMI IM

# In search of 'Infinite Dignity and Worth'

## DEOMI's Directorate of Research crunches the numbers, examines issues, provides the facts

**By BJ Marcum**
*Directorate of Research*

What kind of research does the Defense Equal Opportunity Management Institute (DEOMI) Directorate of Research (DR) actually do? Ask five different people and you will probably receive five different answers.

So, what is the answer? Investigate, study, explore, delve into, examine, make inquires, follow a line of investigation, and seek is what a thesaurus says are synonyms of research.

The Deputy Director of research, Jerry Scarpate says, "We do all of those things, and more."

Briefly, DR is responsible for: the Military Equal Opportunity Climate Survey (MEOCS); three adjunct research programs; and making contributions to the training process at DEOMI (see Page 5 for more MEOCS information).

"Each one of the areas encompasses many functions and roles from teaching students, briefing senior leaders, crunching numbers, providing detailed organizational reports, to publishing professional reports," Scarpate explained.

The MEOCS falls under the Organizational Research Division. The division monitors, analyzes, and reports findings from six versions.

"The various versions of MEOCS we have are designed for different types of units (e.g., all-male, largely civilian, smaller than 50 people). Our latest version is being field-tested now. This survey is a shorter version of the original MEOCS.

"It is all about customer service. We found through feedback, there is a desire, and need for a shorter survey," said LCDR David McKay, chief, Organizational Research/Development Divisions.

"We are constantly looking for ways to improve the MEOCS process. Currently, we service an average of 1,350 commanders each year and the number of respondents is growing at a rate of 30,000 annually," McKay added. Additionally, the division is researching new technologies to reduce expenses, administration, and reporting times for the customer and DEOMI.

All Services can use the MEOCS as their command assessment tool. Charles Moskos and John Sibley Butler stated in their book, *All That We Can Be*, "This sophisticated survey instrument is perhaps the most valid, as well as most reliable, measure of equal opportunity climate ever created."

The Research Development Division works closely with the Organizational Research Division. Headed by an organizational research psychologist, this division is currently developing the next generation of the MEOCS instruments. "The new surveys will incorporate modern language and emphasize a neutral tone while maintaining a high validity and reliability of the instruments," said McKay.

He explained, an example of modern language which incorporates a neutral tone would be as follows:

**Old version:**

When a woman complained of sexual harassment to her superior, he told her, "You're being too sensitive."

**New version:**

When a person complained of sexual harassment, the supervisor said, "You're being too sensitive."

"The work the division does helps keep the Department of Defense on the cutting-edge of organizational assessments. Because of that, we often provide consultation to other agencies on EO research methods and issues," McKay said.

In addition to briefing all new general officers, admirals, and senior civilians on the MEOCS results, DR has provided briefings to key individuals within the military Service components on interpreting their respective MEOCS results.

Finally, the Policy Planning Division has three programs that bring individuals to DEOMI for a period of 30 days up to one year to do research.

Since inception, over 100 military and civilian personnel have participated in one of the following opportunities: the Topical Research Intern Program (TRIP), Summer Faculty Research Program (SFRP), or the Shirley J. Bach Research Chair.

The most visible program at the Institute is the SFRP. This program attracts Ph.D.-level academicians from universities and colleges for a 10-week sabbatical at DEOMI. The visiting faculty are experts in their respective fields: sociology, psychology, industrial psychology, business, management, and psychometrics, to mention a few. During their short tenure here, the Institute requires them to produce at least one research paper. "The primary goal of the Summer Faculty Research Program is to enhance military research in the field of equal opportunity and equal employment opportunity," Scarpate said. "There are very few individuals within the social science field who conduct research in this area and our focus is to create sound, creditable research, with the hopes of encouraging more," Scarpate explained.

**"The work done in DR is used, in part, for enhancing the ongoing process of educating and training EO issues."**

**-- Deputy Director of Research, Jerry Scarpate**

Three summer faculty researchers worked with DEOMI's Directorate of Academics (DA) last year.

"The results included modification of the diversity lesson plan and enhancement of the religious diversity class," Scarpate said. "The work Dr. Caryl Sheffield did on the diversity lesson brought the information up-to-date with current research in the field of diversity," said Army Master Sgt. David Clay, curriculum manager for the organizational portion of the equal opportunity advisor course curriculum.

"It is this working relationship between DR and DA that supports the ultimate goal of providing the best training possible to future equal opportunity advisors," Clay stated.

The division also sponsors the 30-day Topical Research Intern Program, not to be confused with *tropical* since DEOMI is located in Cocoa Beach, Florida. This program allows service members and DoD civilian employees to write annual observance booklets while on temporary duty for 30 days at DEOMI. Each individual is assigned a national observance (e.g., Black History Month, Asian American Month), and it is their responsibility to write a booklet which supports the observance. Six booklets are produced annually for use by equal opportunity (EO) and equal employment opportunity (EEO) personnel and senior officials to aid them in their duties. To ensure the widest possible dissemination, the booklets are posted on DEOMI's web site: https://www.patrick.af.mil/deomi/deomi.htm.

"This has been a successful program in that individuals other than EO/EEO personnel can participate. We think this is fantastic way to market DEOMI. Because, every year, those six individuals return to their home stations and spread the word about DEOMI and the importance of equal opportunity," Scarpate said.

