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# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization:** 1st SFC (A)

**Commander/Director:** [REDACTED]

**Admin Number:** 1798027

**Wednesday, February 22, 2017**

**Defense Equal Opportunity Management Institute  
Directorate of Research  
Patrick AFB, FL**

**RCS: DD-P&R (AR) 2338**

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## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS Results</b>	3
II.	<b>Demographic Breakout</b>	6
III.	<b>Perceptions of Discrimination</b>	8
IV.	<b>Sexual Assault Prevention and Response</b>	20
V.	<b>Climate Factor Subgroup Comparison</b>	52
VI.	<b>Overall Unit Summary</b>	55
VII.	<b>DEOCS Summary of Survey Item Responses</b>	58
VIII.	<b>Recommendations</b>	80
	<b>Appendix A: Your Locally Developed Questions</b>	82
	<b>Appendix B: Your Short-Answer Questions</b>	85
	<b>Appendix C: Written Comments from Your Organization</b>	227

It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. Individual Service instructions typically require organizations to use multiple approaches, such as individual interviews and/or focus groups, when assessing command climate.

Discretion should be taken prior to making any management or disciplinary decisions based solely on the results.

## I. HOW TO INTERPRET YOUR DEOCS RESULTS

1. Start by looking at the demographic breakout in section II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population. Also, disparities in responses presented in the tables throughout the report are due to missing responses attributable to incomplete surveys, stray marks, or multiple responses selected for a single-response item.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, members' satisfaction with issue resolution and perceived barriers to reporting.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.
4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, near average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

## STEPS TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Above Service Average	Perceptions fall in the upper 80th percentile of the responses within your Service.	Indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service.
<b>Blue</b>	Near Service Average	Perceptions fall in the 21st to 79th percentile of responses within your Service.	Indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service.
<b>Red</b>	Below Service Average	Perceptions fall in the lower 20th percentile of responses within your Service.	Indicates that the perceptions of your members are markedly less favorable than those commonly held across your Service.

**Steps to interpreting DEOMI DEOCS color coding:**

1. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section IV Sexual Assault Prevention and Response* (page 20, 21) and *Section VI Overall Unit Summary* (pages 55 - 57) to compare your unit's score on each DEOCS factor to your Service's average. Additionally, compare your unit's score to the "Range of Near Service Average" to gauge relational standing of your unit's score to your Service.
  - b. Subgroups: Examine *Section V Climate Factor Subgroup Comparisons* (pages 52 - 54) to compare perceptions among subgroups and to your Service's average. In addition to using the color coding schema, compare the subgroup's numeric average (displayed in each box) to the "Range of near Service Average" (presented on pages 20, 21, 55 - 57) to gauge the relative standing of each subgroup to your Service.
2. Examine the item-level results by using the favorable/unfavorable responses to guide interpretation on the factor contained within *Section IV* (SAPR Item Results, pages 22 - 51) and *Section VII* (DEOCS Summary of Survey Item Results, pages 58 - 79).
3. Examine the written comments associated with the area of concern and determine if any of the comments are associated with negative perceptions. Overall, comments can be easier to manage if they are broken into themes.
4. Based on the degree of favorability of the item-level results and written comments, determine if the classification of your unit or subgroup(s) as 'Below Service Average' or 'Near Service Average' is at an acceptable level based on your unit's standards.
5. If results do not meet the expectations of the unit's standards, use the findings to guide follow-on climate assessment actions (e.g., develop plan of action to improve climate; determining the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, etc.). For more strategies to improve or maintain a healthy command climate, refer to "Recommendations" throughout *Section IV SAPR* (pages 20-51) and *Section VIII Recommendations* (pages 80-81).

**NOTE:**<sup>5</sup>The DEOCS report provides unit-level comparisons that help identify subgroups that may harbor negative - or positive perceptions regarding a particular climate factor. However, be mindful that a **red color coding does not automatically reflect a negative find**. It simply means that your average is below your Service's average from a unit-level standpoint. Your actual favorability scores (in section VII) for that factor may reflect a positive percentage. Using that percentage, you should be able to determine if there is in fact an issue within your organization.

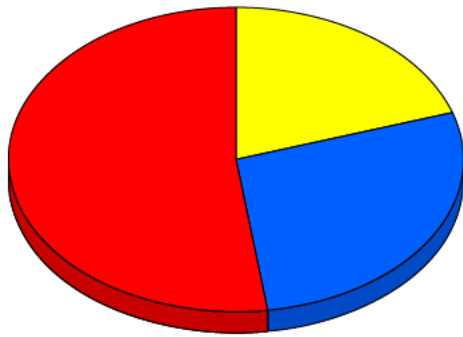
## **MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION**

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/3260/4217 or commercial (321) 494-2675/3260/4217.

## II. DEMOGRAPHIC BREAKOUT

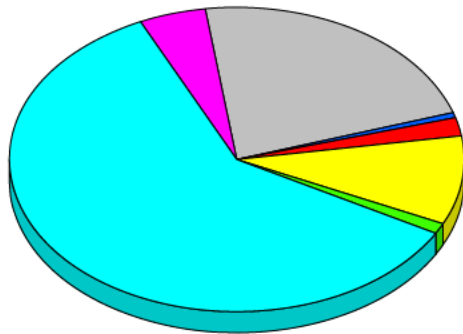
### MINORITY vs MAJORITY



	Frequency	Percent
Minority	180	27.73
Majority	340	52.39
Declined	129	19.88
<b>Total</b>	<b>649</b>	<b>100.00</b>

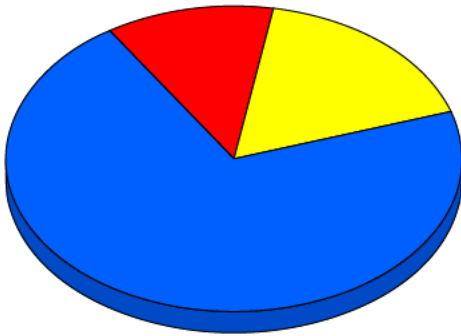
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

### RACE



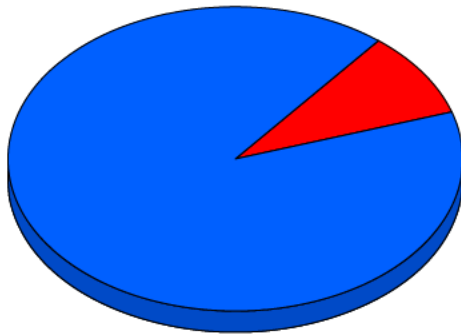
	Frequency	Percent
American Indian	3	0.46
Asian	14	2.16
Black	61	9.40
Native Hawaiian	7	1.08
White	389	59.94
Two or More	30	4.62
Declined	145	22.34
<b>Total</b>	<b>649</b>	<b>100.00</b>

**ETHNICITY**



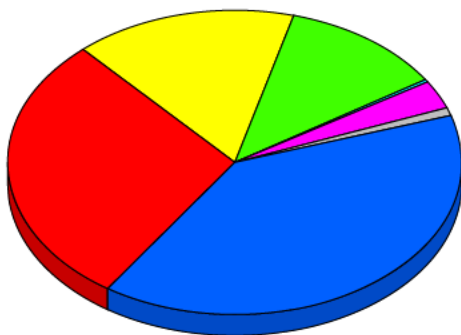
	Frequency	Percent
Not Hispanic	459	70.72
Hispanic	78	12.02
Declined	112	17.26
<b>Total</b>	<b>649</b>	<b>100.00</b>

**GENDER**



	Frequency	Percent
Men	590	90.91
Women	59	9.09
<b>Total</b>	<b>649</b>	<b>100.00</b>

**CATEGORY**

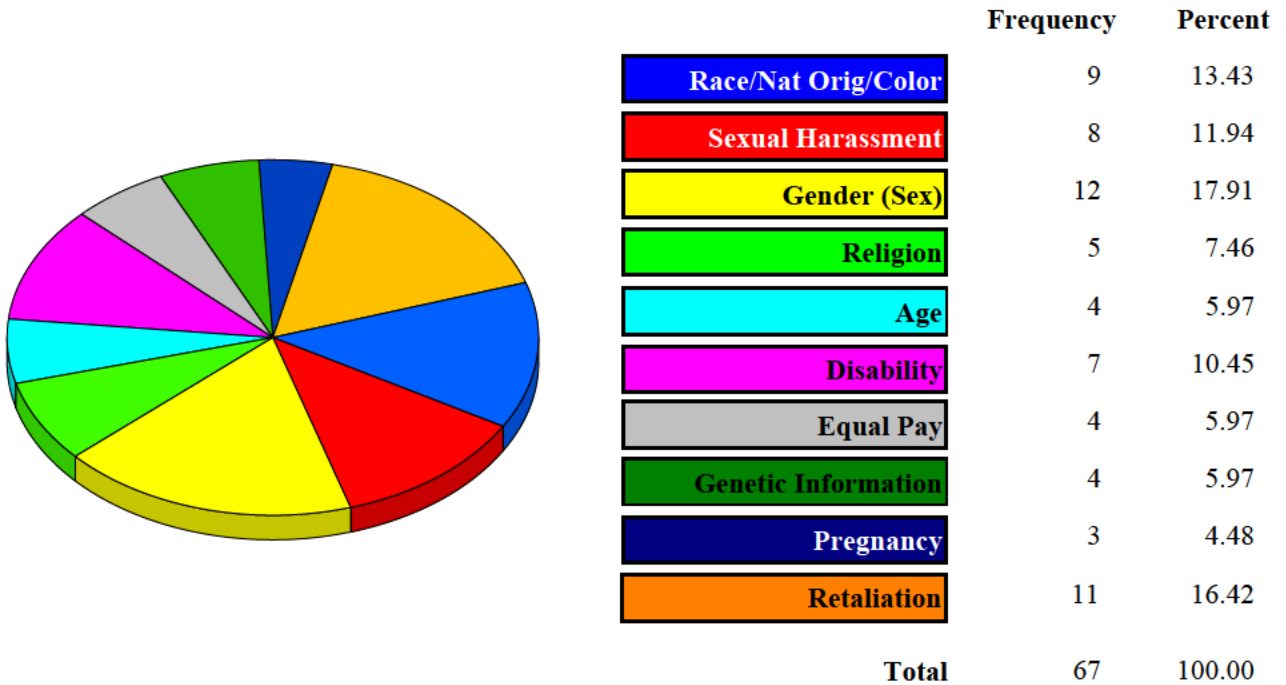


	Frequency	Percent
Jr Enlisted (E1-E6)	256	39.45
Sr Enlisted (E7-E9)	188	28.97
Jr Officer (O1-O3)	102	15.72
Sr Officer (O4 and up)	76	11.71
Jr Civ (Grades 1-8)	2	0.31
Sr Civ (Grades 9-SES)	20	3.08
Other	5	0.77
<b>Total</b>	<b>649</b>	<b>100.00</b>

### III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):



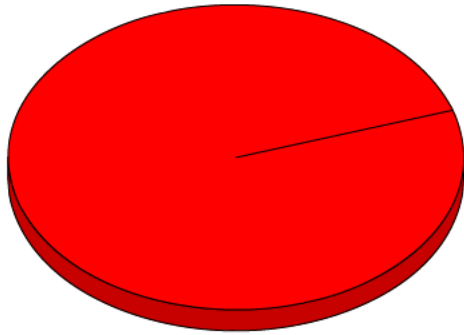
**NOTE:** Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.



**EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR**

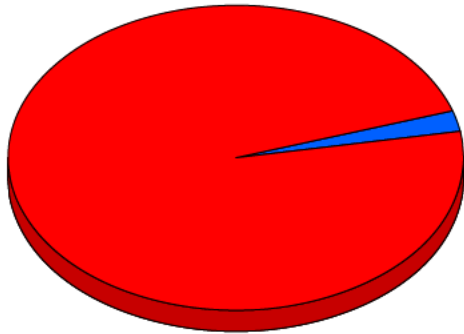
NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

**MAJORITY**



	Frequency	Percent
<b>YES</b>	0	0.00
<b>NO</b>	340	100.00
<b>Total</b>	340	100.00

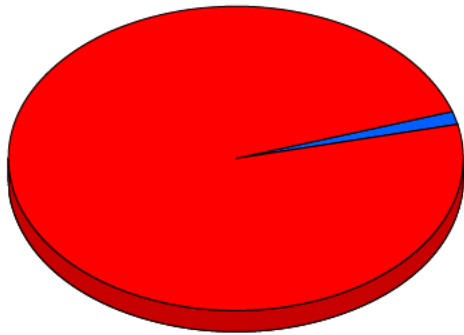
**MINORITY**



	Frequency	Percent
<b>YES</b>	4	2.22
<b>NO</b>	176	97.78
<b>Total</b>	180	100.00

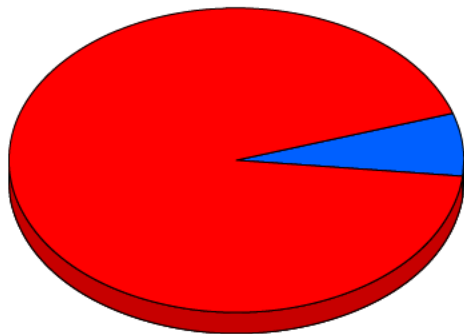
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	8	1.36
NO	582	98.64
<b>Total</b>	<b>590</b>	<b>100.00</b>

WOMEN

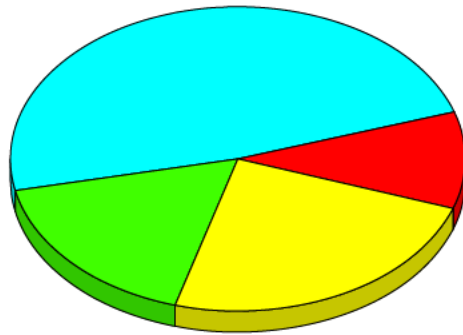







	Frequency	Percent
YES	4	6.78
NO	55	93.22
<b>Total</b>	<b>59</b>	<b>100.00</b>






**Actions Taken Following Incident of Discrimination**

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

**Did you report any of the incidents of discrimination to someone in your organization?**



	Frequency	Percent
	0	0.00
	3	10.34
	7	24.14
	5	17.24
	14	48.28
<b>Total</b>	<b>29</b>	<b>100.00</b>

-  **Filed formal complaint through EO/EEO representative.**
-  **Reported incident through EO/EEO representative.**
-  **Reported incident to supervisor/superior.**
-  **Confronted individual.**
-  **Did not report the incident to anyone.**

"N/A" responses not included.

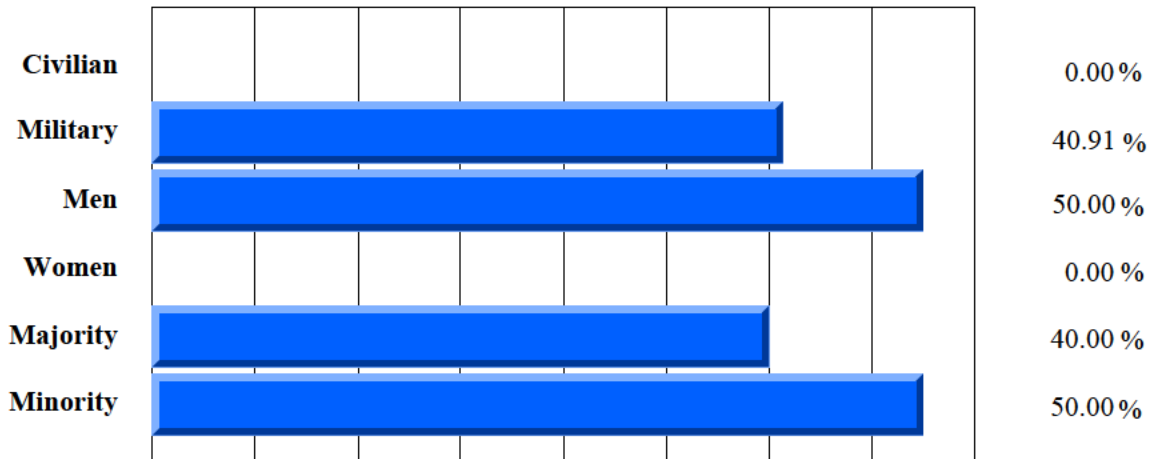
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:  
Demographic Breakout**

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

**Table 1. Reported Incident of Discrimination by Demographic Breakout**

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Civilian</b>	0	0.00	0	0.00	0	100.00
<b>Military</b>	9	40.91	13	59.09	22	100.00
<b>Men</b>	10	50.00	10	50.00	20	100.00
<b>Women</b>	0	0.00	4	100.00	4	100.00
<b>Majority</b>	4	40.00	6	60.00	10	100.00
<b>Minority</b>	3	50.00	3	50.00	6	100.00

**Figure 1. Reported Incident of Discrimination by Demographic Subgroups**

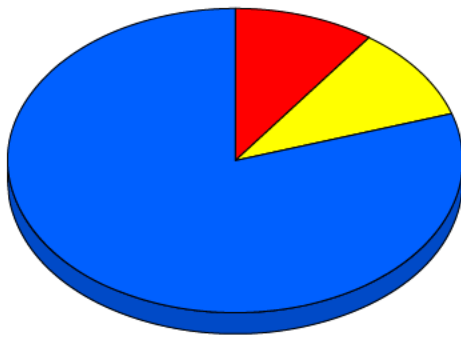


"N/A" responses not included.

**Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor**

**Figure 2. How satisfied are you with how your issue was (or is being) resolved?**

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.



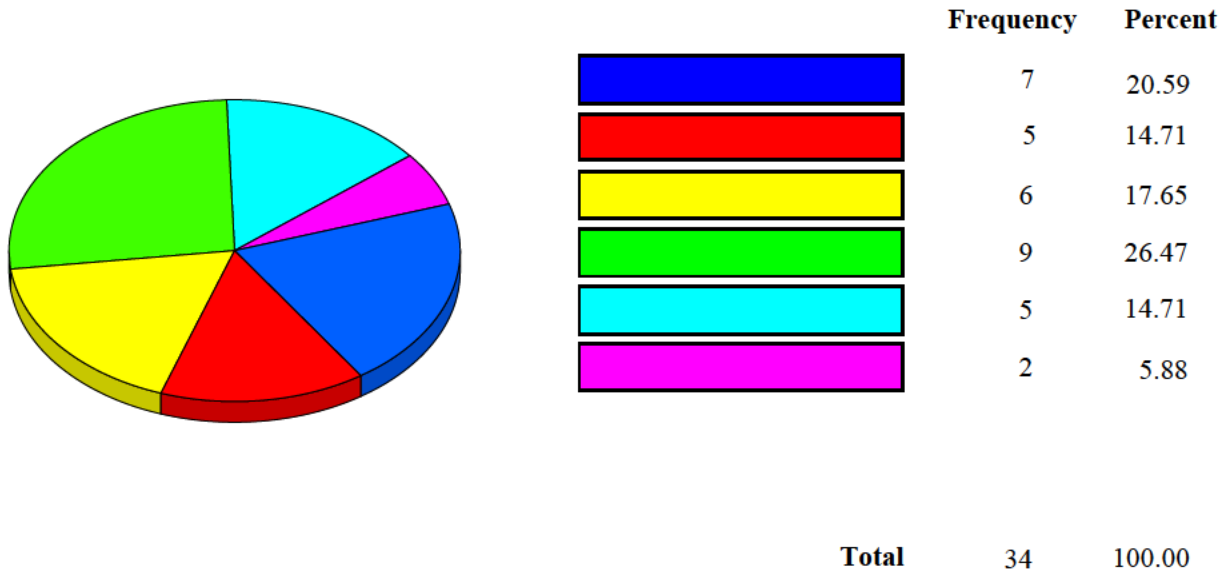
	Frequency	Percent
Very Dissatisfied	8	80.00
Somewhat Dissatisfied	1	10.00
Somewhat Satisfied	1	10.00
Very Satisfied	0	0.00
<b>Total</b>	<b>10</b>	<b>100.00</b>

“N/A” responses not included.

**Perceived Barriers to Reporting Discrimination**

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

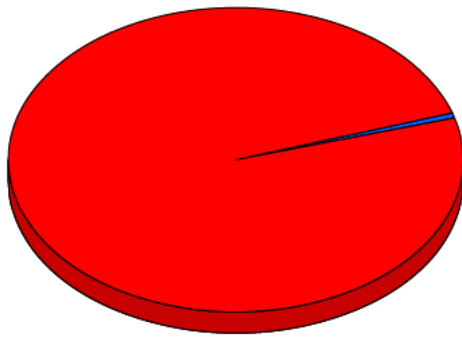
**Figure 3. Barriers to Reporting Discrimination**



“N/A” responses not included.

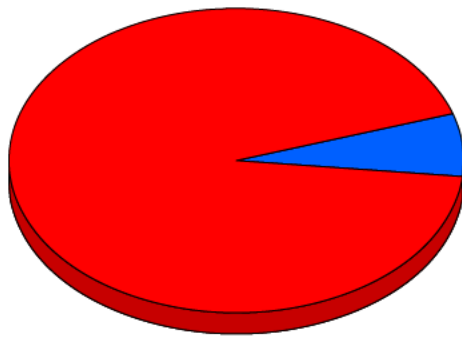
Experiences of Sexual Harassment

MEN



	Frequency	Percent
<b>YES</b>	4	0.68
<b>NO</b>	586	99.32
<b>Total</b>	590	100.00

WOMEN

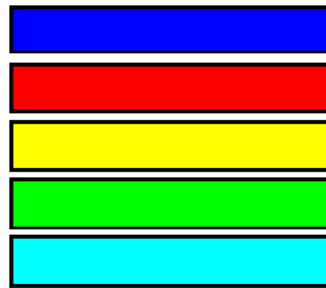
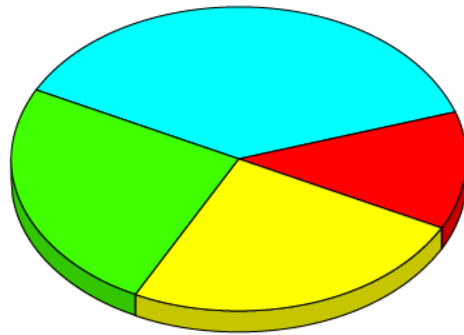


	Frequency	Percent
<b>YES</b>	4	6.78
<b>NO</b>	55	93.22
<b>Total</b>	59	100.00

**Actions Taken Following Incident of Sexual Harassment**

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

**Did you report any of the incidents of sexual harassment to someone in your organization?**



	Frequency	Percent
	0	0.00
	1	12.50
	2	25.00
	2	25.00
	3	37.50
<b>Total</b>	<b>8</b>	<b>100.00</b>

**Filed formal complaint through EO/EEO representative.**

**Reported incident through EO/EEO representative.**

**Reported incident to supervisor/superior.**

**Confronted individual.**

**Did not report the incident to anyone.**

“N/A” responses not included.



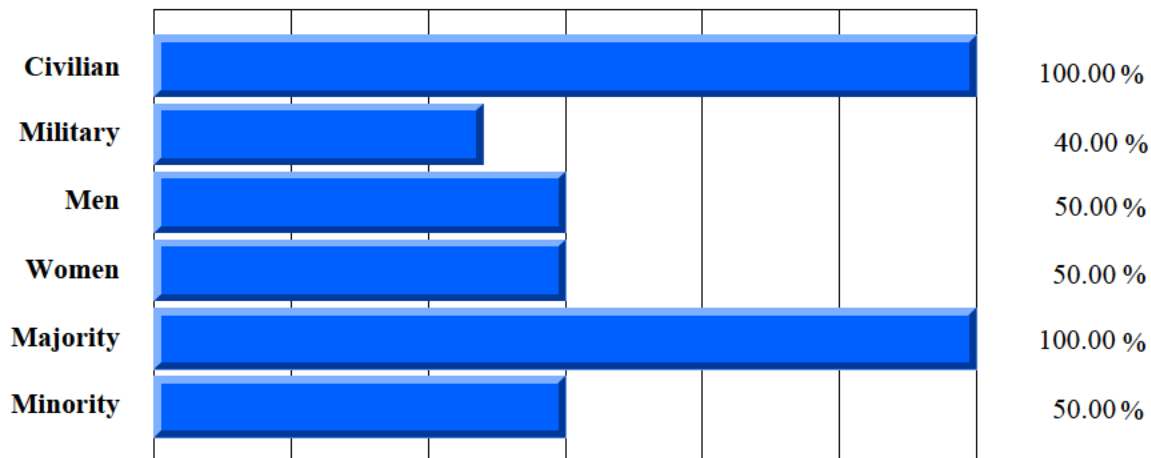
**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or Supervisor: Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

**Table 2. Reported Incident of Sexual Harassment by Demographic Breakout**

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	1	100.00	0	0.00	1	100.00
Military	2	40.00	3	60.00	5	100.00
Men	2	50.00	2	50.00	4	100.00
Women	1	50.00	1	50.00	2	100.00
Majority	1	100.00	0	0.00	1	100.00
Minority	1	50.00	1	50.00	2	100.00

**Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups**

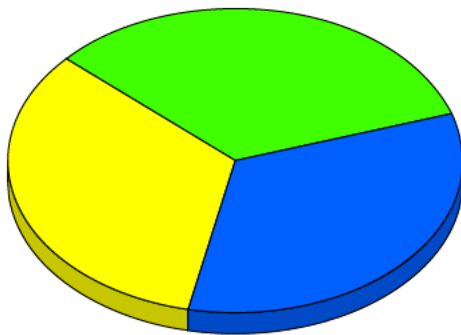


“N/A” responses not included.

**Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor**

**Figure 5. How satisfied are you with how your issue was (or is being) resolved?**

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.



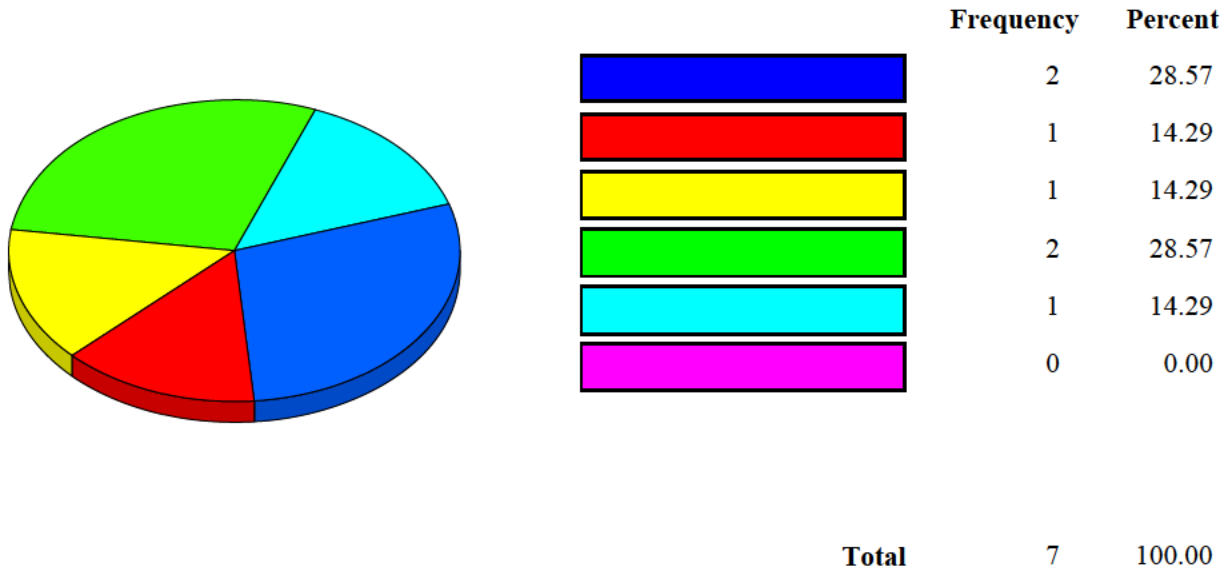
	Frequency	Percent
Very Dissatisfied	1	33.33
Somewhat Dissatisfied	0	0.00
Somewhat Satisfied	1	33.33
Very Satisfied	1	33.33
<b>Total</b>	<b>3</b>	<b>100.00</b>

“N/A” responses not included.

**Perceived Barriers to Reporting Sexual Harassment**

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

**Figure 6. Barriers to Reporting Sexual Harassment**



“N/A” responses not included.

### IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

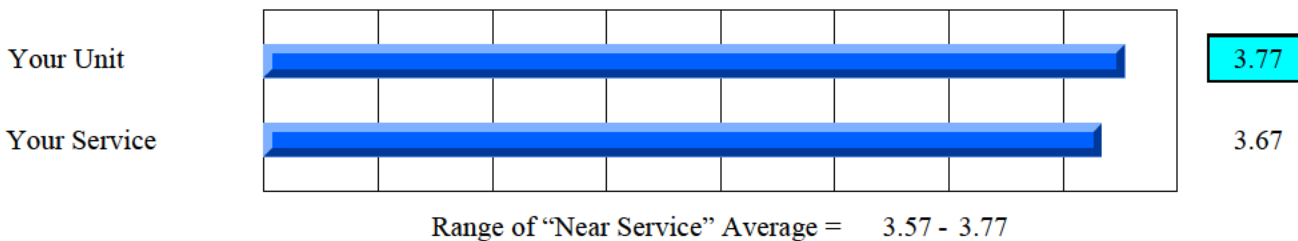
This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

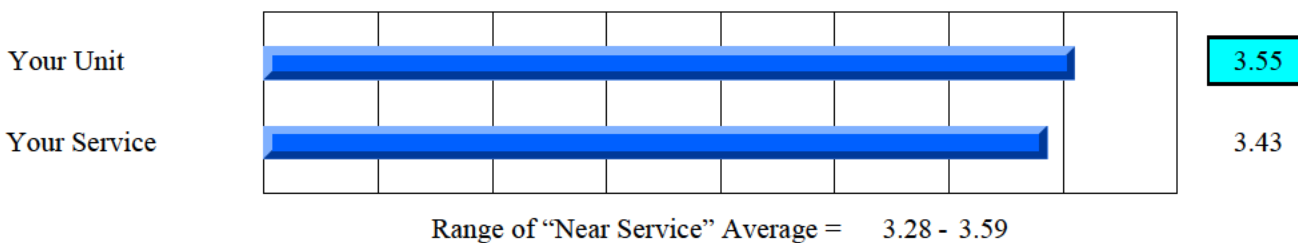
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.



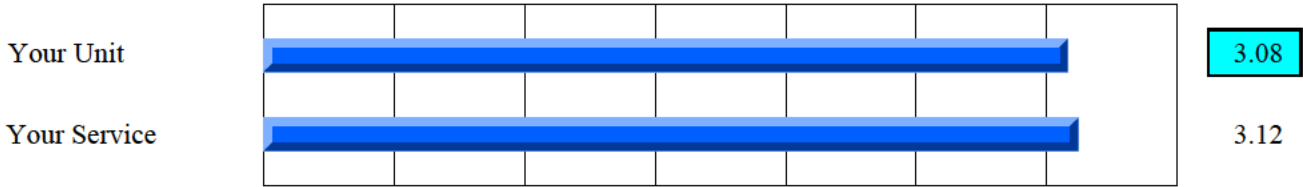
#### Perceptions of Safety



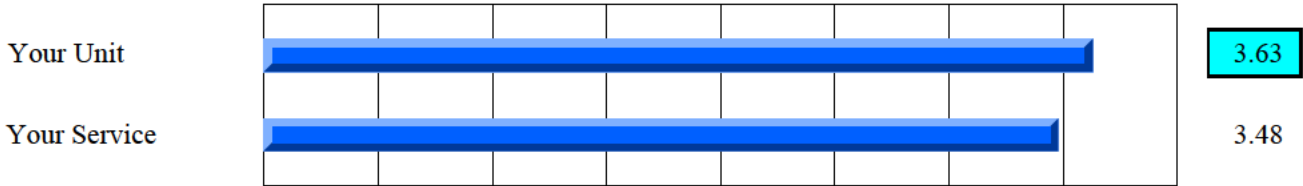
#### Chain of Command Support



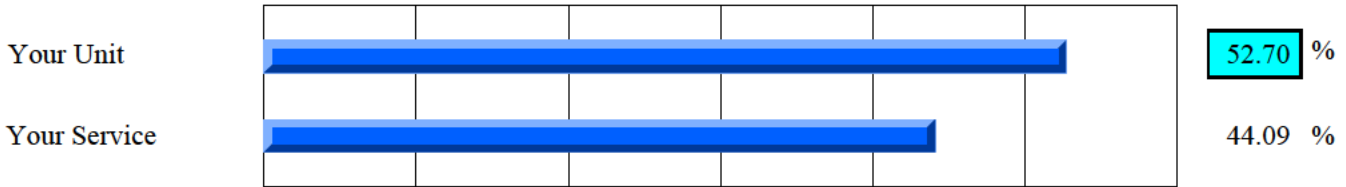
**Publicity of SAPR Information**



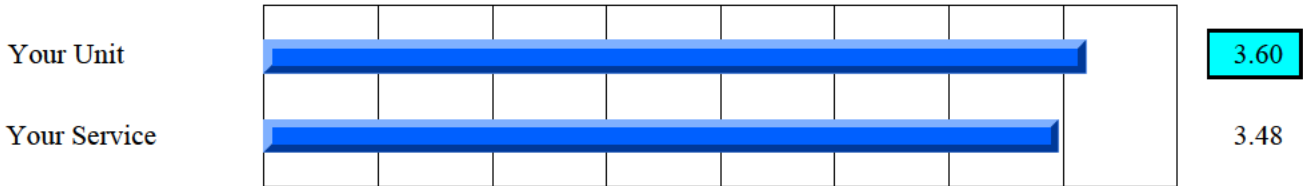
**Unit Reporting Climate**



**Zero Perceived Barriers to Reporting Sexual Assault**



**Unit Prevention Climate**



**Restricted Reporting Knowledge**



**Red = Below Service Average      Blue = Near Service Average      Green = Above Service Average**

### Perceptions of Safety

*Perceptions of Safety* refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Table 3. Respondents' Perceptions of Safety**

<b>To what extent do you feel safe from being sexually assaulted where you currently <u>live</u>:</b>	<b>Safe</b>		<b>Unsafe</b>		<b>Total</b>	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	126	96.18	5	3.82	131	100.00
Off-base/post/station	506	97.68	12	2.32	518	100.00
<b>To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u>:</b>	637	98.15	12	1.85	649	100.00

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you currently live?

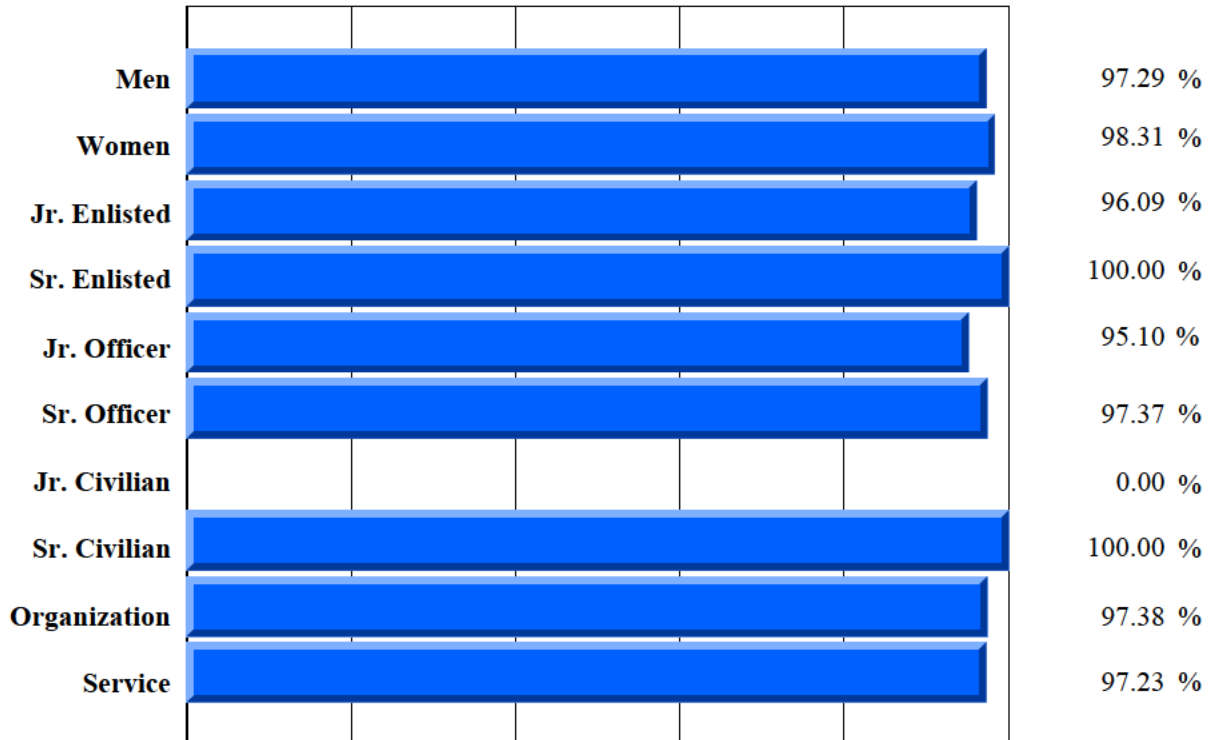


Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?





Recommendations:

While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

### Chain of Command Support

*Chain of Command Support* refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

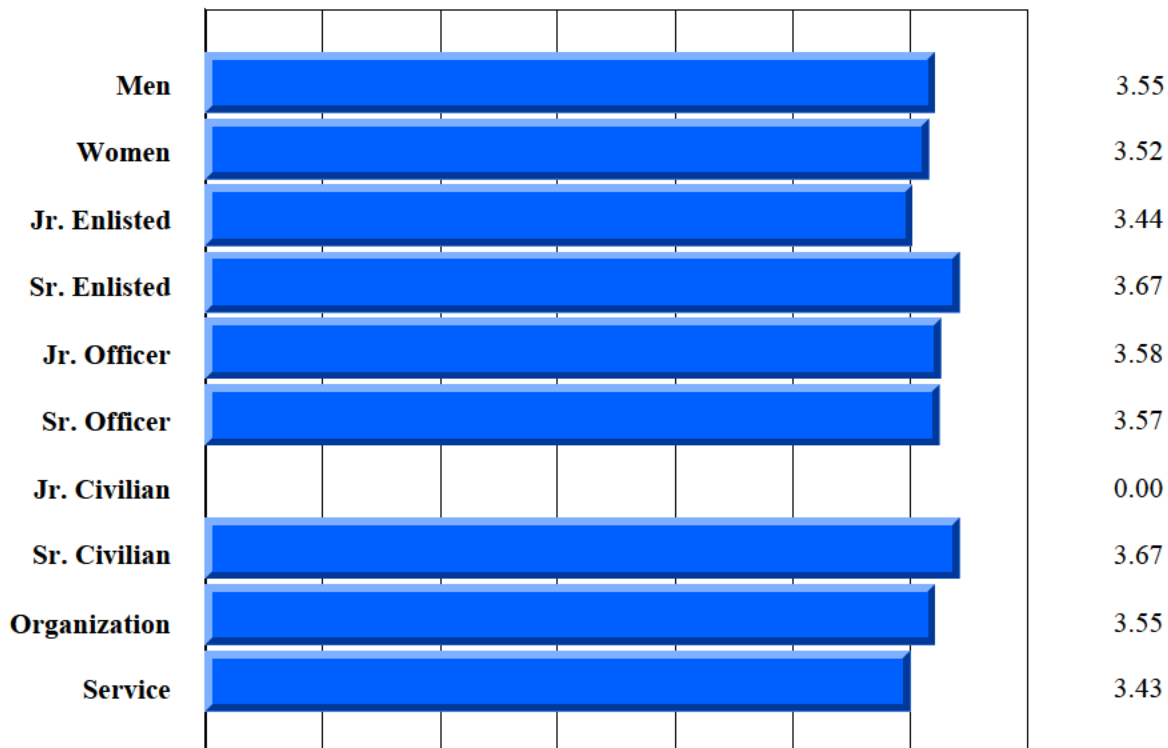
**Table 5. Respondents' Perceptions of Chain of Command Support**

<b>To what extent does your chain of command:</b>	<b>Favorable</b>		<b>Unfavorable</b>		<b>Total</b>	
	Number	Percent	Number	Percent	Number	Percent
<b>Promote a unit climate based on “respect and trust”</b>	534	82.66	112	17.34	646	100.00
<b>Refrain from sexist comments and behaviors</b>	615	95.20	31	4.80	646	100.00
<b>Actively discourage sexist comments and behaviors</b>	597	92.41	49	7.59	646	100.00
<b>Provide sexual assault prevention and response training that interests and engages you</b>	551	85.29	95	14.71	646	100.00
<b>Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior</b>	608	94.12	38	5.88	646	100.00
<b>Encourage victims to report sexual assault</b>	608	94.12	38	5.88	646	100.00
<b>Create an environment where victims feel comfortable reporting sexual assault</b>	608	94.12	38	5.88	646	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 9. Respondents’ Perceptions of Chain of Command Support by Demographic Subgroups**



Recommendations:

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
- Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

Additional Resources:

Training materials and discussion guides that can be used in smaller groups are available at [www.sapr.mil](http://www.sapr.mil). Also, follow links on [sapr.mil](http://sapr.mil) to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

### Publicity of SAPR Information

*Publicity of SAPR Information* refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

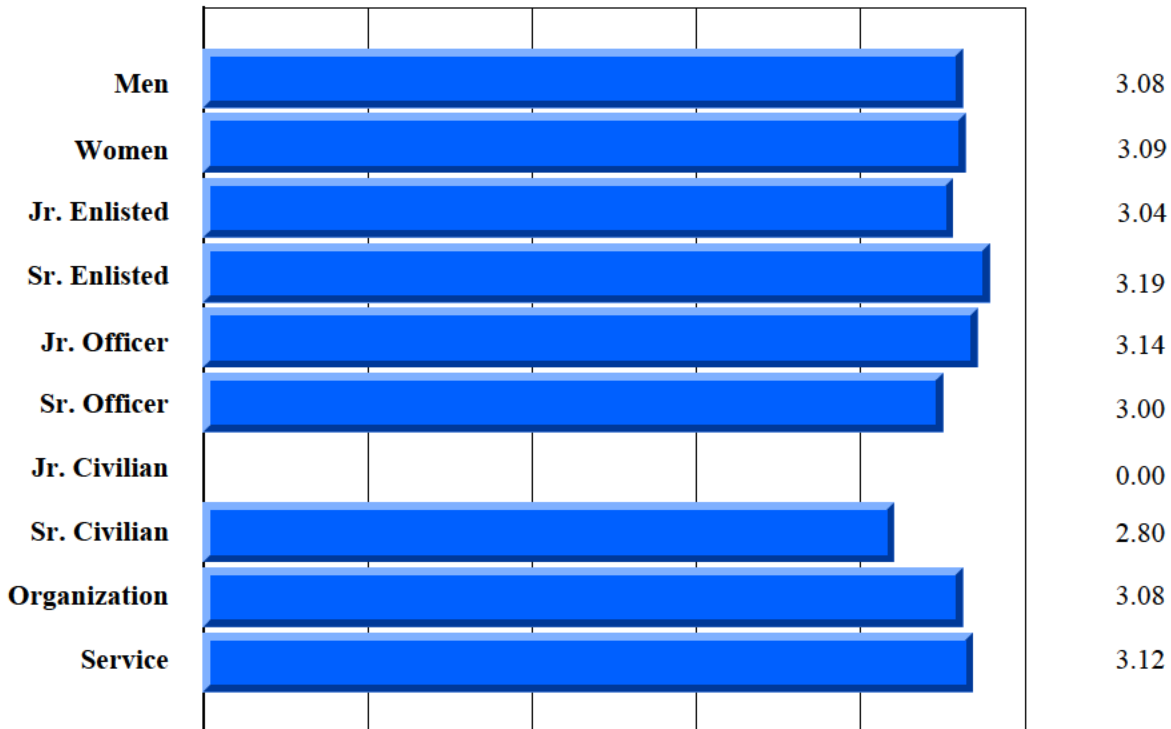
**Table 6. Respondents' Perceptions of Publicity of SAPR Information**

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service</b>	407	63.00	239	37.00	646	100.00
<b>Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)</b>	570	88.24	76	11.76	646	100.00
<b>Publicize the Restricted (confidential) Reporting option for sexual assault</b>	493	76.32	153	23.68	646	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the three publicity questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 10. Respondents’ Perceptions of Publicity of SAPR Information by Demographic Subgroups**



Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:
  - Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
  - Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
  - Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline ([www.safehelpline.org](http://www.safehelpline.org)) as an anonymous, free, and available worldwide 24 hours a day resource.
  - Disseminate policy letters against sexism, sexual harassment, and sexual assault.
  
- Publicize SAPR information in response to a sexual assault allegation made in your unit:
  - Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
  - Actively discourage rumors and speculation about the allegation.
  - Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
  - To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.
  - When all personnel are held appropriately accountable for their behavior, the unit climate of trust and safety is enhanced and personnel may feel safer coming forward with issues or incident reports. An example of a practice that promotes accountability includes: Publicizing the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations (Excerpted from the 2014-2016 DoD Sexual Assault Prevention Strategy, Section 5).



Additional Resources:

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit [www.sapr.mil](http://www.sapr.mil) for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting [www.sapr.mil](http://www.sapr.mil) and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit [www.safehelpline.org](http://www.safehelpline.org) for outreach materials.

Visit [www.deomi.org](http://www.deomi.org) for sexual assault awareness observance posters.

