



Biography

Department of the Army



Michelle L. Zbylut, Ph.D.

**Deputy Assistant Secretary of the Army
(Equity & Inclusion)**



In September 2023, Dr. Michelle Zbylut was appointed to Deputy Assistant Secretary of the Army (Equity & Inclusion). In this role, she leads the U.S. Army Equity and Inclusion Agency, which is a Field Operating Agency reporting to the Assistant Secretary of the Army (Manpower & Reserve Affairs). Dr. Zbylut is the proponent for civilian and military equal opportunity policies and programs, as well as statutory compliance with matters pertaining to diversity, equity, and inclusion. She oversees the daily operation and execution of the most comprehensive EEO compliance and complaints adjudication process within the Federal government, and as such, is responsible for decisional matters arising from the function and oversight of the Army's EEO and Civil Rights Program and EEO Compliance and Complaints Adjudication and Review.

From 8 May to 9 September 2023, Dr. Zbylut served as the Acting Deputy Assistant Secretary of the Army (Research & Technology) within the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology. During this time, she provided strategic direction and fiscal oversight of the Army's Science and Technology portfolio for all Army laboratories and Research, Development, and Engineering Centers.

Dr. Zbylut was first appointed to the Senior Executive Service in April 2018 as the Director, U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) and Chief Psychologist of the United States Army. As the lead scientific laboratory for the Office of the Deputy Chief of Staff, G-1, ARI conducted behavioral and social science research to enable the Army to acquire, develop, employ, and retain professional Soldiers and enhance personnel readiness. Dr. Zbylut directed and provided oversight activity for ARI's science and technology (S&T) program and business operations at Fort Belvoir, Virginia; Fort Cavazos, Texas; Fort Leavenworth, Kansas; Fort Moore, Georgia; and Fort Eustis, Virginia. Dr. Zbylut was ARI's first Senior Research Scientist (Systems Science/Human Science), which is a senior-level scientific and professional position (ST). As an ST, Dr. Zbylut served as a recognized scientific authority, consultant, and advisor to the prior Director of ARI and other Army leaders in matters related to the behavioral and social sciences (e.g., testing and assessment). Dr. Zbylut served as an ST from 2015 to 2018.

CAREER CHRONOLOGY:

- 2023 – Present: Deputy Assistant Secretary of the Army (Equity & Inclusion), Fort Belvoir, VA
- 2023 – 2024: Senior Advisor to the Secretary of the Army for Diversity & Inclusion, Fort Belvoir, VA
- 2023: Detailed as Acting Deputy Assistant Secretary of the Army (Research & Technology), Washington, DC
- 2018 – 2023: Director, U.S. Army Research Institute for the Behavioral & Social Sciences, Fort Belvoir, VA
- 2015 – 2018: Senior Research Scientist (Systems Science/Human Science), U.S. Army Research Institute for the Behavioral & Social Sciences, Fort Belvoir, VA
- 2013 – 2015: Chief, Programs, Budget & Strategies Office, U.S. Army Research Institute for the Behavioral & Social Sciences, Fort Belvoir, VA
- 2008 – 2013: Team Leader / Research Psychologist, U.S. Army Research Institute for the Behavioral & Social Sciences, Fort Leavenworth, KS
- 2002 – 2008: Research Psychologist, U.S. Army Research Institute for the Behavioral & Social Sciences, Fort Leavenworth, KS
- 1999 – 2000: Research Associate, Jeanneret and Associates, Houston, TX

EDUCATION:

- Ph.D., Industrial and Organizational Psychology, University of Houston, Houston, TX, 2002
- M.A., Psychology, University of Houston, Houston, TX, 1999
- B.S., Psychology, Lamar University, Beaumont, TX, 1994

AWARDS AND HONORS:

- Superior Civilian Service Award (2015, 2013)
- Army Research and Development Achievement Award (2008)

PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS:

- The American Psychological Association
- The Society for Industrial and Organizational Psychology
- Academy of Management

SELECT PUBLICATIONS:

- Zbylut, M. R. (2013). Cross-cultural influence and the advising mission: Empirical findings and the way ahead. In R. Greene Sands and A. Greene-Sands (Eds.), *Cross-cultural competence for a twenty-first-century military: Culture, the flipside of COIN* (pp. 211-230). Lanham, MD: Lexington Books.
- Zbylut, M. R., Metcalf, K. A., McGowan, B., Beemer, M., Brunner, J. M., & Vowels, C. L. (2009). *The human dimension of advising: An analysis of interpersonal, linguistic, cultural, and advisory aspects of the advisor role*. (ARI Technical Report No. 1248). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Phelps, C. E., Zbylut, M. R., & Brunner, J. (2009, Mar). Selecting and training U.S. advisors: Interpersonal skills and the advisor-counterpart relationship. *Marine Corps Gazette*, 51-54.
- Zbylut, M. L., Brunner, J. M., Vowels, C. L., & Kim, J. M. (2007). *Case method instruction: 25 minutes of discussion can make a difference*. (ARI Technical Report 1203). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Robie, C., Curtin, P. J., Foster, T. C., Phillips, H. L., Zbylut, M., & Tetrick, L. E. (2000). The effect of coaching on the utility of response latencies in detecting fakers on a personality measure. *Canadian Journal of Behavioural Science*, 32, 226-233.