One other program the division sponsors is the Shirley J. Bach Research Chair. Dr. Robert McIntyre, Old Dominion University, is currently filling the chair and conducting research pertaining to the effectiveness of the Institute's training methodology. University and college professors can apply for a 1-year sabbatical from their employer and spend that time at DEOMI doing extensive research on topics such as content analysis of the MEOCS.

The DEOMI is the only DoD organization that has a staff solely dedicated to the mission of equal opportunity research. The research done in DR assists in developing a better understanding of EO issues and some commonalities among people throughout the Services. "The work done in DR is used, in part, for enhancing the ongoing process of educating and training EO issues," Scarpate concluded.

Master Sgt. Chris Calkins

"What I really enjoy is that DEOMI is moving forward; It's great to be a part of that," said Lewis, who was a senior NCO in the Kentucky Air Guard before earning his commission.

Courtesy Photo

DEOMI's Deputy Commandant Col. Knox D. "Dennie" Lewis (R.) accepts a token of appreciation from Brig. Gen. Steve Speer, Commander of the 193rd Special Operations Wing, Harrisburg, Penn., after speaking at the African American History Celebration in February. It is one of his many roles representing DEOMI.

# Lewis Keeps Reserve Components In The Mix

**By Sgt. 1st Class Derrick Crawford**
**DEOMI Public Affairs**

Kentucky Air National Guard Col. Knox D. "Dennie" Lewis is convinced you can't get anything done if you're always on the outside looking in.

As the Deputy Commandant and senior Reserve Component Advisor at the Defense Equal Opportunity Management Institute (DEOMI), he is doing just that — keeping the Reserve Components in the mix.

That he is working to ensure the educational needs of the respective Reserve Components are being met is expected.

What he didn't anticipate when he joined the staff of the Department of Defense (DoD) equal opportunity and equal employment opportunity (EO/EEO) school nine months ago was taking the job of Deputy Commandant as well.

However, when offered the job, he saw it as an opportunity to not only make a direct impact on the Reserve Components, but on all of DoD.

"Being in this job allows you to make things move a little faster, whereas if I was just the Reserve Component Advisor sometimes you're viewed more as a spectator than a full participant," says Lewis, the former Air National Guard Chief of Personnel Force Management in Washington D.C.

One of his primary goals at DEOMI is increasing the role Reserve Component staff plays at the Institute.

"We want to fully integrate them into the Institute — not be outsiders looking in — but to participate in everything done at DEOMI, while keeping focus on the Reserve Components at the same time," says Lewis.

"I think they can add value to the Institute in that way."

The first step has been to reorganize the organizational structure by placing Reserve Component advisors

in the Directorate of Academics and doing away with the separate Directorate of Reserve Components. Additionally, the title "Reserve Component Advisor" has been changed to "Reserve Component Service Liaison Officer," mirroring titles held by active duty instructors who also act as liaison officers for their particular Service.

Lewis is leading efforts to find more ways to involve Reserve Component instructors in other DEOMI courses.

Now, they conduct the three-week Equal Opportunity Advisor Reserve Component Course at DEOMI twice a year and support the Mobile Training Program by participating in various seminars held at organizations in the U.S. and abroad.

"That doesn't mean that they are going to be full-time instructors in our 15-week Equal Opportunity Advisor Course," cautions Lewis.

"That's not what they're here for. But they can do platform instruction in other courses and Service-specific training, along with the Equal Opportunity Advisor Reserve Component Course and Mobile Training Teams, with which they currently participate.

They will be able to bring a perspective to the Institute that only a Guard member or Reservist can do," he said.

He knows what value Guard and Reserve members can bring to an organization from personal experience after having enlisted in the active duty Air Force in 1971 as a dental technician before joining the Kentucky Air National Guard in Louisville, Ky., in 1975.

In nine years, Lewis reached the rank of a senior noncommissioned officer before earning his commission in 1984 as a personnel officer.

What he's doing here is part of nationwide efforts by Reserve and National Guard Bureaus to integrate its members into active duty units.

"Today, the active duty military still knows very little about the National Guard and Reserves and what we have to offer and can bring to the table," he explains.

**"Our charge is getting folks to recognize inequality and unfairness, and make things right. You can not fix what you fail to recognize."**

"What better way to change that than to embed Guard and Reserve members into active duty staffs."

Lewis also represents DEOMI on the Air National Guard Human Resources Quality Board (HRQB) in Washington D.C.

The board, chaired by a two-star general, is made up of a diverse group of individuals from organizations throughout the Air National Guard.

They make recommendations for policy changes to improve diversity, equal opportunity and equal employment opportunity to the Director of the Air National Guard.

It's an affiliation he's proud to have, having had a hand in developing the board since its beginnings in the early 90's.

"It has gone from an organization that no one really wanted to be a part of to now where people are vying to have a seat on that board," he exclaims.

On a personal note, the Kentucky native and avid University of Kentucky sports fan keeps close tabs on the Wildcats, although many of his assignments have taken him outside of his beloved Bluegrass state. His assignments have included serving as: Chief of Continuing Education during an active duty tour at the Air National Guard Professional Education Center in Knoxville, Tenn.; Executive Officer to the Assistant Director of the Air National Guard at the Pentagon; and Chief of Air National Guard Recruiting and Retention at the Air National Guard Support Center, Andrews Air Force Base, Md.