### Unit Reporting Climate

*Unit Reporting Climate* measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive *Unit Reporting Climate* behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

**Table 7. Respondents' Perceptions of Unit Reporting Climate**

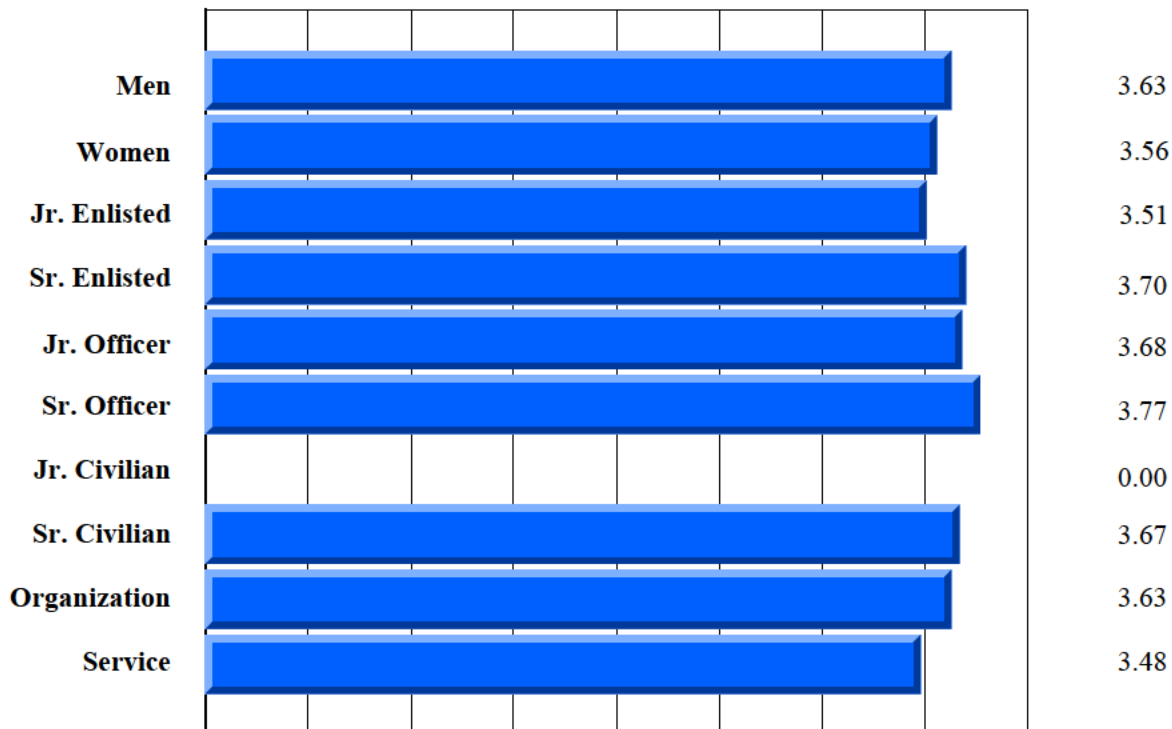
If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	629	97.07	19	2.93	648	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	614	94.75	34	5.25	648	100.00
The chain of command would forward the report outside the unit to criminal investigators.	587	90.59	61	9.41	648	100.00
The chain of command would take steps to protect the safety of the person making the report.	626	96.60	22	3.40	648	100.00
The chain of command would support the person making the report.	628	96.91	20	3.09	648	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	616	95.06	32	4.94	648	100.00

<b>Unit members would label the person making the report a troublemaker (*).</b>	534	82.41	114	17.59	648	100.00
<b>Unit members would support the person making the report.</b>	612	94.44	36	5.56	648	100.00
<b>The offender(s) or their associates would retaliate against the person making the report (*).</b>	526	81.17	122	18.83	648	100.00
<b>The career of the person making the report would suffer (*).</b>	541	83.49	107	16.51	648	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups**



## Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:
  - Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.
  - Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.
- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:
  - All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
  - Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
  - Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

- o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.
- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

### Perceived Barriers to Reporting Sexual Assault

*Perceived Barriers to Reporting Sexual Assault* refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

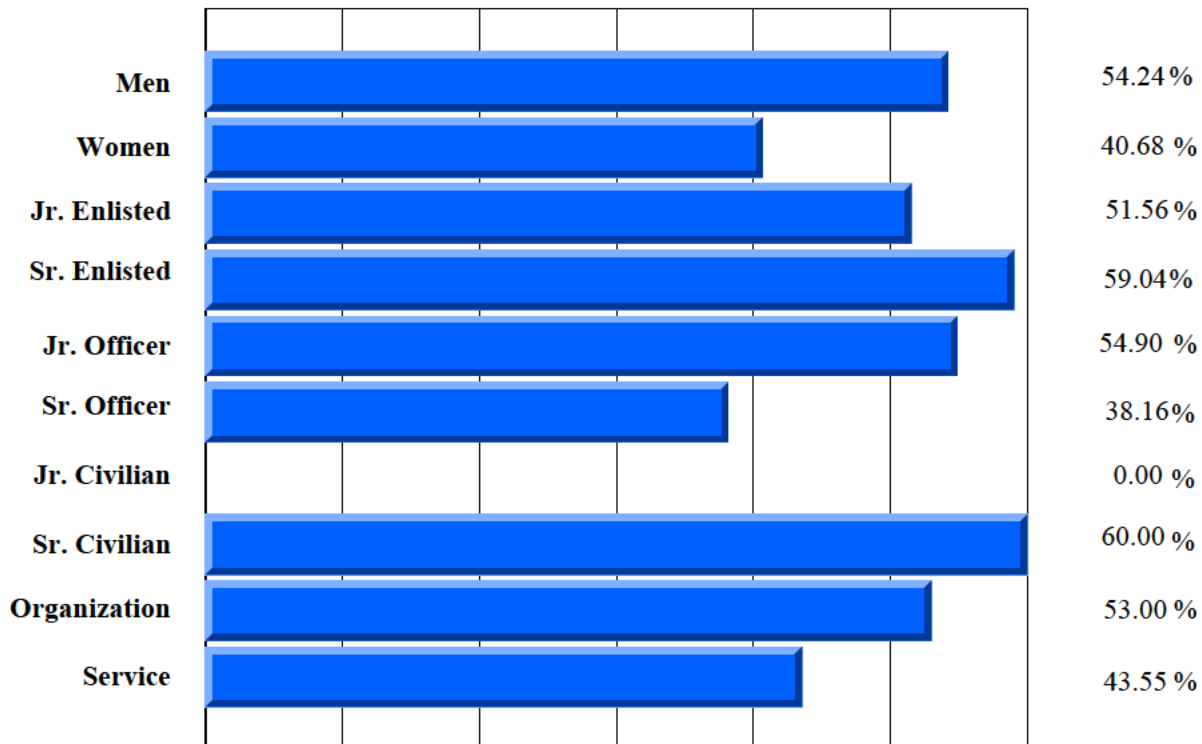
**Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault**

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	116	17.87	533	82.13	649	100.00
Loss of privacy/confidentiality.	162	24.96	487	75.04	649	100.00
Fear of professional retaliation for making the report.	83	12.79	566	87.21	649	100.00
Fear of social retaliation for making the report.	124	19.11	525	80.89	649	100.00
Lack of confidence in the military justice system.	113	17.41	536	82.59	649	100.00
Lack of confidence in the chain of command.	72	11.09	577	88.91	649	100.00
Takes too much time and effort to report.	53	8.17	596	91.83	649	100.00
Not knowing how to make a sexual assault report.	36	5.55	613	94.45	649	100.00
Another reason other than what is provided above.	57	8.78	592	91.22	649	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	342	52.70	307	47.30	649	100.00

Analyzing Responses based on Demographic Subgroups:

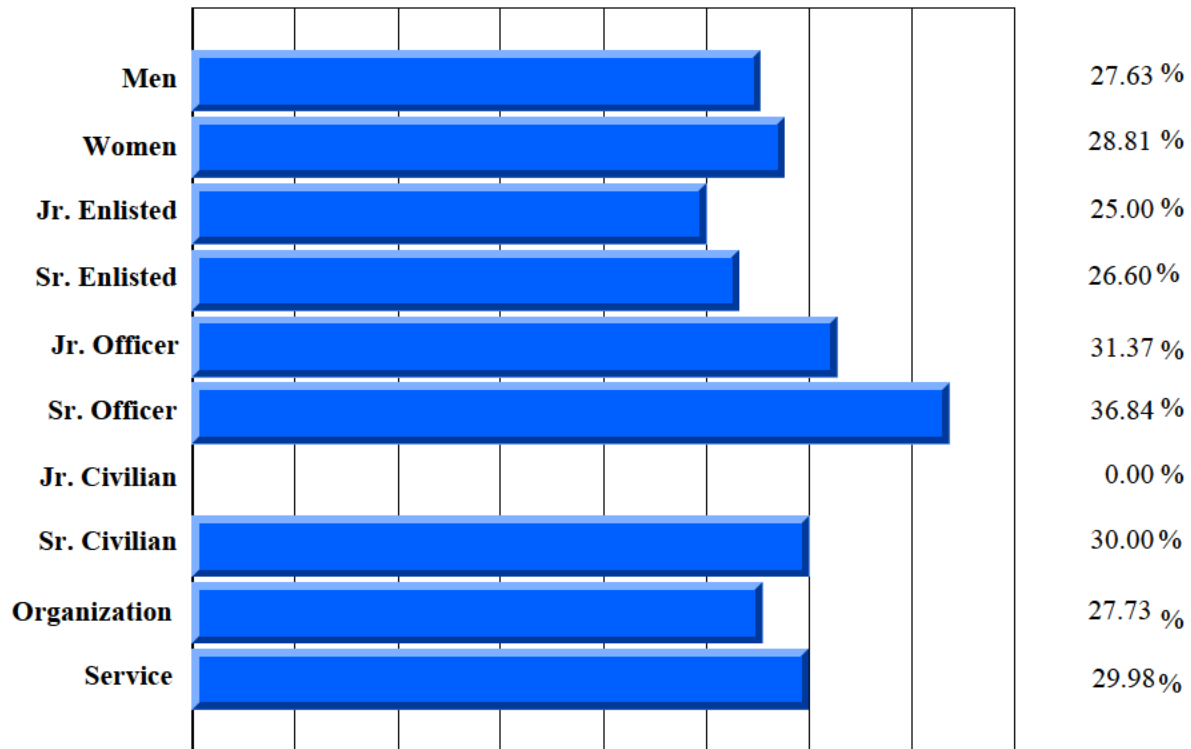
The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups**

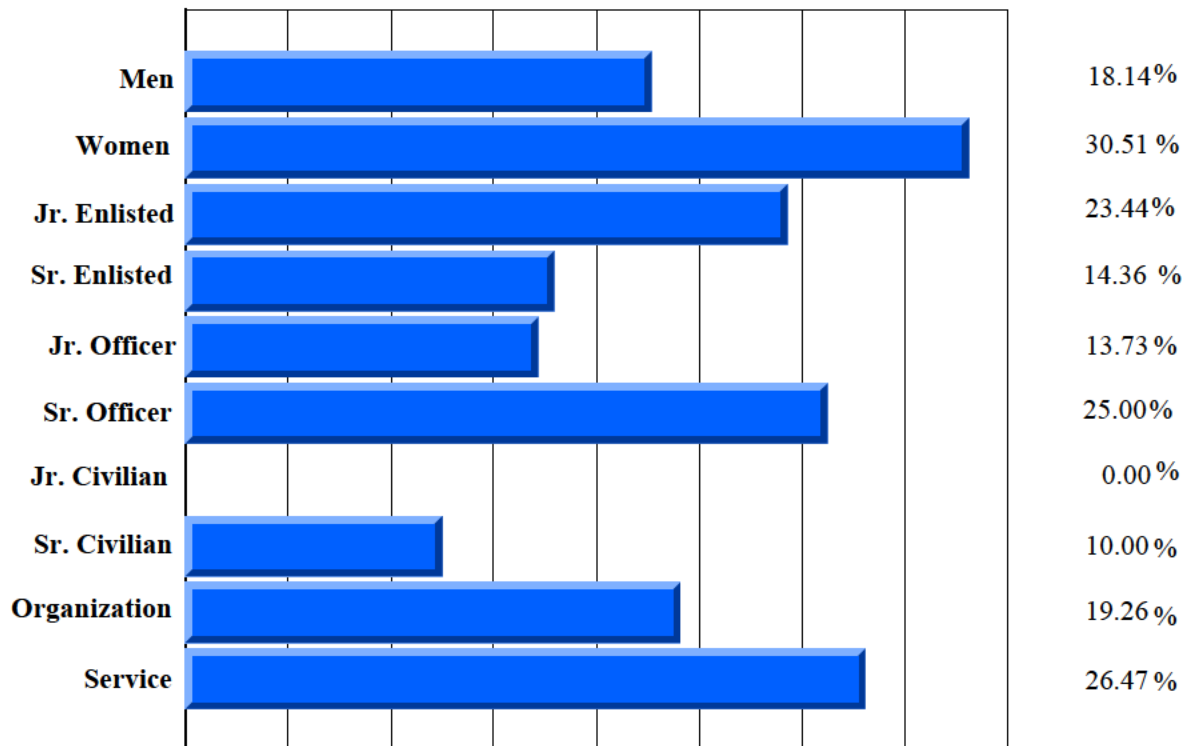




**Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups**



Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

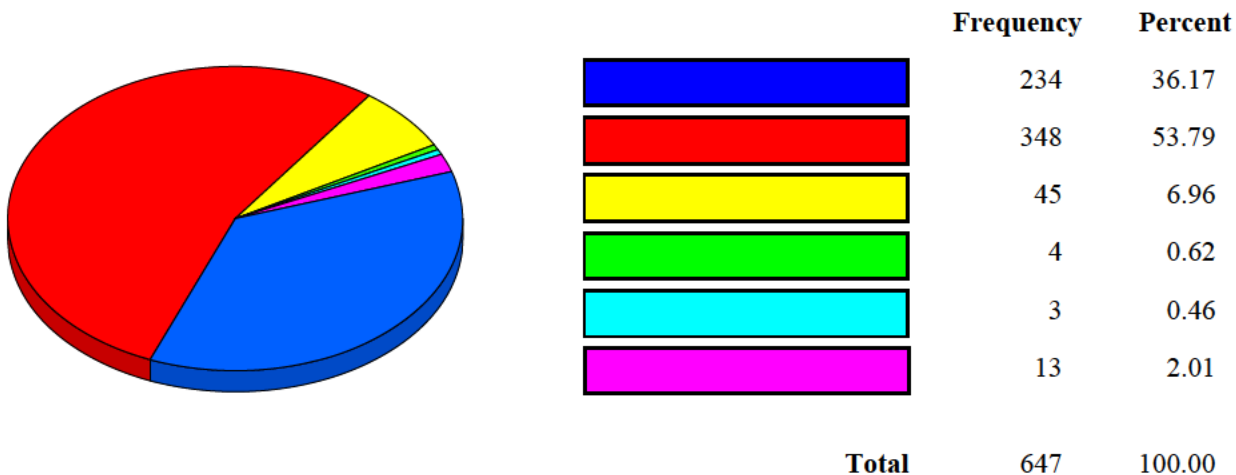
- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
- Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
- As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

**Unit Prevention Climate (Bystander Intervention)**

*Unit Prevention Climate*, also known as *Bystander Intervention Climate*, refers to individuals’ intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

**Figure 15. Responses to Bystander Intervention *Action* Question**

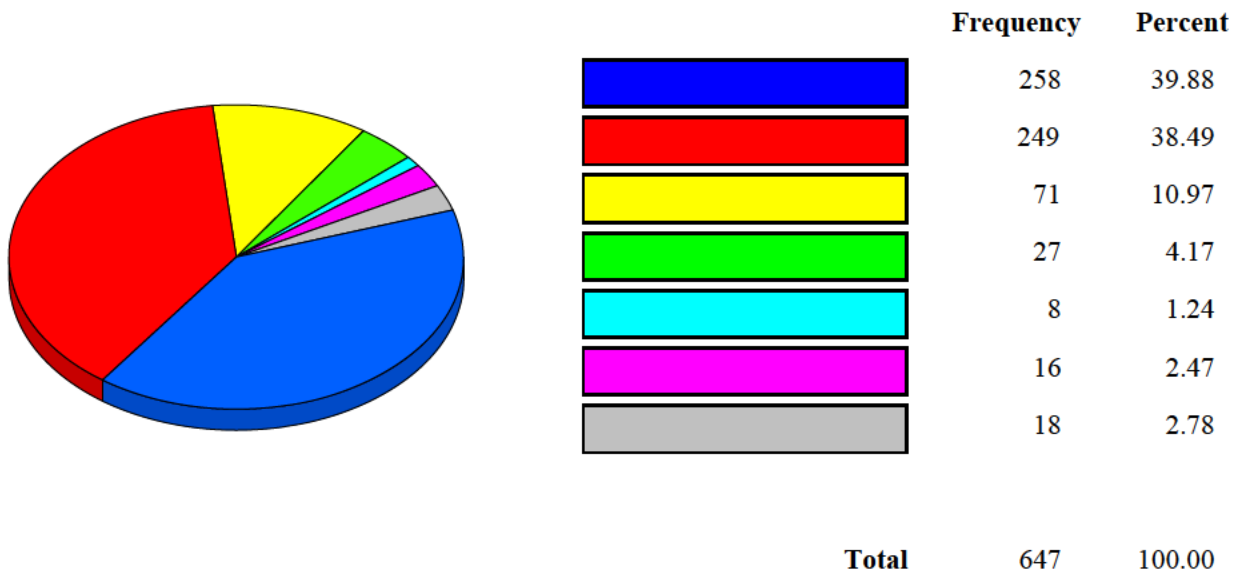
Suppose you see someone secretly putting something in another person’s drink. You’re unsure what it was. Which of the following are you most likely to do in this kind of situation?



- Confront the person.
- Tell the drink owner what you saw.
- Seek assistance from someone to help deal with the situation.
- Watch the situation to see if it escalates.
- Leave to avoid any kind of trouble.
- Nothing.

Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go to a bar with a group of people whom you just met. What is the earliest point at which you would intervene in the following escalating situation? (Select one)

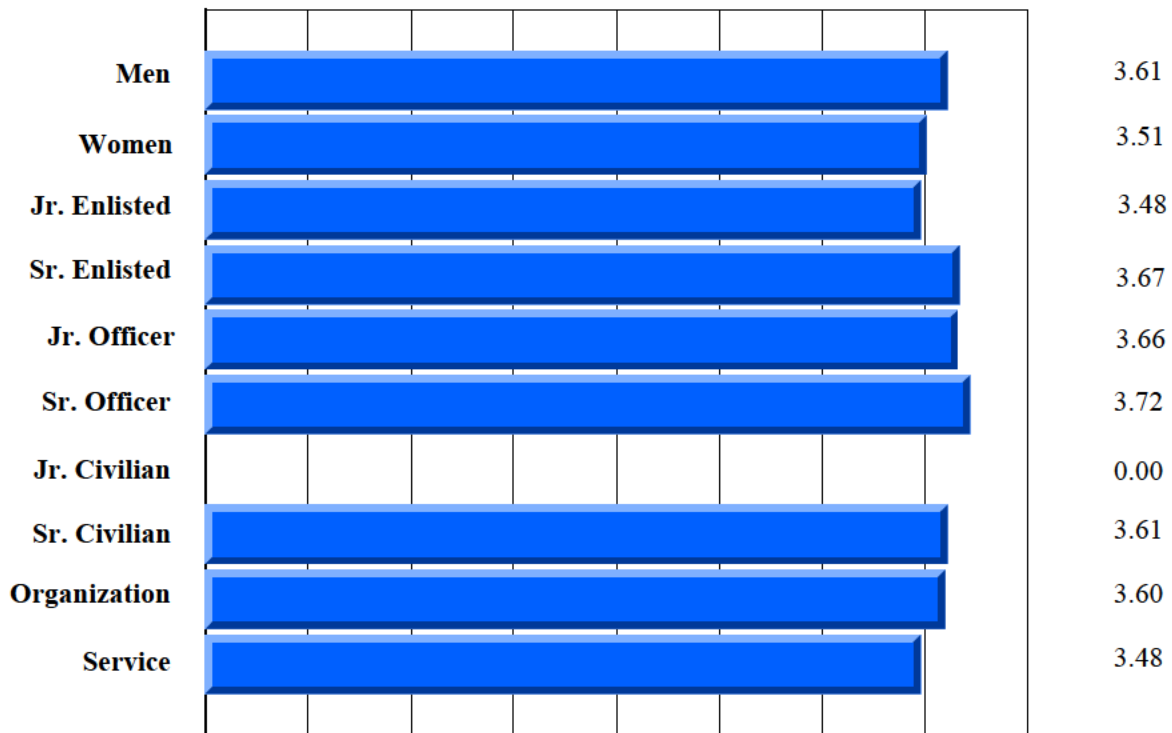


- A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.**
- The senior leader buys a second and third drink for the same person despite his/her repeated objections.**
- The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.**
- The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.**
- You see the senior leader quietly escorting the intoxicated person out of the bar.**
- As they leave, the person resists the senior leader and says, "No."**
- In this scenario, I would not intervene at any point.**

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 17. Unit Prevention Climate Index by Demographic Subgroups**

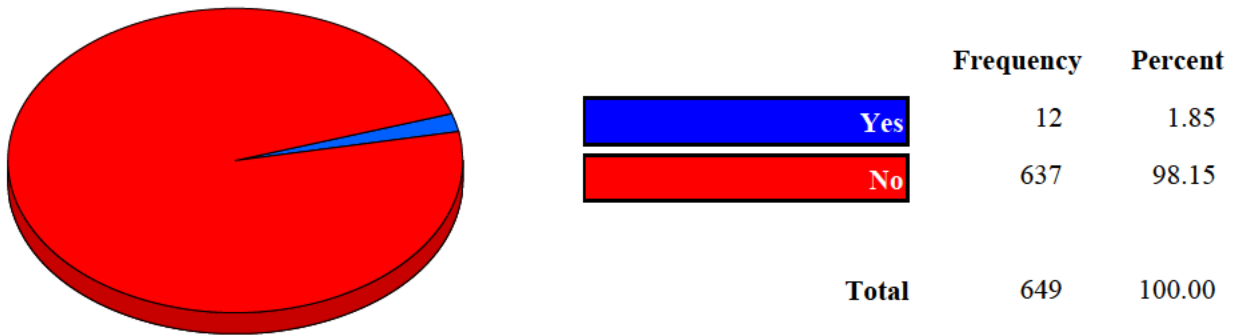


**Prevalence of Respondents Observing High Risk Situations and Responses**

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

**Figure 18. Percentage of Respondents who Observed a High Risk Situation**

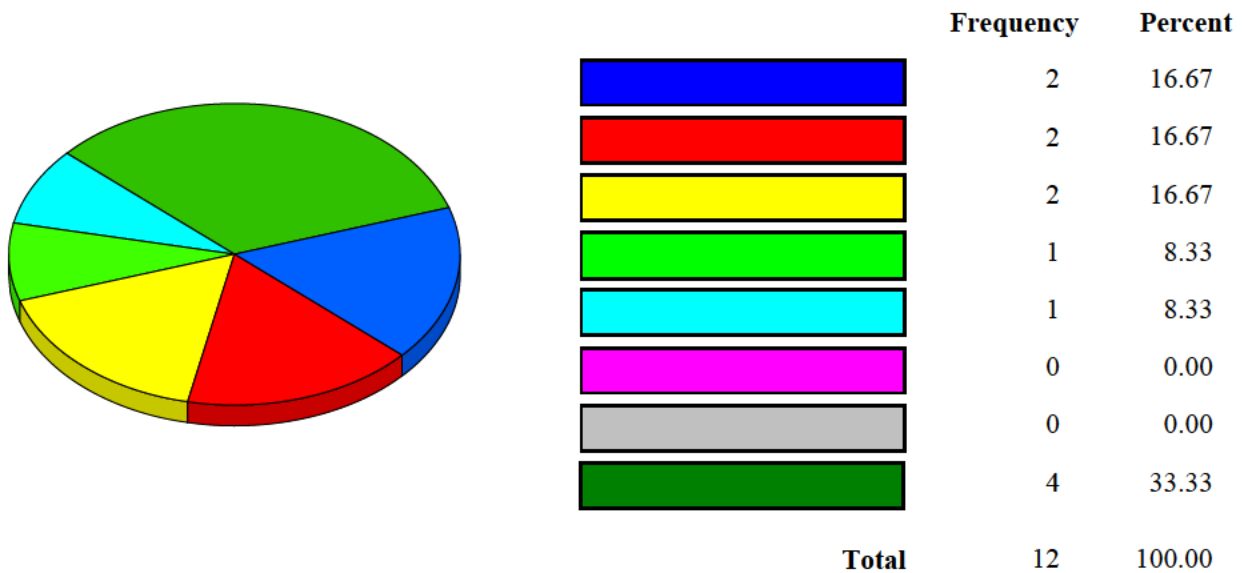
**In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

Figure 19. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the response that most closely resembles your actions:



- I stepped in and separated the people involved in the situation.**
- I asked the person who appeared to be at risk if they needed help.**
- I confronted the person who appeared to be causing the situation.**
- I created a distraction to cause one or more of the people to disengage from the situation.**
- I asked others to step in as a group and diffuse the situation.**
- I told someone in a position of authority about the situation.**
- I considered intervening in the situation, but I could not safely take any action.**
- I decided to not take action.**

Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by “practicing what you preach.” Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
  - **A**ssess for safety. Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
  - **B**e with others. If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
  - **C**are for the person. Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

#### Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for Active Bystander Training material.



### Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, “All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel (see footnote below table) can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and Military Police Officer” are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

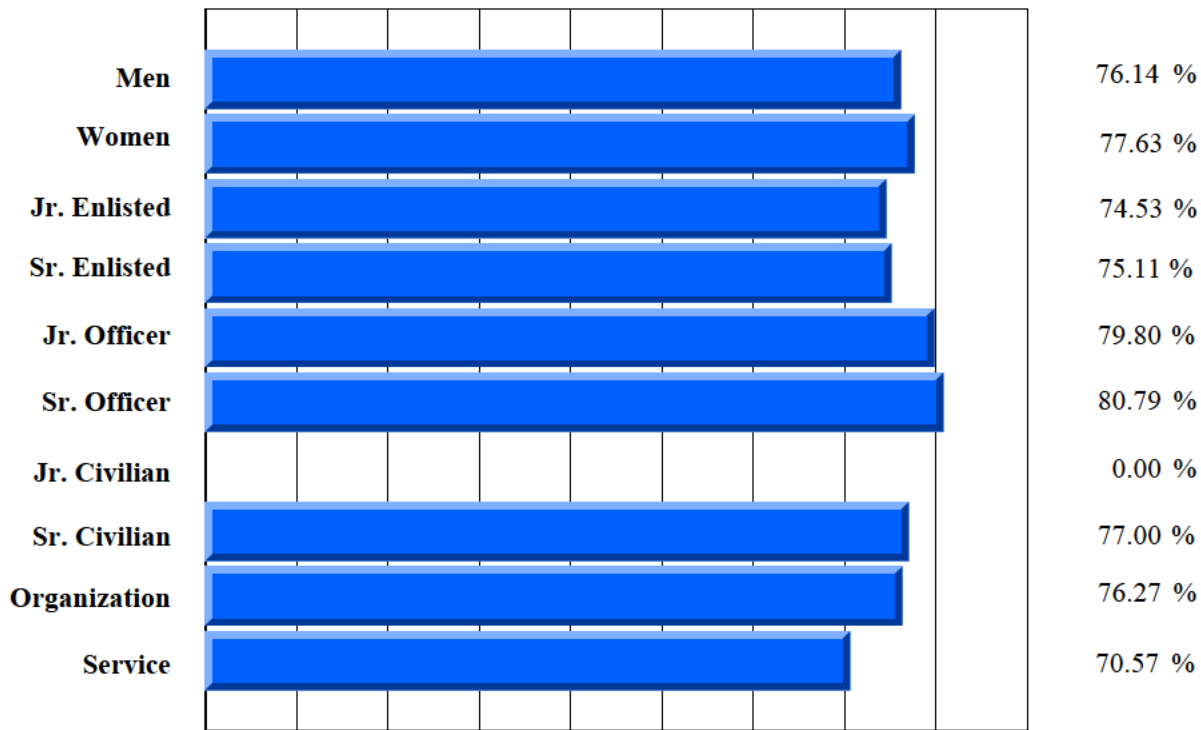
**Table 9. Respondents’ Restricted Reporting Knowledge**

Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Sexual Assault Response Coordinator</b>	567	87.37	82	12.63	649	100.00
<b>Victim Advocate</b>	534	82.28	115	17.72	649	100.00
<b>Military Service Healthcare Personnel</b>	539	83.05	110	16.95	649	100.00
<b>Anyone in my chain of command</b>	464	71.49	185	28.51	649	100.00
<b>Criminal investigator and Military Police Officer</b>	371	57.16	278	42.84	649	100.00

Footnote: Laws vary from state to state regarding the authority of Military Service Healthcare Personnel to receive Restricted Reports. Therefore, the response options for “Military Service Healthcare Personnel” reads “Yes, can take a Restricted Report (assuming state law permits)” and “No, cannot take a Restricted Report in any state.” Please check with your local Sexual Assault Response Coordinator for more information on local state laws to verify if sexual assault victims who seek medical care or sexual assault forensic exams can make a Restricted Report to health care providers.

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 20. Respondents’ Restricted Reporting Knowledge by Demographic Subgroups**



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department’s preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims’ services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

51  
A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

#### Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for SAPR training material, webcasts, research, DoD regulations and policies, and more.

## V. CLIMATE FACTOR SUBGROUP COMPARISONS

### Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.73	3.58	3.15	3.61	53.33	3.55	75.67
Majority	3.83	3.57	3.09	3.68	53.53	3.68	76.94
Women	3.58	3.52	3.09	3.56	40.68	3.51	77.63
Men	3.79	3.55	3.08	3.63	53.90	3.61	76.14
Officer	3.81	3.57	3.08	3.72	47.75	3.68	80.22
Enlisted	3.75	3.54	3.10	3.59	54.28	3.56	74.77
Junior Enlisted	3.65	3.44	3.04	3.51	51.17	3.48	74.53
Senior Enlisted	3.89	3.67	3.19	3.70	58.51	3.67	75.11
Junior Officer	3.80	3.58	3.14	3.68	54.90	3.66	79.80
Senior Officer	3.83	3.57	3.00	3.77	38.16	3.72	80.79
Military	3.77	3.55	3.10	3.63	52.41	3.59	76.33
Civilian	3.77	3.65	2.77	3.64	59.09	3.60	77.27
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	3.80	3.67	2.80	3.67	60.00	3.61	77.00

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

## Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority	3.14	3.04	3.08	3.11	3.04	3.05	3.00	3.02	3.14	2.76
Majority	3.13	2.91	2.96	3.08	2.89	3.01	2.96	2.94	3.11	2.79
Women	2.97	2.85	2.89	2.88	2.80	2.88	2.83	2.82	2.97	2.62
Men	3.07	2.87	2.96	3.06	2.88	2.95	2.92	2.91	3.07	2.72
Officer	3.28	3.09	3.07	3.18	3.02	3.15	3.05	3.01	3.19	2.87
Enlisted	2.96	2.78	2.90	2.99	2.81	2.85	2.86	2.86	3.00	2.65
Junior Enlisted	2.82	2.71	2.82	2.95	2.75	2.74	2.80	2.78	2.99	2.64
Senior Enlisted	3.14	2.88	3.00	3.05	2.90	3.00	2.94	2.96	3.01	2.66
Junior Officer	3.21	3.01	2.97	3.10	2.93	3.06	2.98	2.99	3.12	2.88
Senior Officer	3.39	3.18	3.21	3.29	3.14	3.27	3.14	3.04	3.30	2.85
Military	3.05	2.87	2.95	3.05	2.87	2.94	2.91	2.90	3.05	2.71
Civilian	3.45	3.09	3.15	3.06	3.03	3.31	3.07	3.03	3.17	2.98
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	3.52	3.12	3.17	3.06	3.04	3.36	3.10	3.06	3.20	3.02

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demean Behavior	Hazing Behavior
Minority	3.23	3.40	3.32	3.26	3.06	3.30	3.06	3.36	3.18	3.44
Majority	3.30	3.42	3.40	3.39	3.31	3.47	3.40	3.44	3.26	3.51
Women	2.98	3.19	2.98	3.10	2.90	3.07	2.90	3.25	3.07	3.44
Men	3.29	3.43	3.37	3.36	3.22	3.42	3.31	3.39	3.20	3.47
Officer	3.33	3.50	3.48	3.47	0.00	3.56	0.00	3.51	3.36	3.59
Enlisted	3.25	3.38	3.29	3.29	0.00	3.33	0.00	3.33	3.11	3.40
Junior Enlisted	3.17	3.28	3.20	3.19	0.00	3.24	0.00	3.25	3.02	3.33
Senior Enlisted	3.36	3.50	3.41	3.42	0.00	3.45	0.00	3.43	3.22	3.50
Junior Officer	3.27	3.45	3.44	3.38	0.00	3.52	0.00	3.46	3.22	3.52
Senior Officer	3.41	3.57	3.52	3.61	0.00	3.61	0.00	3.57	3.56	3.69
Military	3.27	3.41	3.34	3.34	0.00	3.39	0.00	3.38	3.18	3.46
Civilian	3.09	3.20	3.23	3.23	3.12	3.17	3.18	3.23	3.36	3.73
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	3.10	3.20	3.25	3.25	3.13	3.20	3.20	3.25	3.42	3.75

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

## VI. OVERALL UNIT SUMMARY

The figures below compare your organization’s average for each climate factor against your Service’s average. The box to the right of each figure containing your organization’s average will be color-coded blue, red, or green. Blue indicates your organization’s average falls within the Range of “Near Service Average” values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

### Organizational Commitment



Range of “Near Service” Average = 2.64 - 3.08

### Trust in Leadership



Range of “Near Service” Average = 2.58 - 3.01

### Organizational Performance



Range of “Near Service” Average = 2.64 - 3.01

### Organizational Cohesion



Range of “Near Service” Average = 2.71 - 3.07

### Leadership Cohesion



Range of “Near Service” Average = 2.57 - 2.98

### Job Satisfaction



Range of “Near Service” Average = 2.63 - 3.07

<b>Red = Below Service Average</b>	<b>Blue = Near Service Average</b>	<b>Green = Above Service Average</b>
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**Organizational Processes**



Range of "Near Service" Average = 2.65 - 3.00

**Diversity Management**



Range of "Near Service" Average = 2.69 - 3.02

**Help Seeking Behaviors**



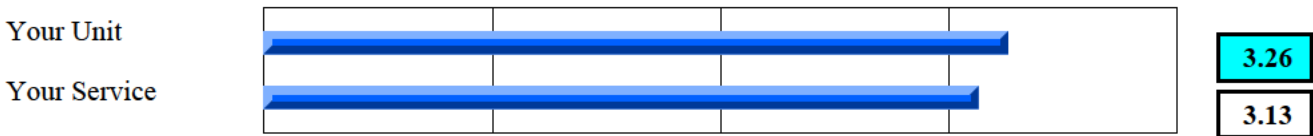
Range of "Near Service" Average = 2.91 - 3.14

**Exhaustion**



Range of "Near Service" Average = 2.37 - 2.80

**Sexist Behaviors**



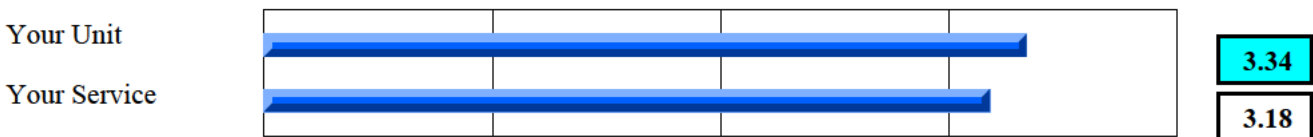
Range of "Near Service" Average = 2.95 - 3.30

**Sexual Harassment**



Range of "Near Service" Average = 3.13 - 3.38

**Sex Discrimination**



Range of "Near Service" Average = 3.04 - 3.34

**Red = Below Service Average      Blue = Near Service Average      Green = Above Service Average**



**Racist Behaviors**



Range of "Near Service" Average = 3.01 - 3.36

**Disability Discrimination**



Range of "Near Service" Average = 2.93 - 3.27

**Racial Discrimination**



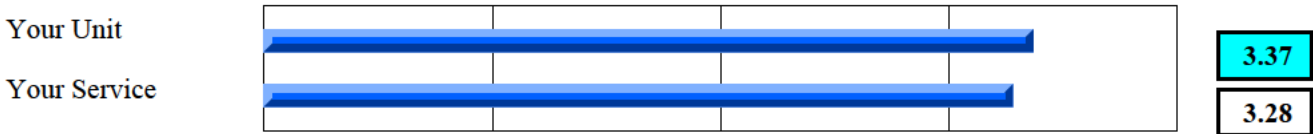
Range of "Near Service" Average = 3.07 - 3.36

**Age Discrimination**



Range of "Near Service" Average = 2.93 - 3.27

**Religious Discrimination**



Range of "Near Service" Average = 3.16 - 3.39

**Demeaning Behaviors**



Range of "Near Service" Average = 2.82 - 3.19

**Hazing Behaviors**



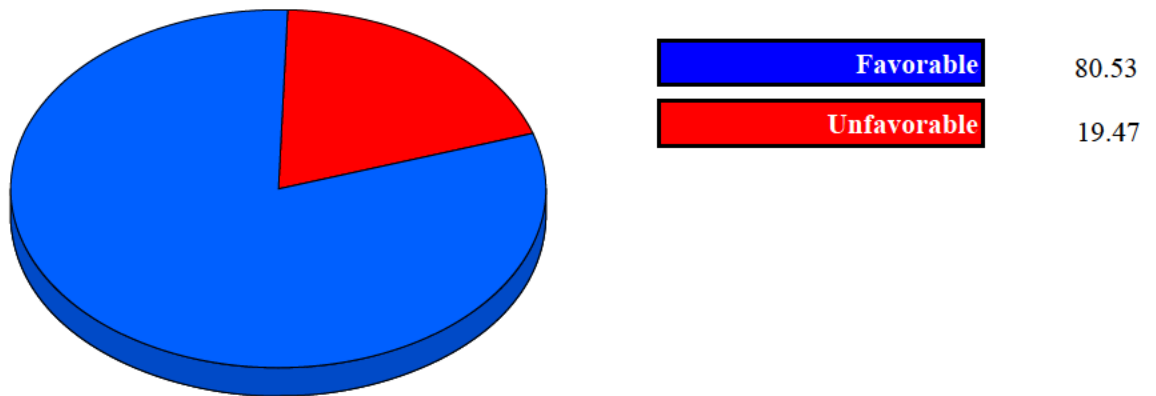
Range of "Near Service" Average = 3.15 - 3.49

**Red = Below Service Average      Blue = Near Service Average      Green = Above Service Average**

## VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

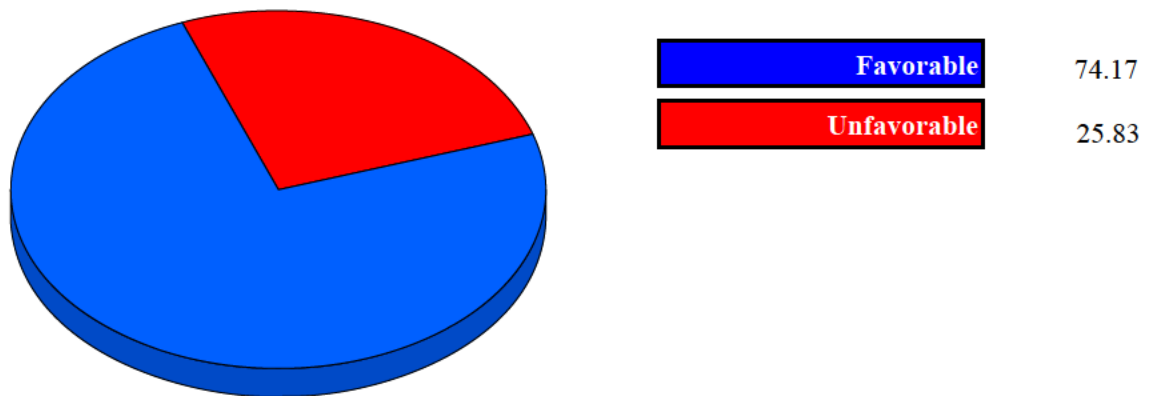
### Organizational Commitment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	554	85.36	95	14.64	649	100.00
I feel a strong sense of belonging to this organization.	475	73.19	174	26.81	649	100.00
I am proud to tell others that I belong to this organization.	539	83.05	110	16.95	649	100.00
<b>Overall Average</b>	1,568	80.53	379	19.47	1,947	100.00



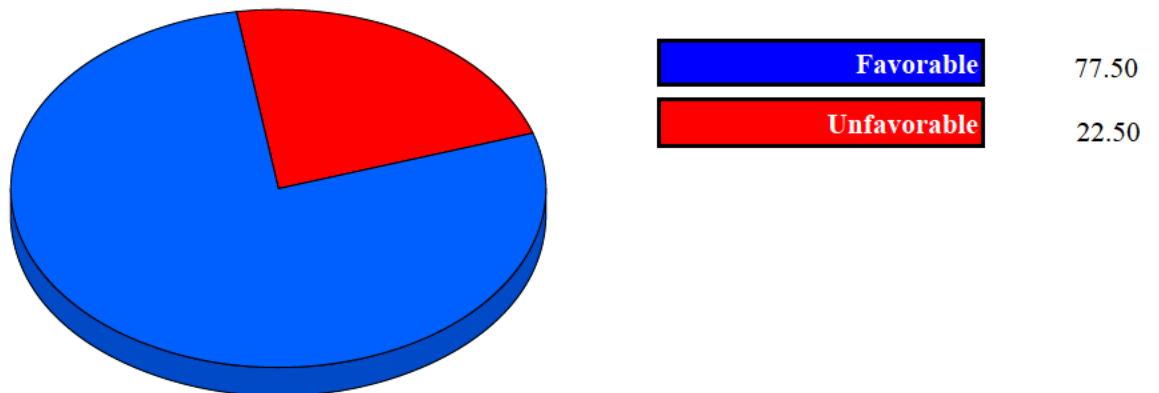
## Trust in Leadership

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	509	78.43	140	21.57	649	100.00
I trust that my organization's leadership will represent my best interests.	459	70.72	190	29.28	649	100.00
I trust that my organization's leadership will support my career advancement.	476	73.34	173	26.66	649	100.00
<b>Overall Average</b>	<b>1,444</b>	<b>74.17</b>	<b>503</b>	<b>25.83</b>	<b>1,947</b>	<b>100.00</b>



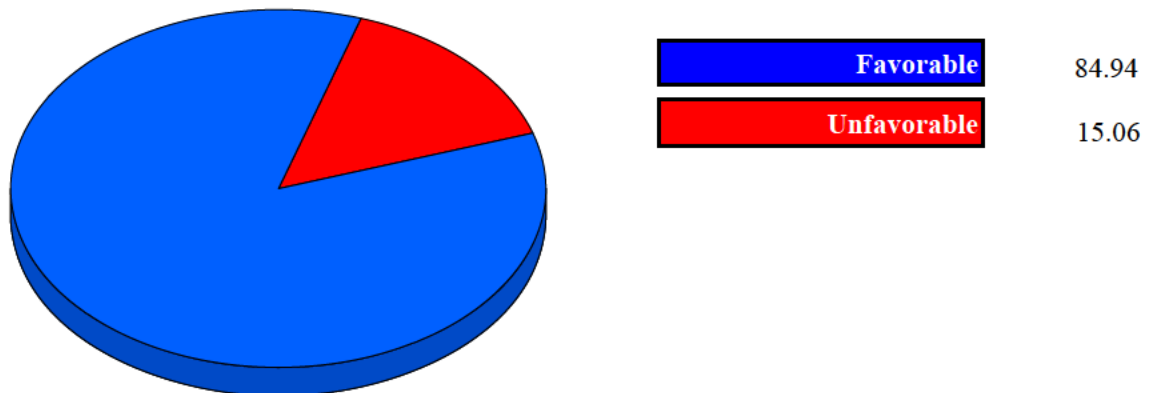
## Organizational Performance

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	497	76.58	152	23.42	649	100.00
My organization's performance, compared to similar organizations, is high.	528	81.36	121	18.64	649	100.00
My organization makes good use of available resources to accomplish its mission.	502	77.35	147	22.65	649	100.00
All members of my organization make valuable contributions to completing tasks.	485	74.73	164	25.27	649	100.00
<b>Overall</b>	<b>2,012</b>	<b>77.50</b>	<b>584</b>	<b>22.50</b>	<b>2,596</b>	<b>100.00</b>



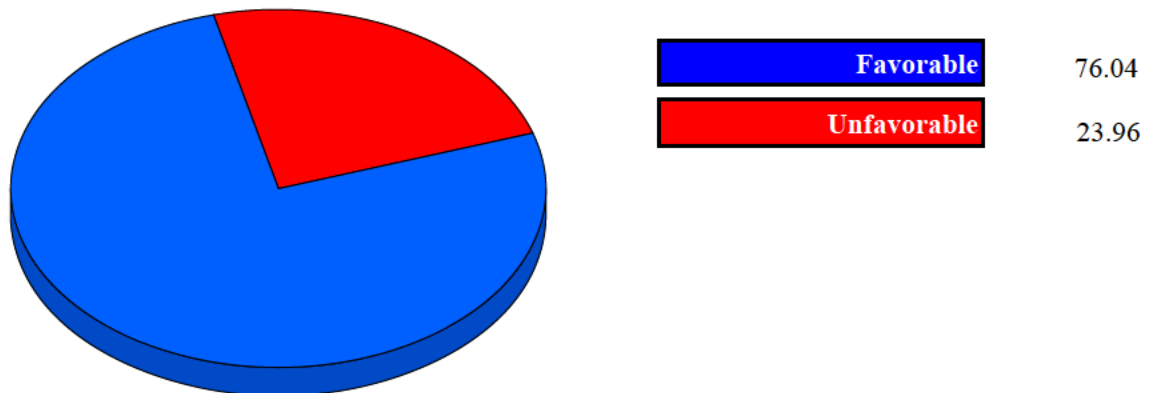
## Organizational Cohesion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	504	77.66	145	22.34	649	100.00
Members support each other to get the job done.	572	88.14	77	11.86	649	100.00
Members work well together as a team.	561	86.44	88	13.56	649	100.00
Members look out for each other's welfare.	568	87.52	81	12.48	649	100.00
<b>Overall</b>	<b>2,205</b>	<b>84.94</b>	<b>391</b>	<b>15.06</b>	<b>2,596</b>	<b>100.00</b>



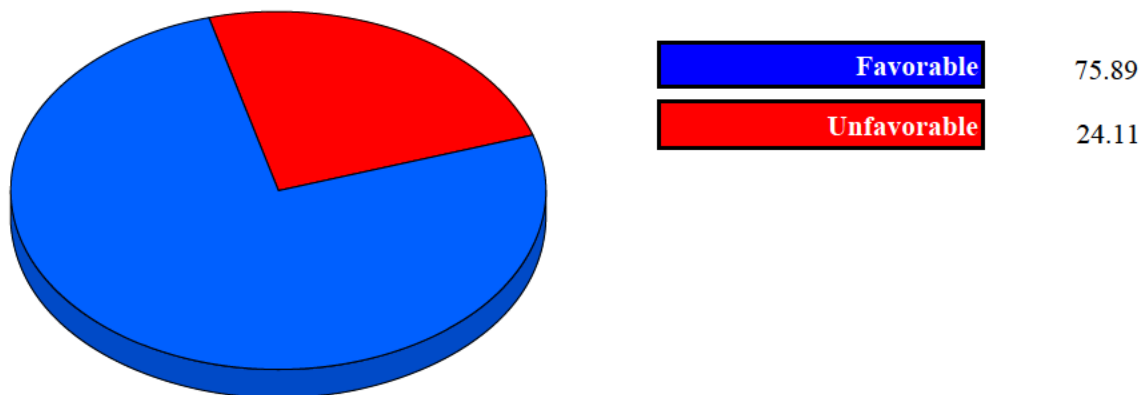
## Leadership Cohesion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	491	75.65	158	24.35	649	100.00
Leaders in my organization communicate well with each other.	454	69.95	195	30.05	649	100.00
Leaders in my organization support each other to get the job done.	526	81.05	123	18.95	649	100.00
Leaders in my organization are consistent in enforcing policies.	503	77.50	146	22.50	649	100.00
<b>Overall</b>	<b>1,974</b>	<b>76.04</b>	<b>622</b>	<b>23.96</b>	<b>2,596</b>	<b>100.00</b>



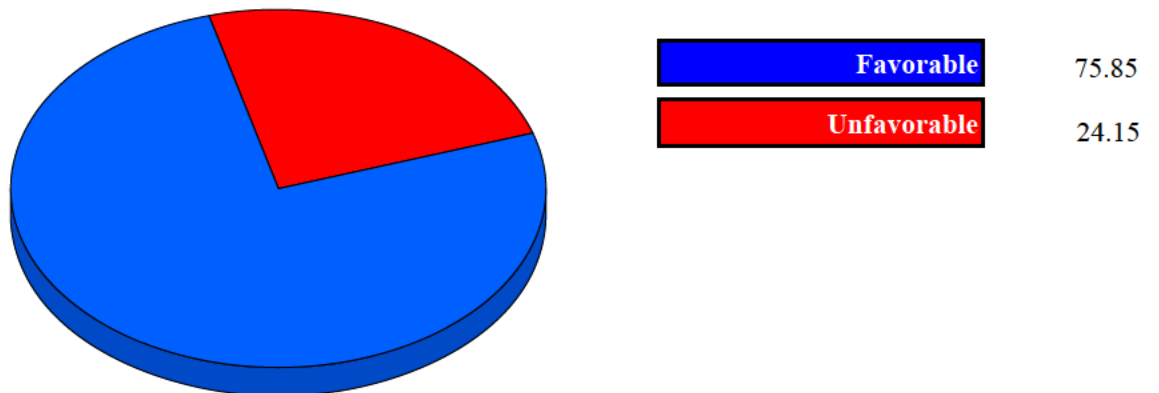
## Job Satisfaction

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	520	80.12	129	19.88	649	100.00
Most days I am enthusiastic about my work.	487	75.04	162	24.96	649	100.00
I feel satisfied with my present job.	484	74.58	165	25.42	649	100.00
I find real enjoyment in my work.	479	73.81	170	26.19	649	100.00
<b>Overall</b>	<b>1,970</b>	<b>75.89</b>	<b>626</b>	<b>24.11</b>	<b>2,596</b>	<b>100.00</b>



## Diversity Management

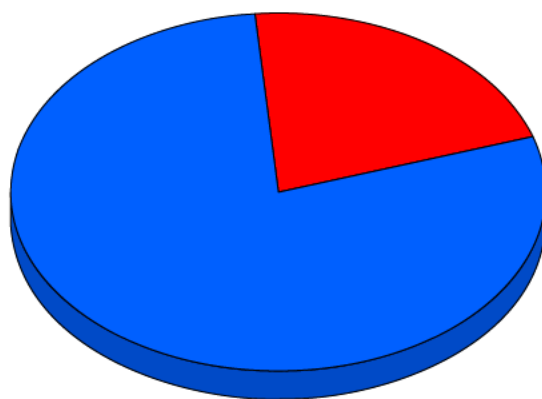
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	569	87.67	80	12.33	649	100.00
Members have access to a mentoring program.	423	65.18	226	34.82	649	100.00
Members' skills and other attributes are taken into account when assigning tasks.	477	73.50	172	26.50	649	100.00
Efforts are made to make everyone feel like part of the team.	500	77.04	149	22.96	649	100.00
<b>Overall</b>	<b>1,969</b>	<b>75.85</b>	<b>627</b>	<b>24.15</b>	<b>2,596</b>	<b>100.00</b>





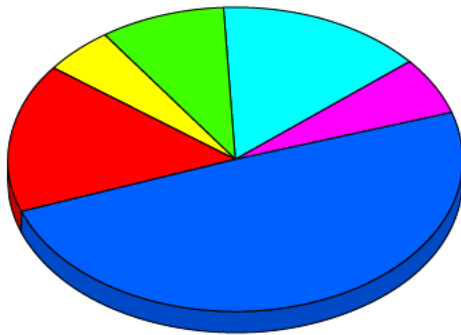
## Organizational Processes







Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	512	78.89	137	21.11	649	100.00
Programs are in place to address members' concerns.	520	80.12	129	19.88	649	100.00
Decisions are made after reviewing relevant information.	502	77.35	147	22.65	649	100.00
Relevant job information is shared among members.	497	76.58	152	23.42	649	100.00
Personnel are accountable for their behavior.	518	79.82	131	20.18	649	100.00
<b>Overall</b>	<b>2,549</b>	<b>78.55</b>	<b>696</b>	<b>21.45</b>	<b>3,245</b>	<b>100.00</b>



Favorable	78.55
Unfavorable	21.45

What best describes your career intentions?

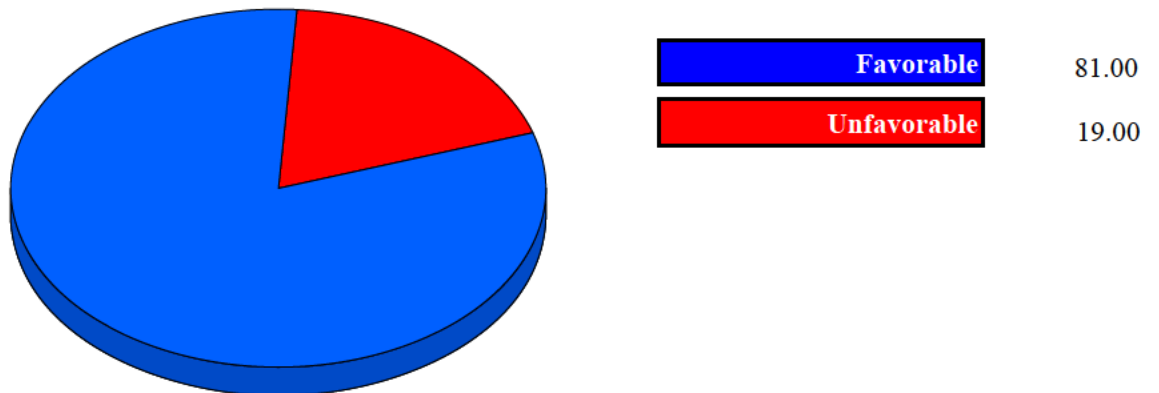


	Frequency	Percent
	320	49.31
	103	15.87
	33	5.08
	57	8.78
	96	14.79
	40	6.16
<b>Total</b>	<b>649</b>	<b>100.00</b>



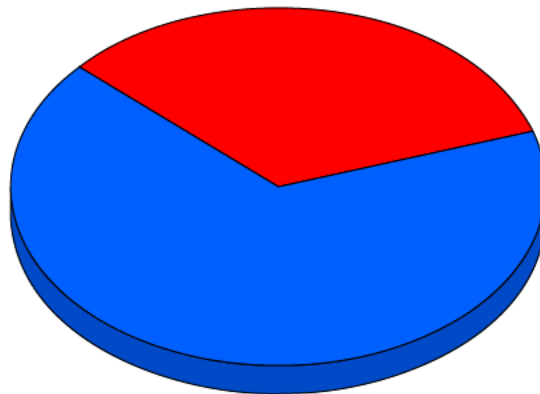
## Help Seeking Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	526	81.05	123	18.95	649	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	575	88.60	74	11.40	649	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	476	73.34	173	26.66	649	100.00
<b>Overall</b>	<b>1,577</b>	<b>81.00</b>	<b>370</b>	<b>19.00</b>	<b>1,947</b>	<b>100.00</b>



## Exhaustion

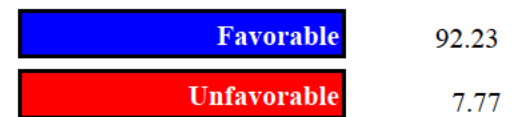
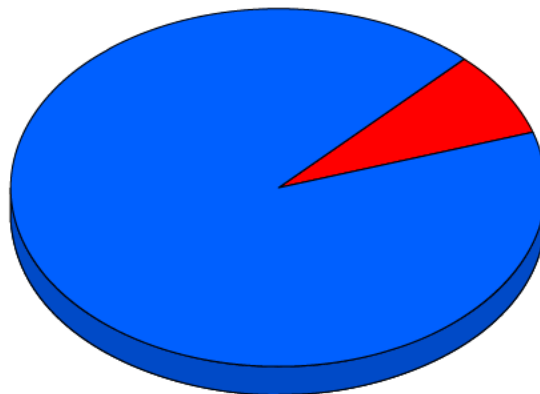
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	395	60.86	254	39.14	649	100.00
I feel physically worn out.	467	71.96	182	28.04	649	100.00
I feel emotionally worn out.	438	67.49	211	32.51	649	100.00
<b>Overall</b>	<b>1,300</b>	<b>66.77</b>	<b>647</b>	<b>33.23</b>	<b>1,947</b>	<b>100.00</b>



Favorable	66.77
Unfavorable	33.23

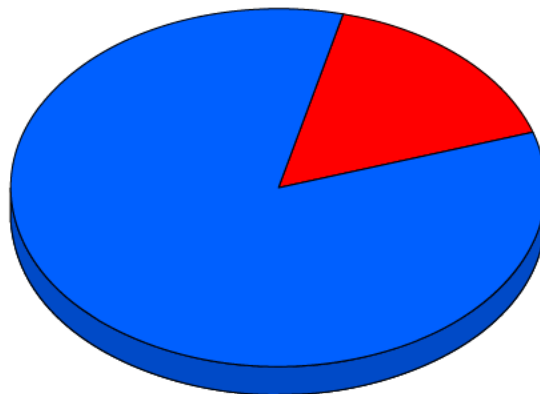
## Hazing Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	603	93.06	45	6.94	648	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	598	92.28	50	7.72	648	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	592	91.36	56	8.64	648	100.00
<b>Overall Average</b>	<b>1,793</b>	<b>92.23</b>	<b>151</b>	<b>7.77</b>	<b>1,944</b>	<b>100.00</b>



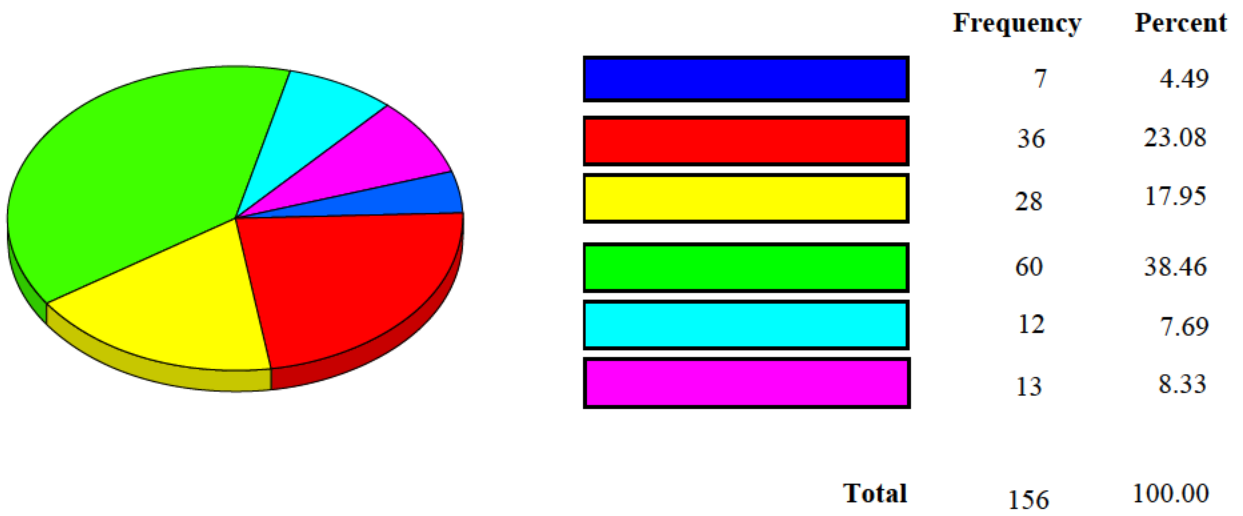
## Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	556	85.80	92	14.20	648	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	505	77.93	143	22.07	648	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	569	87.81	79	12.19	648	100.00
<b>Overall</b>	<b>1,630</b>	<b>83.85</b>	<b>314</b>	<b>16.15</b>	<b>1,944</b>	<b>100.00</b>



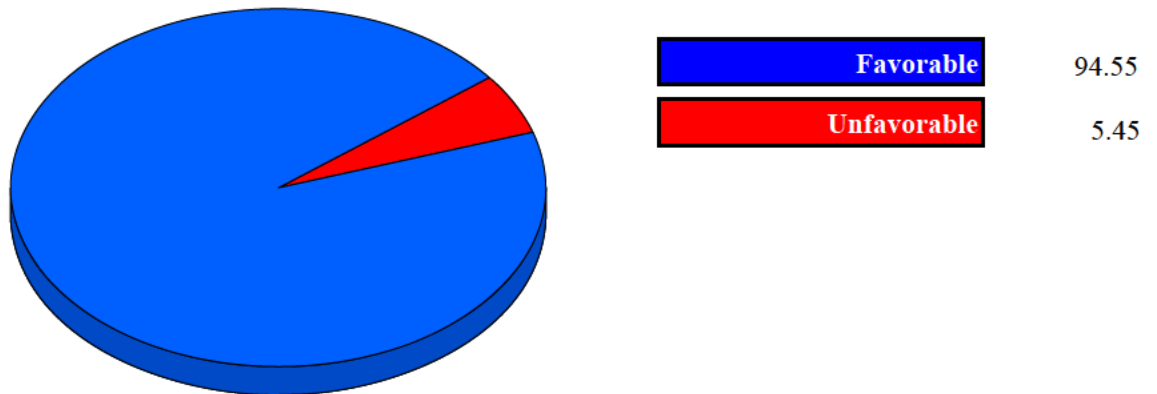
<b>Favorable</b>	83.85
<b>Unfavorable</b>	16.15

**In what way or ways do you perceive favoritism is being displayed?**



**Racial Discrimination**

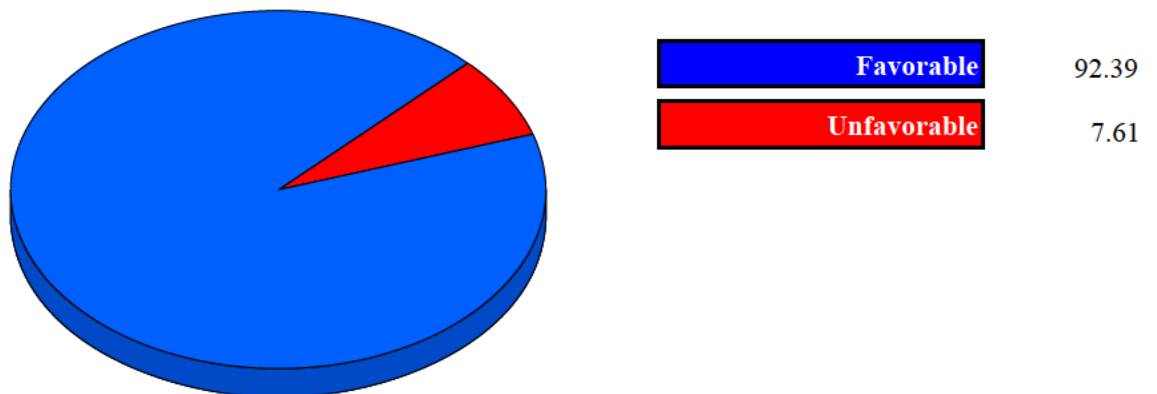
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	595	91.82	53	8.18	648	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	622	95.99	26	4.01	648	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	621	95.83	27	4.17	648	100.00
<b>Overall</b>	<b>1,838</b>	<b>94.55</b>	<b>106</b>	<b>5.45</b>	<b>1,944</b>	<b>100.00</b>





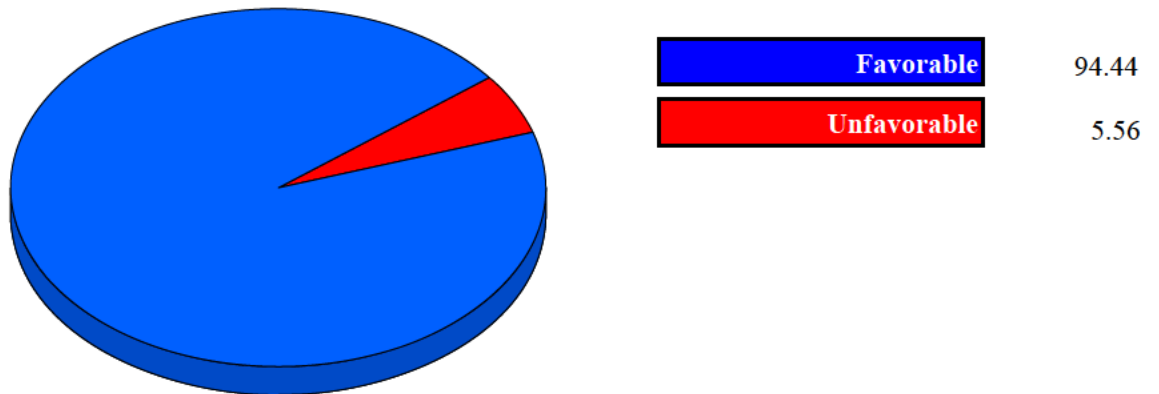
## Sex Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	601	92.75	47	7.25	648	100.00
Qualified members of both genders can expect similar job assignments.	593	91.51	55	8.49	648	100.00
Qualified members of both genders can expect the same training opportunities.	602	92.90	46	7.10	648	100.00
<b>Overall</b>	<b>1,796</b>	<b>92.39</b>	<b>148</b>	<b>7.61</b>	<b>1,944</b>	<b>100.00</b>



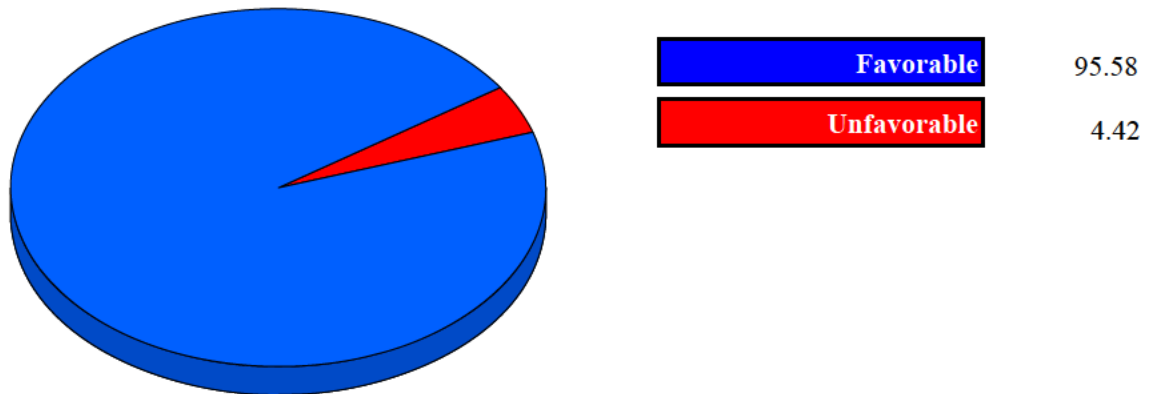
**Religious Discrimination**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	620	95.68	28	4.32	648	100.00
Leaders do not publicly endorse a particular religion.	596	91.98	52	8.02	648	100.00
Qualified personnel of all religions can expect the same training opportunities.	620	95.68	28	4.32	648	100.00
<b>Overall</b>	<b>1,836</b>	<b>94.44</b>	<b>108</b>	<b>5.56</b>	<b>1,944</b>	<b>100.00</b>



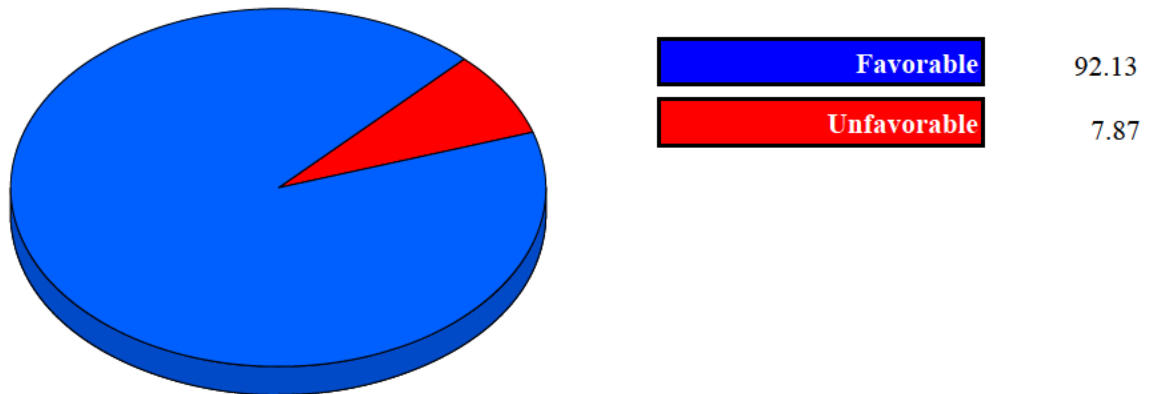
Sexual Harassment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	611	94.29	37	5.71	648	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	624	96.30	24	3.70	648	100.00
Sexual harassment does not occur in my work area.	623	96.14	25	3.86	648	100.00
<b>Overall</b>	<b>1,858</b>	<b>95.58</b>	<b>86</b>	<b>4.42</b>	<b>1,944</b>	<b>100.00</b>



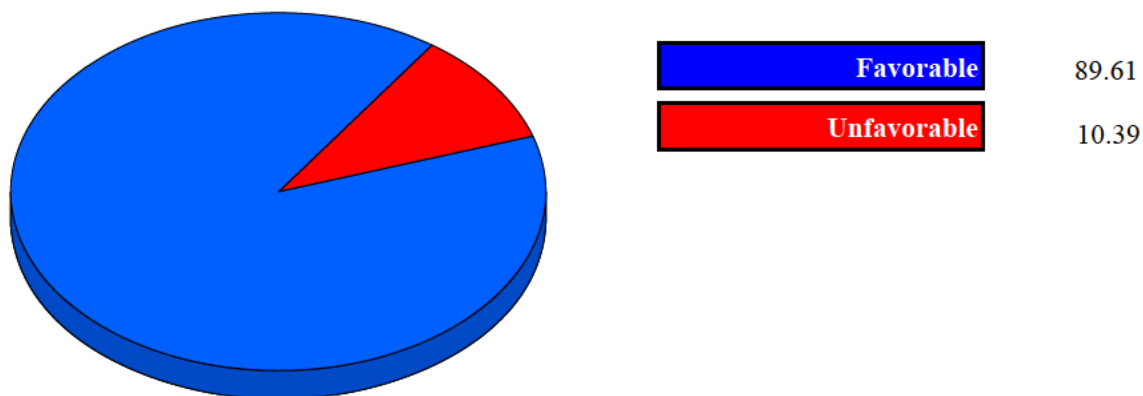
**Racist Behaviors**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	599	92.44	49	7.56	648	100.00
Racial slurs are not used in my work area.	601	92.75	47	7.25	648	100.00
Racial jokes are not used in my work area.	591	91.20	57	8.80	648	100.00
<b>Overall</b>	<b>1,791</b>	<b>92.13</b>	<b>153</b>	<b>7.87</b>	<b>1,944</b>	<b>100.00</b>



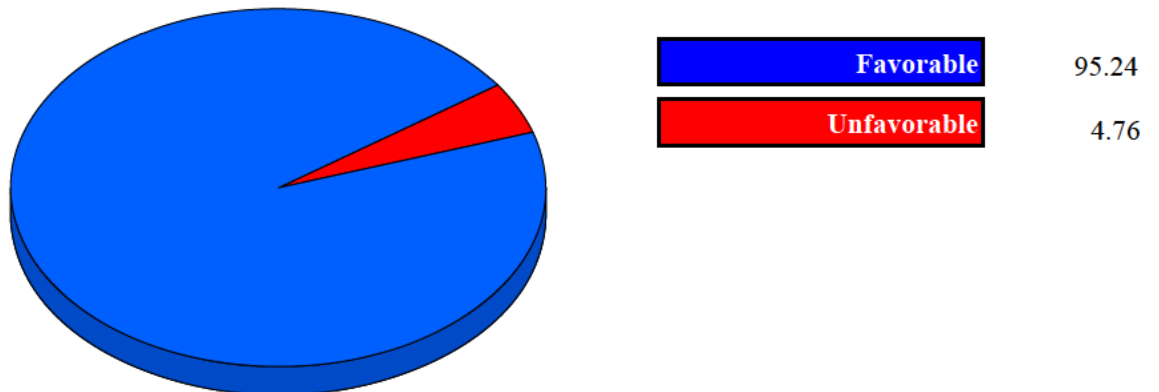
## Sexist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	571	88.12	77	11.88	648	100.00
Sexist jokes are not used in my work area.	579	89.35	69	10.65	648	100.00
Sexist comments are not used in my work area.	592	91.36	56	8.64	648	100.00
<b>Overall</b>	<b>1,742</b>	<b>89.61</b>	<b>202</b>	<b>10.39</b>	<b>1,944</b>	<b>100.00</b>



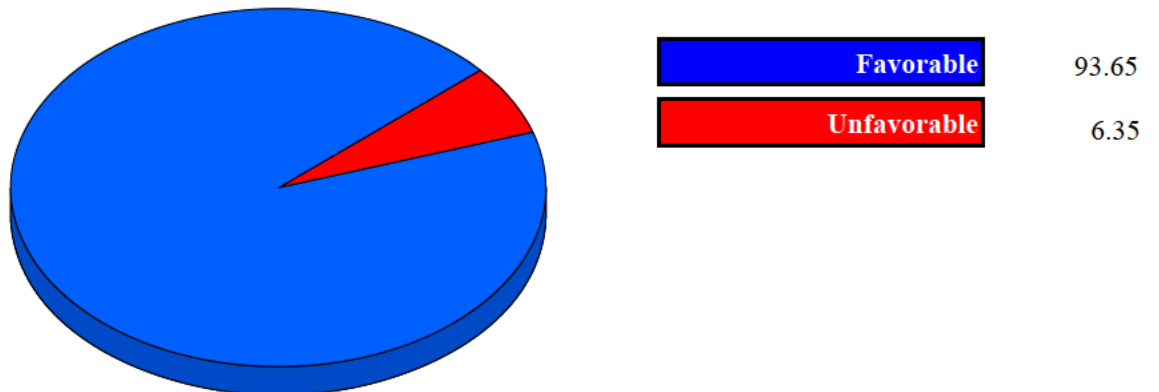
## Age Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	21	100.00	0	0.00	21	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	19	90.48	2	9.52	21	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	20	95.24	1	4.76	21	100.00
<b>Overall</b>	<b>60</b>	<b>95.24</b>	<b>3</b>	<b>4.76</b>	<b>63</b>	<b>100.00</b>



## Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	20	95.24	1	4.76	21	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	20	95.24	1	4.76	21	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	19	90.48	2	9.52	21	100.00
<b>Overall</b>	<b>59</b>	<b>93.65</b>	<b>4</b>	<b>6.35</b>	<b>63</b>	<b>100.00</b>



## VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

### Above Average/Average

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Below Average

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.



We trust <sup>81</sup>these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

## **ASSESSMENT TO SOLUTIONS**

The Assessment to Solutions area of deomi.org is designed to support leaders and equal opportunity professionals by providing tools and products designed to address the mission-impacting issues identified during the climate assessment process. Assessment to Solutions has products and training material to help organizations overcome negative perceptions; these can also aid in the development of an action plan. The Assessment to Solutions area is broken down into the main assessment areas of the DEOCS, which are EO/EEO/Fair treatment, Organizational Effectiveness and Sexual Assault Prevention and Response. Each area is further broken down by the factors included in these main areas of the Climate Assessment, and a host of products are provided to assist in overcoming negative perceptions at an organization.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<http://www.deomi.org/DRN/AssessToSolutions/index.html>**

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

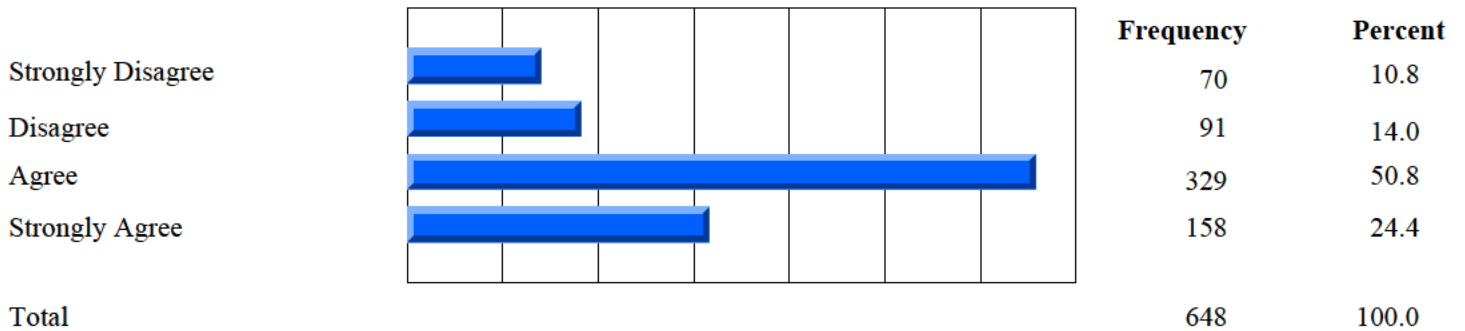
DSN: 854-2675/3260/4217

support@deocs.net

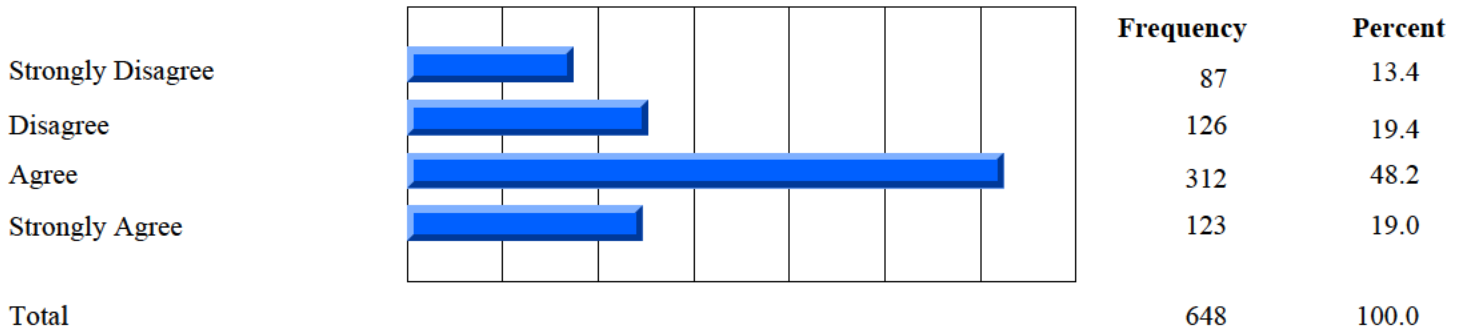
## Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

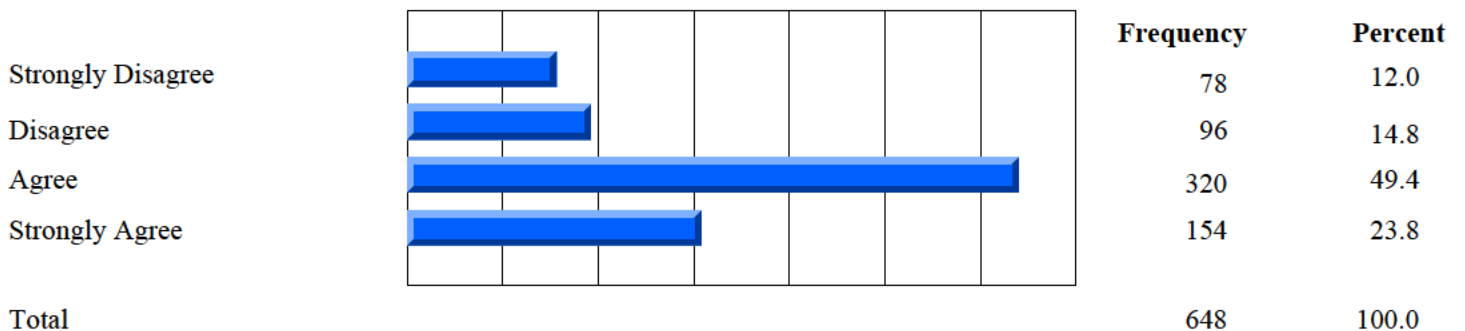
**1. I am provided with the resources needed to do my job effectively.**



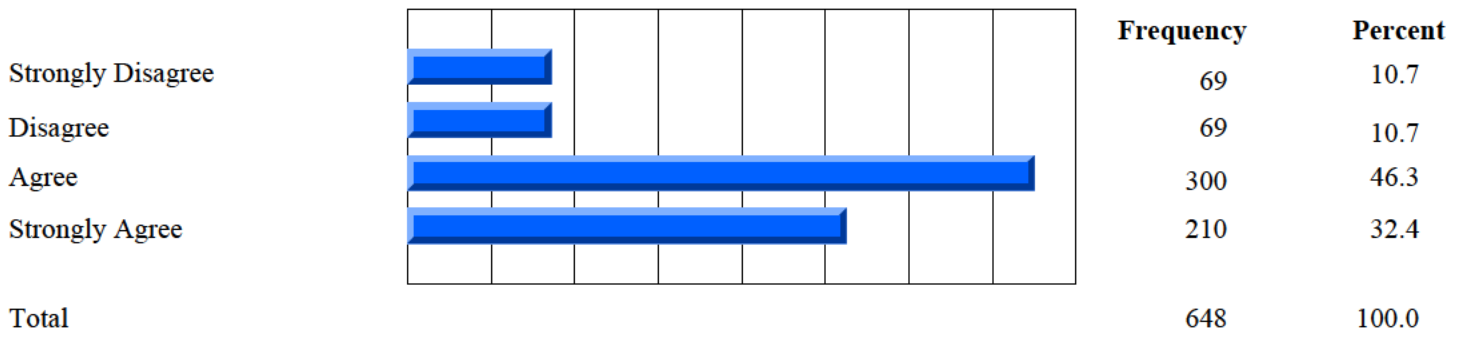
**2. Information moves freely up and down the Chain of Command.**



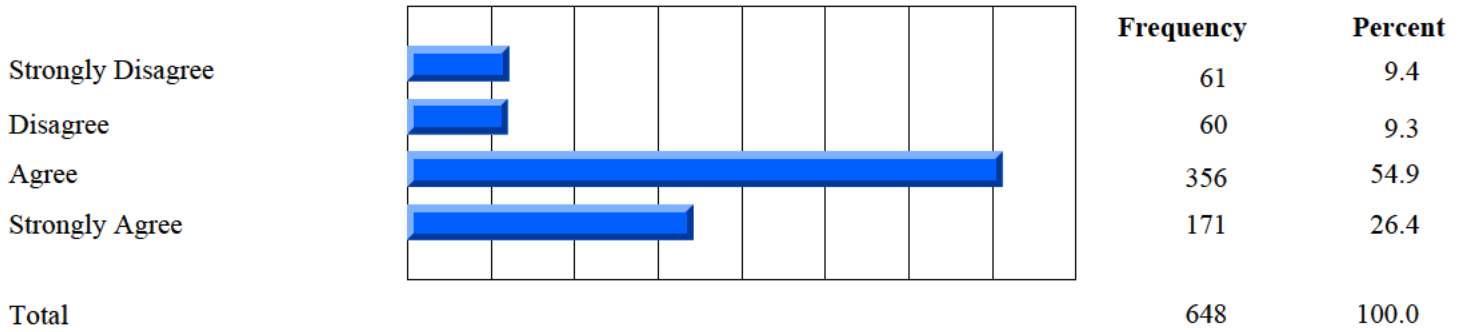
**3. All subordinate units and MOS's are treated fairly and given the same opportunities with the command.**



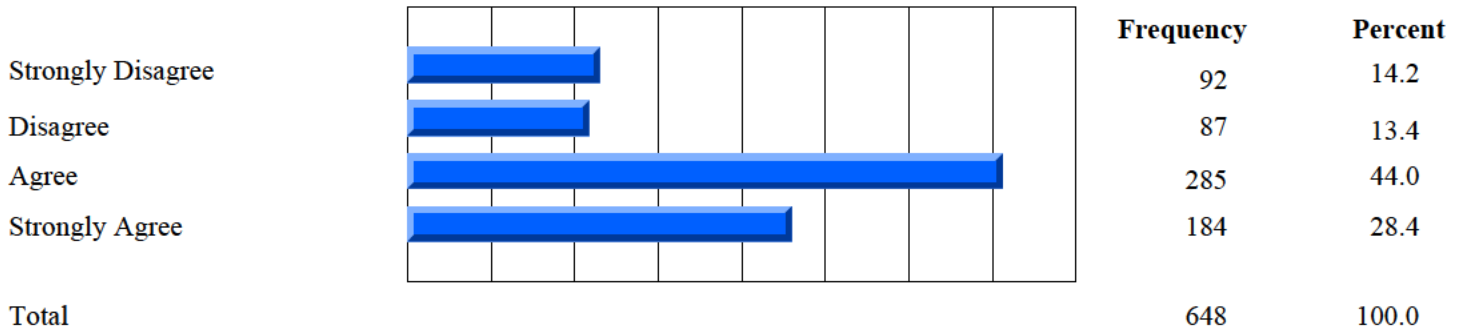
**4. The leaders in my command show a real interest in the welfare of families.**



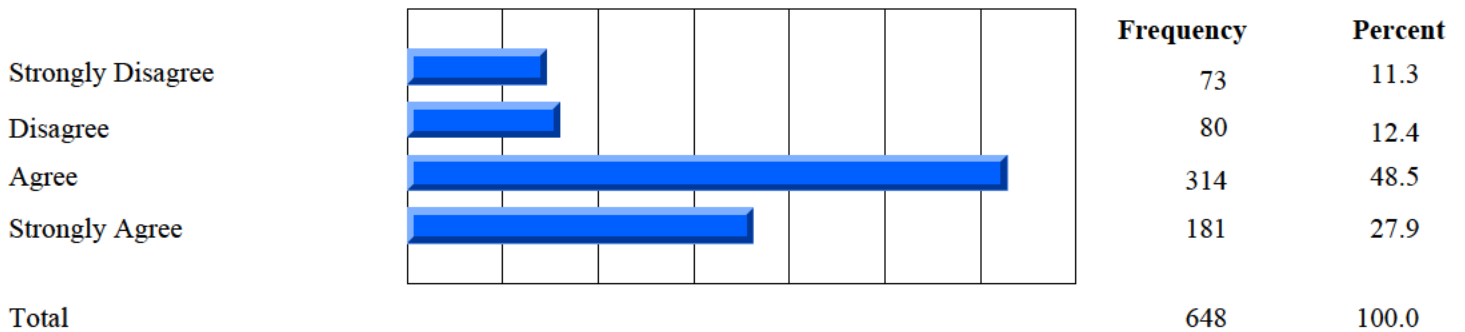
**5. Problems with human relations are handled correctly in the command**



**6. I feel that the Commander/Director will use the information from this survey to improve the command.**

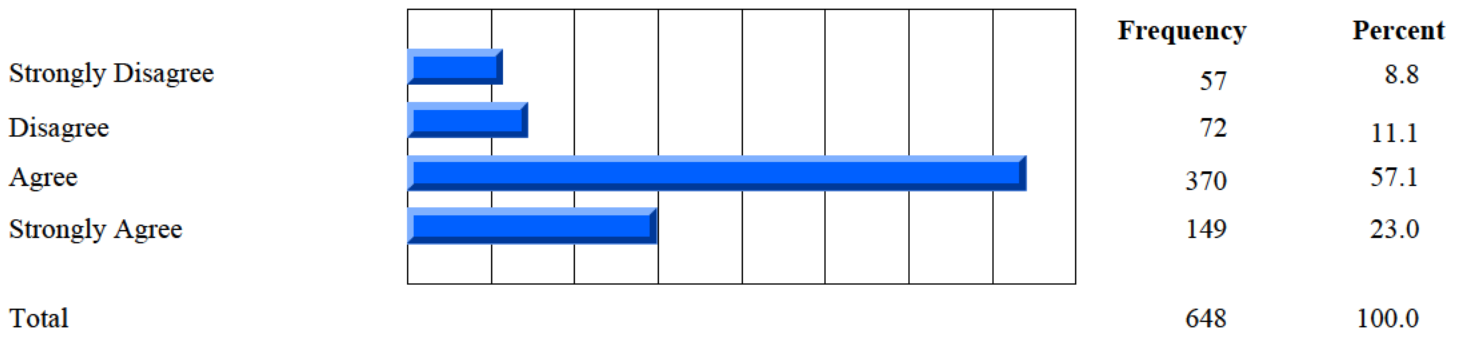


**7. All unit personnel receive the same level of respect from leadership**

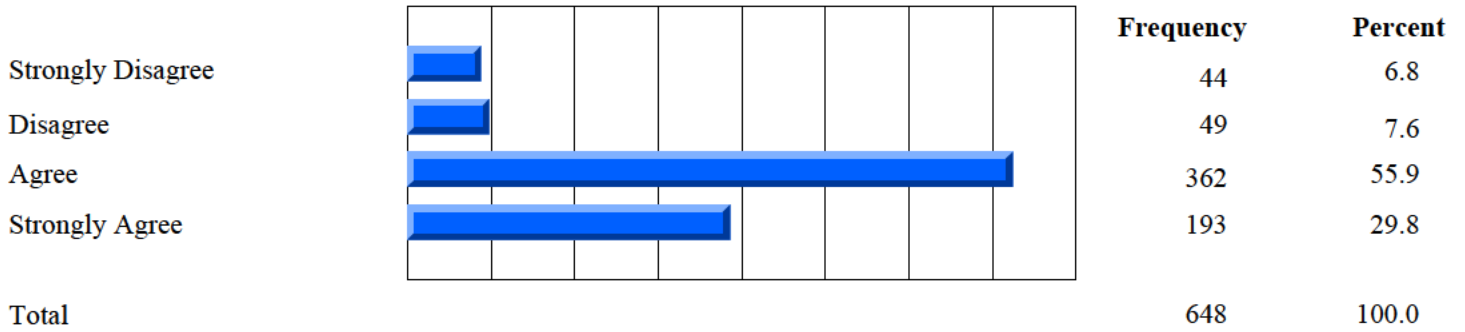


8. Civilian managers efficiently supervise military and civilian personnel equally.

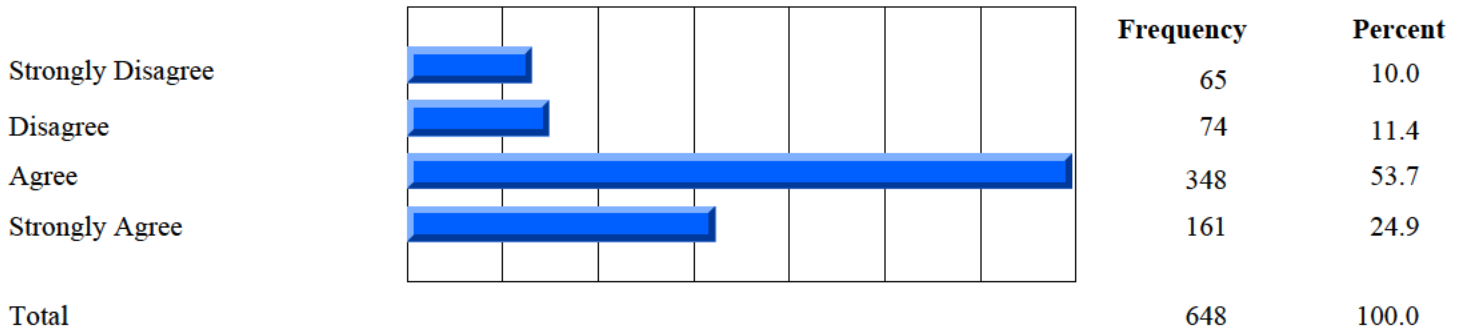
84



9. The functional experts I work with effectively assist me to accomplish tasks.



10. Cases are justly resolved when mistakes are made by members of this command.





































































































































































































































































































































































































































































































































# DEPARTMENT OF DEFENSE

## DEOCS REPORT EXECUTIVE SUMMARY

**1st Special Forces CMD**

**Admin Number 1708015-ES**



DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

DIRECTORATE OF RESEARCH DEVELOPMENT AND STRATEGIC INITIATIVES

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I.	Introduction .....	3
II.	Demographics .....	4
III.	How to Interpret DEOCS Color Coding .....	6
IV.	Factor Favorability by Demographic Subgroup .....	7
V.	Subordinate Unit Factor Averages .....	8
VI.	Additional DEOCS Factors .....	9
VII.	Locally Developed Questions .....	12
VIII.	Conclusion .....	13

### List of Tables

Table 1.	Demographics .....	4
Table 2.	Completion Rate .....	5
Table 3.	Locally Developed Questions .....	12

### List of Figures

Figure 1.	Overall Completion Rate .....	5
Figure 2.	How to Interpret DEOCS Color Coding .....	6
Figure 3.	Factor Average Comparison Among Demographic Subgroups .....	7
Figure 4.	Organizational Effectiveness Factor Favorability Averages .....	8
Figure 5.	Equal Opportunity/Equal Employment Opportunity/Fair Treatment & Sexual Assault Prevention and Response Climate Factor Favorability Averages .....	8
Figure 6.	Unwanted Workplace Experiences .....	9
Figure 7.	Hazing .....	9
Figure 8.	Bullying .....	10
Figure 9.	Connectedness .....	10
Figure 10.	Bystander Intervention .....	11

## I. Introduction

1st Special Forces CMD recently completed a Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS). The DEOCS poses questions to gauge the incidence of perceived discrimination and sexual harassment in the workplace during the past 12 months, assess equal opportunity and organizational effectiveness climate factors, and characterize the organization's sexual assault prevention and response climate.

You have completed Steps 1 and 2 in the 5-step climate assessment process. This executive summary will help you identify and interpret key areas that may impact mission readiness and unit cohesion (Step 3). The full DEOCS report should be used to obtain a more complete picture of your unit's climate.



This report is broken into eight sections. This section details the purpose of the report. Section II describes the demographic composition of 1st Special Forces CMD members who completed the DEOCS survey. Section III explains how to interpret the color coded scoring scheme. Section IV displays 1st Special Forces CMD favorability averages broken down by demographic subgroups. Section V shows the favorability averages for subordinate units, if applicable. Section VI displays factors with alternative response scales (i.e.: Yes/No; Select all that apply). Section VII displays responses to the Locally Developed Questions. Finally, Section VIII provides some conclusions to this report, and offers recommendations for follow-on climate assessment steps.

## II. Demographics

The demographic composition of the respondents is shown in Table 1. Missing responses account for disparities in totals shown in the following tables and figures. A total of 257 personnel completed the survey, or 38% of the 683 total DEOCS passwords requested.

**Table 1: Demographics** <sup>1</sup>

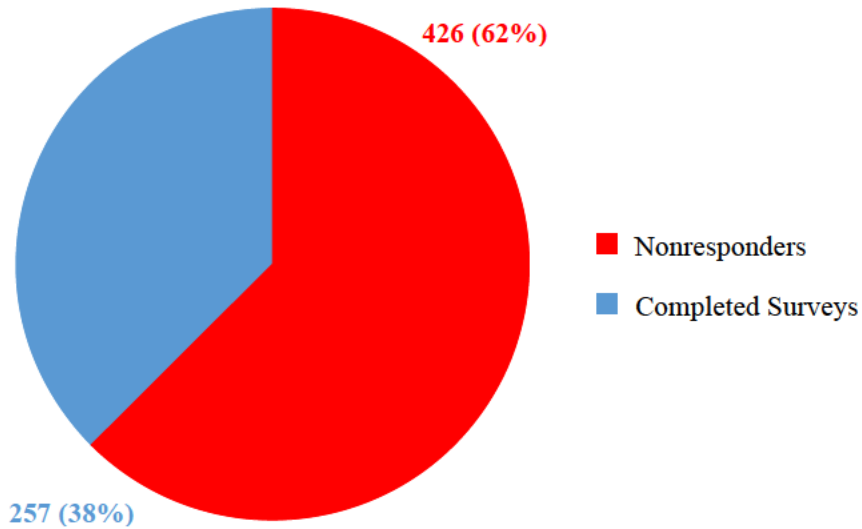
<b>1st Special Forces CMD</b>	<b>Number</b>	<b>Percent</b>
Majority	150	58.4%
Minority	69	26.8%
Declined to Respond	38	14.8%
American Indian or Alaskan Native	2	0.8%
Asian	6	2.3%
Black	22	8.6%
Native Hawaiian or Other Pacific Islander	2	0.8%
White	168	65.4%
Selected Multiple Races	16	6.2%
Declined to Respond	41	16.0%
Hispanic	26	10.1%
Not Hispanic	195	75.9%
Declined to Respond	36	14.0%
Women	28	10.9%
Men	229	89.1%
Junior Enlisted (E1 - E6)	34	13.2%
Senior Enlisted (E7 - E9)	97	37.7%
Warrant Officer (WO1 - CW5) <sup>2</sup>	10	3.9%
Junior Officer (O1 - O3)	17	6.6%
Senior Officer (O4 - Above)	46	17.9%
Junior Federal Civilian (Grades 1 - 12)	42	16.3%
Senior Federal Civilian (Grades 13 - SES)	9	3.5%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	2	0.8%
Supervisor (civilian only)	14	27.5%
Non Supervisor (civilian only)	37	72.5%
<b>Total Respondents</b>	<b>257</b>	

<sup>1</sup> For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

<sup>2</sup> All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in Section IV, Factor Favorability by Demographic Subgroup. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within Section IV, Factor Favorability by Demographic Subgroup.

As completion rates increase (See Figure 1 and Table 2), you can feel more confident that the results represent the sentiments of your entire unit.

**Figure 1. Overall Completion Rate**



**Table 2. Completion Rate**<sup>3,4</sup>

	Passwords Requested	Completed Surveys	Completion Rate	Percent of Total Responses
<b>1st Special Forces CMD</b>	683	257	37.6%	100.0%
1st SFC (A) HHC	638	240	37.6%	93.4%
1st SFC (A) Command Teams	45	17	37.8%	6.6%

<sup>3</sup> If your report contains subordinate units, Figures 4 and 5 will not provide results for any unit(s) identified in the left column that had fewer than 16 members complete the DEOCS

<sup>4</sup> If your report contains subordinate units, the percent of total responses by each subordinate unit helps to show the relative impact of each subordinate unit on the overall factor averages

### III. How to Interpret DEOCS Color Coding

There are seven response options for each item that range from unfavorable to favorable. Because the scale has a seven-point range, three of the response options are categorized as *unfavorable* (i.e., strongly disagree, disagree, slightly disagree); one response option is considered *neutral* (neither agree nor disagree); and three response options are categorized as *favorable* (i.e., slightly agree, agree, strongly agree). For example, a factor with a favorability percentage of 75% means 75% of responses to that factor's questions included one of the three favorable options. DEOMI recommends considering 70% endorsement the minimum acceptable level.<sup>5</sup>

**Figure 2. How to Interpret DEOCS Color Coding**

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern, but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale, but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions must be taken ASAP</li> </ul>

<sup>5</sup> For more information on item level scoring, please see your full DEOCS Report.

## IV. Factor Favorability by Demographic Subgroup

The first column in the following figure displays your organization's favorability rating and color coding for each climate factor, arranged from highest to lowest. The second column displays the demographic subgroup with the highest average for each factor, and the third column displays the demographic subgroup with the lowest average for each factor. Be sure to review the breakdown of the factor favorability ratings by demographic subgroup in Section IV of your full DEOCS Report, since this may help identify noticeable differences among subgroups.

The favorability percentages in Figure 3 are rounded values. In the case of an exact tie in the Overall Factor Average column, the factors will be marked with an asterisk (\*). In the case of an exact tie between two or more subgroups as the highest or lowest subgroup within a factor, two asterisks will be presented (\*\*). Please refer to Section IV of your full DEOCS report to identify the tied subgroups.

**Figure 3: Factor Average Comparison Among Demographic Subgroups**

		Overall Factor Average	Subgroup with Highest Average	Subgroup with Lowest Average
Three Highest	SA Response	90%	Jr. Officer 99%	Women 77%
	SH Retaliation	87%	Supervisor 99%	Women 75%
	SA Prevention	87%	Sr. Officer 96%	Women 74%
	Trust in Leadership	87%	Sr. Civilian 100%	Minority 81%
	Engagement	86%	Sr. Civilian 100%	Sr. Enlisted 81%
	SA Retaliation	86%	Sr. Civilian 98%	Non-Supervisor 68%
	Group Cohesion	85%	Supervisor 98%	Non-Supervisor 75%
	Org Performance	84%	Sr. Officer 93%	Jr. Enlisted 78%
	SH	82%	Jr. Officer 90%	Women 71%
	Commitment*	81%	Sr. Civilian** 100%	Sr. Enlisted 72%
	Senior Leadership*	81%	Sr. Officer 91%	Non-Supervisor 72%
	Inclusion	81%	Sr. Civilian 93%	Non-Supervisor 64%
	Job Satisfaction	77%	Sr. Officer 88%	Jr. Enlisted 71%
Three Lowest	Org Processes	76%	Supervisor 86%	Non-Supervisor 57%
	Discrim	75%	Sr. Civilian 94%	Women 63%
	SA Report Knowledge	66%	Sr. Civilian 76%	Non-Supervisor 50%

### V. Subordinate Unit Factor Averages

The following Figures (4 & 5) display the **OE, EO/EEO/FT, and SAPR Climate Factor Favorability** ratings by subordinate groups. Grey cells appear for any unit(s) with fewer than 16 completed surveys.

**Figure 4. Organizational Effectiveness Factor Favorability Averages**

	<u>Organizational Effectiveness</u>							
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
1st Special Forces CMD	81%	81%	84%	85%	87%	77%	76%	86%
1st SFC (A) HHC	80%	80%	83%	84%	86%	75%	75%	85%
1st SFC (A) Command Teams	100%	96%	98%	100%	93%	100%	98%	98%

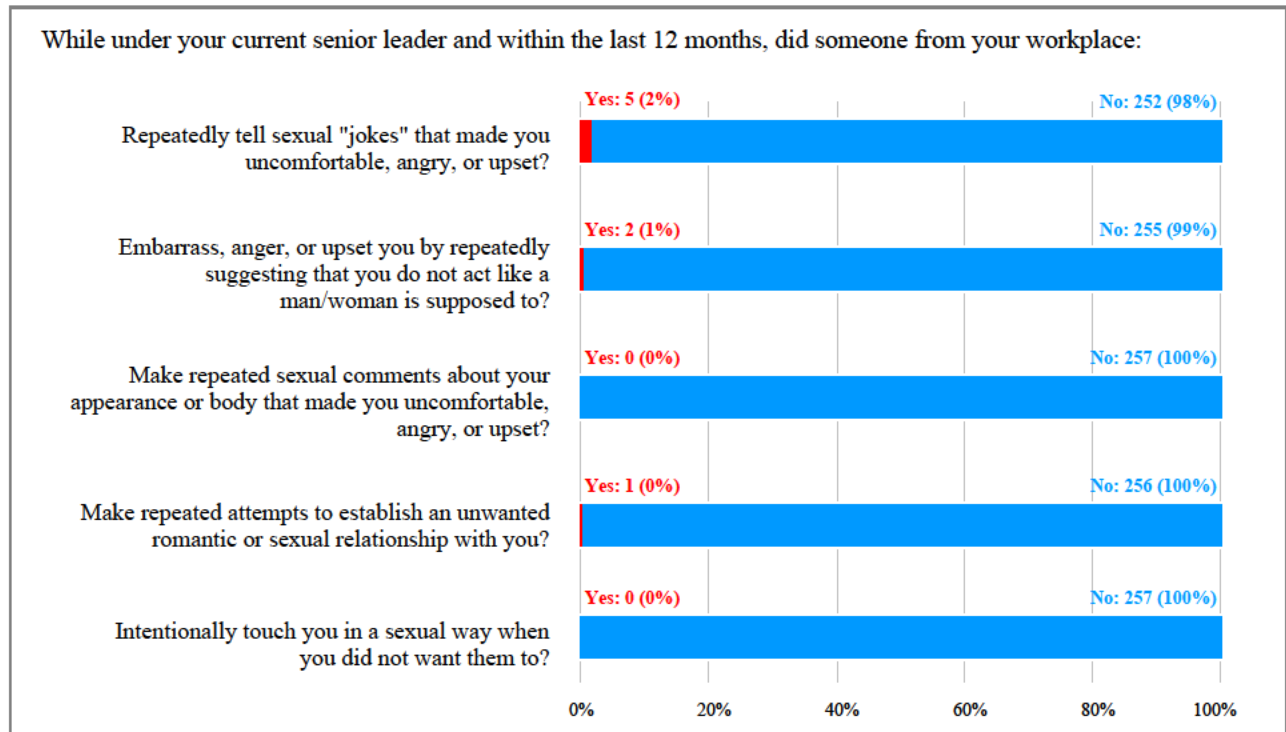
**Figure 5. Equal Opportunity/Equal Employment Opportunity/Fair Treatment & Sexual Assault Prevention and Response Climate Factor Favorability Averages**

	<u>EO/EEO/Fair Treatment</u>				<u>SAPR</u>			
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
1st Special Forces CMD	81%	75%	82%	87%	87%	66%	90%	86%
1st SFC (A) HHC	80%	75%	81%	87%	87%	66%	90%	85%
1st SFC (A) Command Teams	92%	88%	96%	97%	98%	76%	99%	96%



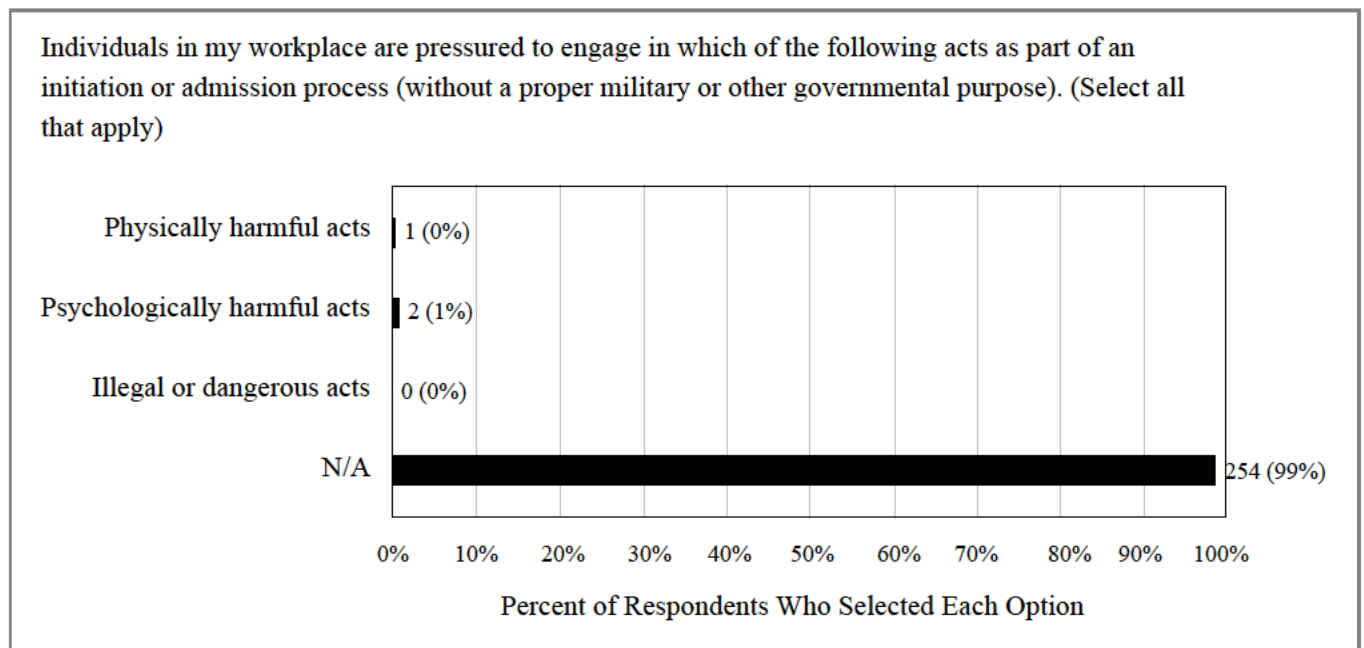
## VI. Additional DEOCS Factors

**Figure 6. Unwanted Workplace Experiences**

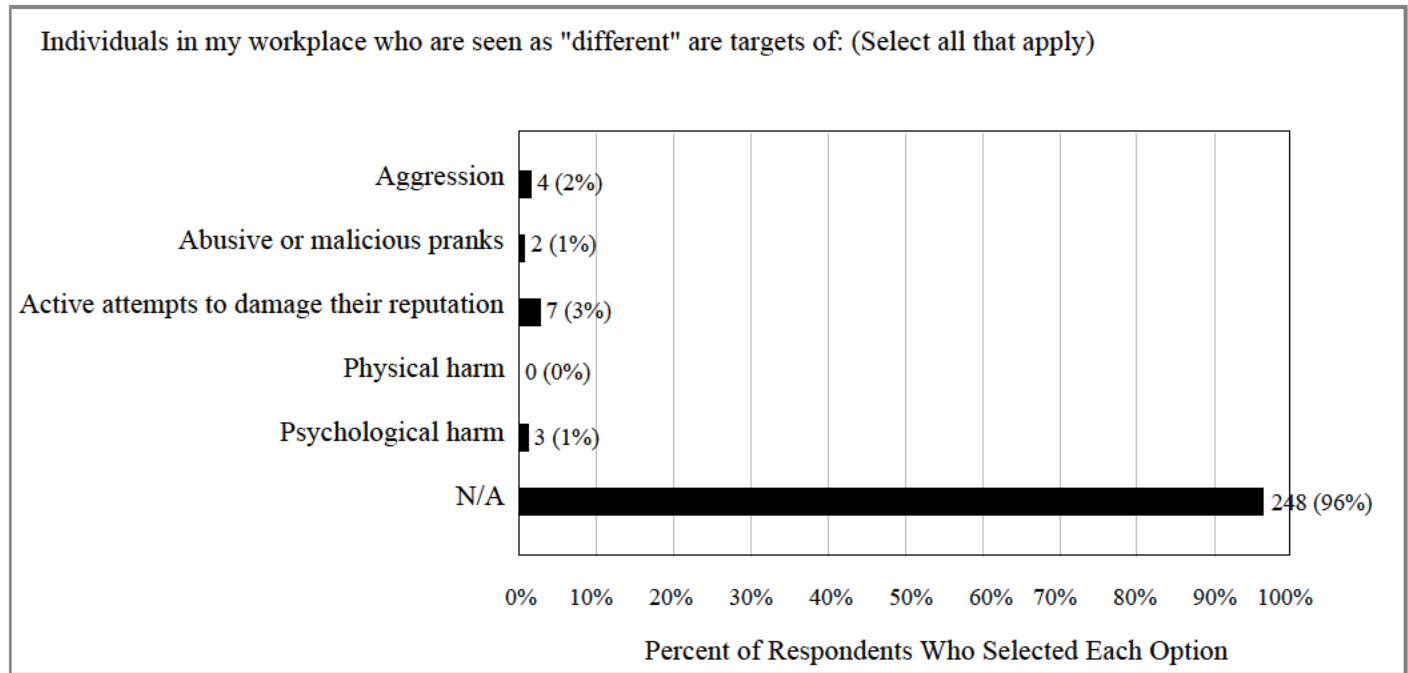


Note: Of those who responded, 0.4% of men and 0.0% of women answered these items in such a way that they would likely have experienced Sexual Harassment under their current senior leader and within the last 12 months. A strict criteria was used for scoring to ensure a higher level of confidence in providing rates. In order to meet the criteria, an individual would have to answer “yes” to multiple items, or “yes” to the last item within the Unwanted Workplace Experience factor. However, it is important to note that the behaviors above, whether or not they rise to the level of sexual harassment, are serious and can degrade unit climate and should be addressed.