That experience is serving him well at DEOMI, a Joint-Services school that educates all military and civilian EO/EEO advisors and program managers in the DoD and the U.S. Coast Guard.

"I have never worked on the EO/EEO side of personnel, so it's good to do something different.

"What I really enjoy is that DEOMI is moving forward, and we have a superb Commandant in Captain (Robert D.) Watts. It's great to be a part of that," says Lewis.

"Our charge is getting folks to recognize inequality and unfairness, and make things right," he added. "You can not fix what you fail to recognize."

Nearly 900 miles away from Kentucky, he's still where he's most comfortable — right in the thick of things.

# Army Guard selects first female African American general

**By Master Sgt. Bob Haskell**

WASHINGTON (Army News Service, Sept. 9, 2002) — Brig. Gen. Julia Cleckley vowed to make it possible for others to follow in her footsteps after becoming the first African American woman to be promoted from full colonel to flag officer in the Army National Guard Sept. 3.

"Being the first in anything is not worthwhile if you don't open doors for others," said Cleckley during her promotion ceremony that was punctuated with humor and humility at the Army Guard's Readiness Center in Arlington, Va.

"Being first is not so important unless there is a second and a fourth and a tenth," Cleckley told the standing room crowd of some 400 well-wishers, including her two daughters.

***"Being the first in anything is not worthwhile if you don't open doors for others ... being first is not so important unless there is a second and a fourth and a tenth."***

**Brig. Gen. Julia Cleckley**

Lt. Gen. Roger Schultz, the Army Guard's director, promoted the pioneering career officer from New York to one-star rank during the National Guard's Year of Diversity. Cleckley will now serve as Schultz's special assistant for human resources readiness.

"We're not recognizing what Julia Cleckley has done. We're recognizing what she is going to do," Schultz said. "That's about her potential. That's about the future. That's about what the Army Guard isn't yet but is going to be."

Cleckley is now the third one-star general among the 42,000 women serving in the Army Guard.

Her accomplishments include being the first minority woman to become a branch chief at the National Guard Bureau; the first African American woman to be promoted to colonel in the Army National Guard's Active Guard and Reserve program; and the first woman and minority member to serve on the Army Guard director's special staff as chief of Human Resources. She has also been a professor of military science at Hampton University's ROTC program in Virginia.

Cleckley has also nurtured her two daughters to adulthood during the two decades she has been a widow. She has helped numerous college-bound students at the Mount Olive Baptist Church in Arlington obtain tuition assistance. She has been honored by the National Association of the Advancement of Colored People for excellence in mentorship and community service.

Cleckley enlisted in the Women's Army Corps after finishing high school. She then joined the New York Army Guard and received her commission in the Adjutant General Corps with the 42nd Infantry Division in 1976 while she was a schoolteacher. She has served full-time with the National Guard Bureau in northern Virginia since 1987.

She holds a bachelor's degree in psychology and education from Hunter College in New York City and a master's in human resource management from Golden Gate University in San Francisco. She was selected for the U.S. Army War College in 1992 and studied at the Fletcher School of Law and Diplomacy at Tufts University in Boston.

Cleckley acknowledged many people — sergeants and civilians and general officers including recently retired Lt. Gen. Russell Davis, the former chief of the National Guard Bureau — for helping her to obtain her own silver stars.

"I am humbled by how other people have made a difference in my life," she said.

"I am certainly honored to be a gener officer. I realize what a select group I ha become a part of," said Cleckley who pledged to "continue my work at the ne level; to look at where we are and to be part of a team that will get us to where w need to be."

"We must give diversity more than j lip service, and we're doing that by establishing methods to achieve acceptance for all people, regardless of race a gender," added Cleckley who recalled th early days of her career when White males dominated the Army National Guard.

"Today, more women and minorities are advancing to key leadership positio throughout the National Guard," she sa "We've got a long way to go, but we're moving in the right direction."

**(Editor's note: Haskell is a member of the National Guard).**

## We want your input

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# Education is theme for DEOMI supervisor

**By Sgt. 1st Class Derrick Crawford**
*DEOMI Public Affairs*

When Chief Master Sgt. Julia I. Crutchfield became Superintendent of the Defense Equal Opportunity Management Institute (DEOMI) in May 2001, it was a continuation of a common theme in her career: education.

DEOMI is a joint-service school responsible for all military equal opportunity and civilian equal employment opportunity training, education, and research within the Department of Defense and the U.S. Coast Guard. In addition, the Institute trains all officers newly appointed to O-7 and senior executive service staffs through a senior executive training program.

Crutchfield, who came here from Davis-Monthan Air Force Base, Az., where she was chief of the Logistics Training Flight, 355th Logistics Support Squadron, has worked in the education and training field for 16 of her 21 years in the Air Force in various capacities. As Superintendent of DEOMI, she may not be directly involved as a trainer, but she nevertheless impacts students.

She advises the Commandant and other senior staff on the various needs, concerns, and issues affecting the Institute's students and staff. Crutchfield also acts as a liaison with other 45th Space Wing enlisted leaders.

It's a role that keeps her involved in all aspects of the Institute.

"I really enjoy this job, mainly because I get to use my educational background and skills," said Crutchfield, who earned her Ph.D. in Education Administration from North Carolina's Campbell University in 1993.

"Because of my educational background, I'm fortunate enough to have the know-how to assist our research and academic staff members, and because I was a student here myself, I have a familiarity for what they're going through now," said the EOAC 01-02 graduate.