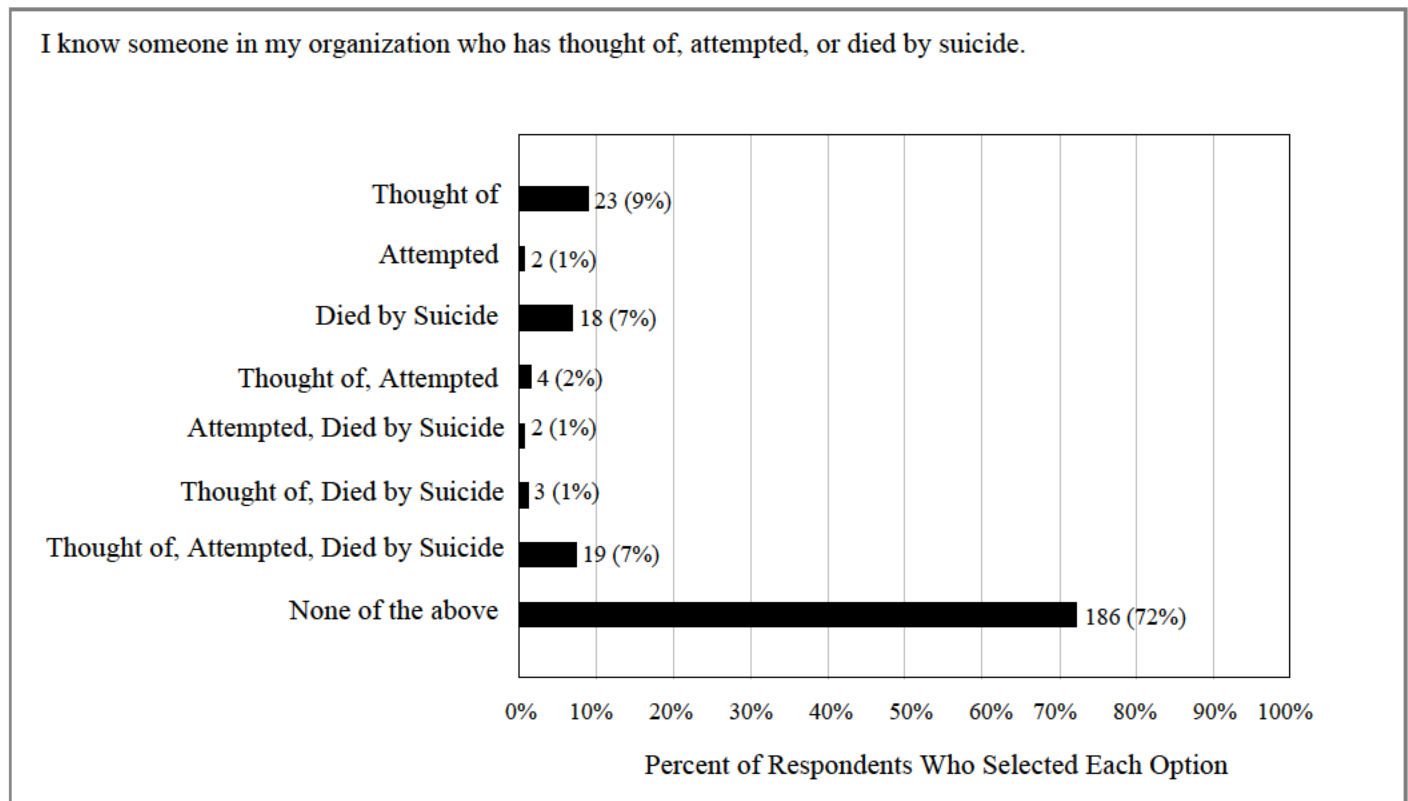
**Figure 7. Hazing**



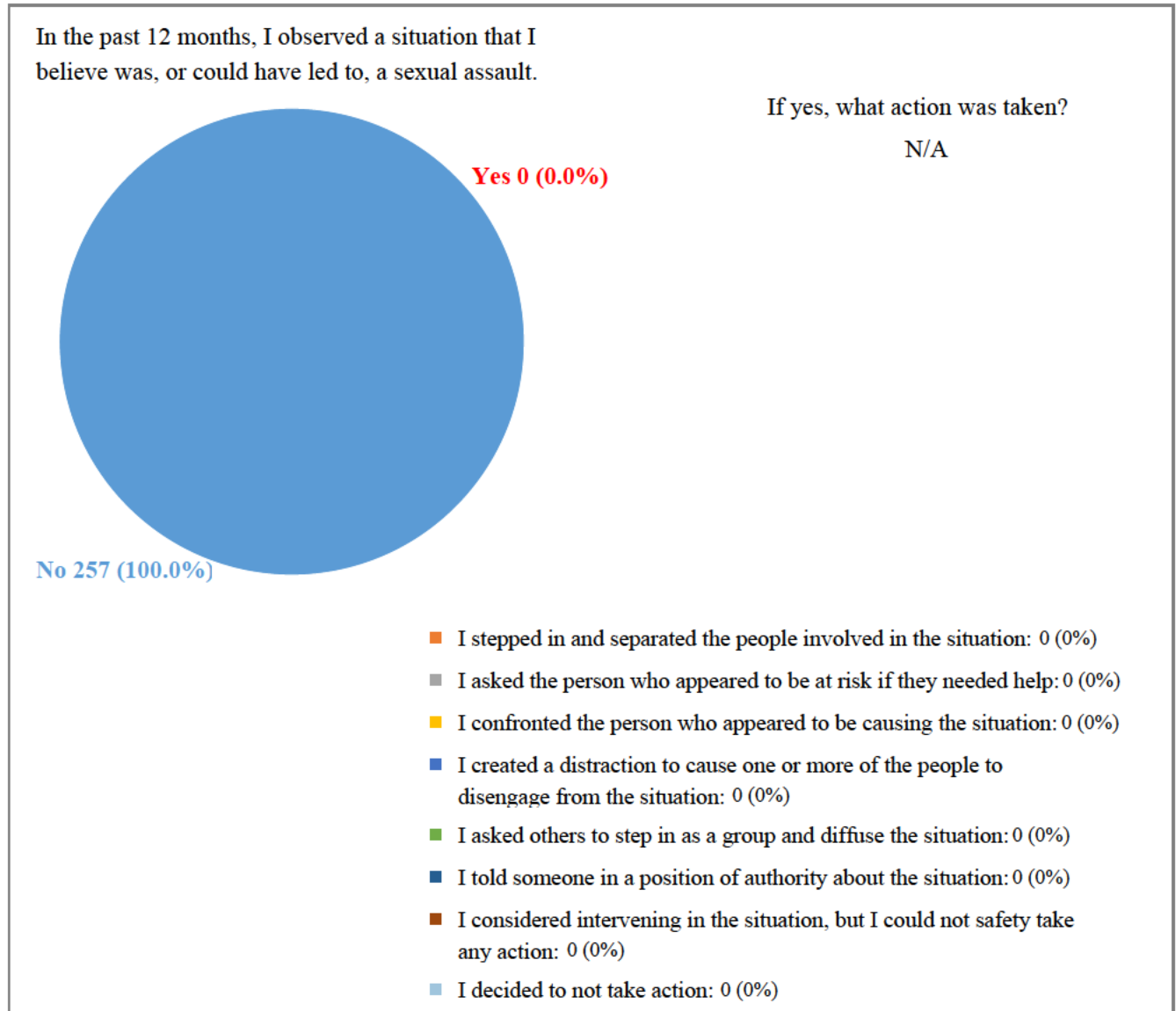
322  
**Figure 8. Bullying**



**Figure 9. Connectedness**



**Figure 10. Bystander Intervention**



## VII. Locally Developed Questions

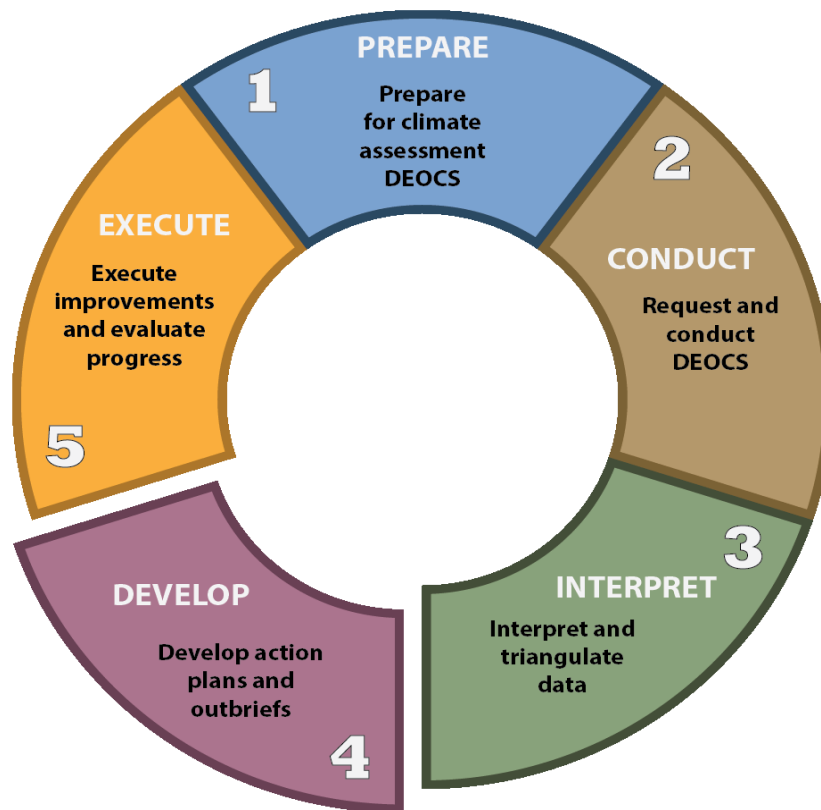
The DEOCS provides leaders the opportunity to include up to 10 Locally Developed Questions (LDQs). LDQs are statements that respondents indicate agreement or disagreement with along a five point scale: *strongly disagree*, *disagree*, *neither agree nor disagree*, *agree*, or *strongly agree*. To simplify the results, *strongly disagree* and *disagree* responses were combined into a “Disagree” category, *neither agree nor disagree* was categorized on its own, and the *agree* and *strongly agree* responses were combined into an “Agree” category. Table 3 displays the percentage of respondents who disagreed, neither agreed nor disagreed, or agreed with each LDQ.

**Table 3. Locally Developed Questions**

1st Special Forces CMD	Disagree	Neither Agree nor Disagree	Agree
1. My command team and staff are available and accessible.	6%	12%	81%
2. Communication flows freely from senior leadership to all levels of the organization.	18%	16%	66%
3. My command models high standards of discipline.	3%	14%	83%
4. All unit personnel receive the same level of respect from leadership.	10%	14%	76%
5. The leaders in my command show a real interest in the welfare of families.	5%	12%	82%
6. Unit leadership does not tolerate hazing.	0%	11%	89%
7. The current level of morale in my command is high.	13%	21%	66%
8. Provided the opportunity, I would certainly stay in my current career until retirement.	12%	14%	74%
9. Officers and non-commissioned officers in my unit deal with each other with a high level of respect.	4%	11%	86%
10. In the past 30 days, I have felt confident about my ability to handle my personal problems.	1%	7%	92%

## VIII. Conclusion

You have completed the first two of the five climate assessment process steps. It is now time to take the next steps to improve and maintain your command climate. This report, along with your full DEOCS report, has helped to identify key areas that can impact mission readiness and unit cohesion. Based on the data obtained, your organization's DEOCS results may indicate both organizational strengths and concerns. To better understand what may be driving these results, it is important to pursue Steps 3 and 4 of the climate assessment process. While Org Processes, Discrim, and SA Report Knowledge were identified as the three factors with the lowest average favorability ratings, we suggest taking further actions to obtain a more complete picture of the areas of concern. Reviewing the written comments, conducting focus groups and interviews, and making personal observations may help identify the sources of some areas of concern; however, these are just three of the additional ways to learn more about your DEOCS results. These actions are essential to understanding and interpreting the data obtained in your DEOCS and will facilitate the action planning in Step 4.



For more information about follow-on assessment actions and identifying solutions to improve your command's climate, visit DEOMI's [Assessment to Solutions](#) (ATS) website. ATS was designed to support leaders and equal opportunity professionals by providing tools and products to further characterize the command's climate and address identified mission-impacting issues that impact command climate.

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

DSN: 854-2675/3260/4217

support@deocs.net

# DEPARTMENT OF DEFENSE

## DEOCS REPORT EXECUTIVE SUMMARY

1st SFC A

Admin Number 1807268-ES



DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE  
CLIMATE ENHANCEMENT DEPARTMENT

366 Tuskegee Airmen Drive  
Patrick AFB, FL 32925

Management or disciplinary actions should not be taken based  
solely on the results of this report.

FOR ADDITIONAL ASSISTANCE CONTACT:  
DEOMI DEOCS Support Team  
321-494-2675/3260/4217  
DSN: 854-2675/3260/4217  
[support@deocs.net](mailto:support@deocs.net)

I.	Introduction .....	3
II.	Demographics .....	4
III.	How to Interpret DEOCS Color Coding .....	6
IV.	Factor Favorability by Demographic Subgroup .....	7
V.	Subordinate Unit Factor Averages .....	8
VI.	Additional DEOCS Factors .....	9
VII.	Locally Developed Questions .....	12
VIII.	Conclusion .....	13

### List of Tables

Table 1.	Demographics .....	4
Table 2.	Completion Rate .....	5
Table 3.	Locally Developed Questions .....	12

### List of Figures

Figure 1.	Overall Completion Rate .....	5
Figure 2.	How to Interpret DEOCS Color Coding .....	6
Figure 3.	Factor Average Comparison Among Demographic Subgroups .....	7
Figure 4.	Organizational Effectiveness Factor Favorability Averages .....	8
Figure 5.	Equal Opportunity/Equal Employment Opportunity/Fair Treatment & Sexual Assault Prevention and Response Climate Factor Favorability Averages .....	9
Figure 6.	Unwanted Workplace Experiences .....	9
Figure 7.	Hazing .....	9
Figure 8.	Bullying .....	10
Figure 9.	Connectedness .....	10
Figure 10.	Bystander Intervention .....	11

## I. Introduction

1st SFC A recently completed a Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS). The DEOCS poses questions to gauge the incidence of perceived discrimination and sexual harassment in the workplace during the past 12 months, assess equal opportunity and organizational effectiveness climate factors, and characterize the organization's sexual assault prevention and response climate.

You have completed Steps 1 and 2 in the 5-step climate assessment process. This executive summary will help you identify and interpret key areas that may impact mission readiness and unit cohesion. The full DEOCS report should be used to obtain a more complete picture of your unit's climate.



This report is broken into eight sections. This section details the purpose of the report. Section II describes the demographic composition of 1st SFC A members who completed the DEOCS survey. Section III explains how to interpret the color coded scoring scheme. Section IV displays 1st SFC A favorability averages broken down by demographic subgroups. Section V shows the favorability averages for subordinate units, if applicable. Section VI displays factors with alternative response scales (i.e.: Yes/No; Select all that apply). Section VII displays responses to the Locally Developed Questions. Finally, Section VIII provides some conclusions to this report, and offers recommendations for follow-on climate assessment steps.



## II. Demographics

The demographic composition of the respondents is shown in Table 1. Missing responses account for disparities in totals shown in the following tables and figures. A total of 229 personnel completed the survey, or 32% of the 712 total DEOCS passwords requested.

**Table 1: Demographics** <sup>1</sup>

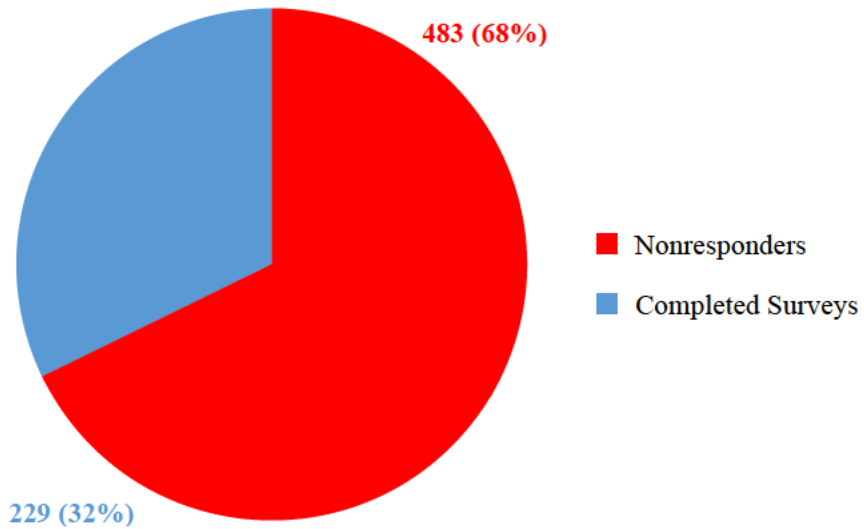
1st SFC A	Number	Percent
Majority	135	59.0%
Minority	53	23.1%
Declined to Respond	41	17.9%
American Indian or Alaskan Native	3	1.3%
Asian	5	2.2%
Black	10	4.4%
Native Hawaiian or Other Pacific Islander	2	0.9%
White	154	67.2%
Selected Multiple Races	8	3.5%
Declined to Respond	47	20.5%
Hispanic	29	12.7%
Not Hispanic	166	72.5%
Declined to Respond	34	14.8%
Women	33	14.4%
Men	196	85.6%
Junior Enlisted (E1 - E6)	22	9.6%
Senior Enlisted (E7 - E9)	74	32.3%
Warrant Officer (WO1 - CW5) <sup>2</sup>	31	13.5%
Junior Officer (O1 - O3)	13	5.7%
Senior Officer (O4 - Above)	57	24.9%
Junior Federal Civilian (Grades 1 - 12)	21	9.2%
Senior Federal Civilian (Grades 13 - SES)	11	4.8%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	0	0.0%
Supervisor (civilian only)	14	43.8%
Non Supervisor (civilian only)	18	56.2%
<b>Total Respondents</b>	<b>229</b>	

<sup>1</sup> For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

<sup>2</sup> All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in Section IV, Factor Favorability by Demographic Subgroup. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within Section IV, Factor Favorability by Demographic Subgroup.

As completion rates increase (See Figure 1 and Table 2), you can feel more confident that the results represent the sentiments of your entire unit.

**Figure 1. Overall Completion Rate**



**Table 2. Completion Rate**<sup>3,4</sup>

	Passwords Requested	Completed Surveys	Completion Rate	Percent of Total Responses
<b>1st SFC A</b>	712	229	32.2%	100.0%
1st SFC A HHC	642	191	29.8%	83.4%
1st SFC A Command Teams	70	38	54.3%	16.6%

<sup>3</sup> If your report contains subordinate units, Figures 4 and 5 will not provide results for any unit(s) identified in the left column that had fewer than 16 members complete the DEOCS

<sup>4</sup> If your report contains subordinate units, the percent of total responses by each subordinate unit helps to show the relative impact of each subordinate unit on the overall factor averages

### III. How to Interpret DEOCS Color Coding

There are seven response options for each item that range from unfavorable to favorable. Because the scale has a seven-point range, three of the response options are categorized as *unfavorable* (i.e., strongly disagree, disagree, slightly disagree); one response option is considered *neutral* (neither agree nor disagree); and three response options are categorized as *favorable* (i.e., slightly agree, agree, strongly agree). For example, a factor with a favorability percentage of 75% means 75% of responses to that factor's questions included one of the three favorable options. DEOMI recommends considering 70% endorsement the minimum acceptable level.<sup>5</sup>

**Figure 2. How to Interpret DEOCS Color Coding**

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern, but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale, but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

<sup>5</sup> For more information on item level scoring, please see your full DEOCS Report.

## IV. Factor Favorability by Demographic Subgroup

The first column in the following table displays your organization's favorability rating and color coding for each climate factor, arranged from highest to lowest. The second column displays the demographic subgroup with the highest favorability rating for each factor, while the third column displays the demographic subgroup with the lowest favorability rating for each factor. The fourth and fifth columns display Unit Type<sup>6</sup> and Service level favorability ratings. Please refer to Section III. How to Interpret DEOCS Color Coding for more information regarding the color-coding for your organization. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Be sure to review the breakdown of the factor favorability ratings by demographic subgroup in Section IV of your full DEOCS Report, as this may help identify noticeable differences among subgroups.

The favorability percentages in Figure 3 are rounded values. In the case of an exact tie in the Overall Factor Average column, the factors will be marked with an asterisk (\*). In the case of an exact tie between two or more subgroups as the highest or lowest subgroup within a factor, two asterisks will be presented (\*\*). Please refer to Section IV of your full DEOCS report to identify the tied subgroups.

**Figure 3: Factor Average Comparison Among Demographic Subgroups**

	Overall Factor Average	Subgroup with Highest Average	Subgroup with Lowest Average	Service Average	Unit Type Average
Three Highest	SA Response 91%	Sr. Civilian** 100%	Jr. Officer 86%	84%	92%
	Trust in Leadership 89%	Supervisor 98%	Non-Supervisor 85%	76%	85%
	SA Prevention 88%	Jr. Enlisted 93%	Non-Supervisor 83%	79%	87%
	SH Retaliation 87%	Jr. Enlisted** 98%	Non-Supervisor 70%	77%	86%
	Engagement 86%	Jr. Enlisted 97%	Sr. Enlisted 81%	74%	83%
	SA Retaliation 85%	Sr. Civilian** 100%	Non-Supervisor 71%	74%	83%
	Group Cohesion 85%	Women 93%	Sr. Enlisted 82%	68%	81%
	SH 84%	Supervisor 91%	Non-Supervisor 67%	76%	84%
	Inclusion 81%	Supervisor 93%	Non-Supervisor 60%	66%	78%
	Senior Leadership 81%	Jr. Enlisted 94%	Non-Supervisor 65%	69%	78%
	Org Performance 80%	Women 90%	Jr. Officer 76%	67%	79%
	Commitment 80%	Sr. Civilian 94%	Jr. Civilian 70%	67%	79%
	Discrim 79%	Sr. Civilian 95%	Non-Supervisor 59%	67%	75%
Three Lowest	Job Satisfaction 78%	Jr. Enlisted 94%	Sr. Enlisted 69%	66%	75%
	Org Processes 76%	Jr. Enlisted 86%	Non-Supervisor 46%	63%	76%
	SA Report Knowledge 68%	Jr. Enlisted 81%	Non-Supervisor 54%	61%	64%

<sup>6</sup> Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

### V. Subordinate Unit Factor Averages

The following Figures (4 & 5) display the **OE**, **EO/EEO/FT**, and **SAPR Climate Factor** Favorability ratings by subordinate groups. Grey cells appear for any unit(s) with fewer than 16 completed surveys.

**Figure 4. Organizational Effectiveness Factor Favorability Averages**

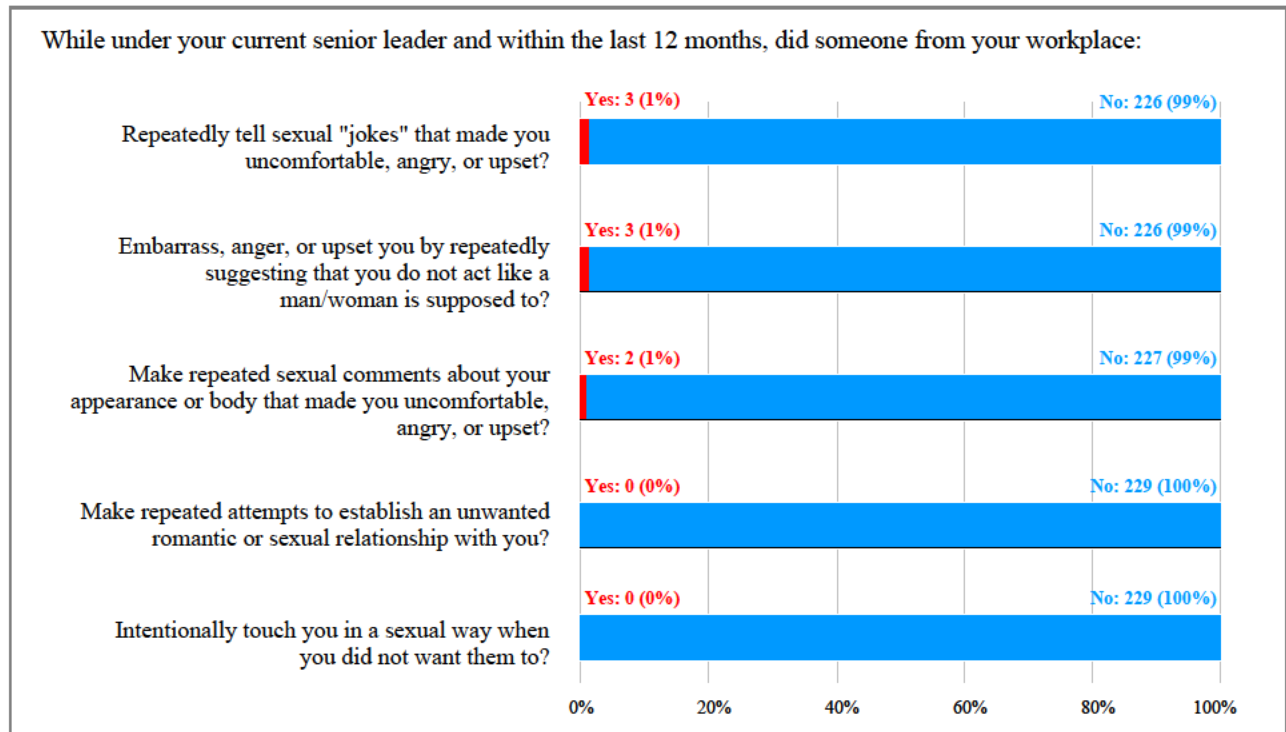
	<u>Organizational Effectiveness</u>							
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
<b>Service Average</b>	67%	69%	67%	68%	76%	66%	63%	74%
1st SFC A	80%	81%	80%	85%	89%	78%	76%	86%
1st SFC (A), HHC	79%	81%	80%	85%	89%	77%	75%	86%
1st SFC (A) Command Teams	84%	82%	82%	87%	93%	83%	76%	88%

**Figure 5. Equal Opportunity/Equal Employment Opportunity/Fair Treatment & Sexual Assault Prevention and Response Climate Factor Favorability Averages**

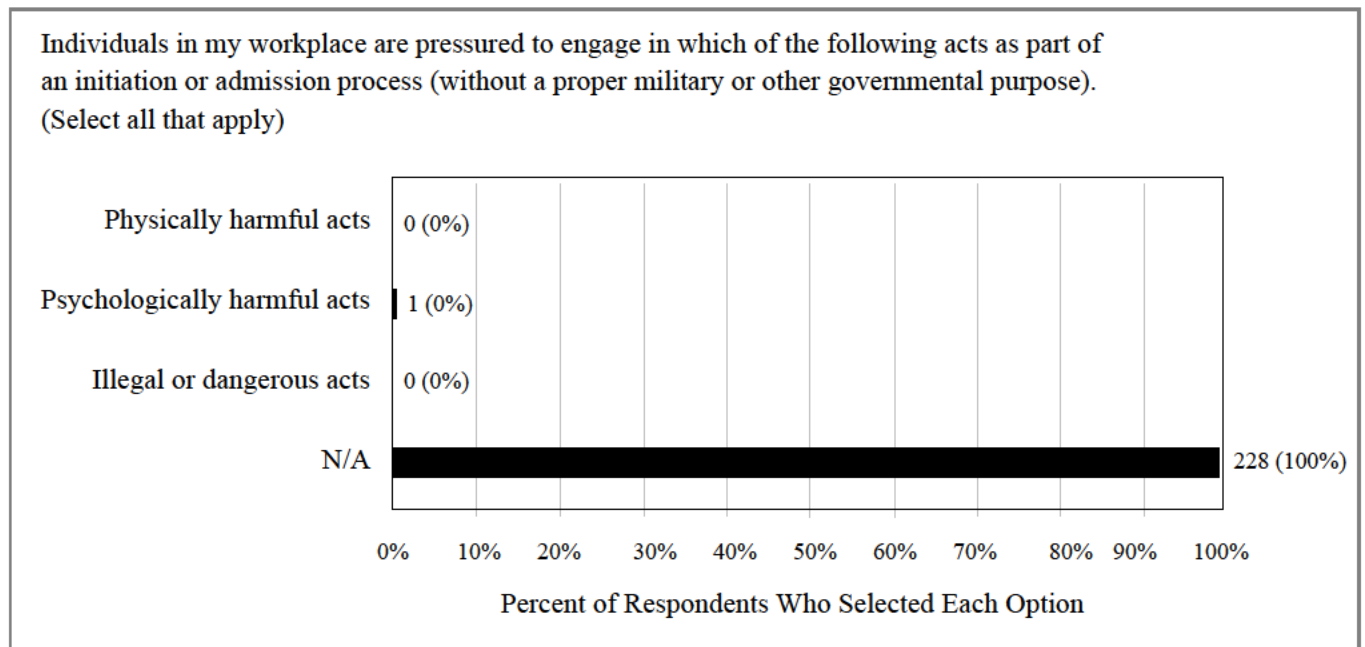
	<u>EO/EEO/Fair Treatment</u>				<u>SAPR</u>			
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
<b>Service Average</b>	66%	67%	76%	77%	79%	61%	84%	74%
1st SFC A	81%	79%	84%	87%	88%	68%	91%	85%
1st SFC (A), HHC	80%	78%	83%	87%	87%	67%	91%	85%
1st SFC (A) Command Teams	86%	83%	91%	86%	91%	75%	93%	86%

## VI. Additional DEOCS Factors

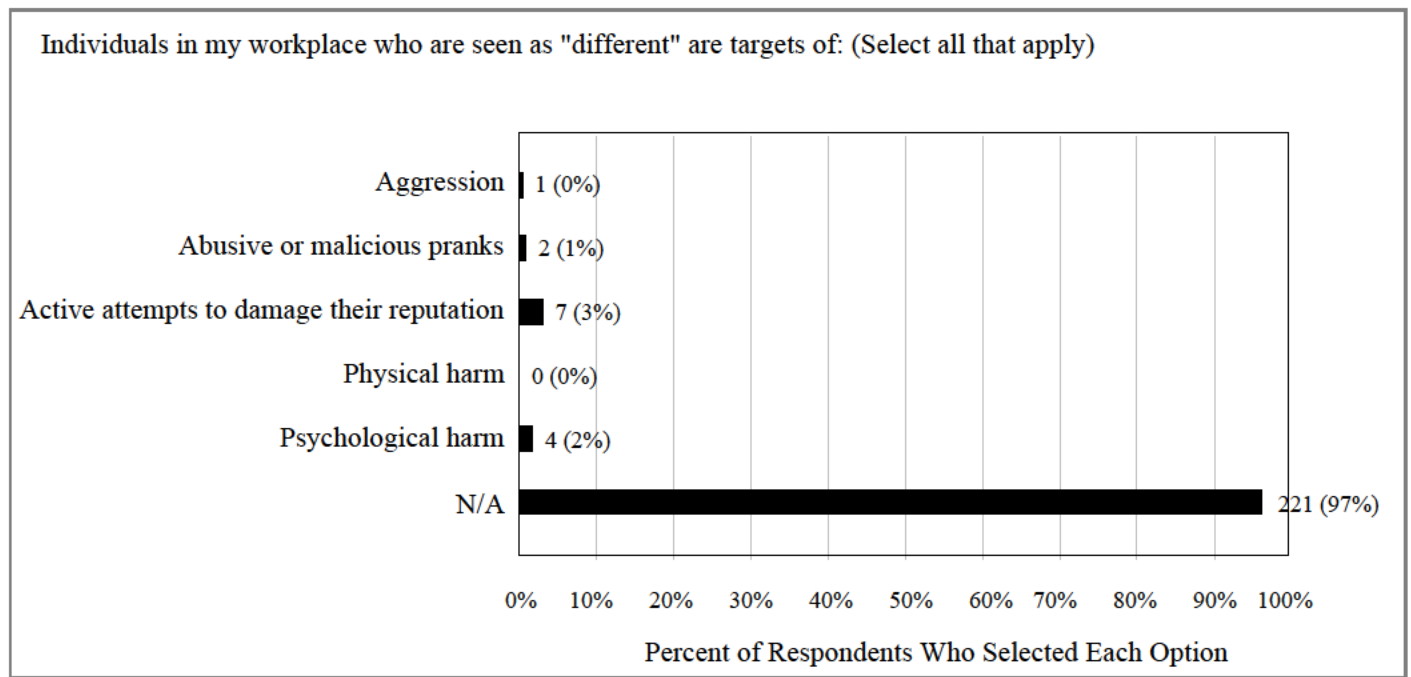
**Figure 6. Unwanted Workplace Experiences**



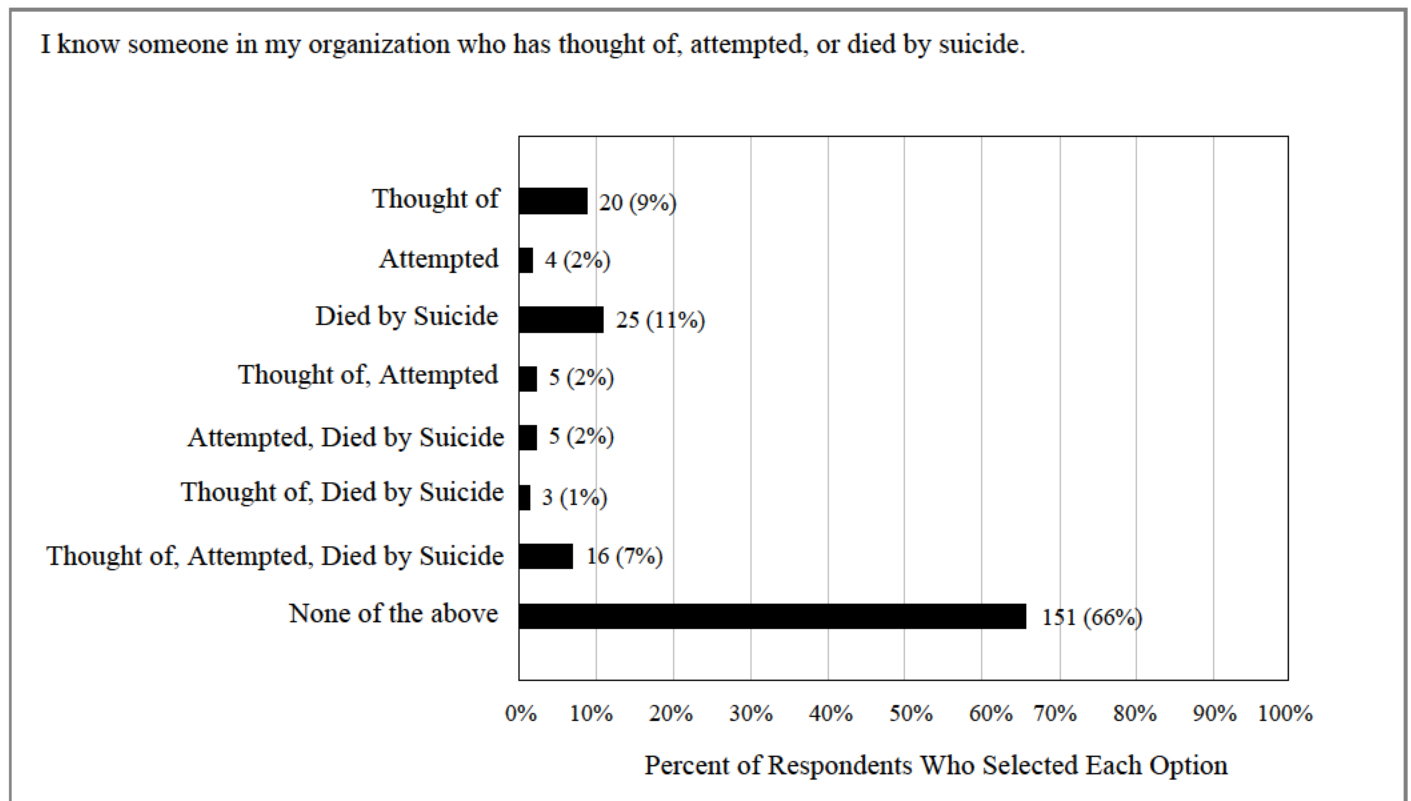
**Figure 7. Hazing**



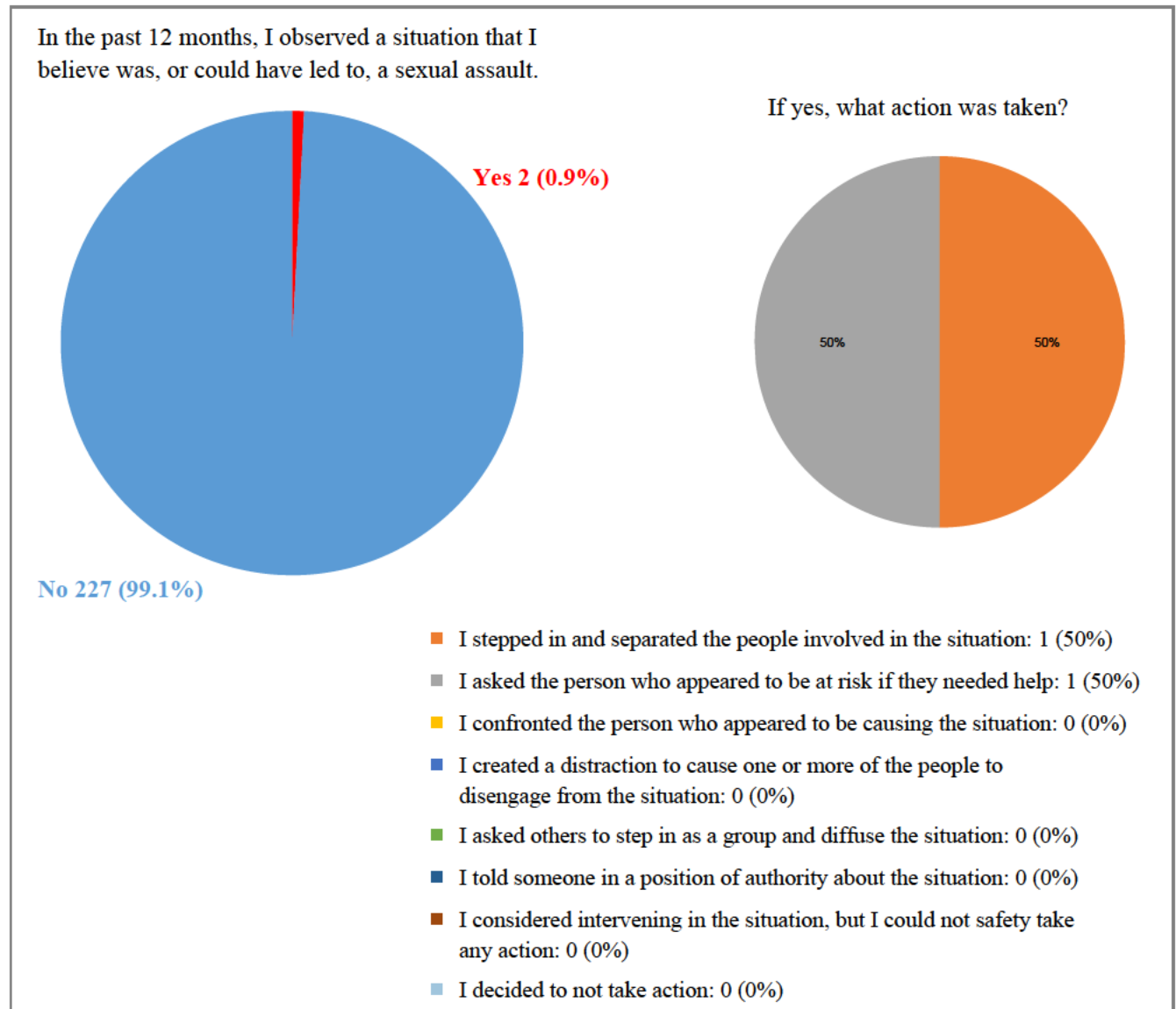
**Figure 8. Bullying**



**Figure 9. Connectedness**



**Figure 10. Bystander Intervention**





## VII. Locally Developed Questions

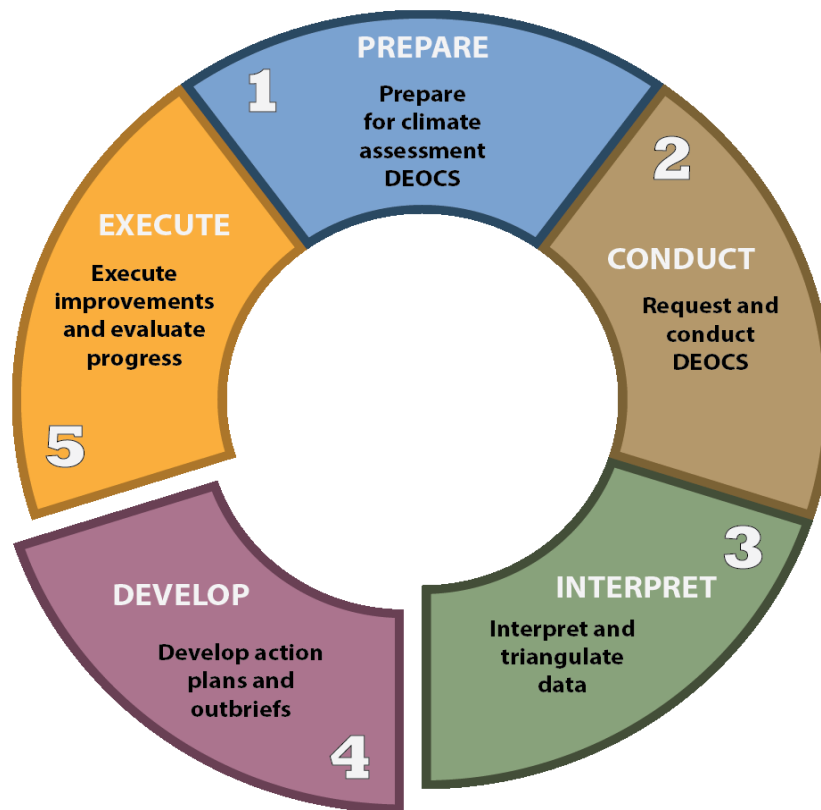
The DEOCS provides leaders the opportunity to include up to 10 Locally Developed Questions (LDQs). LDQs are statements that respondents indicate agreement or disagreement with along a five point scale: *strongly disagree*, *disagree*, *neither agree nor disagree*, *agree*, or *strongly agree*. To simplify the results, *strongly disagree* and *disagree* responses were combined into a “Disagree” category, *neither agree nor disagree* was categorized on its own, and the *agree* and *strongly agree* responses were combined into an “Agree” category. Table 3 displays the percentage of respondents who disagreed, neither agreed nor disagreed, or agreed with each LDQ.

**Table 3. Locally Developed Questions**

1st SFC A	Disagree	Neither Agree nor Disagree	Agree
1. My Command team and staff are available and accessible.	7%	10%	83%
2. Communication flows freely from senior leadership to all levels of the organization.	17%	13%	70%
3. All unit personnel are treated fairly and given the same opportunities.	13%	12%	76%
4. The leaders in my command show a real interest in the welfare of families.	9%	9%	82%
5. I trust management/leadership to handle complaints, problems, or issues seriously.	6%	10%	85%
6. I am recognized for contributing to a positive atmosphere in my workplace.	7%	18%	75%
7. All unit personnel receive the same level of respect from leadership.	12%	12%	76%
8. Civilian managers efficiently supervise military and civilian personnel equally.	8%	26%	66%
9. Officers and non-commissioned officers in my unit deal with each other with a high level of respect.	6%	8%	86%
10. In the past 30 days, I have felt confident about my ability to handle my personal problems.	3%	4%	93%

## VIII. Conclusion

You have completed the first two of the five climate assessment process steps. It is now time to take the next steps to improve and maintain your command climate. This report, along with your full DEOCS report, has helped to identify key areas that can impact mission readiness and unit cohesion. Based on the data obtained, your organization's DEOCS results may indicate both organizational strengths and concerns. To better understand what may be driving these results, it is important to pursue Steps 3 and 4 of the climate assessment process. While Job Satisfaction, Org Processes, and SA Report Knowledge were identified as the three factors with the lowest average favorability ratings, we suggest taking further actions to obtain a more complete picture of the areas of concern. Reviewing the written comments, conducting focus groups and interviews, and making personal observations may help identify the sources of some areas of concern; however, these are just three of the additional ways to learn more about your DEOCS results. These actions are essential to understanding and interpreting the data obtained in your DEOCS and will facilitate the action planning in Step 4.



For more information about follow-on assessment actions and identifying solutions to improve your command's climate, visit DEOMI's Assessment to Solutions website at [www.deocs.net](http://www.deocs.net). Assessment to Solutions was designed to support leaders and equal opportunity professionals by providing tools and products to further characterize the command's climate and address identified mission-impacting issues that impact command climate.

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# Defense Organizational Climate Survey (DEOCS)

PDF Download

10/15/2020

Unit: 1 SFG(A) | Survey Date: 09/14/2020 - 10/06/2020 | Report: Overall Unit



## About 340

Heading	Description	
Overview	Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.	
	The Defense Organizational Climate Survey (DEOCS) dashboard provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this dashboard. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.	
	Additional methods, such as focus groups, observations, and reviews of records, can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.	
Navigating the Dashboard	While the DEOCS is open, use the Response Rate tab to monitor the number of people that have completed the survey to date. This tab will display an up-to-date response rate, the number of completed surveys by day, and a table of current and historical response rates for all surveys you have administered.	
	Once the DEOCS is closed and your results are generated, start by reviewing the Summary and Primary Climate Factors tabs for an overall picture of your organization's results. These tabs will display results for the three main climate factors measured on the DEOCS: organizational effectiveness, equal opportunity (EO) / equal employment opportunity (EEO) / fair treatment, and sexual assault prevention and response (SAPR).	
	The Primary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the primary climate factors, as well as the Demographic Comparisons, which will display results by key demographic categories (e.g., men/women, enlisted/officer, and supervisory/non-supervisory). Use these results to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.	
	Use the Secondary Climate Factors tab to explore additional results related to connectedness, sexual assault reporting knowledge, bystander intervention, unwanted workplace experiences, hazing, and bullying.	
	The Secondary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the secondary climate factors, as well as the LDQ questions, which will display results for any custom multiple choice questions that were included on your DEOCS.	
	Review the Item Summary tab to find more detailed results for the questions related to the primary climate factors on your DEOCS.	
	The Download tab contains three options that allow you to download an overall unit report, executive report (includes overall unit results and subgroup results in one report), and subgroup/subunit reports, if applicable. Use the "Report" filter on this tab to select the type of report you need.	
	The Comments Download tab allows you to download a PDF copy of all comments and custom short answer questions that may have been included. Comment reports can be generated for the overall unit or for subgroups. Use the "Report" filter on this tab to select the type of report you need.	
	The blue QuickLinks button provides more information about most of these tabs and also contains links to resources on <a href="https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home">https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home</a>	
	For more help navigating the dashboard or to find information on the features and functionality of the dashboard, go to the home page of the DEOCS portal and click on the question mark icon in the upper, right corner of the screen.	
Index	Additional information for many of the tables and graphs in this report can be found on the last page in the Index table. Each applicable table or graph will have an Index number above it. Match this Index number to its description in the Index Reference Table on the very last page of the report to find more detailed information about what is shown.	
Making Climate Assessment Results Work for Your Organization	1. Share the results with members of your organization.	
	2. Involve key leaders; let members know you are acting on their feedback.	
	3. If needed, establish an action team to develop and implement a plan for organizational improvement.	

24 rows total

Heading <b>341</b>	Description	
Assessment to Solutions	For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: <a href="https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home">https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home</a>	
	Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.	
	The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include organizational effectiveness, EO/EEO/fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.	
Contact Information	The DEOCS HelpDesk is available to assist you and can be reached at:	
	<a href="mailto:deocs@datarecognitioncorp.com">deocs@datarecognitioncorp.com</a>	
	1-833-867-5674	

Response Rate

11%

Total in Unit

2.42K

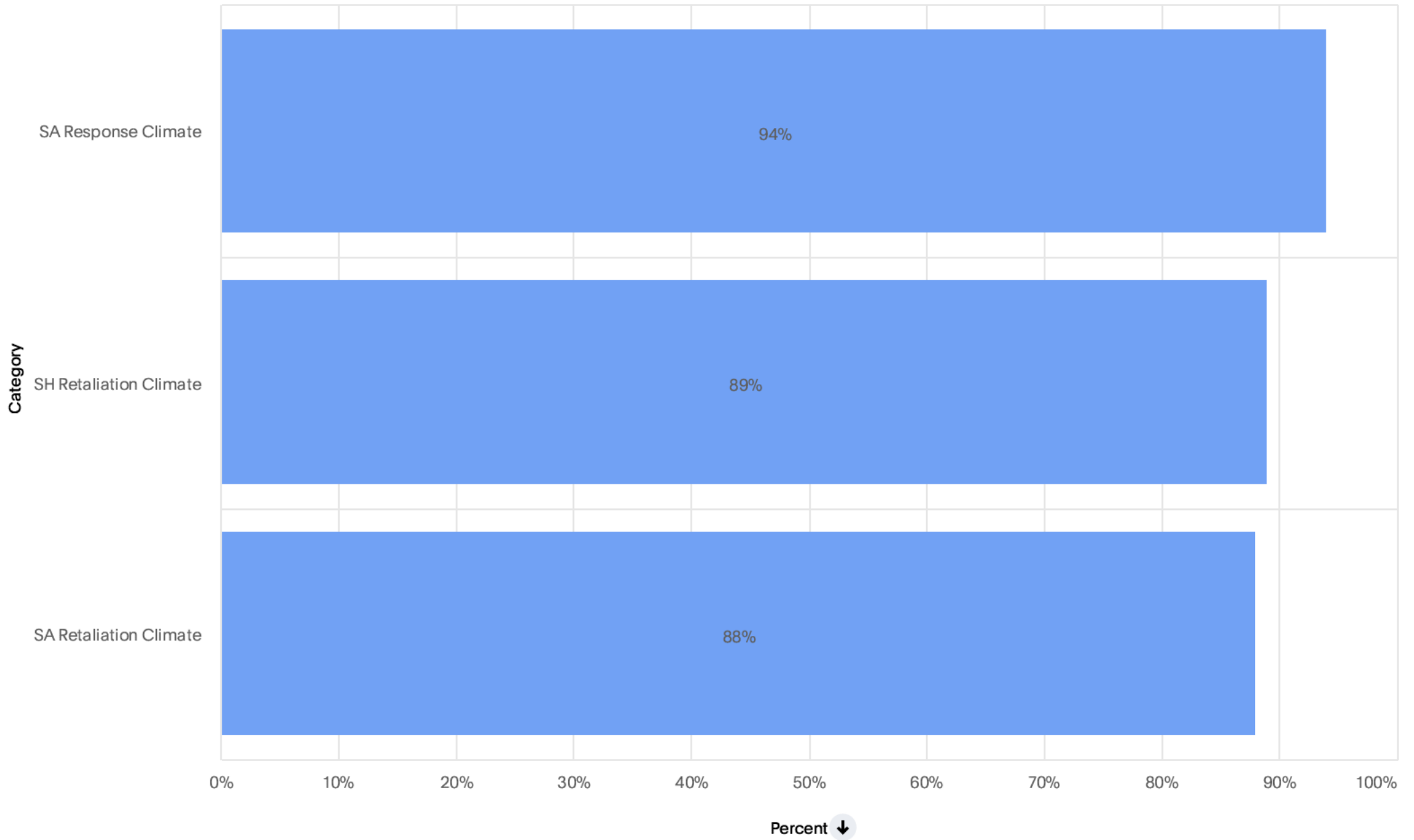
Total Surveys Returned

278

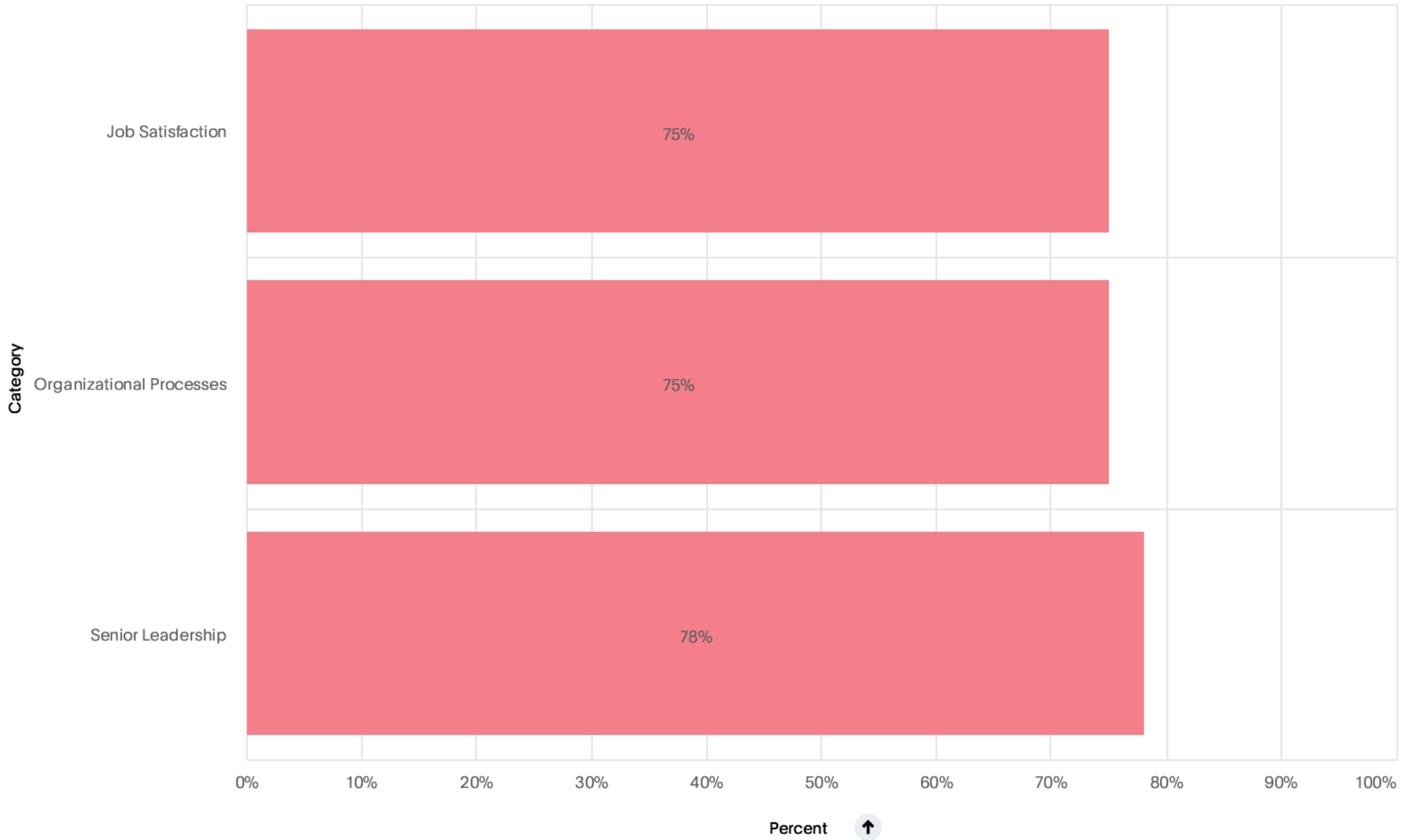
Total Incomplete Surveys

73

### Top 3 - Climate Factors with Highest Favorability Ratings



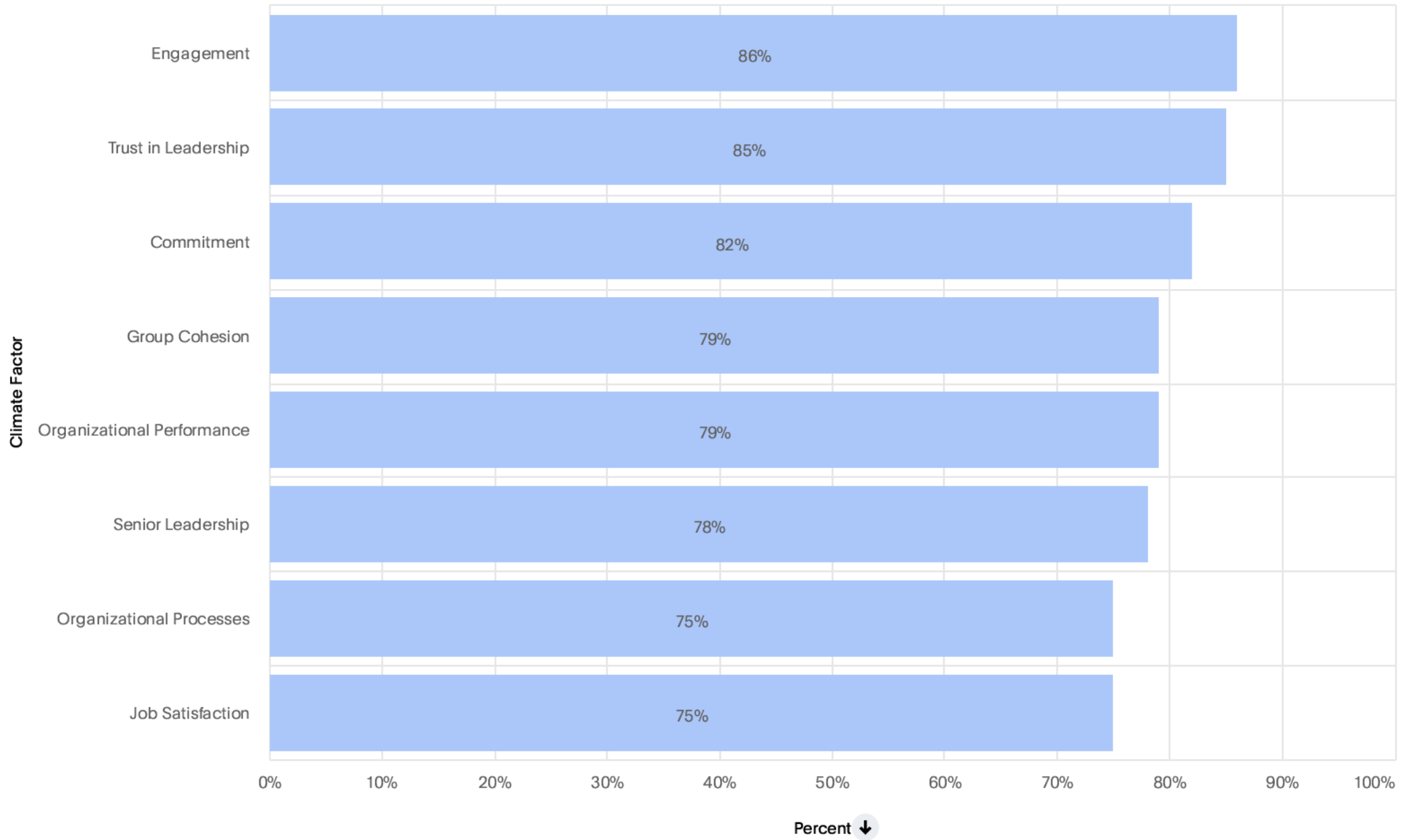
# Bottom 34 Climate Factors with Lowest Favorability Ratings





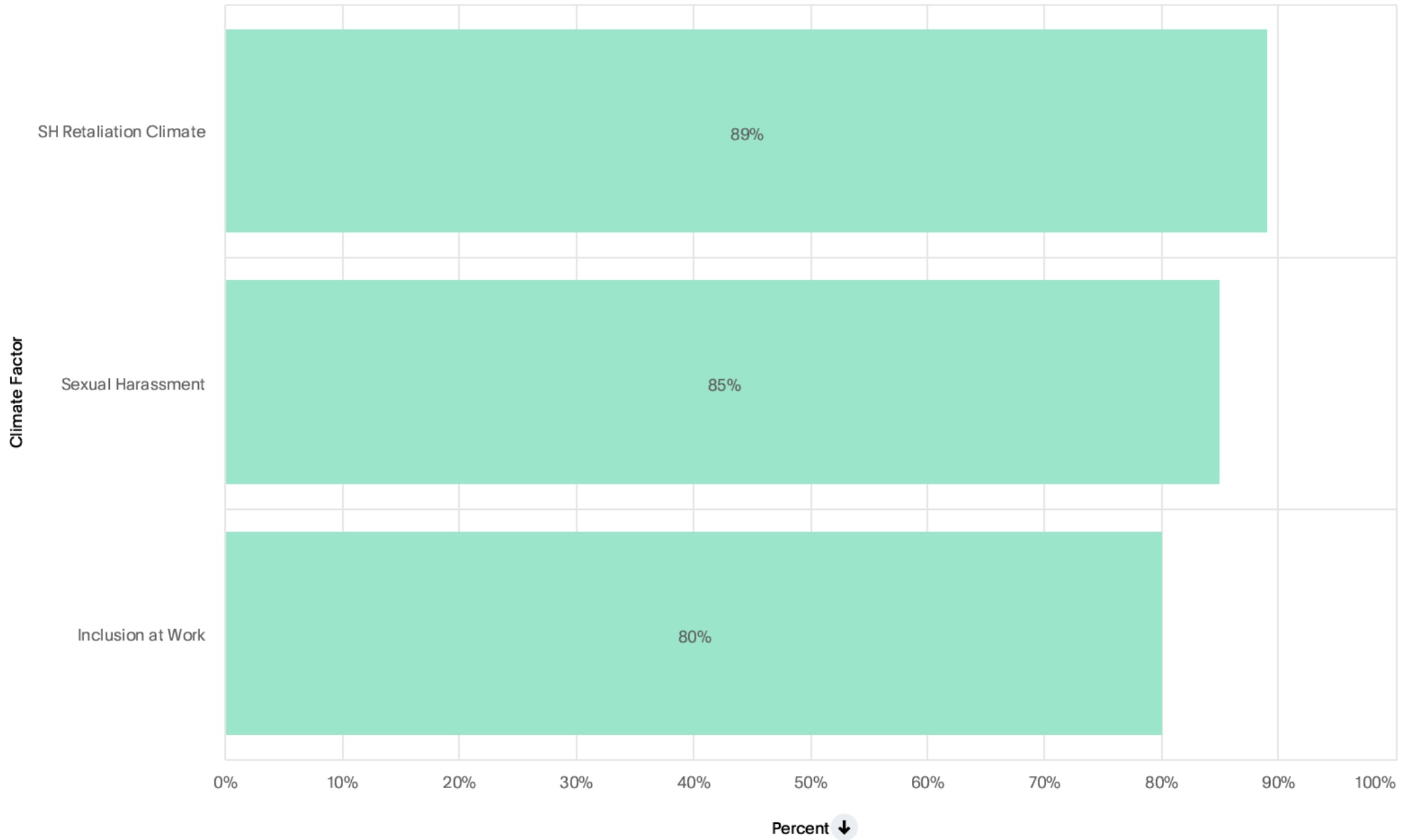
# Organizational Effectiveness

Your unit's overall favorability ratings for Organizational Effectiveness are displayed below. See Index 1.1 for more info.



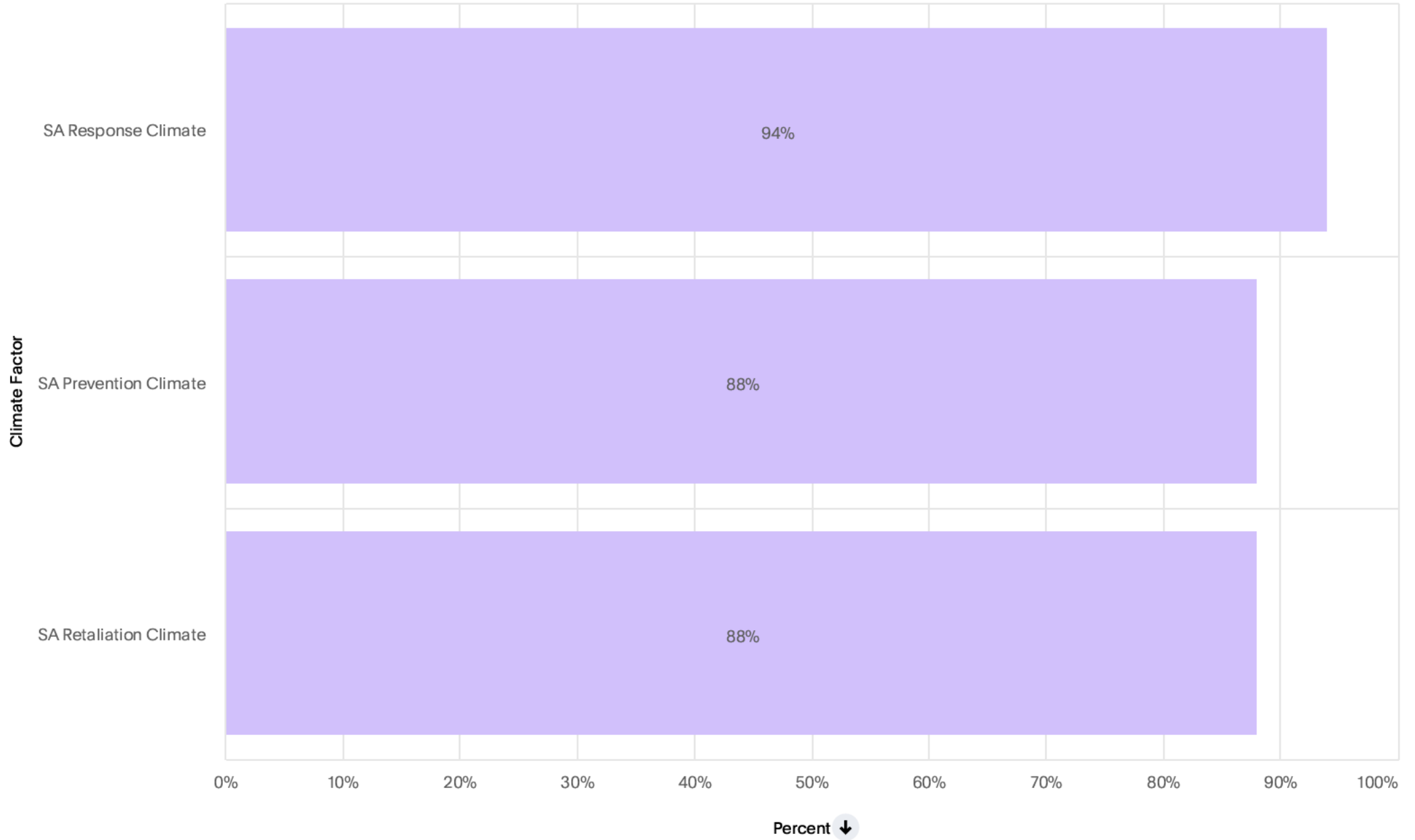
# EO/EE/FAIR Treatment

Your unit's overall favorability ratings for EO / EEO / Fair Treatment are displayed below. See Index 1.2 for more info.



# Sexual Assault Prevention & Response

Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed below. See Index 1.3 for more info.



## How to Interpret Color Coding

	Improvement Needed	Caution	Adequate	Excellent	Data Not Reportable	
Low Range	0%	50%	70%	90%	-99%	
High Range	49%	69%	89%	100%	-99%	

2 rows total

## Organizational Effectiveness

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.1 for more info.

Category	Commitment	Senior Leadership	Organization Performance	Group Cohesion	Trust in Leadership	Job Satisfaction	Organization Process	Engagement
Overall	82%	78%	79%	79%	85%	75%	75%	86%
Majority	83%	78%	77%	79%	83%	72%	75%	83%
Minority	87%	84%	87%	88%	92%	84%	81%	92%
Women	88%	92%	85%	91%	92%	76%	80%	95%
Men	81%	76%	78%	78%	84%	74%	74%	85%
Enlisted	77%	73%	74%	73%	82%	70%	70%	82%
Officer	92%	87%	88%	91%	89%	84%	85%	93%
Junior Enlisted	73%	72%	74%	71%	81%	63%	68%	76%
Senior Enlisted	80%	74%	74%	75%	84%	75%	71%	86%
Junior Officer	93%	86%	86%	88%	87%	83%	84%	91%
Senior Officer	90%	90%	92%	98%	94%	86%	89%	98%
Military	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Civilian	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Junior Civilian	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Non-Supervisor	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%

15 rows total

# Equal Opportunity / Equal Employment Opportunity / Fair Treatment

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.2 for more info.

Category	Inclusion	Discrimination	Sexual Harassment	Sexual Harassment Retaliation Composite
Overall	80%	-99%	85%	89%
Majority	80%	-99%	85%	92%
Minority	86%	-99%	89%	91%
Women	86%	-99%	81%	80%
Men	80%	-99%	85%	90%
Enlisted	76%	-99%	82%	88%
Officer	88%	-99%	90%	91%
Junior Enlisted	73%	-99%	82%	87%
Senior Enlisted	79%	-99%	81%	89%
Junior Officer	87%	-99%	90%	92%
Senior Officer	91%	-99%	92%	89%
Military	-99%	-99%	-99%	-99%
Civilian	-99%	-99%	-99%	-99%
Junior Civilian	-99%	-99%	-99%	-99%
Non-Supervisor	-99%	-99%	-99%	-99%

# Sexual Assault Prevention & Response

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.3 for more info.

Category	Sexual Assault Prevention Climate	Sexual Assault Response Climate	Sexual Assault Retention Climate
Overall	88%	94%	88%
Majority	89%	95%	92%
Minority	95%	98%	88%
Women	84%	92%	70%
Men	88%	95%	89%
Enlisted	86%	92%	86%
Officer	92%	99%	90%
Junior Enlisted	84%	91%	85%
Senior Enlisted	87%	93%	87%
Junior Officer	92%	99%	89%
Senior Officer	94%	99%	90%
Military	-99%	-99%	-99%
Civilian	-99%	-99%	-99%
Junior Civilian	-99%	-99%	-99%
Non-Supervisor	-99%	-99%	-99%

## Connectedness

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.4 for more info.

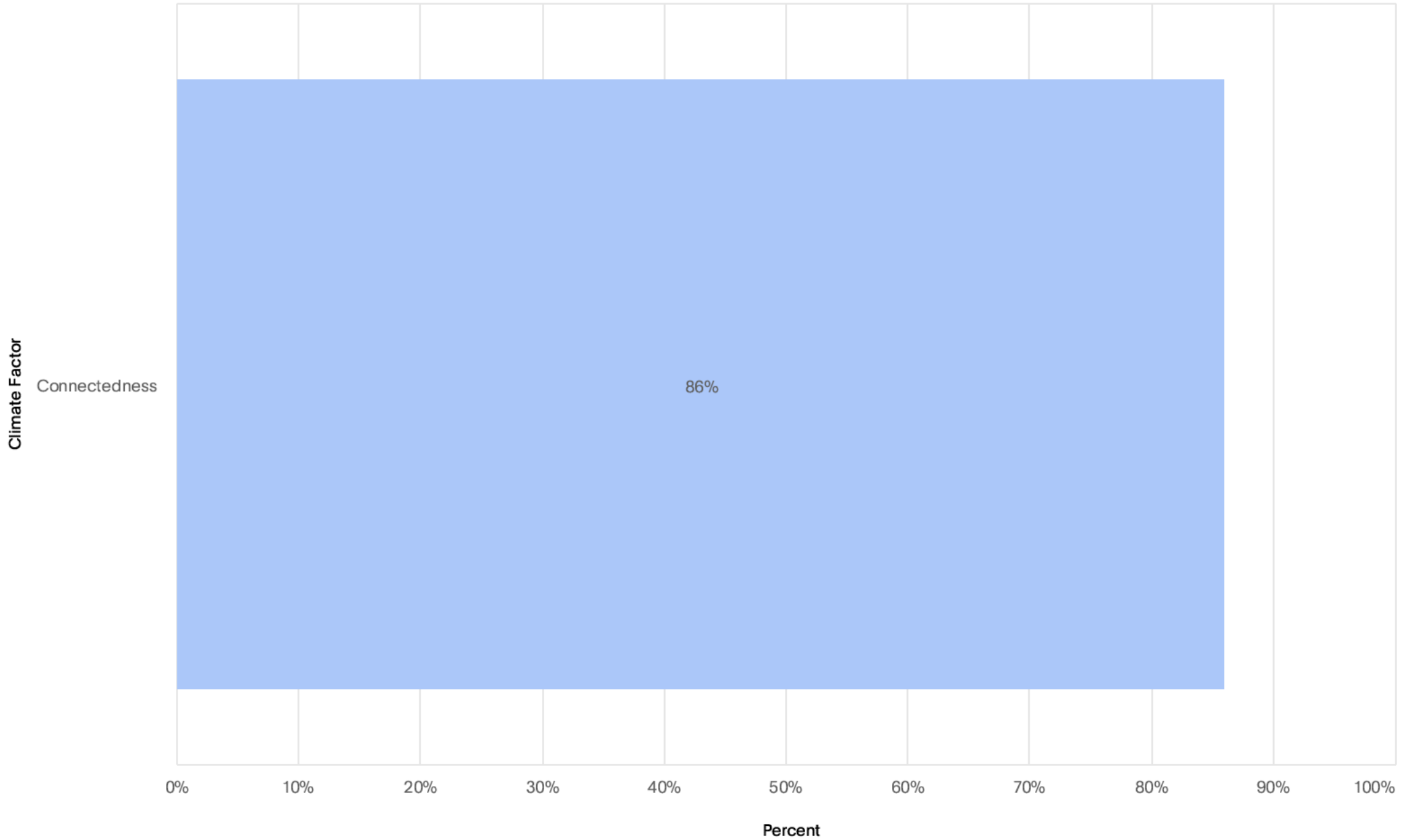
Category	Connectedness	
Overall	86%	
Majority	85%	
Minority	90%	
Women	85%	
Men	86%	
Enlisted	82%	
Officer	93%	
Junior Enlisted	81%	
Senior Enlisted	83%	
Junior Officer	92%	
Senior Officer	96%	
Military	-99%	
Civilian	-99%	
Junior Civilian	-99%	
Non-Supervisor	-99%	

15 rows total



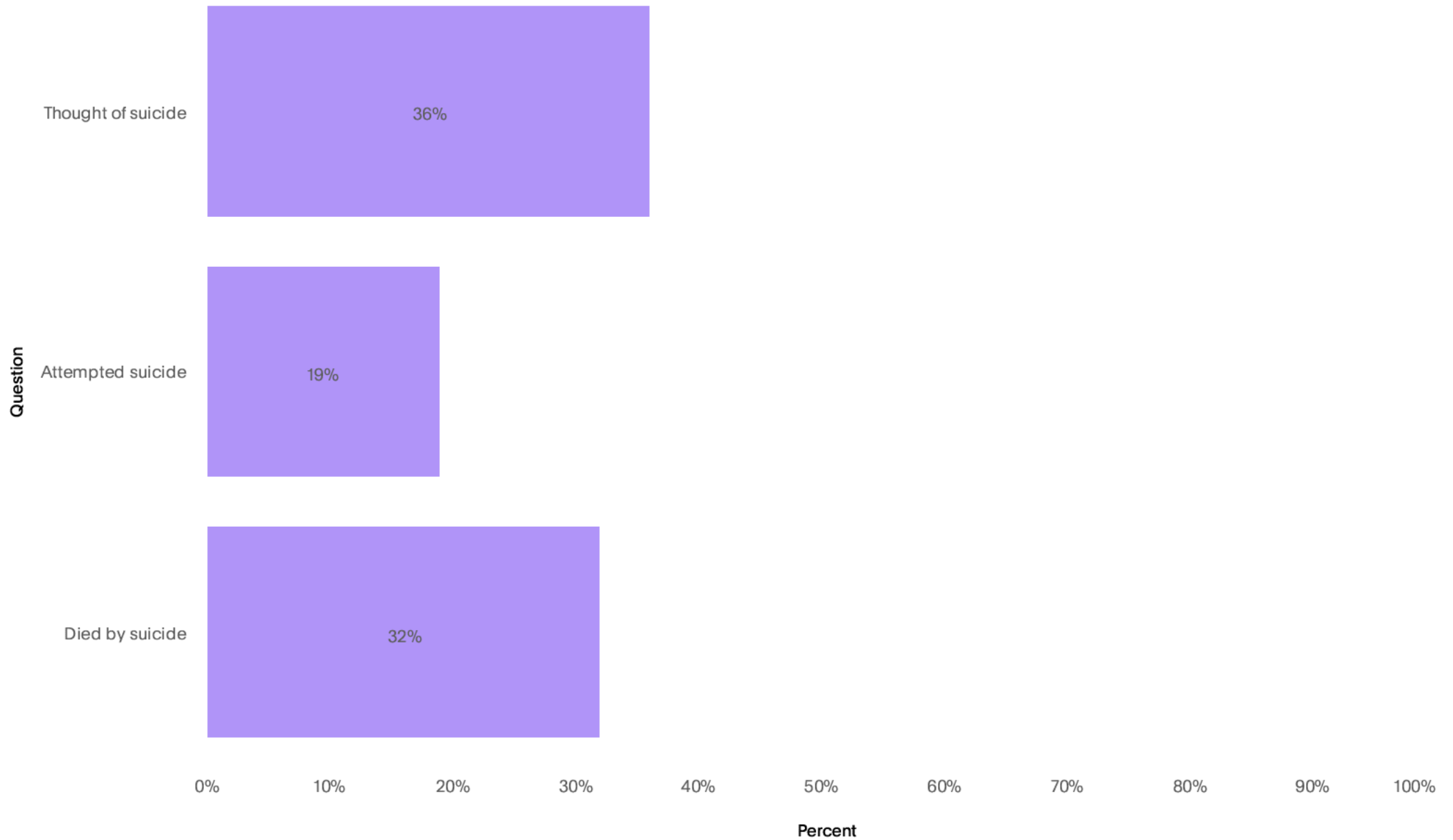
# Connectedness (Overall)

Your unit's overall favorability rating of connectedness is displayed below. See Index 2.5 for more info.



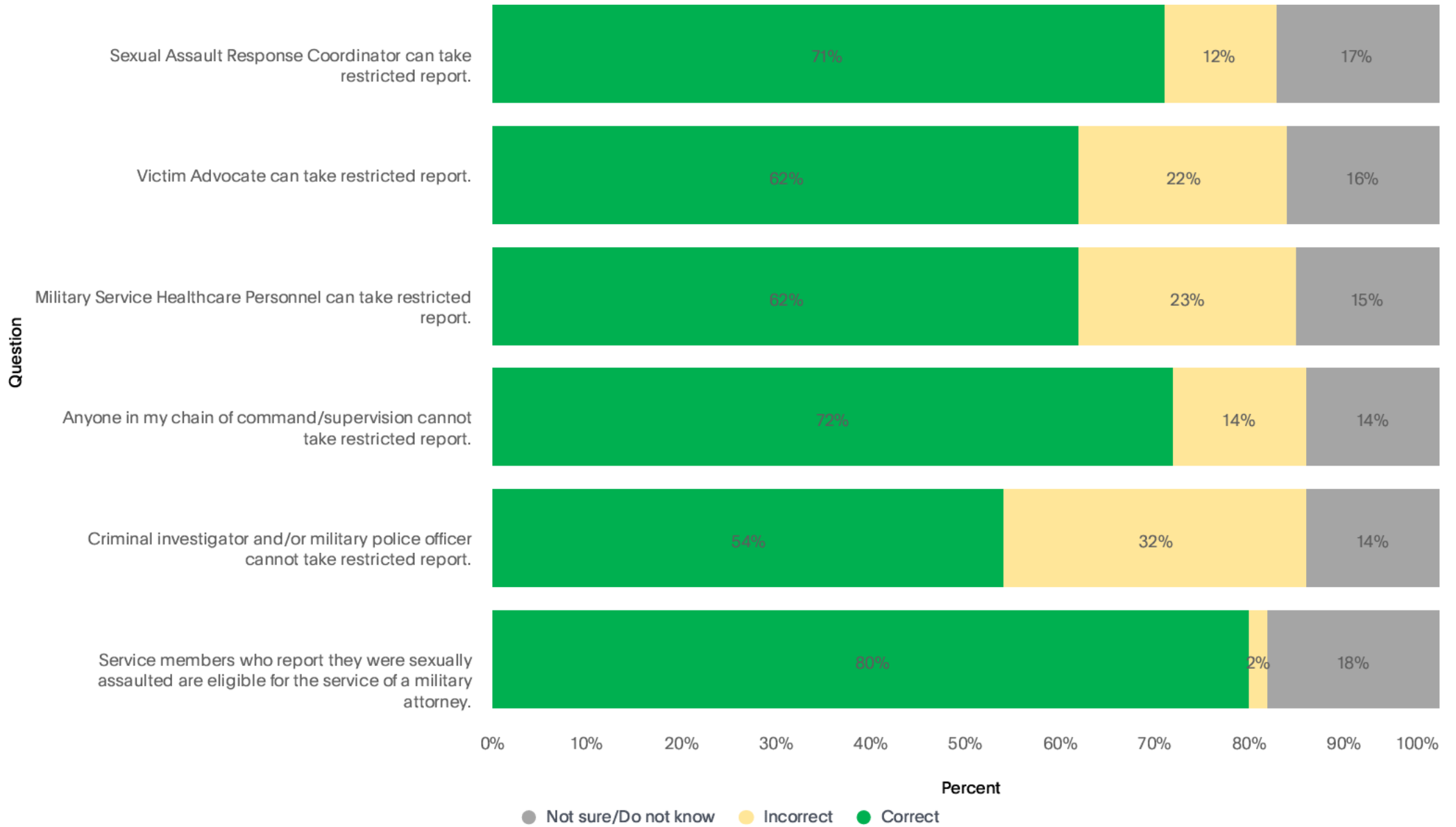
# Knowledge of Suicide Ideation, Attempts & Death

I know someone in my organization who has...



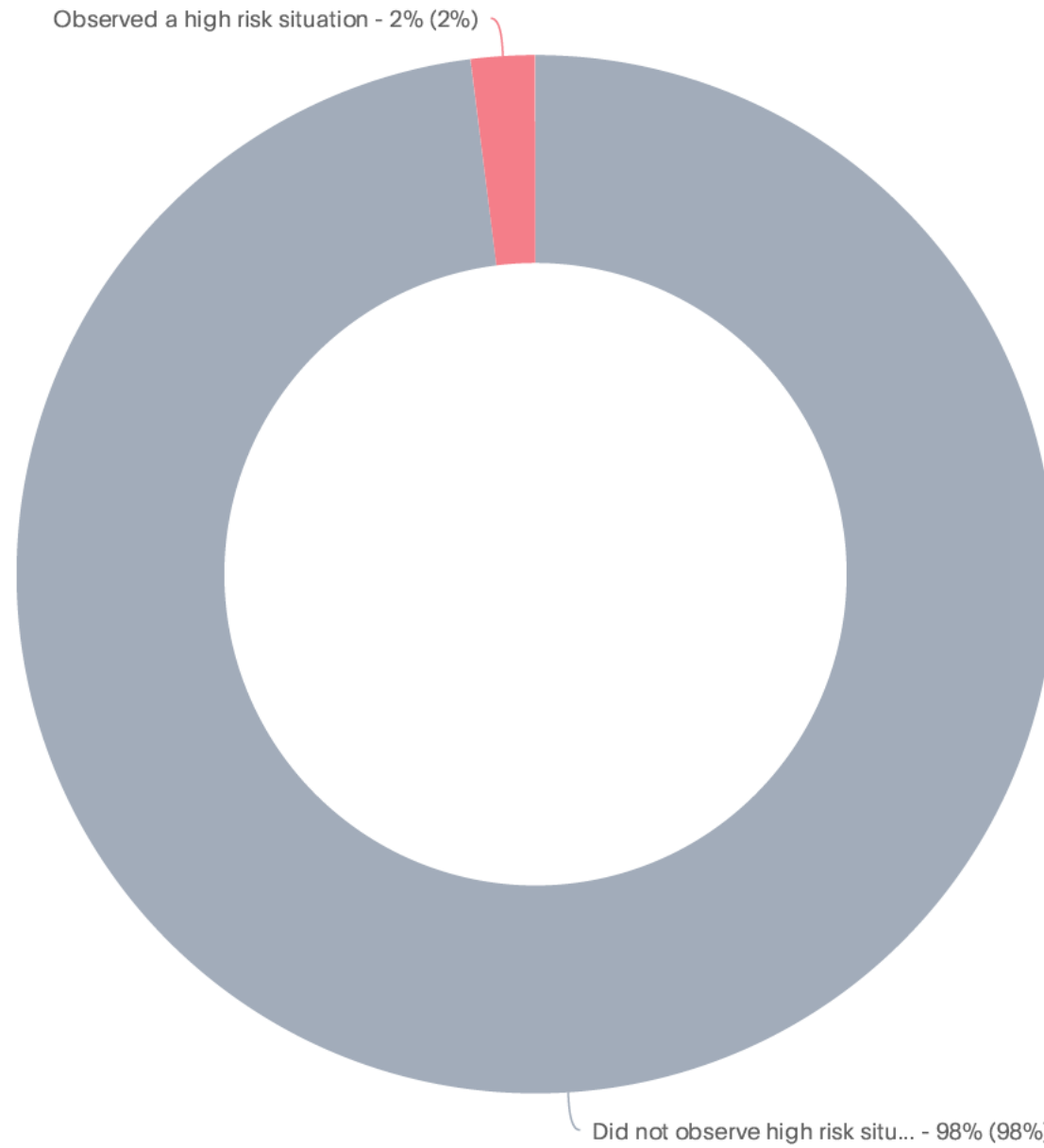
# Sexual Assault Reporting Knowledge

The graph below displays the percentage of respondents who correctly or incorrectly answered each item. See Index 2.6 for more info.



## Bystander Intervention

Respondents who observed a high risk situation (i.e., one they believed was, or could have led to a sexual assault) within the past 12 months



## Reported Actions Taken Following High Risk Situation

For those individuals who observed a high risk situation, they were asked to choose the response that most closely resembled their actions.

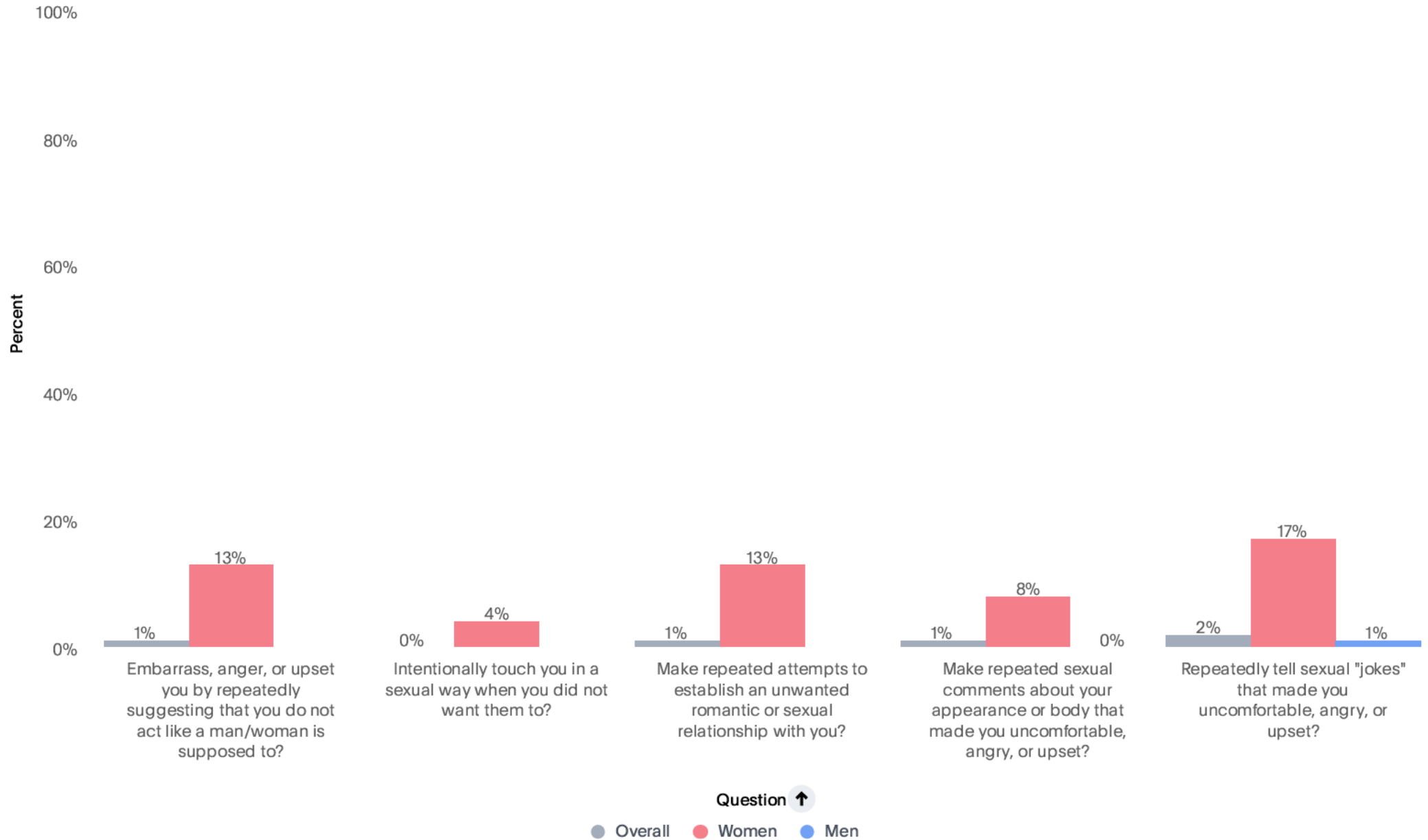
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No data

0 rows total

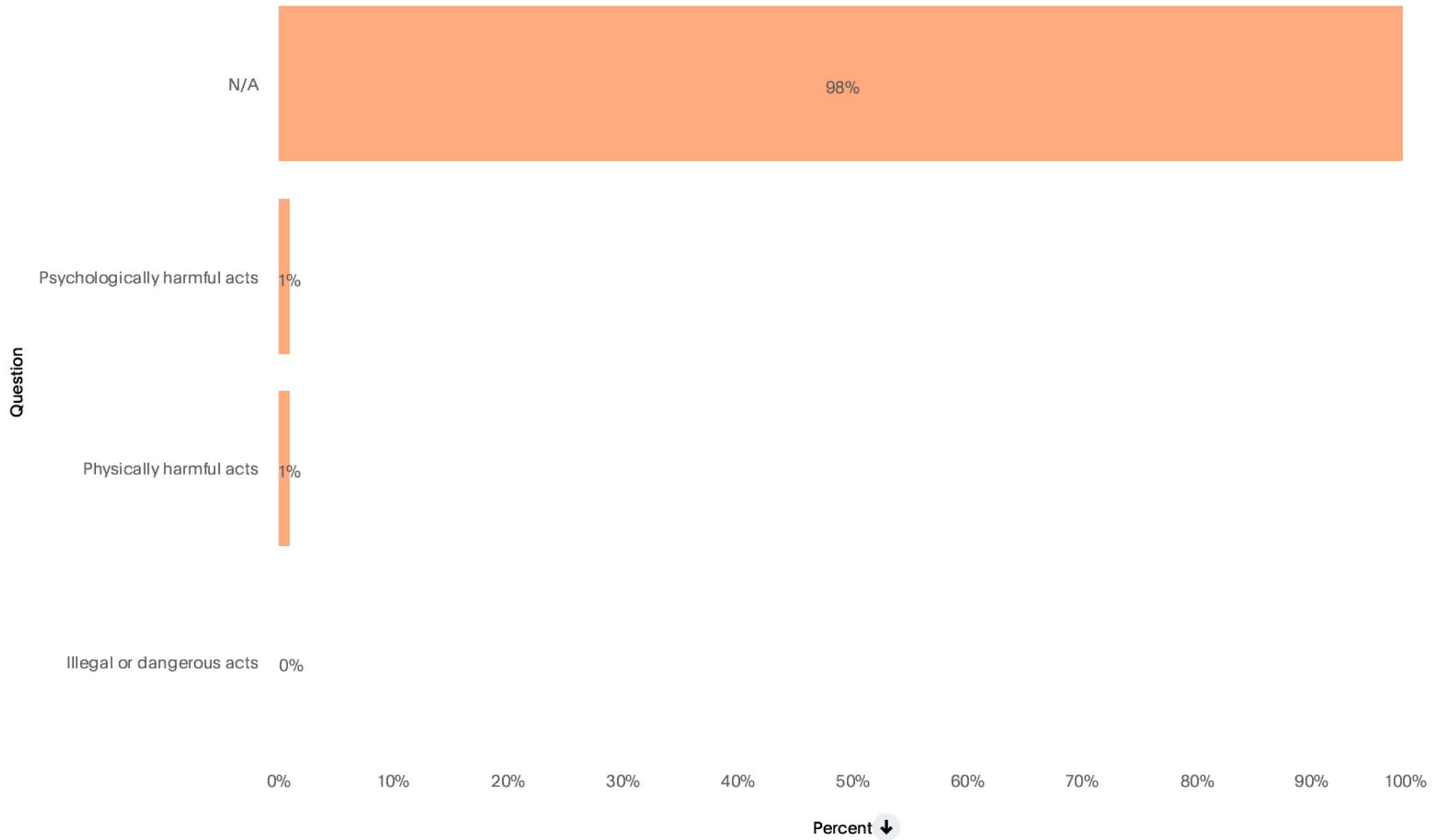
# Unwanted Workplace Experiences

The graph shows the percentage who said that someone from their workplace did any of the following actions to them. See Index 2.7 for more info.



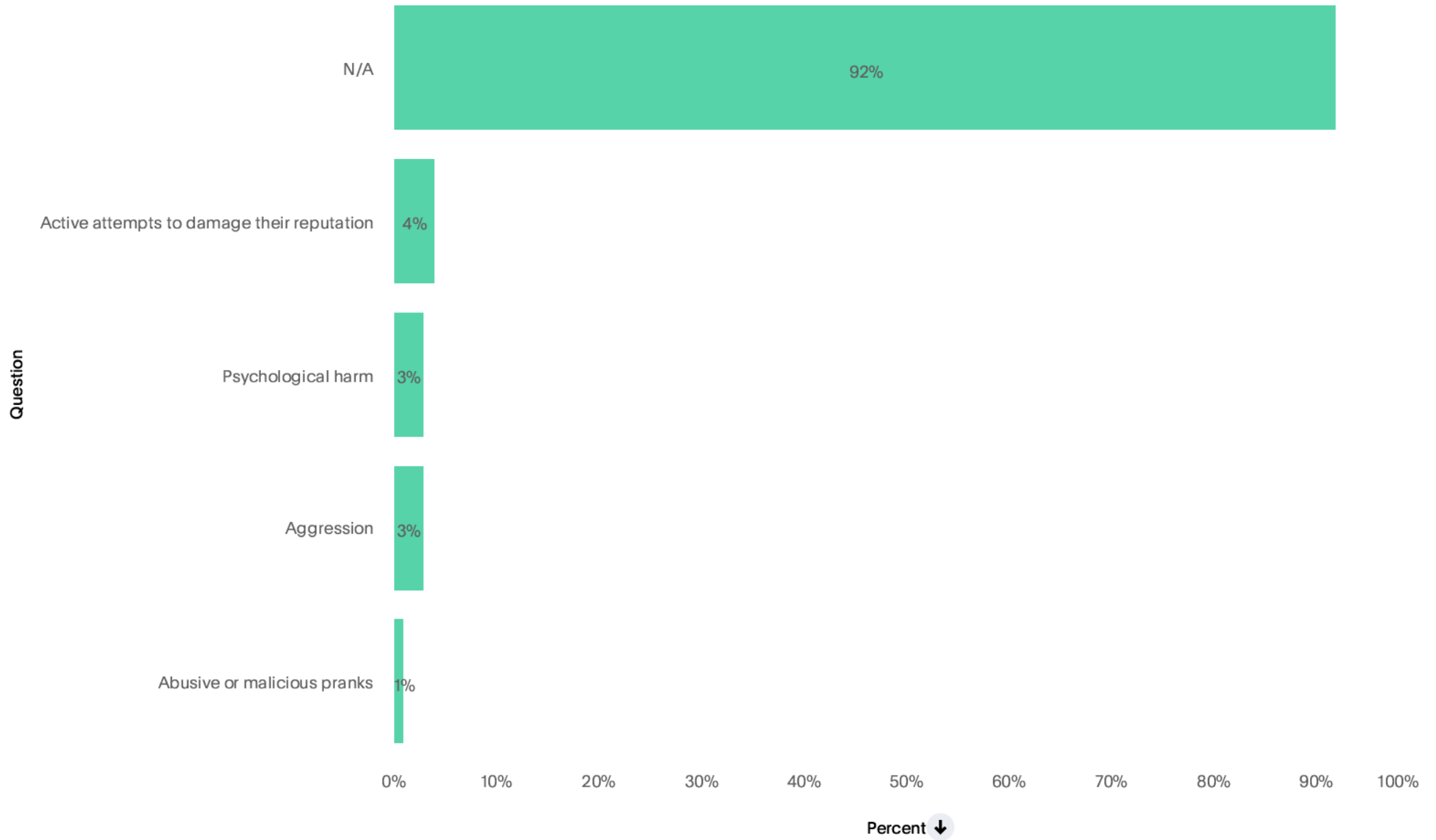
# Hazing359

Percentage who said individuals are pressured to do the following acts as an initiation process at their workplace. See Index 2.8 for more info.



# Bullyin360

Percentage who said individuals in their workplace who are seen as "different" are targets of the following. See index 2.9 for more info.