"Going through the EOA Course has helped me in my daily interaction with the students, faculty and staff members, which I consider one of my most important missions here," she said.

Photo by Sgt. 1st Class Derrick Crawford

**Chief Master Sgt. Julia I. Crutchfield (left), superintendent of the Defense Equal Opportunity Management Institute, speaks with DEOMI staff member Army Sgt. 1st Class Dawn Perez-Lawrence.**

And she takes a hands-on approach to do just that — meeting student leaders weekly over lunch, holding quarterly enlisted calls for staff members, and personally handling quality of life issues, such as student billeting.

Besides attending to the needs of students, she assists the 41 enlisted staff members, who represent all branches of the Armed Forces.

"Part of the challenge of taking care of the folks assigned here is learning all of the different Service traditions," she said.

"What I've done is build rapport with several of the other senior NCOs in the organization, where I can go and ask 'How does your Service do this?' and try to accommodate everyone.

"The benefit is that hopefully everybody is happy doing their jobs, because they don't have to give up a lot of their Service traditions and only make slight accommodations to the way others do things in a joint assignment."

For someone who initially joined the Air Force to take a break from school, her personal pursuit of education has also been a common theme woven throughout her career.

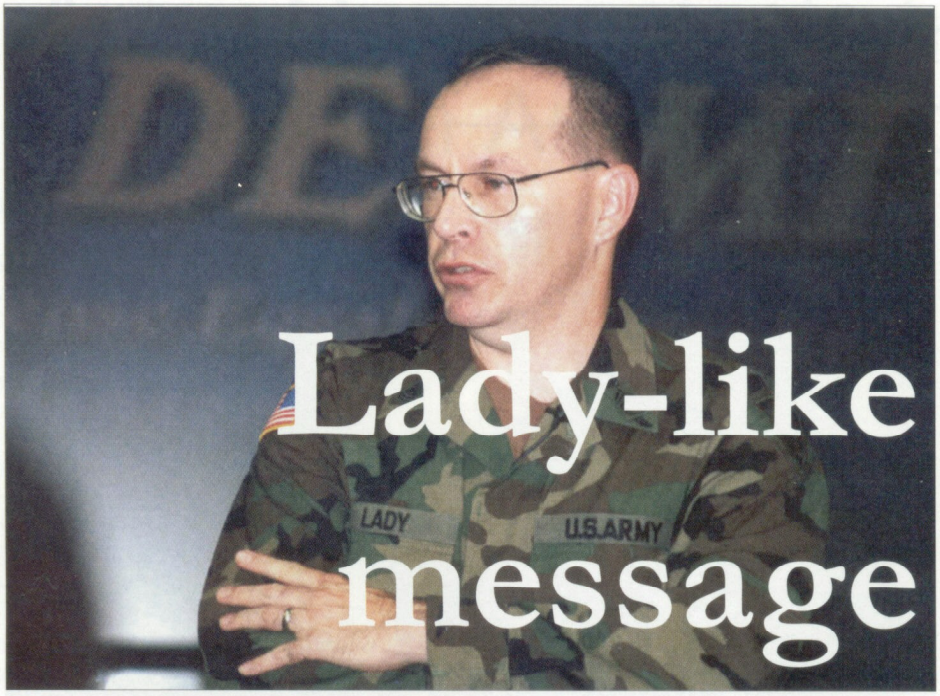
"It seems ironic now, but I enlisted because I was so tired of school," said the Peoria, Ill., native, who later moved to Tampa, Fla.

As an honor student at Tampa Catholic High School, Crutchfield graduated six months early and entered the Air Force, receiving her high school diploma in the mail during basic training.

Crutchfield says her initial goal was to earn just enough credits to qualify for a physician's assistant training program. The program ended before she could qualify, but a funny thing happened — she found she actually enjoyed taking college courses and continued to do so.

Since then, Crutchfield has gone on to earn nine academic degrees — three associates, two bachelor's, two master's, an education specialist degree, and, finally, a doctorate in education.

It's a major accomplishment both personally and professionally. According to Air Force Personnel Center statistics, only 14 enlisted service members hold a doctorate degree.




# Lady-like message

## USAREUR's top enlisted soldier challenges new DEOMI grads

**By Master Sgt. Chris Calkins**
**DEOMI Public Affairs**

If it's a vanilla-flavored, straight-down-the-middle, non-provocative speaker your organization is looking for, you might want to consider inviting Command Sgt. Maj. David L. Lady to visit.

Then again, maybe you don't -- you'll get anything *but* what you're looking for.

Lady, Command Sergeant Major, U.S. Army Europe, offered a hard-hitting and brutally honest two hour speech -- without benefit of either notes or slide show -- to Army NCO's and officers during the service specific portion of recent Equal Opportunity Advisor and Program Manager's Courses.

"Move. Shoot. Communicate. You've got to be out there with your soldiers. You've got to demonstrate the standard. Don't forget your personal testimony is much more important than a monthly celebration," Lady said emphatically.

Lady said one of the toughest jobs many new EOA's will encounter is to break the conception many leaders have of "more mandatory training."

"Any command can be "infected" -- that's a tough word but it's the truth -- by a command climate where EO issues and training are pushed to the side," he said.