## Custom 361 Multiple-Choice Questions (Locally Developed Questions or LDQs)

Category Name	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	
Communication/Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	6% (15)	14% (35)	16% (40)	38% (96)	26% (65)	100% (251)	
Engagement	I am proud of the work that I do.	3% (7)	4% (10)	8% (19)	32% (81)	53% (134)	100% (251)	
Family Support/Work Life Balance	The leaders in my command show a real interest in the welfare of families.	4% (11)	7% (17)	17% (42)	31% (78)	41% (101)	100% (249)	
Inclusion	My workgroup is accepting of individuals with diverse backgrounds.	1% (3)	1% (2)	6% (14)	40% (100)	53% (132)	100% (251)	
Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues effectively.	6% (15)	6% (16)	12% (30)	38% (95)	38% (95)	100% (251)	
Respect for Individuals	An atmosphere of respect exists in my work area.	2% (4)	4% (10)	8% (21)	39% (98)	47% (118)	100% (251)	
Deployment	My command is well prepared to perform its wartime duties.	4% (10)	6% (16)	15% (38)	40% (100)	35% (87)	100% (251)	
Family Support/Work Life Balance	This unit takes an active role in caring for the needs of family members of deployed unit personnel.	3% (7)	8% (19)	15% (37)	34% (84)	41% (102)	100% (249)	
Leadership Effectiveness	I feel that the Commander/Director will use the information from this survey to improve the command.	4% (11)	10% (24)	13% (33)	30% (75)	43% (108)	100% (251)	
Teamwork/Team Cohesion/Morale	The current level of morale in my command is high.	9% (22)	13% (33)	15% (37)	37% (92)	27% (67)	100% (251)	

10 rows total

## Organizational Effectiveness: Commitment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I feel like "part of the family" in this workgroup.	4% (11)	5% (14)	4% (11)	6% (17)	12% (34)	37% (104)	31% (87)	100% (278)	
This workgroup has a great deal of personal meaning to me.	3% (8)	5% (14)	3% (9)	5% (15)	10% (27)	33% (92)	41% (113)	100% (278)	
I feel a strong sense of belonging to this workgroup.	3% (8)	6% (17)	4% (10)	6% (17)	16% (44)	31% (86)	35% (96)	100% (278)	

3 rows total

## Organizational Effectiveness: Senior Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	3% (8)	5% (14)	6% (16)	6% (17)	13% (37)	38% (106)	29% (80)	100% (278)	
My senior leader clarifies our organization's goals and priorities.	3% (9)	6% (17)	6% (16)	7% (18)	12% (34)	35% (96)	31% (86)	100% (276)	
My senior leader communicates a clear vision for the future.	4% (12)	5% (15)	7% (20)	9% (24)	17% (46)	30% (83)	28% (78)	100% (278)	
My senior leader listens to the concerns of the organization's military members/employees.	5% (15)	4% (12)	4% (12)	8% (23)	14% (38)	32% (90)	31% (87)	100% (277)	

4 rows total

## Organizational Effectiveness: Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	2% (6)	6% (18)	5% (15)	8% (21)	12% (33)	33% (93)	33% (92)	100% (278)	
My organization's performance, compared to similar organizations, is high.	2% (5)	5% (15)	3% (8)	7% (19)	9% (24)	36% (99)	39% (108)	100% (278)	
My organization makes good use of available resources to accomplish its mission.	2% (5)	5% (15)	8% (22)	10% (27)	15% (41)	33% (92)	27% (76)	100% (278)	

3 rows total

## Organizational Effectiveness: Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Sightly Agree	Agree	Strongly Agree	Total	
My workgroup is united in trying to reach its goals for performance.	2% (5)	5% (15)	5% (15)	8% (22)	15% (41)	35% (98)	29% (82)	100% (278)	
We all take responsibility for the performance of the workgroup.	4% (10)	6% (18)	5% (14)	8% (21)	13% (35)	36% (99)	29% (81)	100% (278)	
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	3% (9)	6% (17)	3% (9)	7% (19)	14% (40)	38% (106)	28% (78)	100% (278)	

3 rows total

## Organizational Effectiveness: Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I can rely on my immediate supervisor to act in my organization's best interest.	2% (6)	4% (12)	2% (6)	4% (12)	8% (23)	34% (95)	45% (124)	100% (278)	
My immediate supervisor follows through with commitments he or she makes.	2% (6)	3% (9)	3% (7)	6% (17)	8% (22)	35% (96)	43% (120)	100% (277)	
I feel comfortable sharing my work difficulties with my immediate supervisor.	5% (14)	6% (17)	5% (14)	7% (19)	13% (35)	31% (87)	33% (92)	100% (278)	
My immediate supervisor treats me fairly.	1% (3)	1% (4)	1% (3)	8% (23)	6% (18)	35% (96)	47% (131)	100% (278)	

4 rows total

## Organizational Effectiveness: Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I like my current job.	4% (12)	5% (13)	5% (13)	9% (25)	9% (25)	31% (85)	38% (105)	100% (278)	
I feel satisfied with my current job.	6% (16)	5% (13)	8% (22)	9% (25)	15% (42)	28% (78)	29% (82)	100% (278)	
I am happy with my current job.	4% (12)	5% (13)	7% (20)	10% (28)	13% (36)	30% (84)	31% (85)	100% (278)	

3 rows total

## Organizational Effectiveness: Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Programs are in place to address military members'/employees' concerns.	3% (7)	5% (14)	4% (10)	11% (30)	14% (38)	41% (114)	23% (65)	100% (278)	
Discipline is administered fairly.	4% (11)	10% (28)	5% (15)	9% (26)	10% (29)	40% (111)	21% (57)	100% (277)	
Decisions are made after reviewing relevant information.	4% (12)	5% (15)	4% (12)	11% (30)	13% (37)	36% (101)	26% (71)	100% (278)	

3 rows total



## Organizational Effectiveness: Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
At my work place, I am mentally resilient.	1% (2)	0% (1)	0% (1)	3% (9)	9% (26)	41% (113)	45% (126)	100% (278)	
I am enthusiastic about my work.	3% (9)	4% (12)	5% (15)	8% (22)	12% (34)	31% (85)	36% (101)	100% (278)	
Time flies when I am working.	4% (10)	3% (9)	1% (4)	9% (25)	14% (40)	34% (93)	35% (96)	100% (277)	

3 rows total

## EO/EEOP Fair Treatment: Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Coworkers are treated as valued members of the team without losing their unique identities.	0% (0)	4% (11)	4% (10)	8% (23)	12% (34)	43% (120)	29% (80)	100% (278)	
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	1% (2)	3% (9)	5% (13)	8% (21)	9% (26)	35% (97)	40% (110)	100% (278)	
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	4% (11)	3% (7)	4% (11)	6% (17)	14% (39)	39% (109)	30% (83)	100% (277)	
Outcomes (e.g., training opportunities, awards and recognition) are fairly distributed among military members/employees of my workgroup.	5% (14)	8% (21)	4% (11)	12% (32)	13% (35)	39% (108)	21% (57)	100% (278)	
The decision-making processes that impact my workgroup are fair.	2% (6)	6% (16)	5% (13)	10% (28)	14% (38)	41% (114)	22% (62)	100% (277)	

5 rows total

## EO/EEA Fair Treatment: Inclusion at Work

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total
I feel excluded by my workgroup because I am different.	2% (6)	2% (6)	6% (16)	9% (25)	4% (11)	36% (100)	41% (114)	100% (278)

1 rows total

# EO/EE-7(a) Fair Treatment: Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Discrimination based on race/color/national origin does not occur in my workplace.	1% (4)	1% (3)	4% (11)	5% (14)	3% (9)	31% (86)	54% (150)	100% (277)	
Discrimination based on religion does not occur in my workplace.	0% (1)	1% (2)	1% (3)	8% (21)	2% (6)	32% (90)	56% (154)	100% (277)	
Discrimination based on sex does not occur in my workplace.	2% (6)	3% (8)	5% (14)	6% (18)	6% (18)	30% (84)	47% (129)	100% (277)	
Discrimination based on sexual orientation does not occur in my workplace.	2% (5)	2% (5)	1% (3)	10% (28)	4% (10)	32% (87)	50% (137)	100% (275)	
Discrimination based on age does not occur in my workplace. (Data displayed are for civilians only.)	NR	NR	NR	NR	NR	NR	NR	NR	
Discrimination based on disability does not occur in my workplace. (Data displayed are for civilians only.)	NR	NR	NR	NR	NR	NR	NR	NR	
Discrimination based on equal pay does not occur in my workplace. (Data displayed are for civilians only.)	NR	NR	NR	NR	NR	NR	NR	NR	
Discrimination based on genetic information does not occur in my workplace. (Data displayed are for civilians only.)	NR	NR	NR	NR	NR	NR	NR	NR	
Discrimination based on pregnancy does not occur in my workplace. (Data displayed are for civilians only.)	NR	NR	NR	NR	NR	NR	NR	NR	
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.	3% (9)	4% (12)	3% (7)	5% (15)	5% (14)	35% (95)	45% (123)	100% (275)	

## EO/EEOC Fair Treatment: Discrimination

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
Racial slurs, comments, and/or jokes are used in my workplace.	3% (8)	6% (17)	5% (15)	10% (27)	7% (18)	33% (90)	36% (100)	100% (275)	
Sexist slurs, comments, and/or jokes are used in my workplace.	3% (8)	7% (18)	5% (15)	11% (29)	7% (18)	33% (91)	35% (95)	100% (274)	

2 rows total

## EO/EE-074 Fair Treatment: Sexual Harrassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Sightly Agree	Agree	Strongly Agree	Total	
My chain of command/supervision adequately responds to allegations of sexual harassment.	1% (2)	0% (1)	1% (2)	17% (47)	1% (3)	34% (94)	46% (126)	100% (275)	
My chain of command/supervision plays an active role in the prevention of sexual harassment.	1% (2)	1% (4)	1% (2)	12% (32)	7% (19)	35% (95)	44% (120)	100% (274)	

2 rows total

## EO/EEOC Fair Treatment: Sexual Harassment

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
Individuals from my workplace use offensive gestures that are sexual in nature.	1% (3)	3% (7)	4% (12)	11% (29)	3% (9)	36% (98)	42% (115)	100% (273)	
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.	1% (2)	0% (1)	0% (1)	8% (21)	1% (2)	24% (65)	66% (179)	100% (271)	

2 rows total

## EO/EEOC Fair Treatment: Sexual Harassment Retaliation Climate

In my work group, military members or employees who file a sexual harassment complaint would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Excluded from social interactions or conversations.	60% (146)	23% (55)	2% (4)	10% (25)	2% (5)	2% (5)	1% (3)	100% (243)	
Blamed for causing problems.	62% (152)	23% (55)	3% (7)	8% (19)	3% (7)	1% (2)	1% (2)	100% (244)	
Disciplined or given other corrective action.	65% (160)	25% (61)	2% (6)	7% (16)	0% (1)	0% (0)	0% (1)	100% (245)	
Subjected to insulting or disrespectful remarks or jokes.	62% (153)	24% (60)	2% (6)	9% (21)	1% (3)	1% (2)	0% (1)	100% (246)	
Discouraged from moving forward with the complaint.	64% (155)	24% (58)	2% (5)	8% (20)	0% (1)	0% (1)	1% (2)	100% (242)	
Denied career opportunities (e.g., denied training, awards or promotions).	64% (158)	24% (58)	3% (7)	7% (18)	1% (3)	0% (0)	0% (1)	100% (245)	

6 rows total



## SAPR: Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My immediate supervisor models respectful behavior.	0% (1)	1% (4)	1% (2)	5% (14)	6% (16)	37% (99)	49% (131)	100% (267)	
My immediate supervisor promotes responsible alcohol use.	0% (1)	2% (5)	0% (0)	10% (26)	1% (4)	38% (101)	49% (130)	100% (267)	
My immediate supervisor would correct individuals who refer to coworkers as "honey," "babe," "sweetie," or use other unprofessional language at work.	5% (14)	3% (7)	0% (1)	6% (15)	7% (18)	36% (95)	44% (117)	100% (267)	
My immediate supervisor would stop individuals who are talking about sexual topics at work.	1% (3)	2% (6)	1% (3)	12% (32)	5% (14)	36% (97)	42% (112)	100% (267)	
My immediate supervisor would intervene if an individual was receiving sexual attention at work (e.g., staring at someone's chest, standing too close, rubbing someone's shoulders).	1% (2)	1% (3)	0% (0)	6% (17)	4% (11)	36% (96)	51% (136)	100% (265)	
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes (e.g., sexual assault, violence, or suicide).	3% (8)	3% (9)	0% (1)	7% (19)	3% (9)	35% (91)	48% (125)	100% (262)	

6 rows total

## SAPR: Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0% (0)	0% (1)	0% (1)	3% (8)	2% (6)	27% (69)	67% (171)	100% (256)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	2% (4)	1% (3)	0% (0)	4% (9)	3% (8)	26% (66)	65% (165)	100% (255)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members/employees from spreading rumors and speculation about the allegation.	1% (3)	1% (2)	2% (5)	4% (10)	4% (10)	26% (67)	62% (158)	100% (255)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0% (0)	0% (1)	0% (0)	4% (10)	2% (6)	29% (74)	64% (162)	100% (253)
If a coworker were to report a sexual assault, my chain of command/supervision would support the individual for speaking up.	1% (3)	0% (1)	0% (0)	4% (11)	4% (11)	27% (69)	63% (159)	100% (254)

5 rows total

## SAPR: Sexual Assault Retaliation Climate

In my work group, reporters of sexual assault would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Excluded from social interactions or conversations.	57% (142)	23% (56)	2% (4)	12% (30)	3% (8)	2% (4)	1% (3)	100% (247)	
Subjected to insulting or disrespectful remarks or jokes.	61% (150)	26% (63)	1% (3)	9% (23)	2% (5)	1% (2)	0% (1)	100% (247)	
Blamed for causing problems.	62% (152)	23% (56)	3% (7)	8% (20)	2% (5)	1% (3)	1% (3)	100% (246)	
Denied career opportunities (e.g., denied training, awards or promotions).	63% (155)	24% (58)	3% (7)	8% (19)	2% (6)	0% (0)	0% (1)	100% (246)	
Disciplined or given other corrective action.	65% (159)	25% (62)	1% (2)	7% (18)	0% (1)	0% (1)	0% (1)	100% (244)	
Discouraged from moving forward with the complaint.	64% (157)	23% (57)	1% (3)	10% (24)	1% (2)	1% (3)	0% (1)	100% (247)	

6 rows total

## Connecticut: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
My future seems dark to me.	1% (3)	5% (14)	6% (17)	10% (28)	6% (18)	31% (87)	40% (111)	100% (278)	

1 rows total

## Connecticut: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Very true for me	True for me	Somewhat true for me	Somewhat untrue for me	Untrue for me	Not at all true for me	Total	
These days, I think I am a burden on people in my life.	1% (2)	1% (3)	8% (21)	7% (19)	28% (79)	55% (154)	100% (278)	

1 rows total

## Connecticut Business: Belongingness

Question	Not at all true for me	Untrue for me	Somewhat untrue for me	Somewhat true for me	True for me	Very true for me	Total	
These days, I feel like I belong.	3% (7)	5% (13)	9% (25)	17% (47)	38% (105)	29% (81)	100% (278)	
These days, I feel that there are people I can turn to in times of need.	1% (4)	3% (9)	4% (12)	12% (34)	41% (113)	38% (105)	100% (277)	

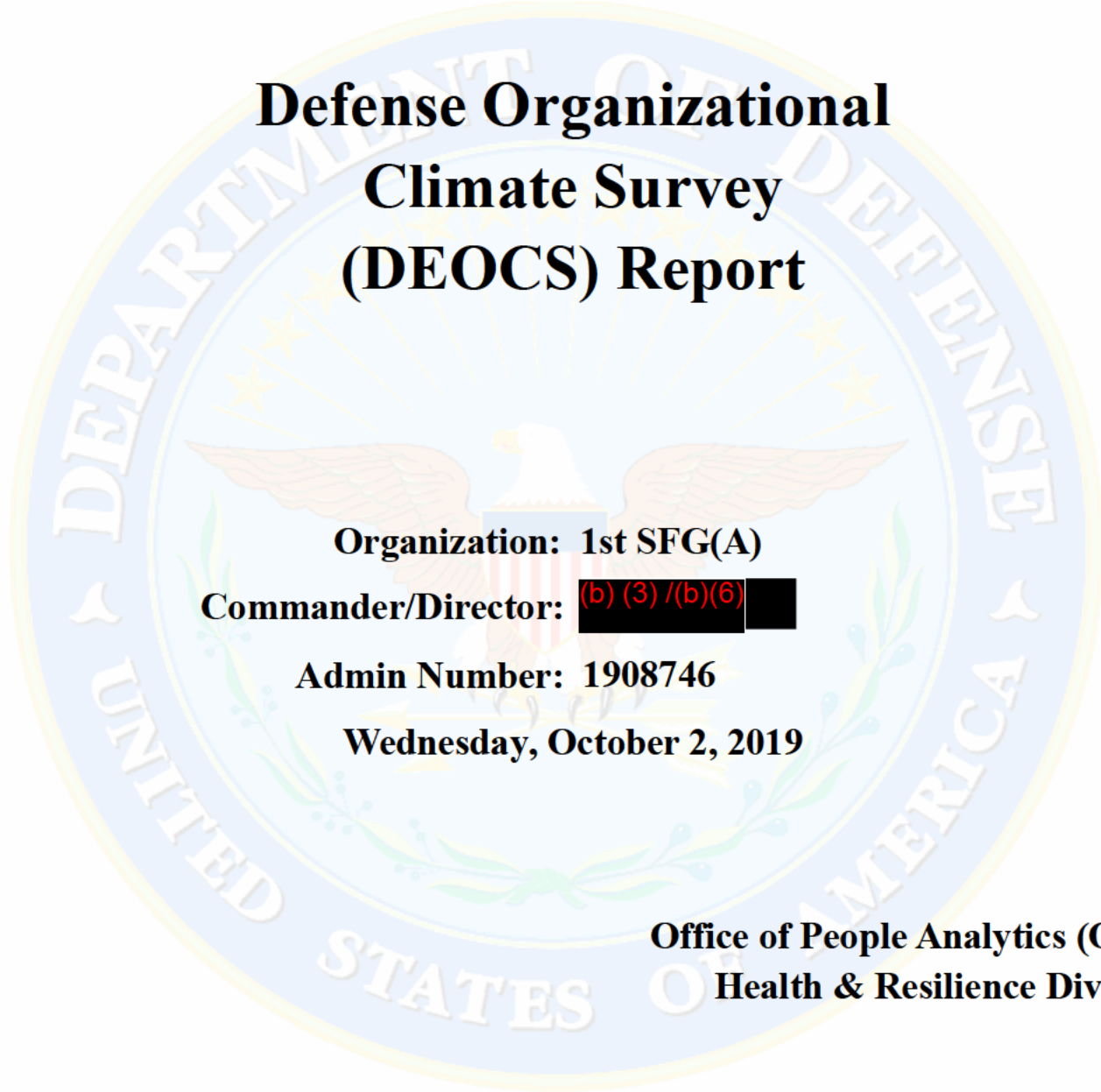
2 rows total

# Index Reference

Use this table to find out more information about the visuals in this report.

Report	Visual	Index	Description
Primary Climate Factor Results	Organizational Effectiveness	1.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings for Organizational Effectiveness are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Primary Climate Factor Results	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	1.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings for EO / EEO / Fair Treatments are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Primary Climate Factor Results	Sexual Assault Prevention & Response	1.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Demographic Comparisons	Organizational Effectiveness	2.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve organizational effectiveness in your unit.
Demographic Comparisons	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	2.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve EO / EEO / fair treatment in your unit.
Demographic Comparisons	Sexual Assault Prevention & Response	2.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve sexual assault prevention and response in your unit.
Demographic Comparisons	Connectedness	2.4	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve connectedness in your organization.
Secondary Climate Factor Results	Connectedness	2.5	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability rating of connectedness is displayed in this graph.
Secondary Climate Factor Results	Sexual Assault Reporting Knowledge	2.6	Knowledge of sexual assault reporting was assessed by asking several questions about who can/cannot receive unrestricted reports and eligibility for a military attorney. This graph shows each item, worded as a true statement. The percentage of respondents who correctly endorsed the statement as being true are shown in green (i.e., "Correct"), the percentage who did not endorse the statement as being true are shown in yellow (i.e., "Incorrect"), and the percentage who indicated they did not know are shown in gray (i.e., "Don't know").
Secondary Climate Factor Results	Unwanted Workplace Experiences	2.7	Respondents were asked whether, under their current senior leader and within the last 12 months, someone from their workplace did any of the following actions to them. Percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question or less than five men or women responded to a question.
Secondary Climate Factor Results	Hazing	2.8	The definitions of hazing was obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace are pressured to engage in any of the following acts as part of an initiation or admission process (without a proper military or other governmental purpose); the percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.
Secondary Climate Factor Results	Bullying	2.9	The definitions of bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace who are seen as "different" are targets of any of the following actions; the percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.

12 rows total



# Defense Organizational Climate Survey (DEOCS) Report

**Organization:** 1st SFG(A)

**Commander/Director:** (b) (3) / (b) (6) [REDACTED]

**Admin Number:** 1908746

**Wednesday, October 2, 2019**

**Office of People Analytics (OPA)  
Health & Resilience Division**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

Expiration: 31 Jan 24



## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	28
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	31
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	86

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

Recommend organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>1st SFG(A)</b>	<b>Number</b>	<b>Percent</b>
Majority	152	56.3%
Minority	66	24.4%
Declined to Respond	52	19.3%
American Indian or Alaskan Native	2	0.7%
Asian	11	4.1%
Black	10	3.7%
Native Hawaiian or Other Pacific Islander	7	2.6%
White	166	61.5%
Selected Multiple Races	19	7.0%
Declined to Respond	55	20.4%
Hispanic	24	8.9%
Not Hispanic	196	72.6%
Declined to Respond	50	18.5%
Women	21	7.8%
Men	249	92.2%
Junior Enlisted (E1 - E6)	111	41.1%
Senior Enlisted (E7 - E9)	87	32.2%
Warrant Officer (WO1 - CW5)	24	8.9%
Junior Officer (O1 - O3)	27	10.0%
Senior Officer (O4 - Above)	17	6.3%
Junior Federal Civilian (Grades 1 - 12)	1	0.4%
Senior Federal Civilian (Grades 13 - SES)	1	0.4%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	2	0.7%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	2	100.0%

Total

270

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

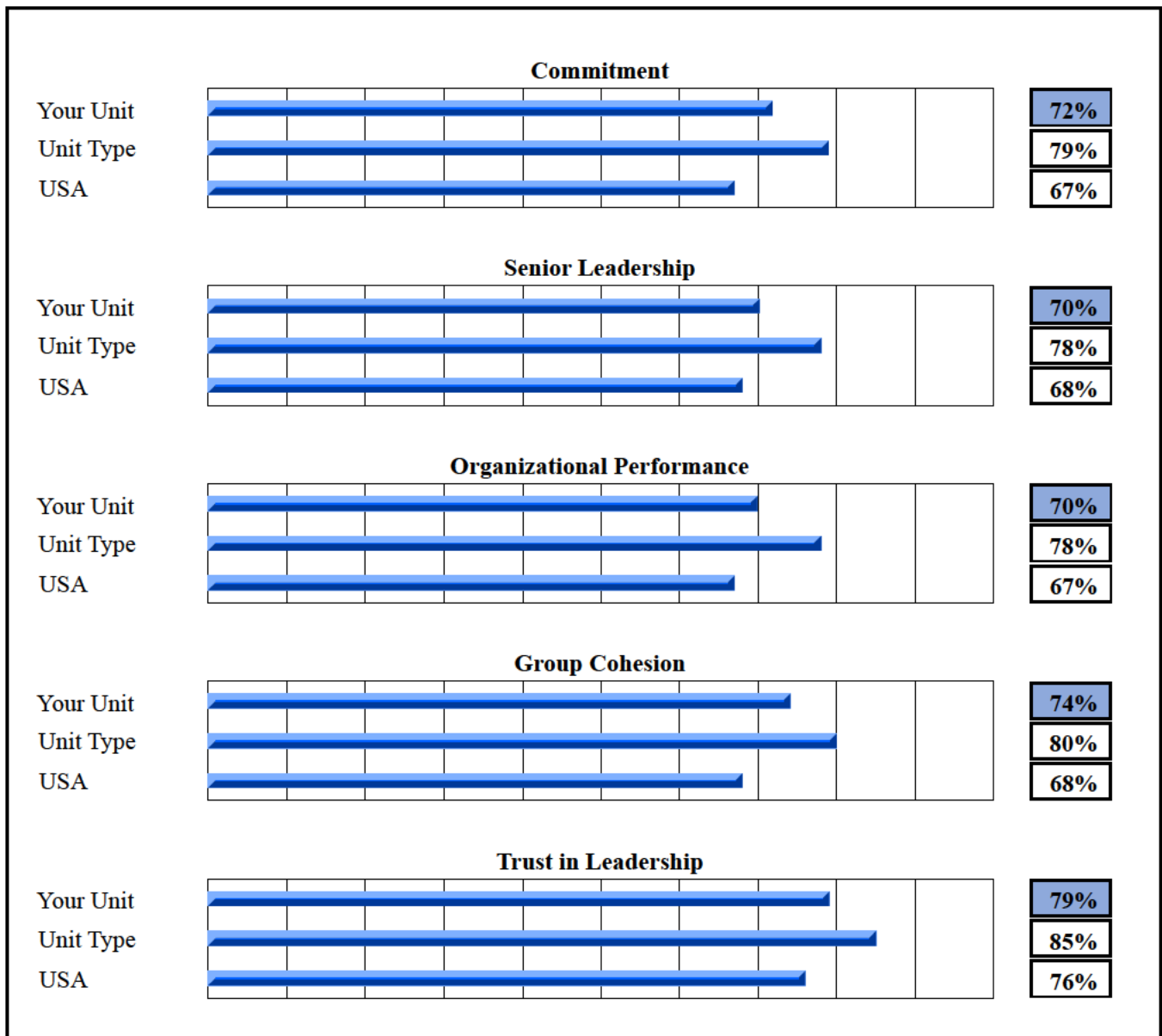
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

**Figure 2: Unit Summaries**

**Unit Type = Special Forces**



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

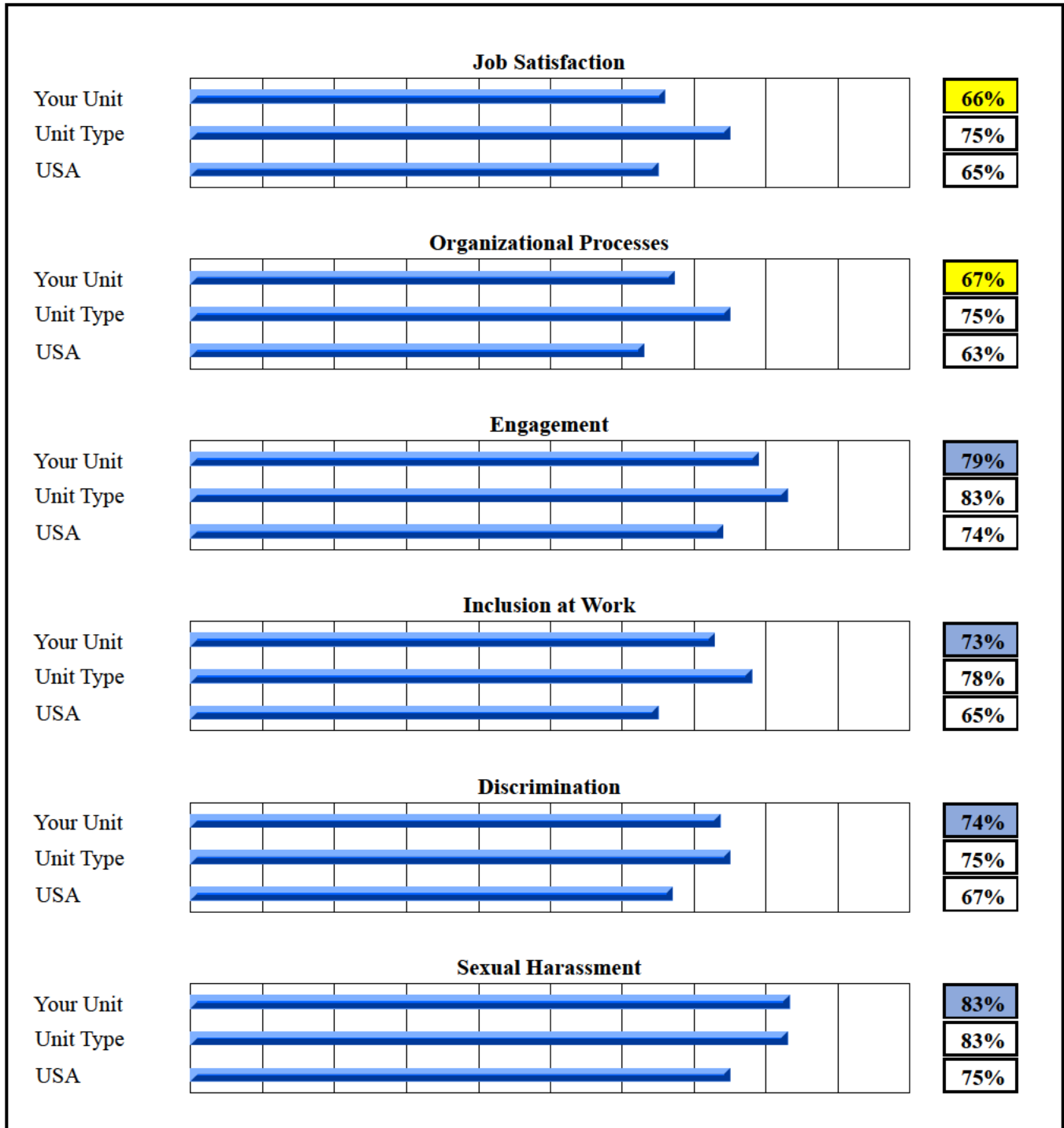
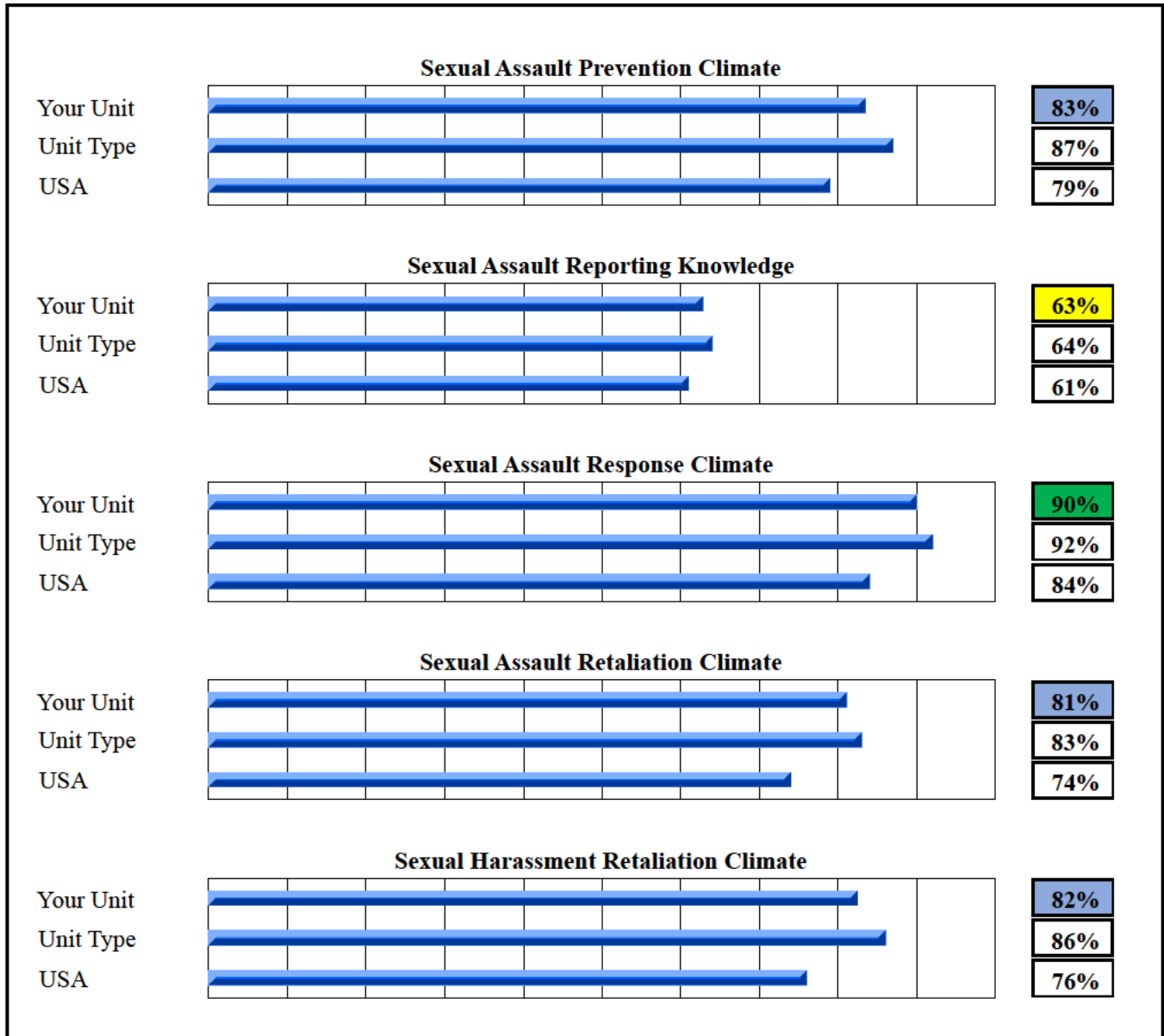


Figure 2 (cont): Unit Summaries

Unit Type = Special Forces



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

		<u>1st SFG(A)</u>							
		<u>Organizational Effectiveness</u>							
		<u>Commit</u>	<u>Senior Leader</u>	<u>Org Perform</u>	<u>Group Cohesion</u>	<u>Trust in Leader</u>	<u>Job Satisfact</u>	<u>Org Process</u>	<u>Engage</u>
Minority		81%	81%	84%	79%	88%	74%	81%	85%
Majority		72%	67%	69%	73%	77%	68%	68%	81%
Women		83%	86%	79%	94%	90%	81%	83%	90%
Men		71%	69%	69%	72%	78%	65%	66%	78%
Enlisted		68%	67%	66%	70%	77%	61%	64%	76%
Officer		82%	78%	78%	86%	86%	78%	78%	88%
Junior Enlisted		69%	73%	68%	70%	79%	59%	67%	75%
Senior Enlisted		67%	60%	64%	70%	73%	64%	60%	76%
Junior Officer		79%	77%	76%	84%	89%	79%	77%	88%
Senior Officer		90%	78%	84%	92%	78%	75%	80%	86%
Military		71%	70%	70%	74%	79%	65%	67%	79%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		72%	70%	70%	74%	79%	66%	67%	79%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the **EO / EEO / Fair Treatment & SAPR** Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

	1st SFG(A)							
	EO/EEO/Fair Treatment				SAPR			
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Minority	82%	75%	90%	91%	87%	66%	96%	90%
Majority	73%	75%	84%	84%	84%	66%	91%	82%
Women	82%	73%	90%	82%	92%	72%	96%	77%
Men	72%	74%	83%	83%	83%	62%	89%	81%
Enlisted	70%	74%	81%	80%	82%	60%	88%	79%
Officer	79%	74%	90%	90%	89%	71%	95%	88%
Junior Enlisted	70%	74%	84%	82%	83%	61%	90%	80%
Senior Enlisted	70%	72%	77%	78%	80%	58%	86%	78%
Junior Officer	77%	73%	90%	91%	90%	71%	96%	89%
Senior Officer	85%	75%	91%	85%	87%	71%	94%	83%
Military	72%	74%	83%	83%	84%	63%	90%	81%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	73%	74%	83%	82%	83%	63%	90%	81%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
--	--	---	---

## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	16 (6%)	16 (6%)	13 (5%)	34 (13%)	35 (13%)	98 (36%)	58 (21%)
This workgroup has a great deal of personal meaning to me.	12 (4%)	15 (6%)	5 (2%)	32 (12%)	33 (12%)	108 (40%)	65 (24%)
I feel a strong sense of belonging to this workgroup.	16 (6%)	17 (6%)	15 (6%)	37 (14%)	34 (13%)	90 (33%)	61 (23%)
<b>Total</b>	5%	6%	4%	13%	<b>13%</b>	<b>37%</b>	<b>23%</b>
		<b>15%</b>				<b>72%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	13 (5%)	20 (7%)	13 (5%)	37 (14%)	28 (10%)	102 (38%)	57 (21%)
My senior leader clarifies our organization's goals and priorities.	9 (3%)	17 (6%)	10 (4%)	36 (13%)	34 (13%)	106 (39%)	58 (21%)
My senior leader communicates a clear vision for the future.	13 (5%)	20 (7%)	9 (3%)	40 (15%)	47 (17%)	88 (33%)	53 (20%)
My senior leader listens to the concerns of the organization's military members and employees.	17 (6%)	16 (6%)	7 (3%)	45 (17%)	43 (16%)	84 (31%)	58 (21%)
<b>Total</b>	5%	7%	4%	15%	<b>14%</b>	<b>35%</b>	<b>21%</b>
		<b>15%</b>				<b>70%</b>	

Table 2.3 Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	15 (6%)	23 (9%)	14 (5%)	23 (9%)	39 (14%)	91 (34%)	65 (24%)
My organization's performance, compared to similar organizations, is high.	9 (3%)	13 (5%)	8 (3%)	40 (15%)	39 (14%)	89 (33%)	72 (27%)
My organization makes good use of available resources to accomplish its mission.	14 (5%)	21 (8%)	30 (11%)	34 (13%)	46 (17%)	72 (27%)	53 (20%)
<b>Total</b>	5%	7%	6%	12%	<b>15%</b>	<b>31%</b>	<b>23%</b>
		<b>18%</b>				<b>70%</b>	

Table 2.4 Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	13 (5%)	10 (4%)	14 (5%)	26 (10%)	38 (14%)	108 (40%)	61 (23%)
We all take responsibility for the performance of the workgroup.	14 (5%)	17 (6%)	13 (5%)	30 (11%)	43 (16%)	102 (38%)	51 (19%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	16 (6%)	11 (4%)	14 (5%)	32 (12%)	40 (15%)	99 (37%)	58 (21%)
<b>Total</b>	5%	5%	5%	11%	<b>15%</b>	<b>38%</b>	<b>21%</b>
		<b>15%</b>				<b>74%</b>	

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	13 (5%)	2 (1%)	10 (4%)	28 (10%)	23 (9%)	101 (37%)	93 (34%)
My immediate supervisor follows through with commitments he or she makes.	13 (5%)	7 (3%)	9 (3%)	25 (9%)	32 (12%)	102 (38%)	82 (30%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	18 (7%)	15 (6%)	19 (7%)	21 (8%)	32 (12%)	89 (33%)	76 (28%)
My immediate supervisor treats me fairly.	10 (4%)	4 (1%)	5 (2%)	27 (10%)	14 (5%)	110 (41%)	100 (37%)
<b>Total</b>	<b>5%</b>	<b>3%</b>	<b>4%</b>	<b>9%</b>	<b>9%</b>	<b>37%</b>	<b>33%</b>
		<b>12%</b>				<b>79%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	21 (8%)	20 (7%)	12 (4%)	34 (13%)	35 (13%)	93 (34%)	55 (20%)
I feel satisfied with my current job.	25 (9%)	25 (9%)	9 (3%)	33 (12%)	50 (19%)	82 (30%)	46 (17%)
I am happy with my current job.	24 (9%)	22 (8%)	14 (5%)	37 (14%)	50 (19%)	75 (28%)	48 (18%)
<b>Total</b>	<b>9%</b>	<b>8%</b>	<b>4%</b>	<b>13%</b>	<b>17%</b>	<b>31%</b>	<b>18%</b>
		<b>21%</b>				<b>66%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	9 (3%)	17 (6%)	15 (6%)	42 (16%)	37 (14%)	104 (39%)	46 (17%)
Discipline is administered fairly.	23 (9%)	17 (6%)	16 (6%)	36 (13%)	39 (14%)	102 (38%)	37 (14%)
Decisions are made after reviewing relevant information.	22 (8%)	17 (6%)	17 (6%)	34 (13%)	40 (15%)	102 (38%)	38 (14%)
<b>Total</b>	<b>7%</b>	<b>6%</b>	<b>6%</b>	<b>14%</b>	<b>14%</b>	<b>38%</b>	<b>15%</b>
		<b>19%</b>				<b>67%</b>	

Table 2.8 Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	2 (1%)	2 (1%)	5 (2%)	21 (8%)	22 (8%)	122 (45%)	96 (36%)
I am enthusiastic about my work.	14 (5%)	15 (6%)	9 (3%)	30 (11%)	40 (15%)	101 (37%)	61 (23%)
Time flies when I am working.	17 (6%)	14 (5%)	6 (2%)	35 (13%)	31 (11%)	98 (36%)	69 (26%)
<b>Total</b>	4%	4%	2%	11%	<b>11%</b>	<b>40%</b>	<b>28%</b>
		<b>10%</b>				<b>79%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	12 (4%)	10 (4%)	14 (5%)	28 (10%)	36 (13%)	116 (43%)	54 (20%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	13 (5%)	9 (3%)	12 (4%)	21 (8%)	41 (15%)	118 (44%)	56 (21%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	10 (4%)	14 (5%)	20 (7%)	19 (7%)	43 (16%)	112 (41%)	52 (19%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	16 (6%)	28 (10%)	21 (8%)	38 (14%)	33 (12%)	95 (35%)	39 (14%)
The decision-making processes that impact my workgroup are fair.	10 (4%)	23 (9%)	15 (6%)	42 (16%)	38 (14%)	100 (37%)	42 (16%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>I feel excluded by my workgroup because I am different.*</b>	8 (3%)	13 (5%)	18 (7%)	26 (10%)	8 (3%)	101 (37%)	96 (36%)
<b>Total</b>	4%	6%	6%	11%	<b>12%</b>	<b>40%</b>	<b>21%</b>
		<b>16%</b>				<b>73%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	19 (7%)	11 (4%)	5 (2%)	20 (7%)	4 (1%)	79 (29%)	132 (49%)
<b>Religion</b>	20 (7%)	12 (4%)	6 (2%)	16 (6%)	2 (1%)	88 (33%)	126 (47%)
<b>Sex</b>	24 (9%)	10 (4%)	7 (3%)	20 (7%)	11 (4%)	83 (31%)	115 (43%)
<b>Sexual Orientation</b>	23 (9%)	8 (3%)	4 (1%)	24 (9%)	4 (1%)	89 (33%)	118 (44%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	12 (4%)	8 (3%)	4 (1%)	28 (10%)	13 (5%)	102 (38%)	103 (38%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	34 (13%)	32 (12%)	4 (1%)	39 (14%)	6 (2%)	67 (25%)	88 (33%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	34 (13%)	33 (12%)	12 (4%)	32 (12%)	11 (4%)	62 (23%)	86 (32%)
<b>Total</b>	9%	6%	2%	9%	<b>3%</b>	<b>30%</b>	<b>41%</b>
		<b>17%</b>				<b>74%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	35 (13%)	20 (7%)	215 (80%)
<b>Religion</b>	38 (14%)	16 (6%)	216 (80%)
<b>Sex</b>	41 (15%)	20 (7%)	209 (77%)
<b>Sexual Orientation</b>	35 (13%)	24 (9%)	211 (78%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	5 (2%)	1 (0%)	1 (0%)	43 (16%)	9 (3%)	102 (38%)	109 (40%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	4 (1%)	5 (2%)	0 (0%)	34 (13%)	18 (7%)	109 (40%)	100 (37%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	9 (3%)	10 (4%)	5 (2%)	28 (10%)	12 (4%)	91 (34%)	115 (43%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	6 (2%)	2 (1%)	0 (0%)	28 (10%)	1 (0%)	59 (22%)	174 (64%)
<b>Total</b>	2%	2%	1%	12%	4%	33%	46%
		4%				83%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	3 (1%)	7 (3%)	3 (1%)	17 (6%)	18 (7%)	97 (36%)	125 (46%)
My immediate supervisor promotes responsible alcohol use.	8 (3%)	3 (1%)	3 (1%)	30 (11%)	9 (3%)	104 (39%)	113 (42%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	6 (2%)	6 (2%)	4 (1%)	35 (13%)	7 (3%)	107 (40%)	105 (39%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	5 (2%)	5 (2%)	8 (3%)	31 (11%)	17 (6%)	106 (39%)	98 (36%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	2 (1%)	4 (1%)	3 (1%)	32 (12%)	6 (2%)	101 (37%)	122 (45%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	11 (4%)	14 (5%)	3 (1%)	25 (9%)	5 (2%)	102 (38%)	110 (41%)
<b>Total</b>	2%	2%	1%	10%	4%	38%	42%
		6%				83%	



Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	1 (0%)	2 (1%)	0 (0%)	17 (6%)	6 (2%)	84 (31%)	160 (59%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	1 (0%)	2 (1%)	3 (1%)	17 (6%)	11 (4%)	91 (34%)	145 (54%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	5 (2%)	4 (1%)	2 (1%)	22 (8%)	7 (3%)	87 (32%)	143 (53%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	1 (0%)	4 (1%)	0 (0%)	21 (8%)	7 (3%)	87 (32%)	150 (56%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	2 (1%)	4 (1%)	1 (0%)	26 (10%)	8 (3%)	83 (31%)	146 (54%)
<b>Total</b>	1%	1%	0%	8%	<b>3%</b>	<b>32%</b>	<b>55%</b>
		<b>2%</b>				<b>90%</b>	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, reporters of sexual assault would be excluded from social interactions or conversations.	114 (42%)	82 (30%)	3 (1%)	42 (16%)	13 (5%)	10 (4%)	6 (2%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	133 (49%)	83 (31%)	10 (4%)	34 (13%)	3 (1%)	4 (1%)	3 (1%)
In my work group, reporters of sexual assault would be blamed for causing problems.	135 (50%)	76 (28%)	8 (3%)	34 (13%)	7 (3%)	6 (2%)	4 (1%)
In my work group, reporters of sexual assault would be denied career opportunities.	132 (49%)	84 (31%)	3 (1%)	37 (14%)	6 (2%)	3 (1%)	5 (2%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	135 (50%)	84 (31%)	7 (3%)	37 (14%)	1 (0%)	2 (1%)	4 (1%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	140 (52%)	80 (30%)	4 (1%)	33 (12%)	4 (1%)	6 (2%)	3 (1%)
<b>Total</b>	<b>49%</b>	<b>30%</b>	<b>2%</b>	13%	2%	2%	2%
		<b>81%</b>				<b>6%</b>	

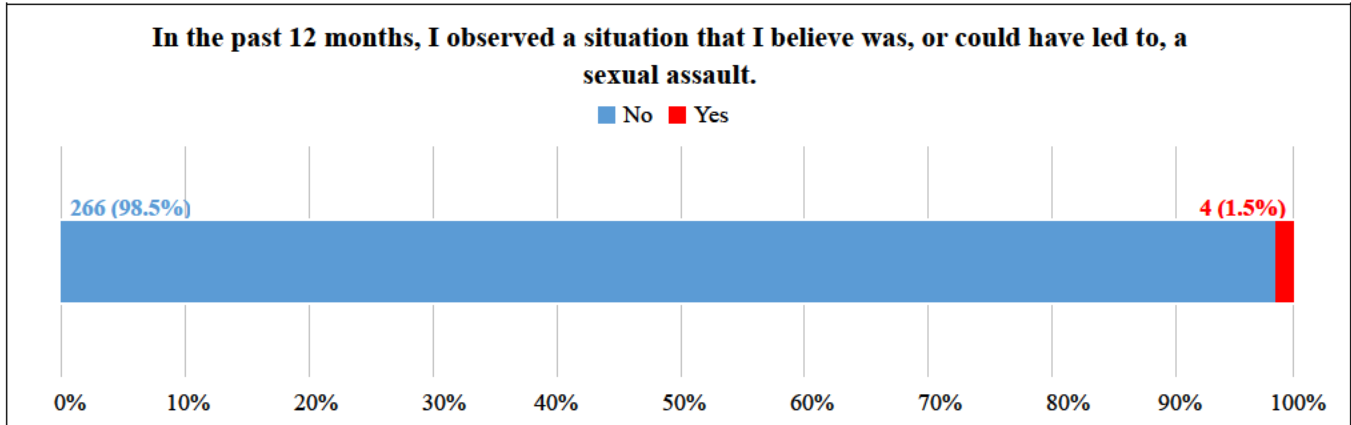
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	126 (47%)	81 (30%)	7 (3%)	35 (13%)	8 (3%)	9 (3%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	134 (50%)	83 (31%)	6 (2%)	33 (12%)	5 (2%)	6 (2%)	3 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	132 (49%)	80 (30%)	11 (4%)	29 (11%)	7 (3%)	8 (3%)	3 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	134 (50%)	83 (31%)	5 (2%)	33 (12%)	8 (3%)	3 (1%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	141 (52%)	81 (30%)	7 (3%)	31 (11%)	3 (1%)	4 (1%)	3 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	139 (51%)	80 (30%)	6 (2%)	31 (11%)	6 (2%)	5 (2%)	3 (1%)
<b>Total</b>	<b>50%</b>	<b>30%</b>	<b>3%</b>	12%	2%	2%	1%
		<b>82%</b>				<b>6%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Responder’s Reported Actions Taken Following High Risk Situation**

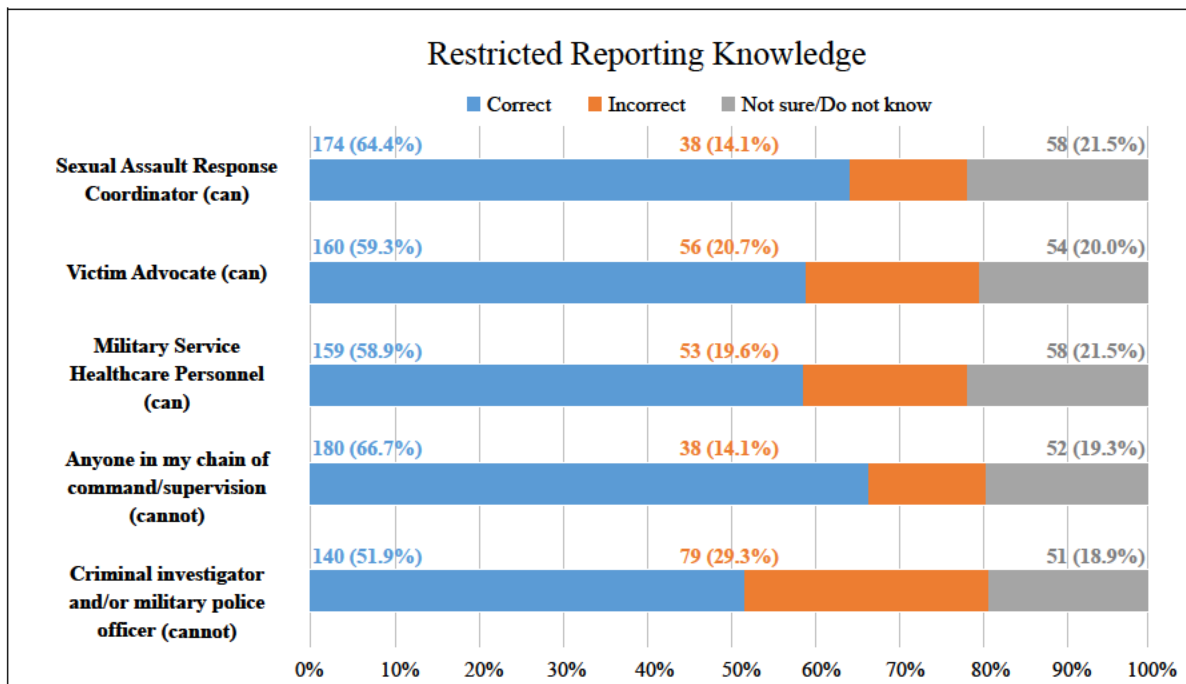
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	1	25.0%
I asked the person who appeared to be at risk if they needed help.	0	0.0%
I confronted the person who appeared to be causing the situation.	2	50.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	1	25.0%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	0	0.0%
<b>Total</b>	<b>4</b>	<b>100.0%</b>

## Sexual Assault Reporting Knowledge

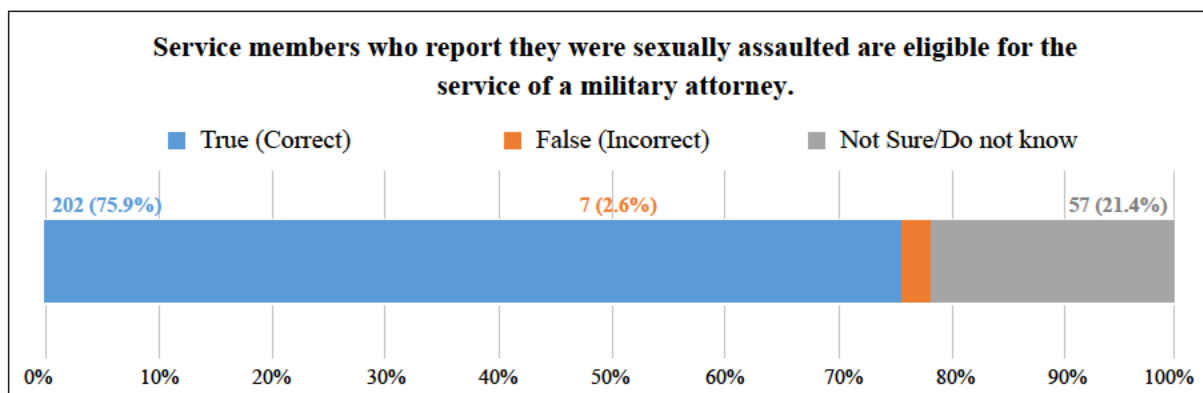
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



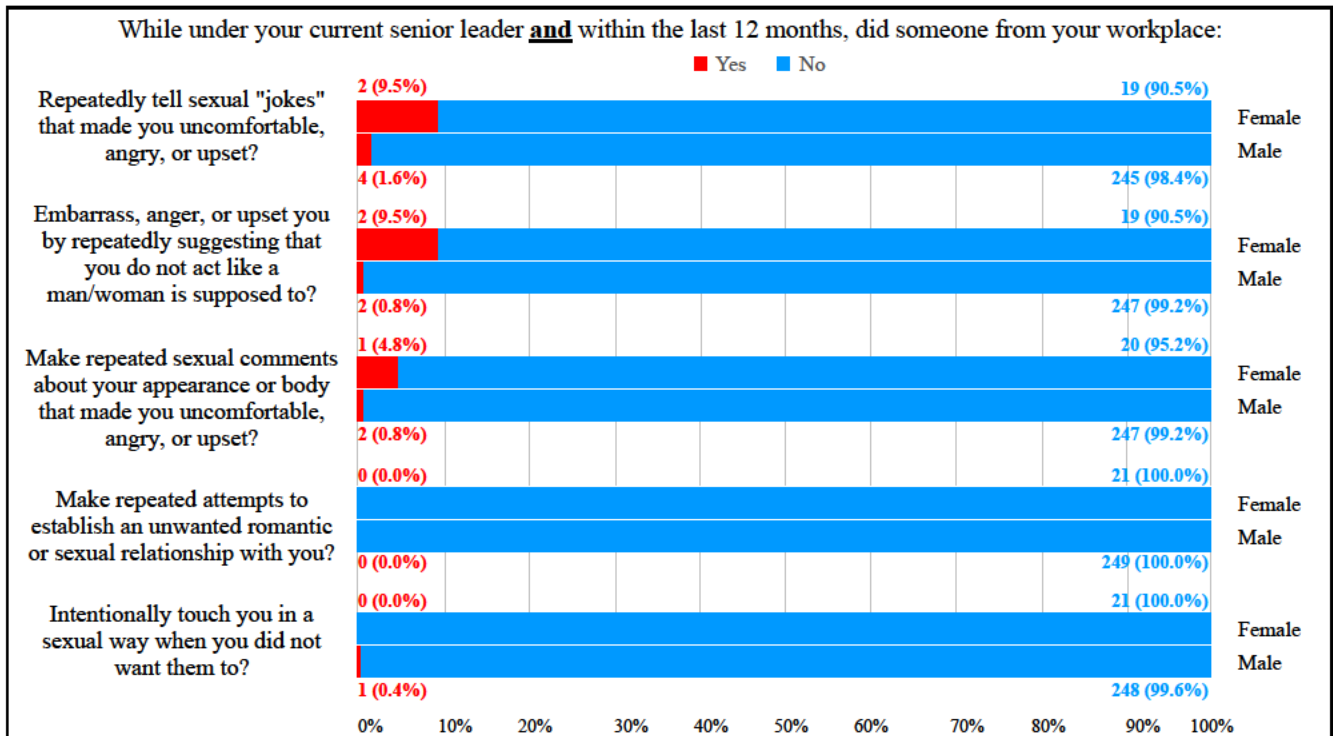
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	6	2.2%	264	97.8%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	4	1.5%	266	98.5%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	3	1.1%	267	98.9%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	0	0.0%	270	100.0%
Intentionally touch you in a sexual way when you did not want them to?	1	0.4%	269	99.6%