"We'll do it but only because it's being shoved down our throats" is the prevailing attitude of some units. We all know it's the truth but no one wants to say it.

"It's a crazy mind-set, as if unit readiness doesn't affect our war-making capability," Lady said.

Lady said the successful EOA will ensure their program becomes an integral part of the unit training program, and not something on the outside looking for a way to get in.

"Some of you are going to pretty tough, harsh units where you may not feel part of the team. That's reality.

"And the way you *make* yourself part of the team is to be where your soldiers are ... at PT formations, the rifle range, the dining facility and motor pool.

"The point is," he said, "get your butts up and out of the office. Get out and talk to your troops -- and more importantly, listen," he said emphatically.

Navy CAPT Robert D. Watts, DEOMI Commandant, said having senior leaders like Lady visit the Institute and interact with our students is always a positive, win-win situation.

> ***"Any command can be "infected" -- that's a tough word but it's the truth -- by a command climate where EO issues and training are pushed to the side. We all know it's the truth but no one wants to say it.... It's a crazy mind-set, as if unit readiness doesn't affect our war-making capability."***
>
> **Command Sgt. Maj. David Lady**
> **USAREUR CSM**

"It's a plus for us (DEOMI) because we get to personally demonstrate — to someone who's in position to really make a difference — exactly what it is we do here. And he certainly understands it.

"The students, of course, also benefit from listening and talking with someone like the CSM. I was most impressed with his professionalism, his grasp of the whole EO and diversity issue, and even more impressed with his unyielding candor. He knows we still have a ways to go, and he isn't afraid to say it," Watts said.

**"If you're commited, take ownership," Command Sgt. Maj. Lady, center, told Chief Master Sgt. Julie Crutchfield, left and Sergeant Maj. Kip Mathias, DEOMI staff members during a recent tour of the institute's educational facilities. (Photos by Master Sgt. Chris Calkins)**

"It's not easy turning yourself inside out and letting everyone come in and take a look," said Sgt. 1st Class Joyce V. Garrett, below, of former skin-head and neo-Nazi T. J. Leyden, who spoke with students from the Defense Equal Opportunity Management Institute. (Photos by Master Sgt. Chris Calkins)

# strHATE talk

**by Master Sgt. Chris Calkins**
**DEOMI Public Affairs**

PATRICK AFB, Fla. — Former neo-Nazi white supremacist activist and recruiter Tom "TJ" Leyden came here recently to the Defense Equal Opportunity Management Institute with a specific mission and message.

Ask any of the 80-or-so joint-service students enrolled in the DEOMI-taught Equal Opportunity Advisor Course, and they'll tell you the same thing: Mission complete; message received.

"Unbelievable. I've been in the Army 16 years and this was one of the most eye-opening speeches I've ever heard," said Sgt. 1st Class Joyce V. Garrett, an EOAC student.

Leyden said he often hears that kind of talk but it doesn't make him feel any better.

"I'm not proud of what I'm about to say. I'm not proud of what I was and what I did. I can never change the hate with which I once lived, but I will always hate the way I was," said Leyden.

A former Marine who regularly recruited fellow skinhead and hate-mongers into his group while wearing his uniform, said the military environment — regardless of the branch of service — is a terrific feeding ground for the hate-group recruiter.

"It was easy ... the military is a great place to recruit people like I once was. They're trained, physically fit, disciplined ... and many are away from home for the first time. They're looking for anyone who will be their friend and defender," he said.

"And that's what we offered them."

Leyden then challenged the students, almost all of them senior NCO's, to make sure they get involved in the lives of their service members.

"Being a military supervisor, especially when you're talking about younger troops — isn't a lot different than being a parent.

"If you (supervisors) don't know what they're doing, or who they're hanging out with, you're just begging for trouble. And some troops will be sure to find it."

Leyden said he made no effort to hide any of the many white supremacist and Nazi-based tattoo's he had covering his body during his active-duty tour.

"And no one ever said a word or challenged me on any of them. Silence is consent. One of the hardest things to do is challenge your friends and family when they cross the line. Trust me, I know," he said.

"But when they're doing something wrong ..., when they're saying something bigoted, sexist or racist, let them know.

"If they get mad, or if their feelings get hurt, well, too bad.

"We have to put a stop to this in our homes and office or it will never go away," he said.

Leyden, who worked more than five years for the Simon Wiesenthal Center teaching on the culture of hate and how to fight it, said coming to DEOMI has special meaning for him.

"I was invited to speak at the White House Conference on Hate, I have conducted training at the Pentagon, the FBI and numerous military bases and universities around the world, but coming here to Patrick and DEOMI is special."

"I've been in the military — and not that long ago. I know what's going on out there. Some leaders don't like to hear what I have to say ... it's like if they don't deal with the extremism issue, it must not exist," he said.

"So these service members right here at DEOMI — the ones who will work as Equal Opportunity experts for their commander, represent the front-line of defense to fight the war on extremism."

Garrett said she'll be sure to do that in her next assignment.

"He just opened my eyes to the magnitude of how many hate groups there are out there. In my new job as an EO advisor at Fort Benning, Ga., it will definitely help my awareness of groups like this. I'll be looking for the signs," she said.

"Now I know what to look for."

# Reservists raise quality of life for Native American tribes

BARKSDALE AIR FORCE BASE, La. – Oct. 24 - Native Americans in Gallup, N.M., and Spirit Lake Nation Indian Reservation, N.D., are enjoying better housing because of reservists' training.

Members of Air Force Reserve Command's Detachment 1, 307th RED HORSE Squadron joined forces with Marine reservists and Army National Guardsmen this summer to complete construction of 10 houses.

The troops from the Rapid Engineer Deployable-Heavy Operational Repair Squadron Engineer unit also worked on improving drainage and roadways.

In New Mexico, approximately 200 Air Force and Marine reservists worked on the houses this year on a rotational basis, according to Joseph G. Esparza, director of the Southwest Indian Foundation project office.

"Without the military's help, we would be forced to hire 30 to 40 more people, and we don't have the money to pay for that kind of manpower," Esparza said.

It takes approximately two weeks to complete one house, each one built exactly like the one before it, all from a master plan. After gathering up a workforce, the project begins.

"Our main purpose for participating in this project is for training," said Tech. Sgt. Lonnie Jones, heating, ventilation, air conditioning and refrigeration mechanic for Det. 1, 307th RHS.

"We also do it to help the folks out there."

Each year the project starts in May and lasts through September. The goal is to build approximately 10 houses per year, Jones said. Military units rotate in and out throughout the four-month period, usually in two-week increments.

"It felt good to be able to go out and help people who needed it," said Staff Sgt. Wendie Self, Det. 1 supply clerk.

"We met a family who received one of the first houses ever built since the project began," she said.

"They were very thankful to us. One of the girls said it was nice to have an actual bedroom and be able to sleep on something besides dirt. They also said how nice it was to have heat and lights so they could see."

**Staff Sgt. Larry Hayes, a heavy equipment operator from Detachment 1, 307th RED HORSE Squadron, moves topsoil for landscaping. Hayes and other members of his Barksdale Air Force Base, La., unit worked on the Spirit Lake Nation Reservation, N.D., this summer. (Air Force Photo)**

"Without the military's help, we would be forced to hire 30 to 40 more people, and we don't have the money to pay for that kind of manpower."

In North Dakota, members of the RED HORSE detachment teamed up with the North Dakota Army National Guard to renovate homes, install water lines and sewer systems, and build roads on the Spirit Lake reservation.

In recent years, rising waters of the glacier-fed Devil's Lake located on the reservation displaced about 400 Lakota Sioux families. Since 2001, federal, state and local agencies have replaced 74 homes on the reservation under a venture deemed Joint Task Force Shield.

"We were assigned projects at three different locations on the reservation," said Master Sgt. Bobby Herring, Det. 1 pavement construction equipment operator.

"The projects involved placing French drains around the foundations of homes, backfilling and landscaping."

The reservists also created a drainage plan to include installing culverts, sloping ditches, installing driveways and graveling some existing roadways.

"The 307th rolled in here with no problem," said Maj. Jerome Moszer, JTF Shield executive construction officer. "They took absolute pristine care of our equipment and assisted with the finishing of 34 homes.

"They're a great crew of men," Moszer said. "Without them, we wouldn't have made our mission. We just had to get over the common language barrier – their accent and our accent."

Working in North Dakota was an invaluable experience for Herring.

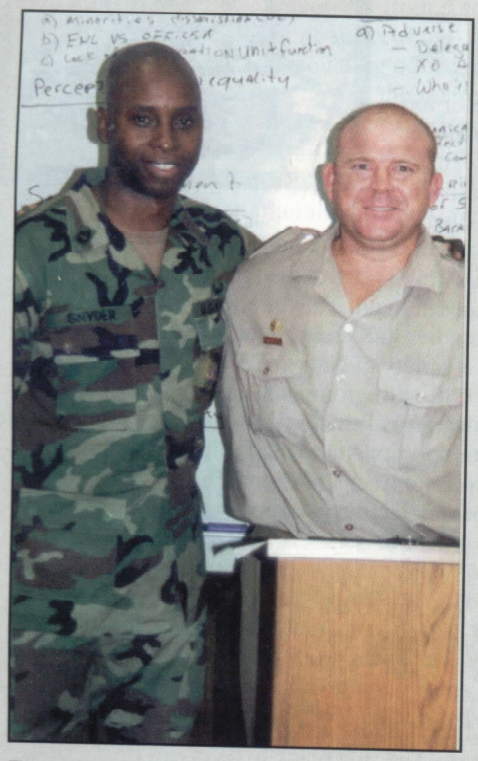
"It benefited the Spirit Lake Nation with much needed housing and gave our unit members some excellent hands-on training," he said. (AFRC News Service)