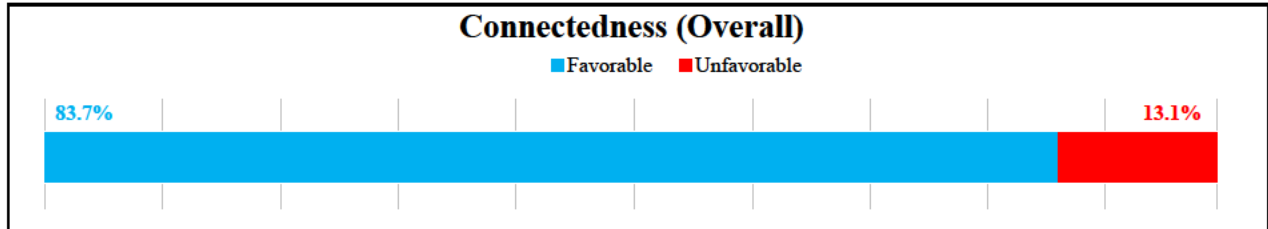
**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	4 (1%)	14 (5%)	16 (6%)	35 (13%)	12 (4%)	83 (31%)	106 (39%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	3 (1%)	7 (3%)	14 (5%)	-	10 (4%)	65 (24%)	171 (63%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	15 (6%)	19 (7%)	21 (8%)	-	64 (24%)	105 (39%)	46 (17%)
These days, I feel that there are people I can turn to in times of need.	6 (2%)	8 (3%)	14 (5%)	-	41 (15%)	132 (49%)	69 (26%)
<b>Total*</b>	3%	4%	6%	-	12%	36%	36%
		13%				84%	

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

In the past 12 months, I have known someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	37	13.7%
Attempted	8	3.0%
Died by Suicide	44	16.3%
Thought of, Attempted	15	5.6%
Attempted, Died by Suicide	2	0.7%
Thought of, Died by Suicide	4	1.5%
Thought of, Attempted, Died by Suicide	7	2.6%
None of the above	153	56.7%

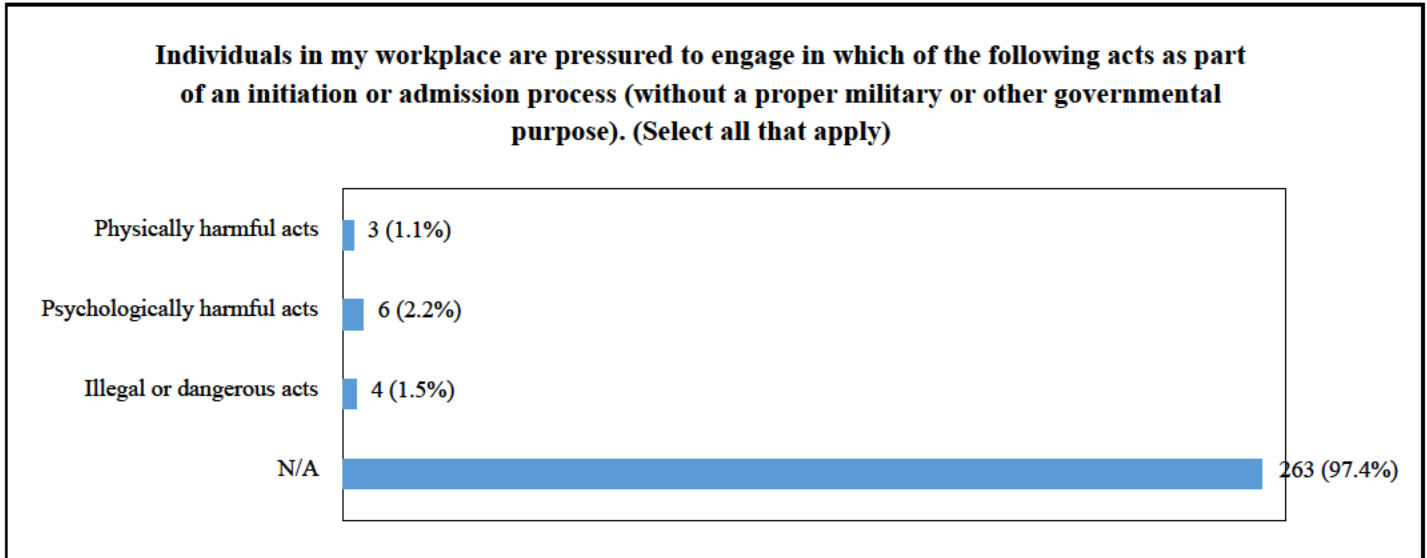
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

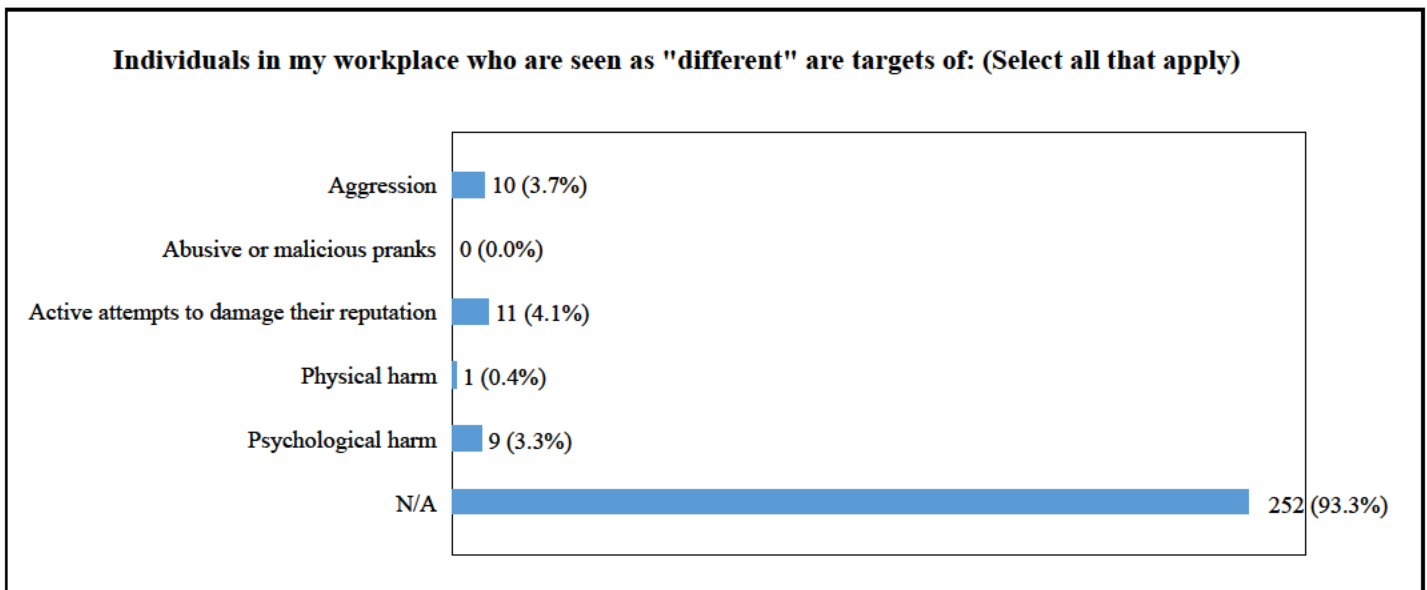
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**





## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, the Defense Equal Opportunity Management Institute (DEOMI) provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

## ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

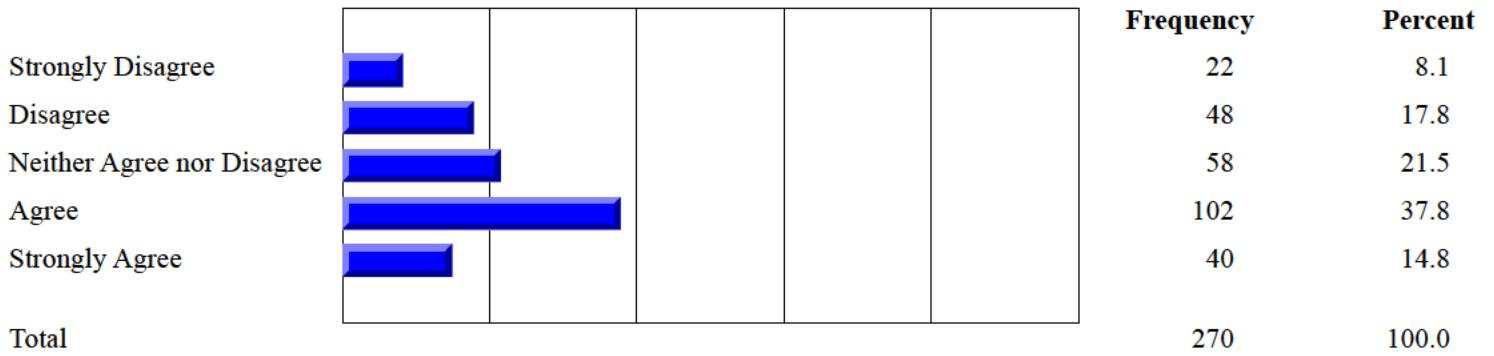
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DSN: 854-2675/3260/4217

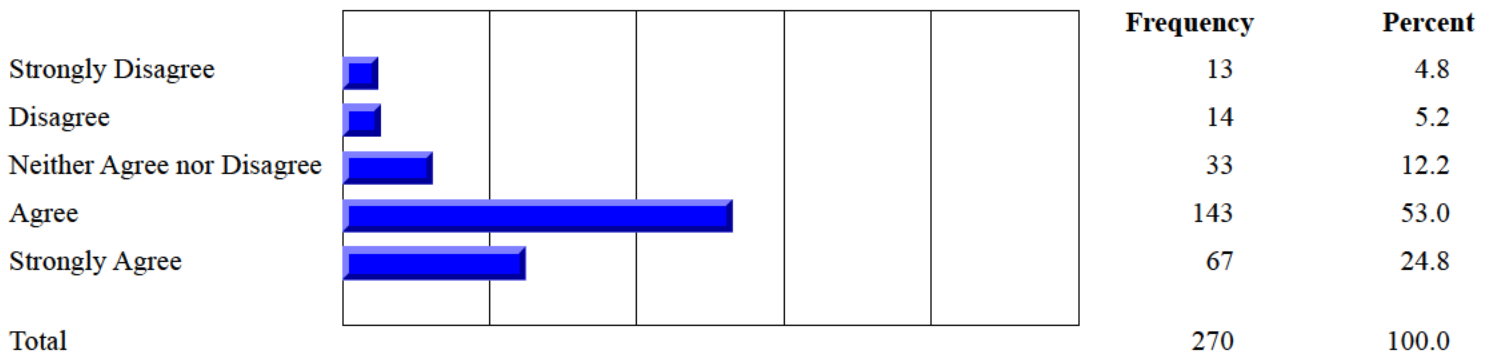
[support@deocs.net](mailto:support@deocs.net)

**Appendix A: Your Locally Developed Questions**

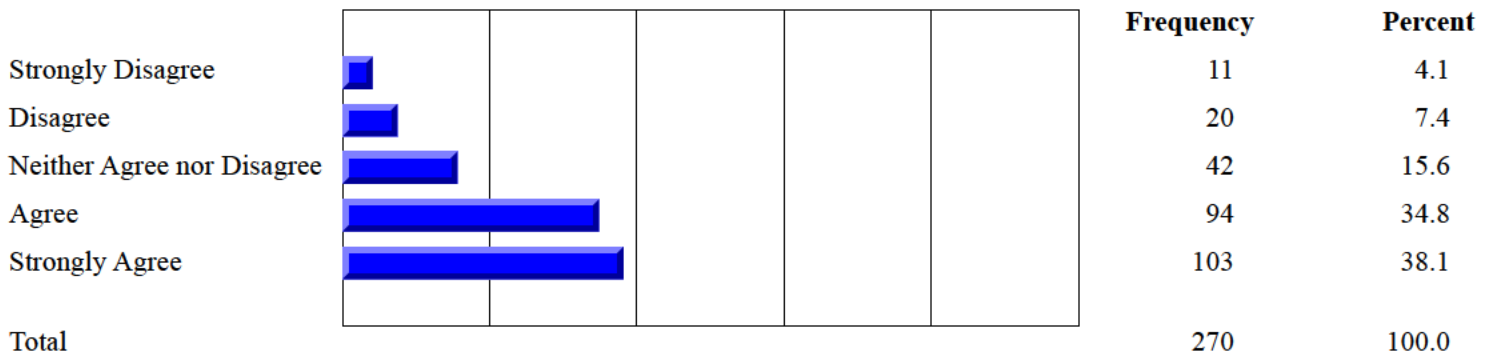
**1. Communication flow from the chain of command is good.**



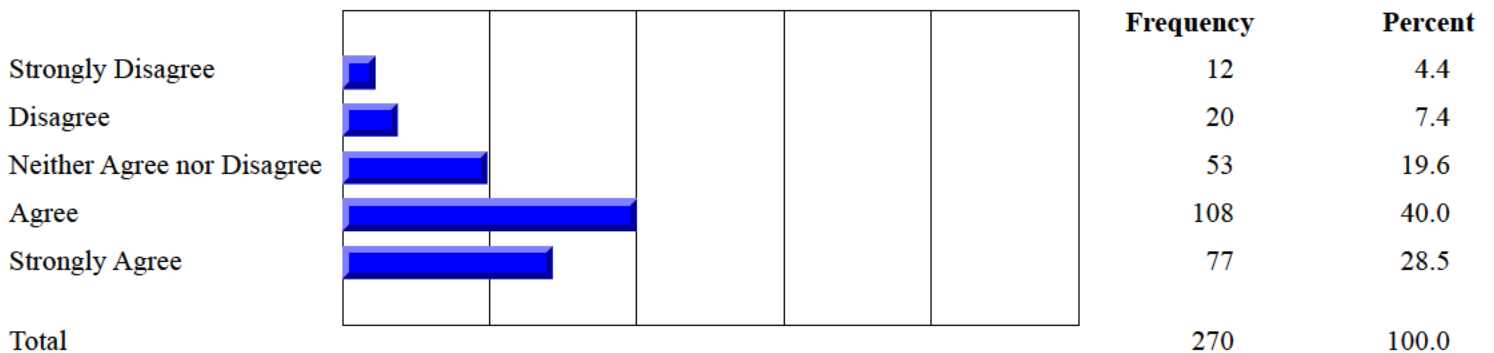
**2. Rules, regulations and policies are enforced in this command.**



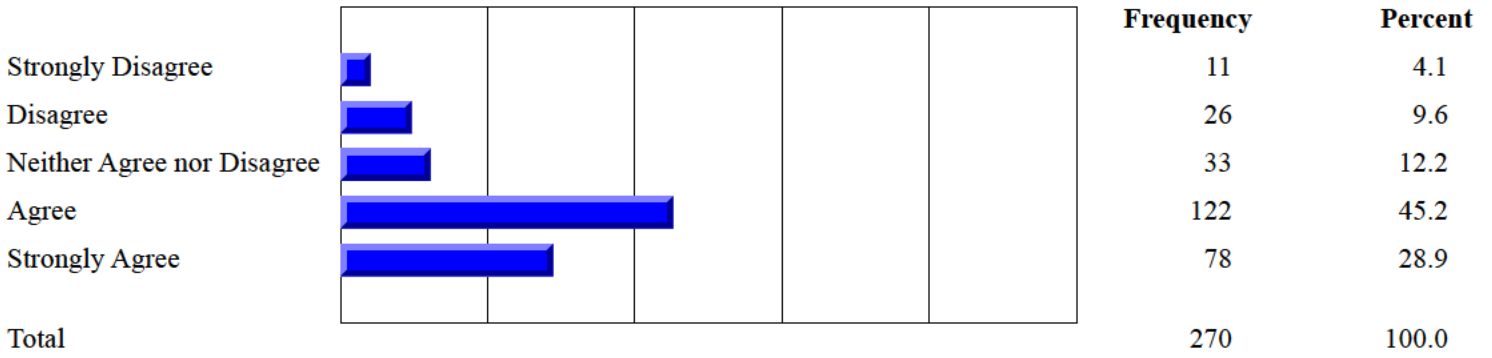
**3. This unit takes an active role in caring for the needs of family members of deployed unit personnel.**



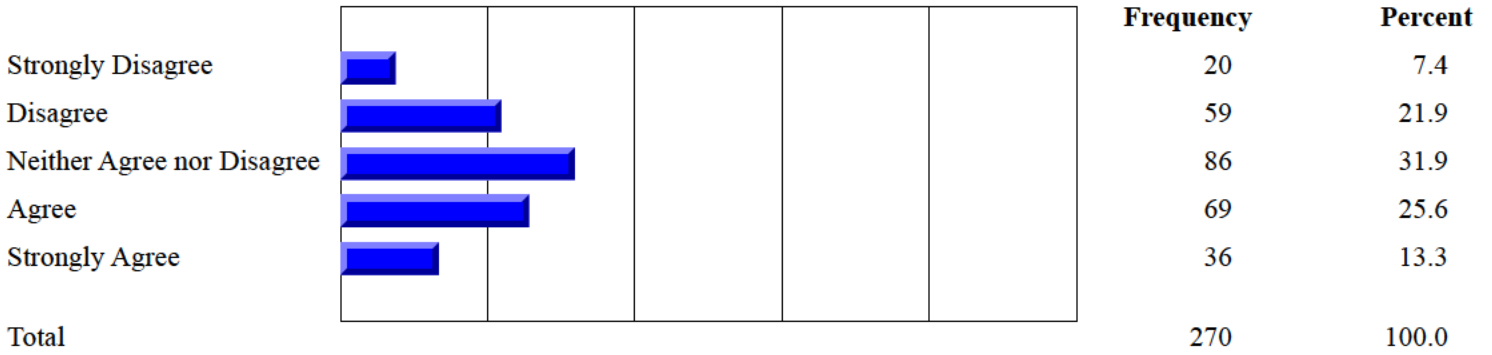
**4. The Commander shows an interest in my welfare.**



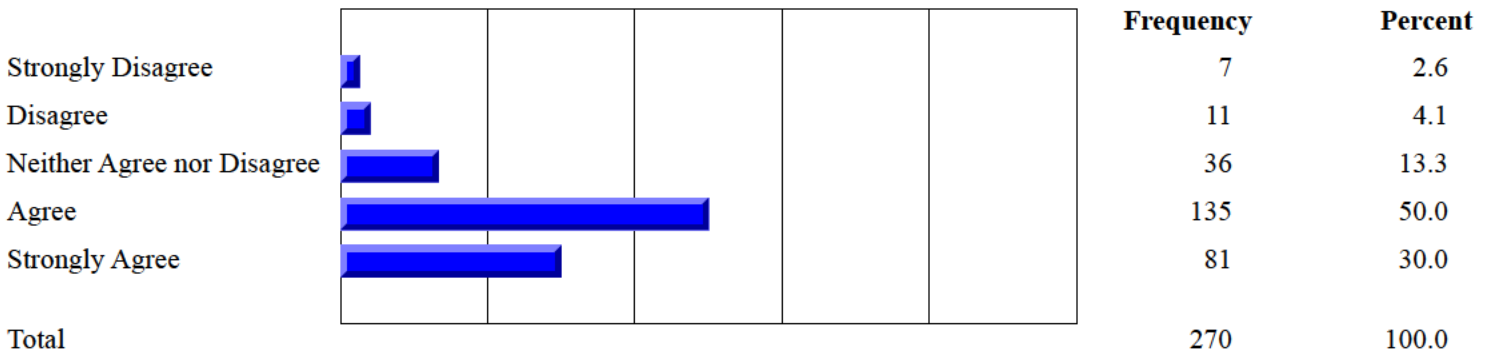
**5. I trust management/leadership to handle complaints, problems, or issues seriously.**



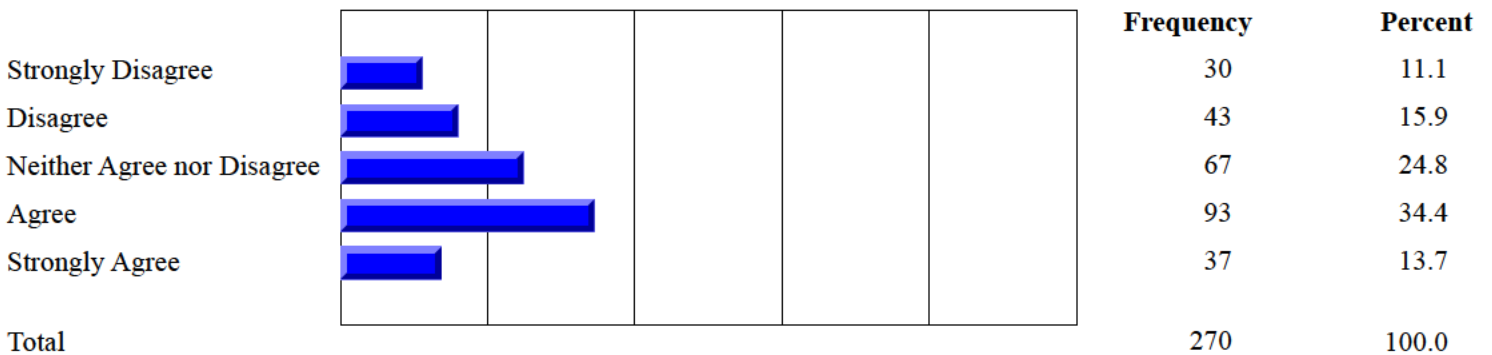
**6. I experience a high level of stress in this command.**



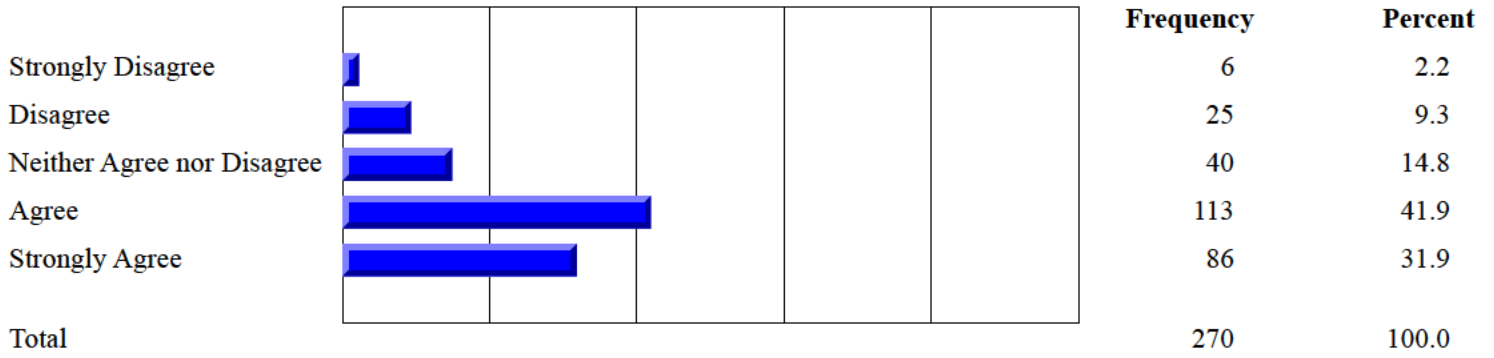
**7. An atmosphere of respect exists in my work area.**



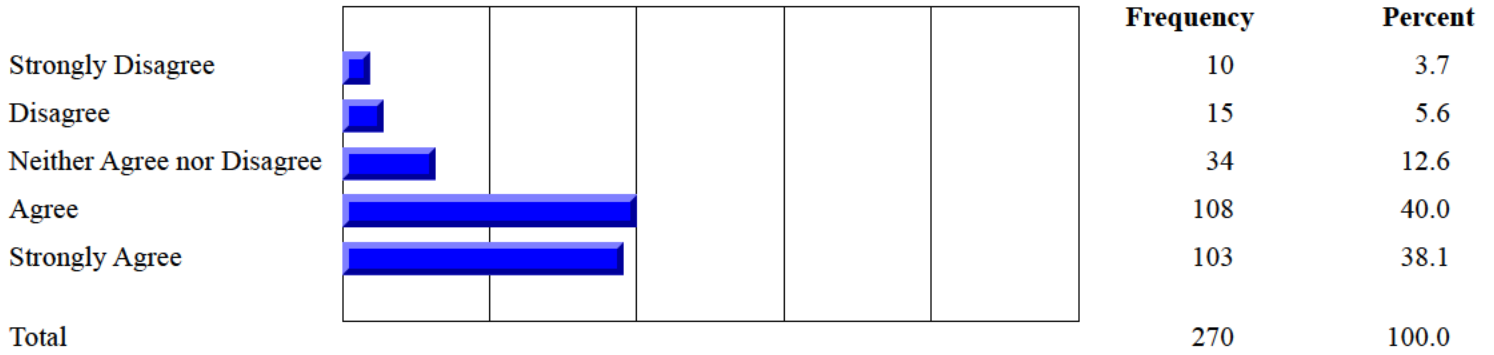
**8. The current level of morale is high.**



413  
 9. My command is well prepared to perform its wartime duties.



10. I am proud of the work that I do.



























































































































































































# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization:** 1st SFG(A)

**Commander/Director:** (b) (3) / (b) (6) [REDACTED]

**Admin Number:** 1810320

**Friday, October 12, 2018**

**Defense Equal Opportunity Management Institute  
Climate Enhancement Department  
Patrick AFB, FL**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**



## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	<b>28</b>
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	<b>31</b>
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	<b>60</b>

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*, *Section IV, Climate Factor Subgroup Comparison*, *Section V, DEOCS Summary of Survey Item Responses*, along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>1st SFG(A)</b>	<b>Number</b>	<b>Percent</b>
Majority	80	56.3%
Minority	34	23.9%
Declined to Respond	28	19.7%
American Indian or Alaskan Native	1	0.7%
Asian	5	3.5%
Black	9	6.3%
Native Hawaiian or Other Pacific Islander	2	1.4%
White	93	65.5%
Selected Multiple Races	5	3.5%
Declined to Respond	27	19.0%
Hispanic	19	13.4%
Not Hispanic	99	69.7%
Declined to Respond	24	16.9%
Women	15	10.6%
Men	127	89.4%
Junior Enlisted (E1 - E6)	50	35.2%
Senior Enlisted (E7 - E9)	43	30.3%
Warrant Officer (WO1 - CW5)	10	7.0%
Junior Officer (O1 - O3)	21	14.8%
Senior Officer (O4 - Above)	14	9.9%
Junior Federal Civilian (Grades 1 - 12)	1	0.7%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	1	0.7%
Other	2	1.4%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	2	100.0%

Total

142

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

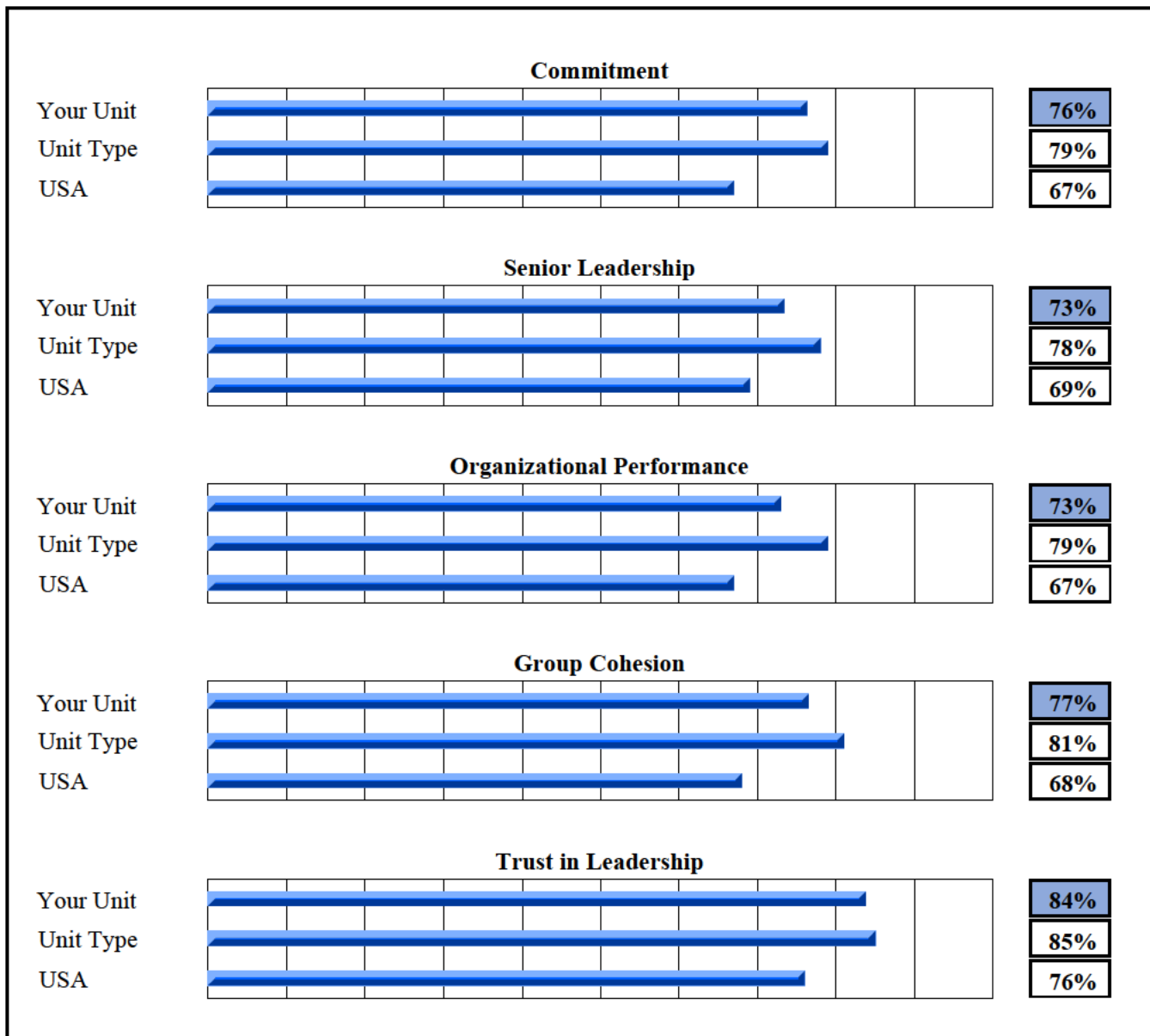
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

Figure 2: Unit Summaries

Unit Type = Special Forces



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

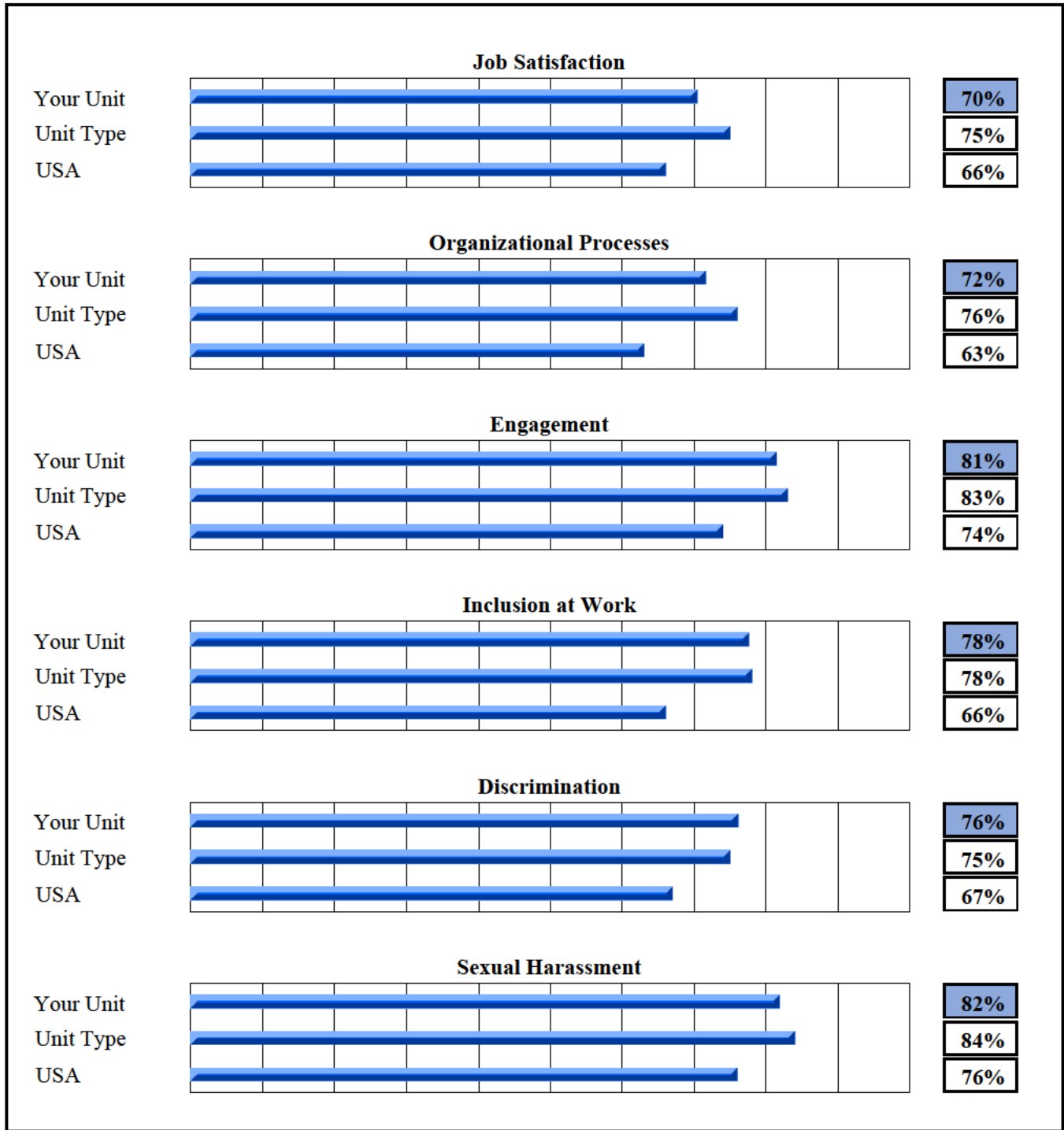
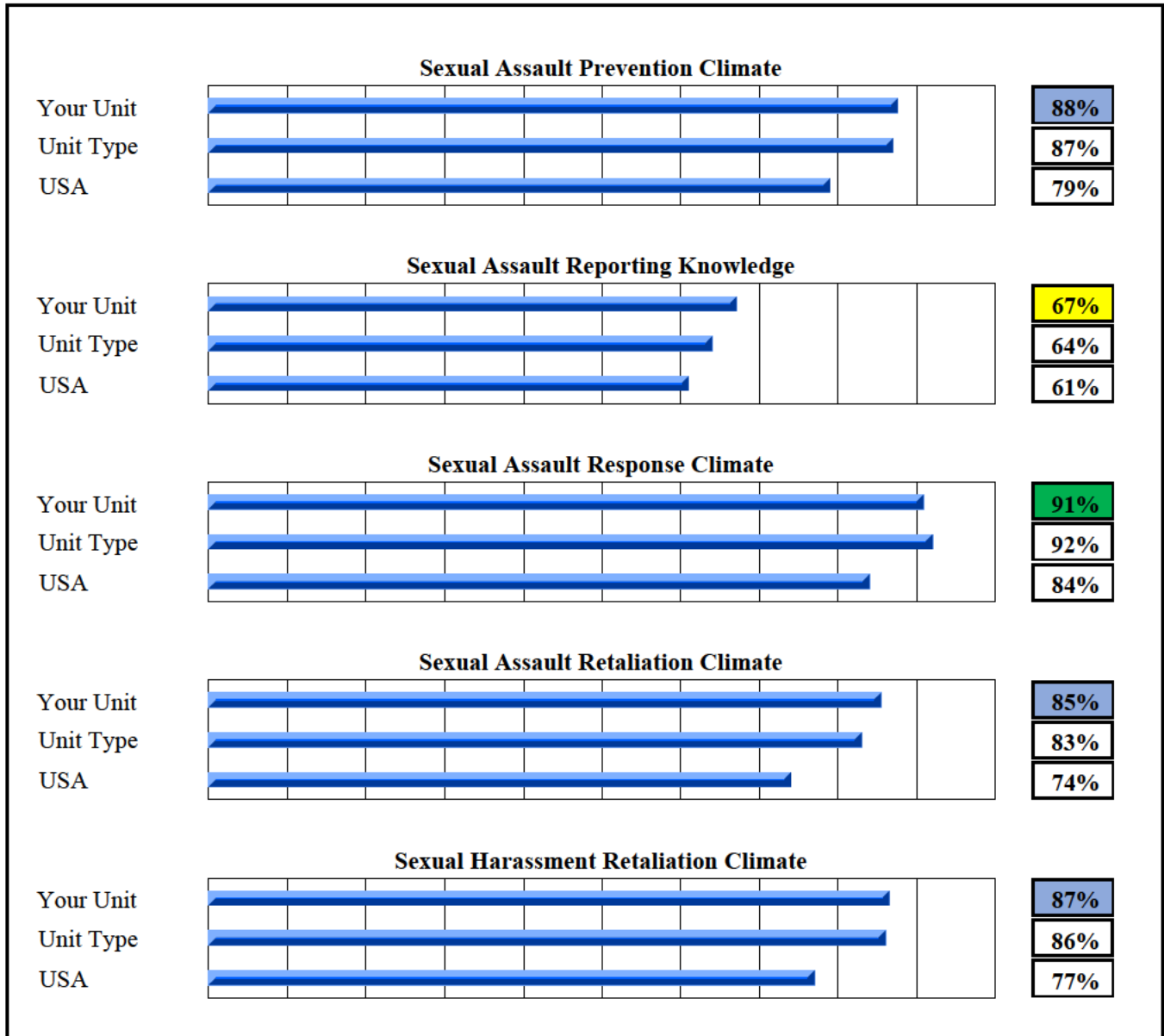


Figure 2 (cont): Unit Summaries

Unit Type = Special Forces



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

		<u>1st SFG(A)</u>							
		<u>Organizational Effectiveness</u>							
		Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority		70%	79%	72%	74%	82%	68%	65%	74%
Majority		81%	76%	78%	80%	86%	74%	77%	85%
Women		80%	77%	78%	71%	80%	73%	64%	84%
Men		76%	73%	72%	77%	84%	70%	72%	81%
Enlisted		73%	75%	74%	76%	84%	64%	71%	78%
Officer		81%	69%	68%	77%	83%	81%	74%	87%
Junior Enlisted		72%	78%	75%	75%	84%	61%	71%	75%
Senior Enlisted		75%	72%	73%	78%	85%	67%	71%	82%
Junior Officer		83%	72%	72%	81%	87%	85%	78%	89%
Senior Officer		76%	64%	60%	69%	75%	74%	64%	81%
Military		76%	73%	72%	76%	84%	70%	72%	81%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		76%	73%	73%	77%	84%	70%	72%	81%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

	1st SFG(A)							
	EO/EEO/Fair Treatment				SAPR			
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Minority	75%	64%	76%	83%	84%	62%	81%	80%
Majority	82%	81%	86%	88%	90%	71%	97%	88%
Women	83%	73%	72%	77%	83%	72%	76%	78%
Men	77%	77%	83%	88%	88%	67%	93%	86%
Enlisted	74%	76%	81%	87%	86%	65%	89%	86%
Officer	84%	79%	86%	90%	93%	73%	95%	89%
Junior Enlisted	72%	72%	80%	85%	85%	64%	87%	85%
Senior Enlisted	77%	80%	82%	90%	86%	65%	93%	87%
Junior Officer	85%	84%	89%	90%	92%	71%	96%	88%
Senior Officer	80%	68%	80%	88%	93%	77%	93%	90%
Military	77%	77%	83%	88%	88%	67%	91%	87%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	78%	76%	82%	87%	88%	67%	91%	85%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
--	--	---	---

## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	6 (4%)	10 (7%)	9 (6%)	12 (8%)	16 (11%)	50 (35%)	38 (27%)
This workgroup has a great deal of personal meaning to me.	3 (2%)	7 (5%)	5 (4%)	14 (10%)	21 (15%)	51 (36%)	40 (28%)
I feel a strong sense of belonging to this workgroup.	7 (5%)	9 (6%)	6 (4%)	10 (7%)	25 (18%)	45 (32%)	39 (27%)
<b>Total</b>	4%	6%	5%	8%	<b>15%</b>	<b>34%</b>	<b>27%</b>
		<b>15%</b>				<b>76%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	7 (5%)	9 (6%)	6 (4%)	16 (11%)	18 (13%)	56 (39%)	29 (20%)
My senior leader clarifies our organization's goals and priorities.	6 (4%)	9 (6%)	6 (4%)	12 (8%)	22 (15%)	57 (40%)	29 (20%)
My senior leader communicates a clear vision for the future.	8 (6%)	7 (5%)	10 (7%)	14 (10%)	24 (17%)	51 (36%)	27 (19%)
My senior leader listens to the concerns of the organization's military members and employees.	9 (6%)	6 (4%)	5 (4%)	17 (12%)	12 (8%)	58 (41%)	34 (24%)
<b>Total</b>	5%	5%	5%	10%	<b>13%</b>	<b>39%</b>	<b>21%</b>
		<b>15%</b>				<b>73%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	10 (7%)	3 (2%)	5 (4%)	16 (11%)	21 (15%)	48 (34%)	38 (27%)
My organization's performance, compared to similar organizations, is high.	4 (3%)	6 (4%)	4 (3%)	18 (13%)	14 (10%)	54 (38%)	41 (29%)
My organization makes good use of available resources to accomplish its mission.	11 (8%)	6 (4%)	16 (11%)	13 (9%)	24 (17%)	41 (29%)	30 (21%)
<b>Total</b>	6%	4%	6%	11%	<b>14%</b>	<b>34%</b>	<b>26%</b>
		<b>15%</b>				<b>73%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	7 (5%)	3 (2%)	8 (6%)	7 (5%)	24 (17%)	61 (43%)	31 (22%)
We all take responsibility for the performance of the workgroup.	6 (4%)	8 (6%)	5 (4%)	14 (10%)	17 (12%)	57 (40%)	34 (24%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	10 (7%)	5 (4%)	10 (7%)	14 (10%)	19 (13%)	53 (37%)	30 (21%)
<b>Total</b>	5%	4%	5%	8%	<b>14%</b>	<b>40%</b>	<b>22%</b>
		<b>15%</b>				<b>77%</b>	

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	6 (4%)	3 (2%)	0 (0%)	10 (7%)	11 (8%)	51 (36%)	60 (42%)
My immediate supervisor follows through with commitments he or she makes.	5 (4%)	2 (1%)	2 (1%)	13 (9%)	14 (10%)	53 (37%)	52 (37%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	4 (3%)	7 (5%)	5 (4%)	12 (8%)	19 (13%)	47 (33%)	47 (33%)
My immediate supervisor treats me fairly.	3 (2%)	2 (1%)	2 (1%)	12 (8%)	7 (5%)	47 (33%)	68 (48%)
<b>Total</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>8%</b>	<b>9%</b>	<b>35%</b>	<b>40%</b>
		<b>7%</b>				<b>84%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	9 (6%)	5 (4%)	6 (4%)	15 (11%)	21 (15%)	49 (35%)	36 (25%)
I feel satisfied with my current job.	8 (6%)	8 (6%)	9 (6%)	19 (13%)	25 (18%)	42 (30%)	30 (21%)
I am happy with my current job.	11 (8%)	6 (4%)	9 (6%)	18 (13%)	22 (15%)	44 (31%)	31 (22%)
<b>Total</b>	<b>7%</b>	<b>4%</b>	<b>6%</b>	<b>12%</b>	<b>16%</b>	<b>32%</b>	<b>23%</b>
		<b>17%</b>				<b>70%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	11 (8%)	9 (6%)	4 (3%)	9 (6%)	22 (15%)	57 (40%)	29 (20%)
Discipline is administered fairly.	11 (8%)	5 (4%)	5 (4%)	23 (16%)	17 (12%)	54 (38%)	26 (18%)
Decisions are made after reviewing relevant information.	12 (8%)	4 (3%)	9 (6%)	16 (11%)	16 (11%)	61 (43%)	23 (16%)
<b>Total</b>	<b>8%</b>	<b>4%</b>	<b>4%</b>	<b>11%</b>	<b>13%</b>	<b>40%</b>	<b>18%</b>
		<b>16%</b>				<b>72%</b>	

**Table 2.8 Engagement**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>At my workplace, I am mentally resilient.</b>	2 (1%)	2 (1%)	0 (0%)	6 (4%)	12 (8%)	62 (44%)	57 (40%)
<b>I am enthusiastic about my work.</b>	6 (4%)	6 (4%)	7 (5%)	17 (12%)	16 (11%)	52 (37%)	37 (26%)
<b>Time flies when I am working.</b>	3 (2%)	8 (6%)	2 (1%)	17 (12%)	21 (15%)	43 (30%)	47 (33%)
<b>Total</b>	3%	4%	2%	9%	<b>12%</b>	<b>37%</b>	<b>33%</b>
		<b>8%</b>				<b>81%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	7 (5%)	2 (1%)	4 (3%)	13 (9%)	14 (10%)	67 (47%)	35 (25%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	4 (3%)	7 (5%)	6 (4%)	10 (7%)	11 (8%)	64 (45%)	40 (28%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	3 (2%)	5 (4%)	6 (4%)	14 (10%)	23 (16%)	59 (42%)	32 (23%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	11 (8%)	8 (6%)	5 (4%)	15 (11%)	13 (9%)	66 (46%)	24 (17%)
The decision-making processes that impact my workgroup are fair.	7 (5%)	5 (4%)	8 (6%)	18 (13%)	14 (10%)	64 (45%)	26 (18%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	3 (2%)	5 (4%)	13 (9%)	12 (8%)	7 (5%)	42 (30%)	60 (42%)
<b>Total</b>	4%	4%	5%	10%	<b>10%</b>	<b>42%</b>	<b>25%</b>
		<b>13%</b>				<b>78%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	7 (5%)	2 (1%)	3 (2%)	11 (8%)	2 (1%)	39 (27%)	78 (55%)
<b>Religion</b>	6 (4%)	7 (5%)	1 (1%)	8 (6%)	5 (4%)	36 (25%)	79 (56%)
<b>Sex</b>	7 (5%)	8 (6%)	2 (1%)	10 (7%)	6 (4%)	35 (25%)	74 (52%)
<b>Sexual Orientation</b>	7 (5%)	10 (7%)	4 (3%)	11 (8%)	3 (2%)	34 (24%)	73 (51%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	5 (4%)	3 (2%)	5 (4%)	13 (9%)	9 (6%)	42 (30%)	65 (46%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	19 (13%)	18 (13%)	7 (5%)	12 (8%)	5 (4%)	34 (24%)	47 (33%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	14 (10%)	15 (11%)	6 (4%)	13 (9%)	6 (4%)	39 (27%)	49 (35%)
<b>Total</b>	6%	6%	3%	8%	<b>4%</b>	<b>26%</b>	<b>46%</b>
		<b>16%</b>				<b>76%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	12 (8%)	11 (8%)	119 (84%)
<b>Religion</b>	14 (10%)	8 (6%)	120 (85%)
<b>Sex</b>	17 (12%)	10 (7%)	115 (81%)
<b>Sexual Orientation</b>	21 (15%)	11 (8%)	110 (77%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	2 (1%)	0 (0%)	2 (1%)	31 (22%)	1 (1%)	39 (27%)	67 (47%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	1 (1%)	0 (0%)	5 (4%)	20 (14%)	5 (4%)	48 (34%)	63 (44%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	5 (4%)	5 (4%)	3 (2%)	13 (9%)	1 (1%)	52 (37%)	63 (44%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	3 (2%)	2 (1%)	0 (0%)	11 (8%)	0 (0%)	30 (21%)	96 (68%)
<b>Total</b>	2%	1%	2%	13%	1%	30%	51%
		5%				82%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	2 (1%)	3 (2%)	3 (2%)	8 (6%)	4 (3%)	49 (35%)	73 (51%)
My immediate supervisor promotes responsible alcohol use.	3 (2%)	1 (1%)	0 (0%)	11 (8%)	8 (6%)	51 (36%)	68 (48%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	7 (5%)	1 (1%)	0 (0%)	14 (10%)	6 (4%)	46 (32%)	68 (48%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	2 (1%)	5 (4%)	3 (2%)	13 (9%)	4 (3%)	47 (33%)	68 (48%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	1 (1%)	2 (1%)	2 (1%)	8 (6%)	6 (4%)	49 (35%)	74 (52%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	5 (4%)	1 (1%)	1 (1%)	10 (7%)	5 (4%)	48 (34%)	72 (51%)
<b>Total</b>	2%	2%	1%	8%	4%	34%	50%
		5%				88%	



Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	1 (1%)	0 (0%)	2 (1%)	7 (5%)	4 (3%)	39 (27%)	89 (63%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	3 (2%)	1 (1%)	2 (1%)	9 (6%)	5 (4%)	41 (29%)	81 (57%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	3 (2%)	2 (1%)	0 (0%)	11 (8%)	6 (4%)	36 (25%)	84 (59%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	1 (1%)	0 (0%)	1 (1%)	7 (5%)	4 (3%)	43 (30%)	86 (61%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	2 (1%)	0 (0%)	1 (1%)	12 (8%)	5 (4%)	39 (27%)	83 (58%)
<b>Total</b>	1%	0%	1%	6%	<b>3%</b>	<b>28%</b>	<b>60%</b>
		<b>3%</b>				<b>91%</b>	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>In my work group, reporters of sexual assault would be excluded from social interactions or conversations.</b>	71 (50%)	40 (28%)	6 (4%)	13 (9%)	7 (5%)	4 (3%)	1 (1%)
<b>In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.</b>	76 (54%)	45 (32%)	2 (1%)	12 (8%)	4 (3%)	2 (1%)	1 (1%)
<b>In my work group, reporters of sexual assault would be blamed for causing problems.</b>	76 (54%)	41 (29%)	3 (2%)	15 (11%)	4 (3%)	2 (1%)	1 (1%)
<b>In my work group, reporters of sexual assault would be denied career opportunities.</b>	82 (58%)	40 (28%)	1 (1%)	15 (11%)	2 (1%)	1 (1%)	1 (1%)
<b>In my work group, reporters of sexual assault would be disciplined or given other corrective action.</b>	81 (57%)	37 (26%)	3 (2%)	15 (11%)	1 (1%)	3 (2%)	2 (1%)
<b>In my work group, reporters of sexual assault would be discouraged from moving forward with the report.</b>	80 (56%)	43 (30%)	1 (1%)	14 (10%)	2 (1%)	1 (1%)	1 (1%)
<b>Total</b>	<b>55%</b>	<b>29%</b>	<b>2%</b>	10%	2%	2%	1%
		<b>85%</b>				<b>5%</b>	

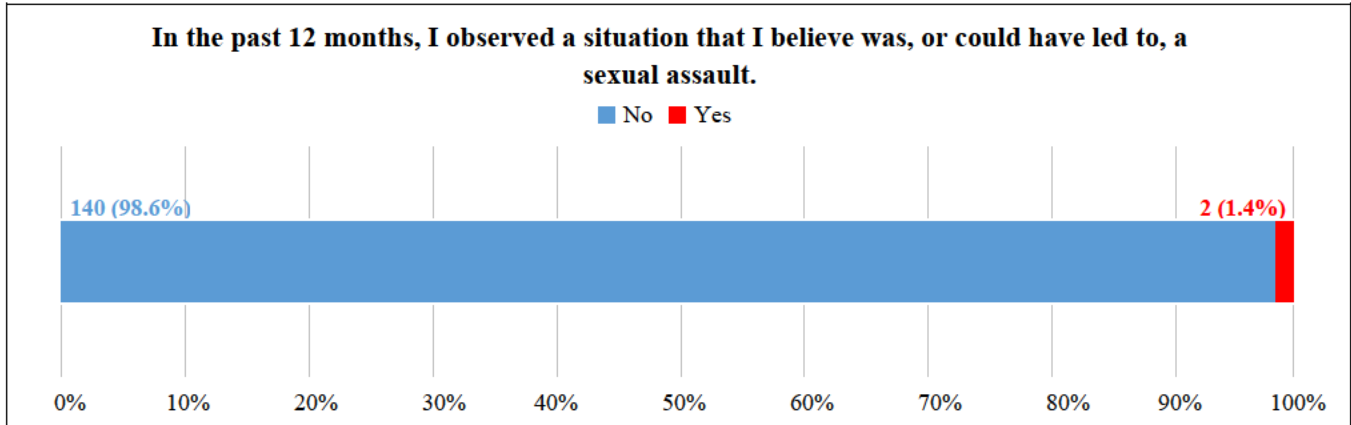
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	78 (55%)	39 (27%)	2 (1%)	12 (8%)	10 (7%)	0 (0%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	78 (55%)	43 (30%)	1 (1%)	11 (8%)	6 (4%)	3 (2%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	79 (56%)	42 (30%)	2 (1%)	15 (11%)	2 (1%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	84 (59%)	38 (27%)	1 (1%)	14 (10%)	3 (2%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	84 (59%)	39 (27%)	3 (2%)	11 (8%)	2 (1%)	2 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	81 (57%)	40 (28%)	3 (2%)	15 (11%)	1 (1%)	1 (1%)	1 (1%)
<b>Total</b>	<b>57%</b>	<b>28%</b>	<b>1%</b>	9%	3%	1%	1%
		<b>87%</b>				<b>4%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