# Around Campus

## Under Secretary Brief

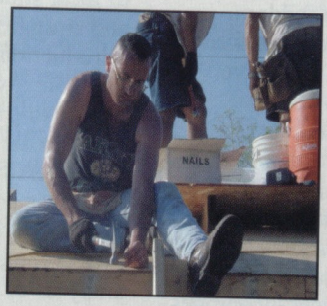
Photo by Master Sgt. Chris Calkins

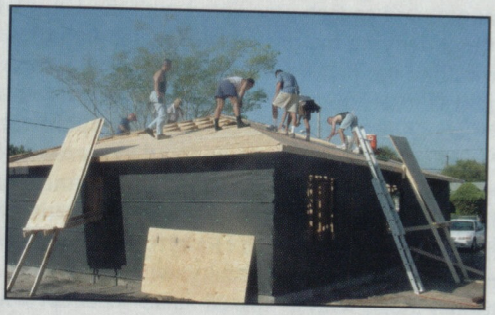
CAPT Robert D. Watts, left, DEOMI commandant, explains DEOMI's mission, history and organizational structure to the Hon. Les Brownlee, Under Secretary, U.S. Army. Prior to arriving at the Pentagon, Brownlee spent almost 18 years on Capitol Hill. He joined the Republican Staff of the Senate Armed Services Committee in 1987 and in 1996 he was designated as Staff Director. Mr. Brownlee served as the Staff Director until his appointment and confirmation as the Under Secretary of the Army on November 14, 2001, and is a retired U.S. Army colonel who served two tours in Vietnam. "Leaders in all branches of the service don't always want to confront diversity issues, and I remember clearly what it was like in the '60s and '70s," Brownlee said. " You're doing a great job here, and I ask that you keep up the good fight."

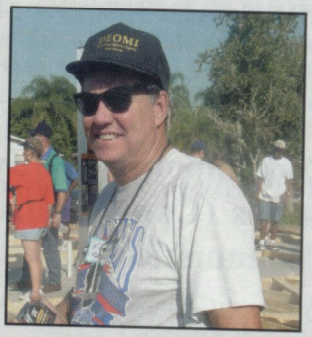


## Brothers-in-arms

Army Master Sgt. Kennith J. Snyder and Maj. Stephan Erasmus, South African National Defense Forces, stand shoulder-to-shoulder during a recent break of EOAC Class 02-02. DEOMI has been hosting South African students since 1995. Photo by Master Sgt. Chris Calkins.







## Putting muscle where their mouth is

Beginning with an early September wall raising ceremony DEOMI students, faculty and staff have volunteered their time supporting the South Brevard Habitat for Humanity by helping to build a house for Susie McGlown (bottom left, in purple shirt and blue hat), a single mother of two. EOAC 02-03 student Sgt. 1st Class Paul D. Smith, (upper left) spent nearly every Saturday at the site. One month after the walls went up, the roof was nearly completed in a single day (upper right), and DA trainer Charles Bishop (bottom right) is all smiles as he watches the project near completion. "They're building so much more than a house ... they're building us a home" McGlown said. For more on this story, see next Spring's edition of *Reflections*. Photos by Master Sgt. Chris Calkins.

## Commission for Racial Equality: British Bureaucracy and the Multiethnic Society (Social Policy and Social Theory Series)

By R. Honeyford, September 1998
***Book Descriptions***

In the United Kingdom, as in the United States, race relations are surrounded with taboos defined by the politically correct concepts of what Ray Honeyford calls the race relations lobby. This lobby, championed by the Commission for Racial Equality (CRE) has a vested interest in depicting the United Kingdom as society rotten with endemic racism, and its ethnic minorities as victims doomed to failure. An outgrowth of the Race Relation Act of 1976, the Commission was founded in response to worthy concerns about race and patterned after its American prototype, the Congress of Racial Equality. Its constant demands for increased powers have only increased with the coming into power of the New Labour Party. That makes Ray Honeyford's critique all the more urgent.

Honeyford exposes the policies and practices of the Commission to public view, encouraging informed debate about its need to exist. The CRE possesses considerable legal powers, which seriously undermine the great freedoms of association, contract, and speech associated with the United Kingdom. without denying the presence of racial prejudice. Honeyford shows that the picture of the United Kingdom as a divisive nation is a serious misrepresentation.

Placing the CRE in its historical and political context, Honeyford outlines its powers, and analyzes its formal investigations in the fields of education, employment, and housing. He points out the danger of uncritically replicating the American experience. According to Honryford, Americans have replaced a melting-pot notion of society, with all citizens loyal to a national ideal, with a "tossed-salad" concept which encourages the creation of self-conscious, separate, and aggressive ethnic groups, each claiming special access to the public purse, and having little regard for national cohesion and individual liberties.

## Contemporary Native American Cultural Issues (Contemporary Native American Communities, Paper 2)

By Duane Champagne, January 1999
*Editorial Reviews*
***Book Description***

Duane Champagne has assembled a volume of top scholarship reflecting the complexity and diversity of Native American cultural life. Introductions to each topical section provide background and integrated analyses of the issues at hand. The informative and critical studies that follow offer experiences and perspectives from a variety of Native settings.

Topics include identity, gender, the powwow, mass media, health and environmental issues. This book and its companion volume, "Contemporary Native American Political Issues", edited by Troy R. Johnson, are ideal teaching tools for instructors in Native American studies, ethnic studies, and anthropology, and important resources for anyone working in or with Native communities.

## Contemporary Native American Political Issues (Contemporary Native American Communities, Paper 3)

Troy R. Johnson, January 1999
*Editorial Reviews*
***Book Description***

How does one make a clear distinction between issues such as tribal sovereignty, indigenous rights, and law and justice? How do these topics differ, and can they be separated from, issues such as identity, health, and environment? The answer, of course, lies in the interconnectedness of all aspects of Native American life, culture, religion, and politics. This format encourages the consideration of Native politics both in terms of unifying themes and contexts and with regard to local situations, needs, and struggles. From the introduction by Troy Johnson, a volume of top scholarship from which emerges the complexity and diversity of Native American political life in the 1990's. Each topical section is introduced by the editor's own commentaries, which provide background and integrated analyses of the issues at hand. They are followed by informative, critical case studies and essays that offer experiences and perspectives from a variety of Native American and political settings. Students will gain grounded understandings of key issues as well as a variety of theoretical perspectives from which to understand contemporary American Indian political life. Topics include sovereignty, international indigenous rights, economic development, law, repatriation, and activism.

## Du Bois On Religions

By W.E.B. Du Bois, August 2000
*Editorial Reviews*
***Book Description***

W.E.B. Du Bois shaped 20th century America to an extent rivaled by few others. The first black to receive a Ph. D. from Harvard, he helped create the discipline of sociology and was one of the founders of the National Association for the Advancement of Colored People (NAACP). Martin Luther King, Jr. called Du Bois "a gifted discoverer of social truths." But until now little academic attention has been paid to his insights on religion or to how religious commitments shaped his views of race, rights and justice. Phil Zuckerman here gathers together Du Bois's writings on religion, and makes a compelling case for

Du Bois to be recognized among the leading sociologists of religion. "Du Bois on Religion" includes selections from his well-known works such as "The Souls of Black Folks" to poems, prayers, stories and speeches less widely available. Brief, helpful introductions preface each of the 26 selections. Also, a general introduction traces Du Bois's move from church-attending Christian to relentless critic of religion and evaluates Du Bois's contributions to the study of religion. "Du Bois on Religion" is an important text for sociologists or for anyone interested in the history of race and religion in the United States.

## Education for the Intercultural Experience

By R. Michael Paige, December 1993
*Editorial Reviews*
**The challenge of cross-cultural learning**

This book is based on two fundamental premises: (l) intercultural experiences are emotionally intense and profoundly challenging for the participants and (2) education for intercultural experiences requires content and pedagogy different from traditional instructional practices.

Some articles included here are from an earlier volume edited by Paige, "Cross-Cultural Orientation: New Conceptualizations and Applications," and others from a special issue of the "International Journal of Intrecultural Relations."

The result is an outstanding collection of articles which provide a clear conception of the intercultural learning process, how it is intertwined with the experience of culture shock and cross-cultural adaptation, and what the most effective methodologies are for training people in the skills they need to successfully pursue intercultural education.

## Encyclopedia of White Power

Edited by Jeffrey Kaplan, 2000
***Reference Book***
**From the Publisher**

The demonization of the radical right ill serves us when now, more than ever before, it is vitally important to know all we can about this esoteric milieu's nature and potentialities. . . by. . . demonizing the many, we cloak the few, and, however unwittingly, facilitate the existence of evil in the world. —from the Introduction by Jeffrey Kaplan White power groups are universally vilified and feared. But to better understand the threat they pose, scholars and activists must try to better understand their disturbing ideas and practices.

In this controversial volume, Jeffrey Kaplan brings to light the workings of white supremacy movements in the United States and Europe in the years since World War II. The first half of the Encyclopedia is made up of over 100 entries-many of them essay-length-describing the people, groups and themes that make up the radical racist right. Some of the entries are written by movement activists themselves, providing useful insider accounts.

The second half contains original resources circulated within the movement, each prefaced and placed in scholarly context by the editor. These documents, although offending, are invaluable to researchers and often available nowhere else. Cross-references and an index make the information easily accessible. For scholars of race, religion, politics or social movements, the "Encyclopedia of White Power" is an essential resource.

## Gestures: the Do's and Taboos of body language around the world

By Roger E. Axtell, January 1998
***Reference book***
***Editorial Reviews***

Never use your thumb to hitch-hike in Nigeria; it could be hazardous to your health. And under no circumstances should you indicate "OK" to a German using your thumb and forefinger to form a circle—that would be rude. This revised and expanded edition of *Gestures* covers body language from head to toe—from greetings, beckonings, and farewells, to terms of endearment and insults. Covering everything from the intricacies of Japanese bowing to the best way to signal a waiter in southern Europe, this book is vital for any international traveler.

## Impacts of Affirmative Action: Policies and Consequences in California

By Paul Ong, May 1999
*Editorial Reviews*
***Book Description***

Most Americans support the elimination of race and gender prejudice and inequality, yet attitudes toward solutions have fluctuated since the civil rights movement began. A heated debate over the explicit use of race- and gender-based categories has taken center stage in the 1990s, and all eyes are on California, a precedent-setting state since establishing its first antidiscrimination policies in 1934 (federal policies followed almost a decade later). Paul Ong's collection of cogent social policy analysis and careful research intervene in these debates with grounded and complex assessments of the present and future of affirmative action. Chapters explore programs and outcomes in higher education, federal and state contracting, public employment, and minority- and women-owned businesses.

## No Free Ride: From Mean Streets to Mainstream

By Kweise Mfume, April 1997
*Editorial Reviews*
***From Audio File***

This uplifting story of Kweisi Mfume's struggle from "the mean streets to the mainstream" is presented with encouraging authority. Mfume tells in gripping detail the story of how his mother's strength and wisdom influenced his early life, how he strayed and became a street thug in West Baltimore, and how he was spiritually reborn, an experience which led him to become the president of the NAACP. Mfume's message—no one should expect something for nothing—is indicative of his entire performance; his certitude and commanding voice illustrate the hard road he's traveled. Anyone who has ever felt discouraged by the apparent downward spiral of today's youth will relish the message of hope.

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