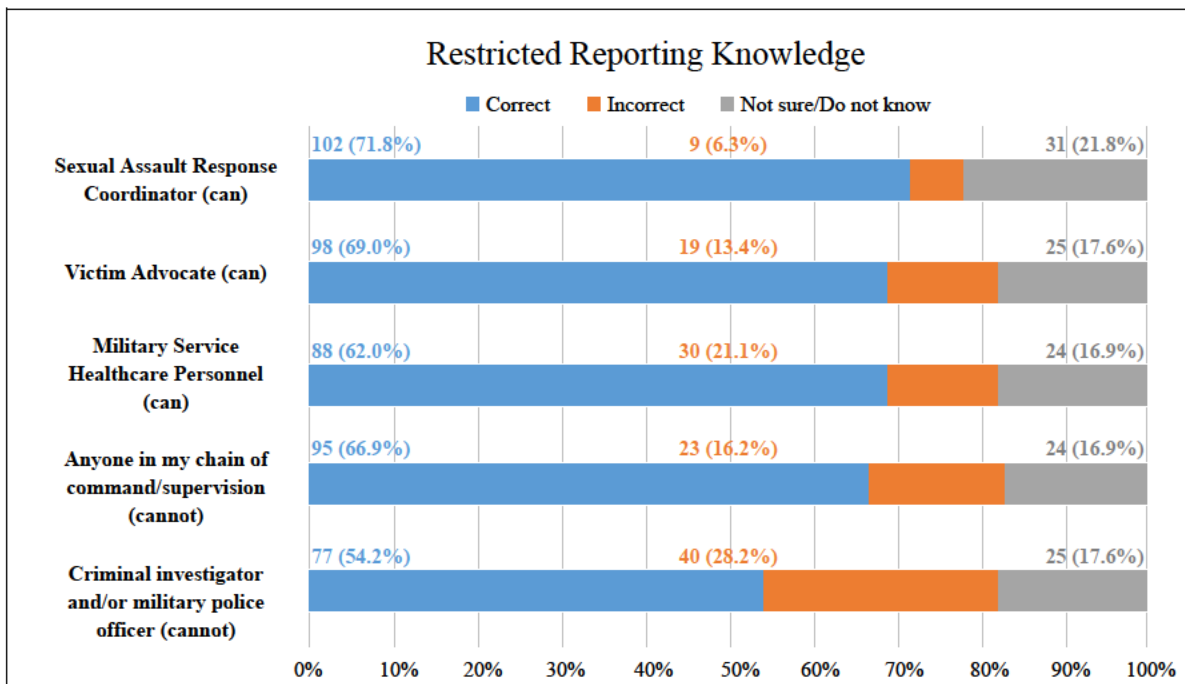
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	1	50.0%
I asked the person who appeared to be at risk if they needed help.	1	50.0%
I confronted the person who appeared to be causing the situation.	0	0.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	0	0.0%
<b>Total</b>	<b>2</b>	<b>100.0%</b>

### Sexual Assault Reporting Knowledge

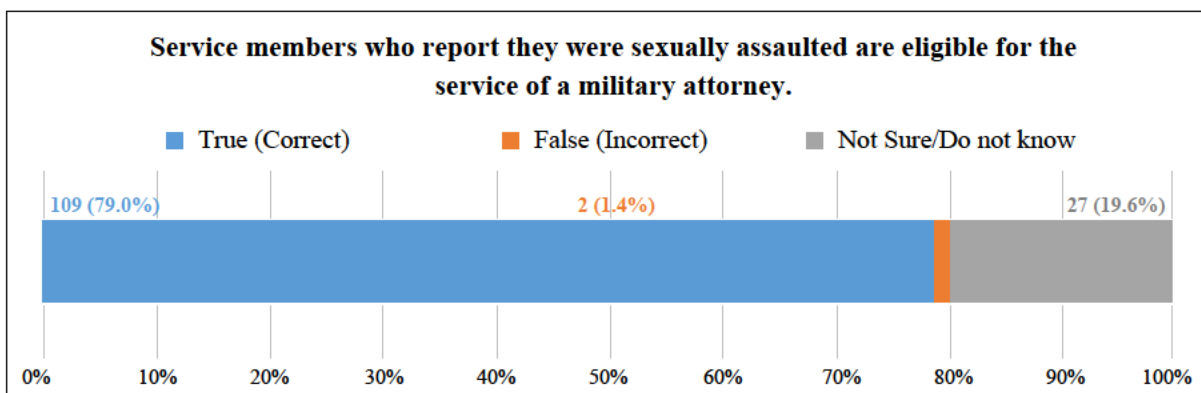
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



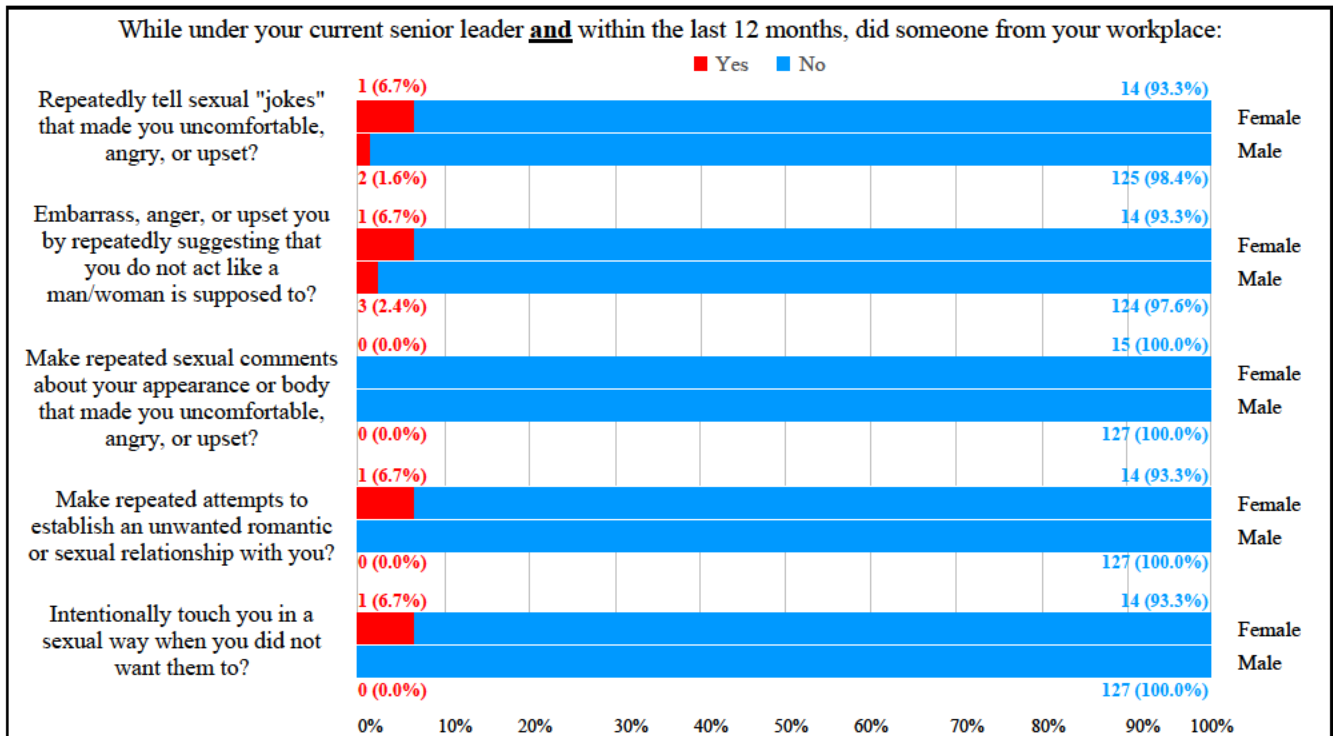
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	3	2.1%	139	97.9%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	4	2.8%	138	97.2%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	0	0.0%	142	100.0%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	1	0.7%	141	99.3%
Intentionally touch you in a sexual way when you did not want them to?	1	0.7%	141	99.3%

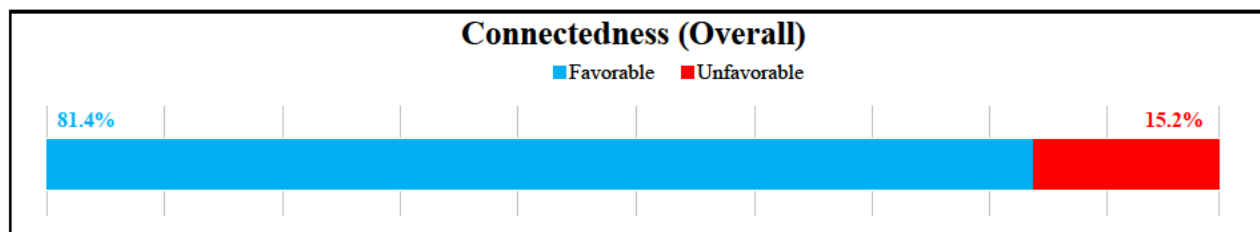
**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	5 (4%)	6 (4%)	8 (6%)	19 (13%)	3 (2%)	33 (23%)	67 (48%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	1 (1%)	3 (2%)	12 (9%)	-	7 (5%)	27 (19%)	91 (65%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	10 (7%)	5 (4%)	13 (9%)	-	17 (12%)	59 (42%)	37 (26%)
These days, I feel that there are people I can turn to in times of need.	8 (6%)	4 (3%)	11 (8%)	-	16 (11%)	49 (35%)	53 (38%)
<b>Total*</b>	4%	3%	8%	-	8%	30%	44%
		15%				81%	

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	17	12.1%
Attempted	11	7.8%
Died by Suicide	17	12.1%
Thought of, Attempted	5	3.5%
Attempted, Died by Suicide	2	1.4%
Thought of, Died by Suicide	6	4.3%
Thought of, Attempted, Died by Suicide	11	7.8%
None of the above	72	51.1%

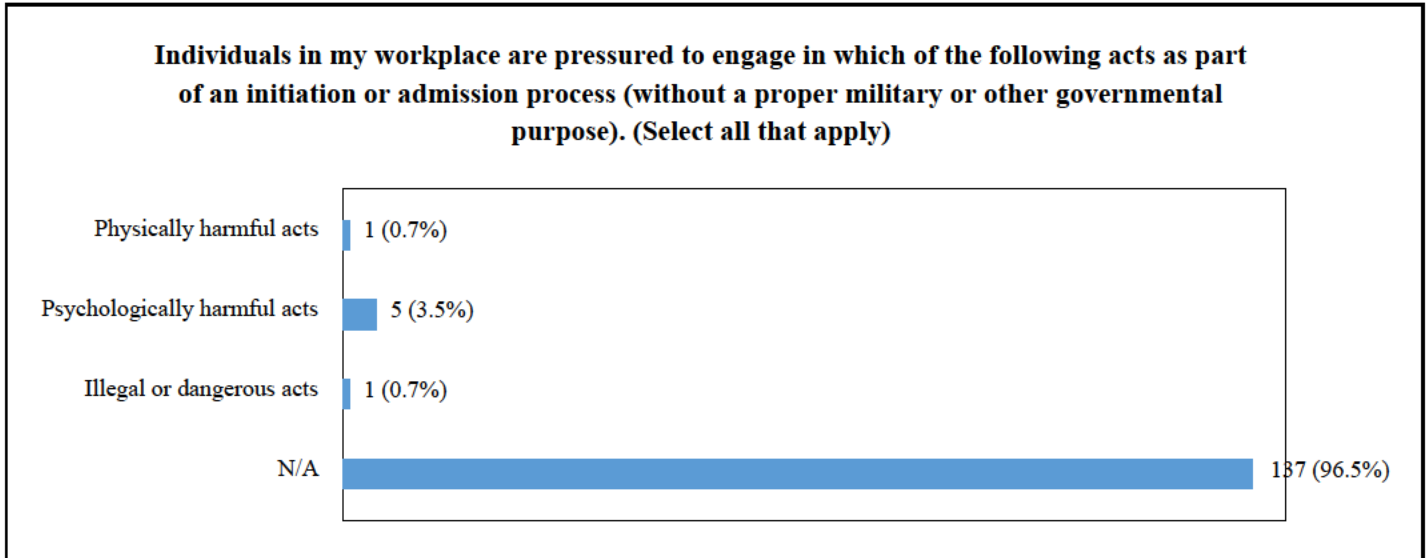
Note. Results presented below the line are the possible combinations of the items above, as it was a "select all that apply."

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

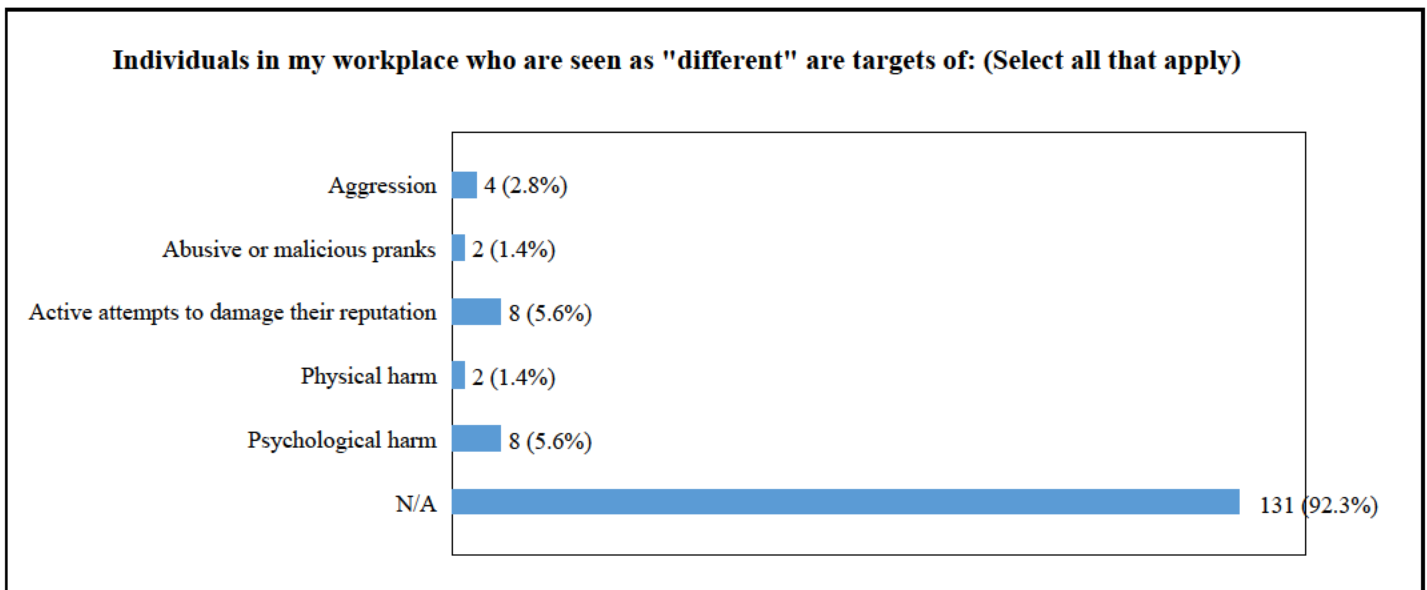
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**





## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

DSN: 854-2675/3260/4217

[support@deocs.net](mailto:support@deocs.net)

**Appendix A: Your Locally Developed Questions**

**1. Communication flow from the chain of command is good.**

						Frequency	Percent
Strongly Disagree						12	8.5
Disagree						18	12.7
Neither Agree nor Disagree						28	19.7
Agree						56	39.4
Strongly Agree						28	19.7
Total						142	100.0

**2. Rules, regulations and policies are enforced in this command.**

						Frequency	Percent
Strongly Disagree						8	5.6
Disagree						5	3.5
Neither Agree nor Disagree						15	10.6
Agree						70	49.3
Strongly Agree						44	31.0
Total						142	100.0

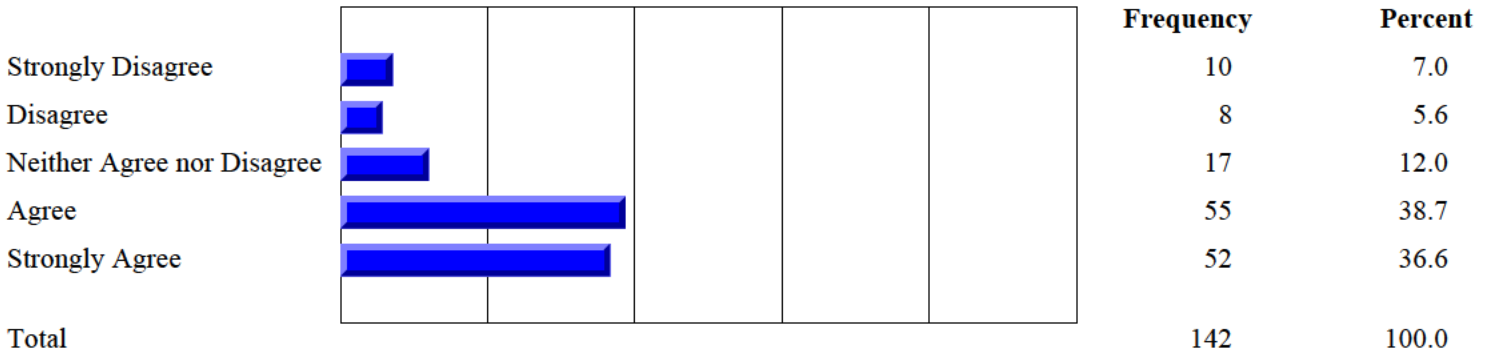
**3. This unit takes an active role in caring for the needs of family members of deployed unit personnel.**

						Frequency	Percent
Strongly Disagree						6	4.2
Disagree						9	6.3
Neither Agree nor Disagree						23	16.2
Agree						50	35.2
Strongly Agree						54	38.0
Total						142	100.0

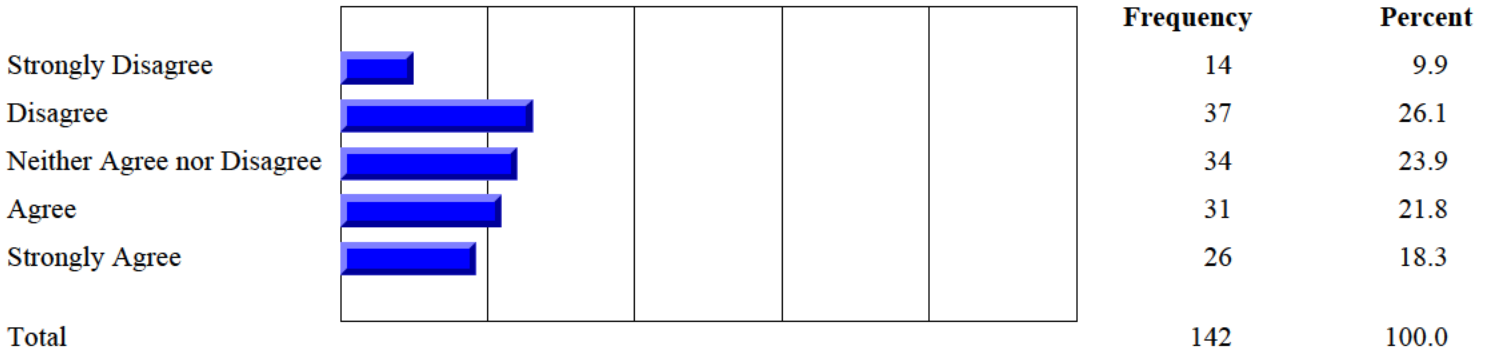
**4. The Commander shows an interest in my welfare.**

						Frequency	Percent
Strongly Disagree						12	8.5
Disagree						12	8.5
Neither Agree nor Disagree						24	16.9
Agree						51	35.9
Strongly Agree						43	30.3
Total						142	100.0

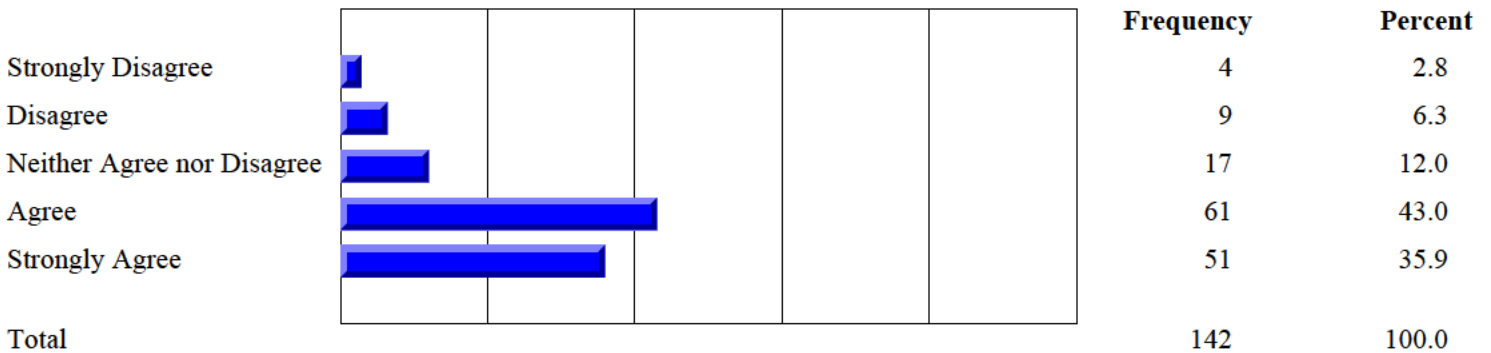
**5. I trust management/leadership to handle complaints, problems, or issues seriously.**



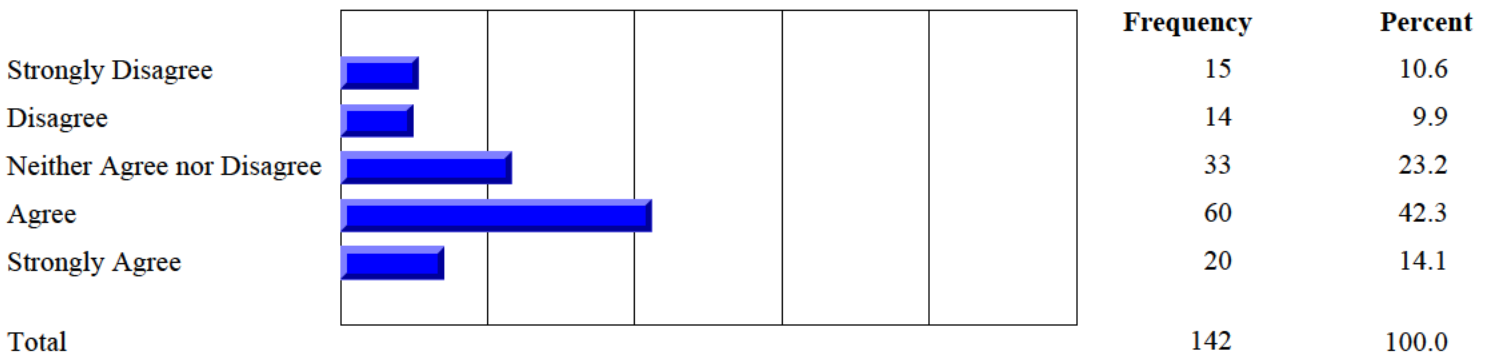
**6. I experience a high level of stress in this command.**



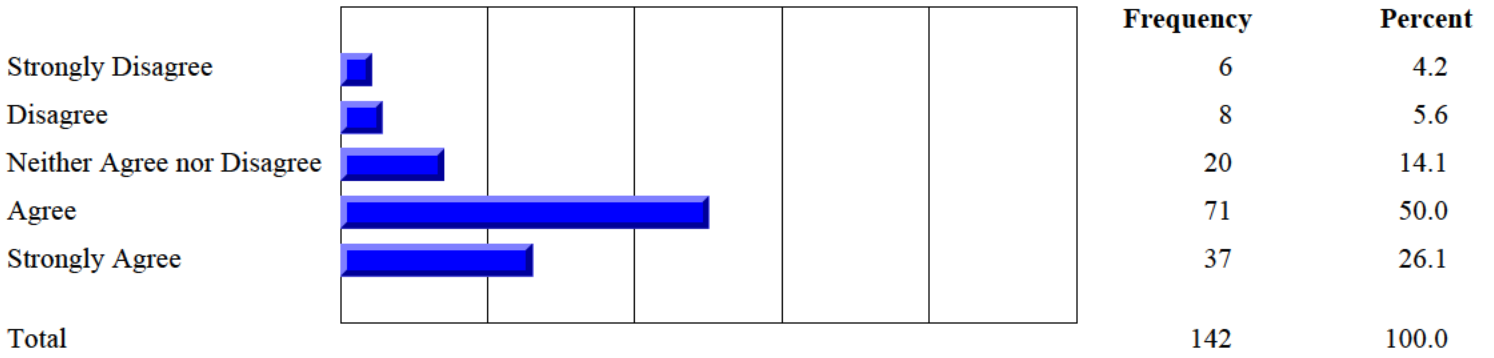
**7. An atmosphere of respect exists in my work area.**



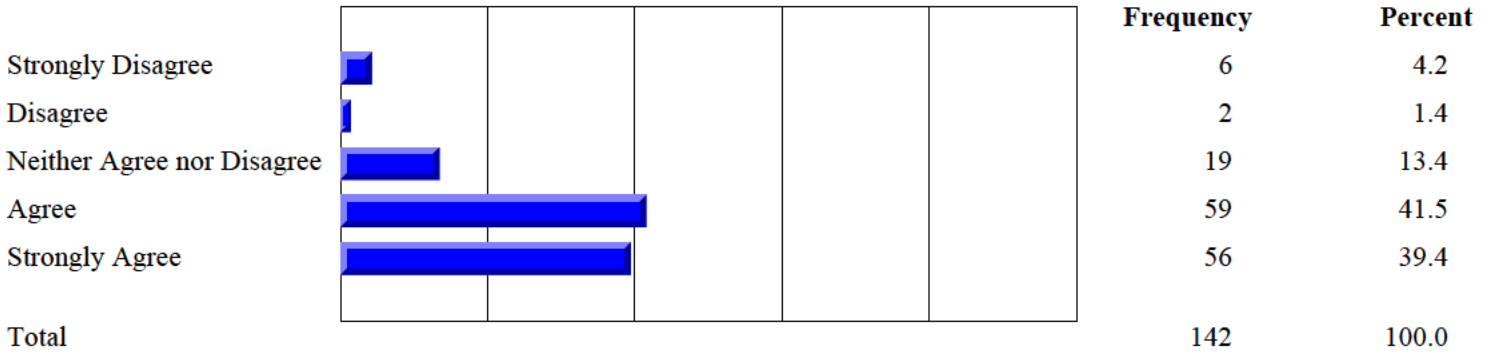
**8. The current level of morale is high.**



9. My command is well prepared to perform its wartime duties.



10. I am proud of the work that I do.













































































































# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization:** 3rd SFG(A)

**Commander/Director:** (b) (3) / (b)(6)

**Admin Number:** 1808109

**Saturday, December 22, 2018**

**Defense Equal Opportunity Management Institute  
Climate Enhancement Department  
Patrick AFB, FL**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	<b>28</b>
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	<b>31</b>
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	<b>149</b>

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>



## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>3rd SFG(A)</b>	<b>Number</b>	<b>Percent</b>
Majority	492	53.4%
Minority	238	25.8%
Declined to Respond	192	20.8%
American Indian or Alaskan Native	9	1.0%
Asian	14	1.5%
Black	79	8.6%
Native Hawaiian or Other Pacific Islander	8	0.9%
White	574	62.3%
Selected Multiple Races	32	3.5%
Declined to Respond	206	22.3%
Hispanic	114	12.4%
Not Hispanic	631	68.4%
Declined to Respond	177	19.2%
Women	63	6.8%
Men	859	93.2%
Junior Enlisted (E1 - E6)	489	53.0%
Senior Enlisted (E7 - E9)	254	27.5%
Warrant Officer (WO1 - CW5)	60	6.5%
Junior Officer (O1 - O3)	83	9.0%
Senior Officer (O4 - Above)	32	3.5%
Junior Federal Civilian (Grades 1 - 12)	1	0.1%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	3	0.3%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	1	100.0%

Total

922

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

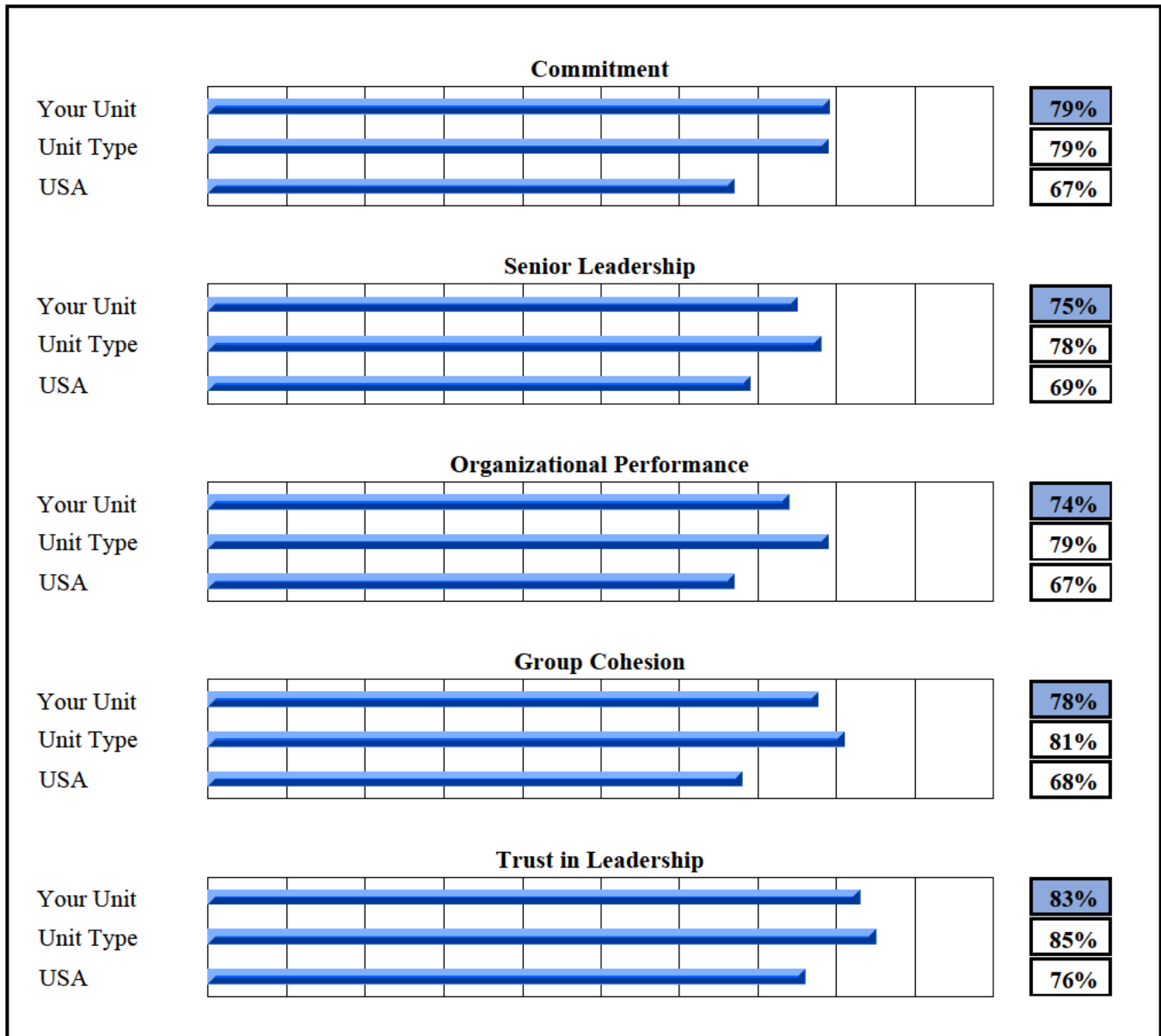
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

Figure 2: Unit Summaries

Unit Type = Special Forces



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
--	--	---	---

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

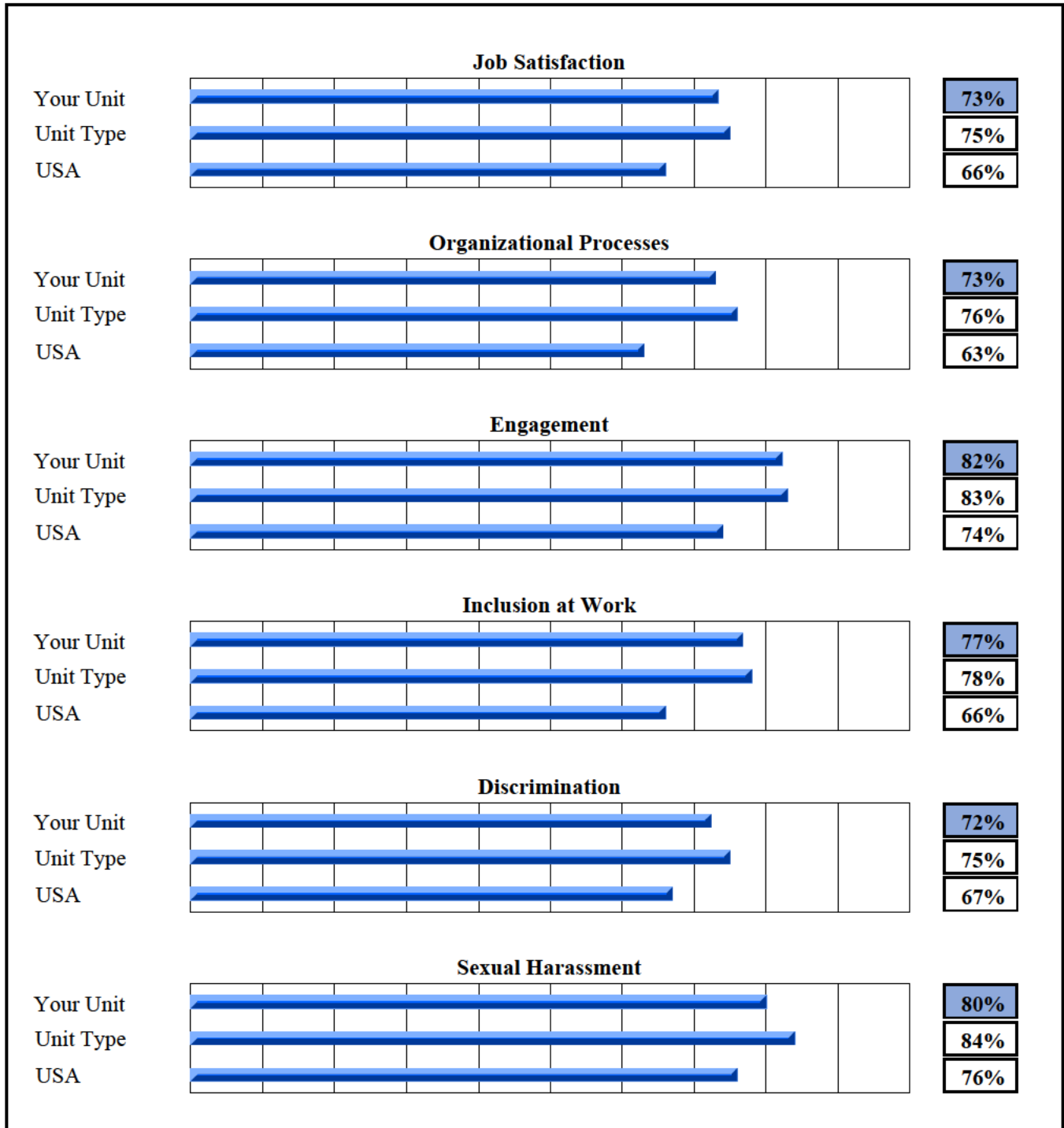
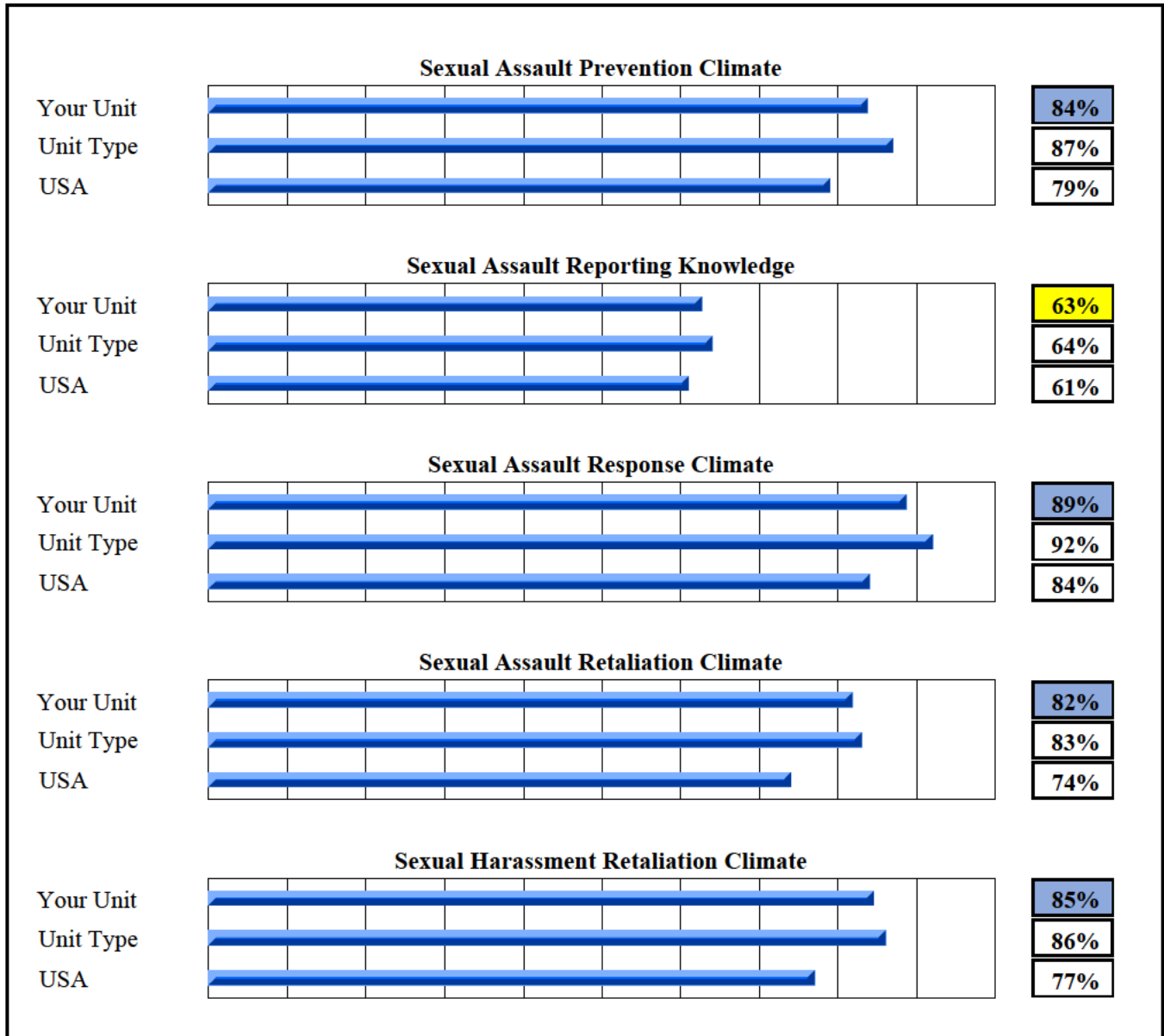


Figure 2 (cont): Unit Summaries

Unit Type = Special Forces



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

<u>3rd SFG(A)</u>								
<u>Organizational Effectiveness</u>								
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority	75%	78%	75%	76%	80%	72%	73%	80%
Majority	87%	81%	80%	86%	90%	80%	81%	88%
Women	70%	72%	72%	70%	68%	66%	68%	76%
Men	80%	75%	74%	78%	84%	74%	73%	83%
Enlisted	77%	74%	73%	76%	83%	72%	72%	80%
Officer	88%	82%	78%	85%	86%	82%	78%	91%
Junior Enlisted	76%	75%	73%	75%	81%	69%	71%	79%
Senior Enlisted	79%	72%	73%	79%	86%	76%	75%	83%
Junior Officer	86%	80%	76%	83%	84%	79%	75%	90%
Senior Officer	96%	90%	86%	96%	93%	94%	90%	96%
Military	79%	75%	74%	78%	83%	74%	73%	82%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	79%	75%	74%	78%	83%	73%	73%	82%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
--	--	---	---

**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<u>3rd SFG(A)</u>							
		<u>EO/EEO/Fair Treatment</u>				<u>SAPR</u>			
		Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Minority		73%	67%	78%	84%	83%	59%	87%	82%
Majority		86%	79%	86%	89%	87%	67%	93%	87%
Women		64%	68%	67%	78%	75%	71%	84%	73%
Men		78%	73%	81%	85%	84%	62%	89%	82%
Enlisted		75%	71%	78%	83%	82%	60%	87%	80%
Officer		85%	81%	90%	92%	91%	75%	95%	90%
Junior Enlisted		73%	69%	77%	82%	81%	59%	86%	79%
Senior Enlisted		80%	73%	80%	85%	84%	62%	89%	81%
Junior Officer		82%	81%	88%	91%	90%	74%	95%	89%
Senior Officer		97%	83%	96%	96%	95%	82%	97%	96%
Military		77%	73%	80%	85%	84%	63%	89%	82%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		77%	72%	80%	85%	84%	63%	89%	82%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	38 (4%)	35 (4%)	26 (3%)	98 (11%)	100 (11%)	392 (43%)	233 (25%)
This workgroup has a great deal of personal meaning to me.	36 (4%)	28 (3%)	18 (2%)	92 (10%)	111 (12%)	355 (39%)	282 (31%)
I feel a strong sense of belonging to this workgroup.	40 (4%)	37 (4%)	28 (3%)	101 (11%)	108 (12%)	353 (38%)	255 (28%)
<b>Total</b>	4%	4%	3%	11%	<b>12%</b>	<b>40%</b>	<b>28%</b>
		<b>10%</b>				<b>79%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	38 (4%)	48 (5%)	38 (4%)	94 (10%)	108 (12%)	364 (39%)	232 (25%)
My senior leader clarifies our organization's goals and priorities.	34 (4%)	50 (5%)	42 (5%)	96 (10%)	123 (13%)	336 (36%)	241 (26%)
My senior leader communicates a clear vision for the future.	52 (6%)	47 (5%)	43 (5%)	103 (11%)	142 (15%)	320 (35%)	215 (23%)
My senior leader listens to the concerns of the organization's military members and employees.	45 (5%)	29 (3%)	30 (3%)	131 (14%)	88 (10%)	353 (38%)	246 (27%)
<b>Total</b>	5%	5%	4%	11%	<b>13%</b>	<b>37%</b>	<b>25%</b>
		<b>13%</b>				<b>75%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	36 (4%)	41 (4%)	47 (5%)	116 (13%)	113 (12%)	334 (36%)	235 (25%)
My organization's performance, compared to similar organizations, is high.	22 (2%)	31 (3%)	33 (4%)	132 (14%)	98 (11%)	343 (37%)	263 (29%)
My organization makes good use of available resources to accomplish its mission.	37 (4%)	47 (5%)	53 (6%)	126 (14%)	125 (14%)	326 (35%)	208 (23%)
<b>Total</b>	3%	4%	5%	14%	<b>12%</b>	<b>36%</b>	<b>26%</b>
		<b>13%</b>				<b>74%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	32 (3%)	26 (3%)	29 (3%)	100 (11%)	106 (11%)	400 (43%)	229 (25%)
We all take responsibility for the performance of the workgroup.	30 (3%)	39 (4%)	35 (4%)	105 (11%)	100 (11%)	381 (41%)	232 (25%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	38 (4%)	45 (5%)	32 (3%)	107 (12%)	104 (11%)	382 (41%)	214 (23%)
<b>Total</b>	4%	4%	3%	11%	<b>11%</b>	<b>42%</b>	<b>24%</b>
		<b>11%</b>				<b>78%</b>	



Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	25 (3%)	20 (2%)	13 (1%)	85 (9%)	61 (7%)	360 (39%)	358 (39%)
My immediate supervisor follows through with commitments he or she makes.	26 (3%)	18 (2%)	15 (2%)	82 (9%)	71 (8%)	353 (38%)	357 (39%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	51 (6%)	37 (4%)	28 (3%)	85 (9%)	84 (9%)	349 (38%)	288 (31%)
My immediate supervisor treats me fairly.	21 (2%)	16 (2%)	20 (2%)	85 (9%)	46 (5%)	374 (41%)	360 (39%)
<b>Total</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>9%</b>	<b>7%</b>	<b>39%</b>	<b>37%</b>
		<b>8%</b>				<b>83%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	51 (6%)	55 (6%)	39 (4%)	79 (9%)	110 (12%)	311 (34%)	277 (30%)
I feel satisfied with my current job.	59 (6%)	64 (7%)	47 (5%)	88 (10%)	111 (12%)	311 (34%)	242 (26%)
I am happy with my current job.	58 (6%)	56 (6%)	48 (5%)	93 (10%)	110 (12%)	310 (34%)	247 (27%)
<b>Total</b>	<b>6%</b>	<b>6%</b>	<b>5%</b>	<b>9%</b>	<b>12%</b>	<b>34%</b>	<b>28%</b>
		<b>17%</b>				<b>73%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	26 (3%)	34 (4%)	22 (2%)	128 (14%)	97 (11%)	421 (46%)	194 (21%)
Discipline is administered fairly.	59 (6%)	47 (5%)	56 (6%)	126 (14%)	85 (9%)	365 (40%)	184 (20%)
Decisions are made after reviewing relevant information.	49 (5%)	39 (4%)	44 (5%)	117 (13%)	94 (10%)	385 (42%)	194 (21%)
<b>Total</b>	<b>5%</b>	<b>4%</b>	<b>4%</b>	<b>13%</b>	<b>10%</b>	<b>42%</b>	<b>21%</b>
		<b>14%</b>				<b>73%</b>	

**Table 2.8 Engagement**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>At my workplace, I am mentally resilient.</b>	10 (1%)	4 (0%)	10 (1%)	78 (8%)	63 (7%)	428 (46%)	329 (36%)
<b>I am enthusiastic about my work.</b>	33 (4%)	33 (4%)	23 (2%)	101 (11%)	124 (13%)	347 (38%)	261 (28%)
<b>Time flies when I am working.</b>	31 (3%)	31 (3%)	20 (2%)	117 (13%)	116 (13%)	326 (35%)	281 (30%)
<b>Total</b>	3%	2%	2%	11%	<b>11%</b>	<b>40%</b>	<b>31%</b>
		<b>7%</b>				<b>82%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	27 (3%)	24 (3%)	31 (3%)	101 (11%)	89 (10%)	424 (46%)	225 (24%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	25 (3%)	32 (3%)	25 (3%)	96 (10%)	104 (11%)	391 (42%)	248 (27%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	25 (3%)	33 (4%)	29 (3%)	105 (11%)	122 (13%)	378 (41%)	229 (25%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	48 (5%)	44 (5%)	37 (4%)	139 (15%)	95 (10%)	355 (39%)	203 (22%)
The decision-making processes that impact my workgroup are fair.	35 (4%)	44 (5%)	40 (4%)	122 (13%)	106 (11%)	379 (41%)	195 (21%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	23 (2%)	34 (4%)	42 (5%)	118 (13%)	19 (2%)	338 (37%)	347 (38%)
<b>Total</b>	3%	4%	4%	12%	<b>10%</b>	<b>41%</b>	<b>26%</b>
		<b>11%</b>				<b>77%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	63 (7%)	53 (6%)	10 (1%)	89 (10%)	11 (1%)	272 (30%)	423 (46%)
<b>Religion</b>	64 (7%)	55 (6%)	3 (0%)	87 (9%)	15 (2%)	272 (30%)	425 (46%)
<b>Sex</b>	68 (7%)	55 (6%)	18 (2%)	92 (10%)	30 (3%)	271 (29%)	387 (42%)
<b>Sexual Orientation</b>	66 (7%)	49 (5%)	12 (1%)	111 (12%)	16 (2%)	273 (30%)	394 (43%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	37 (4%)	22 (2%)	19 (2%)	108 (12%)	35 (4%)	348 (38%)	352 (38%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	106 (11%)	99 (11%)	31 (3%)	113 (12%)	17 (2%)	242 (26%)	313 (34%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	102 (11%)	105 (11%)	33 (4%)	108 (12%)	21 (2%)	245 (27%)	307 (33%)
<b>Total</b>	8%	7%	2%	11%	<b>2%</b>	<b>30%</b>	<b>40%</b>
		<b>17%</b>				<b>72%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	126 (14%)	89 (10%)	706 (77%)
<b>Religion</b>	122 (13%)	87 (9%)	712 (77%)
<b>Sex</b>	141 (15%)	92 (10%)	688 (75%)
<b>Sexual Orientation</b>	127 (14%)	111 (12%)	683 (74%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	15 (2%)	9 (1%)	4 (0%)	164 (18%)	14 (2%)	341 (37%)	374 (41%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	16 (2%)	5 (1%)	5 (1%)	134 (15%)	29 (3%)	361 (39%)	371 (40%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	31 (3%)	32 (3%)	23 (2%)	136 (15%)	18 (2%)	300 (33%)	381 (41%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	18 (2%)	19 (2%)	3 (0%)	118 (13%)	3 (0%)	238 (26%)	522 (57%)
<b>Total</b>	2%	2%	1%	15%	2%	34%	45%
		5%				80%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	14 (2%)	16 (2%)	11 (1%)	74 (8%)	31 (3%)	342 (37%)	433 (47%)
My immediate supervisor promotes responsible alcohol use.	21 (2%)	8 (1%)	4 (0%)	108 (12%)	32 (3%)	345 (37%)	403 (44%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	42 (5%)	19 (2%)	2 (0%)	115 (12%)	22 (2%)	339 (37%)	382 (41%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	10 (1%)	9 (1%)	6 (1%)	109 (12%)	36 (4%)	362 (39%)	389 (42%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	11 (1%)	2 (0%)	6 (1%)	98 (11%)	23 (2%)	361 (39%)	420 (46%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	39 (4%)	42 (5%)	5 (1%)	122 (13%)	20 (2%)	334 (36%)	359 (39%)
<b>Total</b>	2%	2%	1%	11%	3%	38%	43%
		5%				84%	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	8 (1%)	2 (0%)	5 (1%)	63 (7%)	17 (2%)	336 (36%)	490 (53%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	16 (2%)	13 (1%)	4 (0%)	76 (8%)	21 (2%)	335 (36%)	456 (49%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	21 (2%)	15 (2%)	8 (1%)	81 (9%)	22 (2%)	329 (36%)	445 (48%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	10 (1%)	5 (1%)	2 (0%)	80 (9%)	19 (2%)	341 (37%)	464 (50%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	14 (2%)	4 (0%)	2 (0%)	89 (10%)	20 (2%)	338 (37%)	454 (49%)
<b>Total</b>	1%	1%	0%	8%	<b>2%</b>	<b>36%</b>	<b>50%</b>
		<b>3%</b>				<b>89%</b>	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>In my work group, reporters of sexual assault would be excluded from social interactions or conversations.</b>	395 (43%)	291 (32%)	17 (2%)	136 (15%)	16 (2%)	46 (5%)	20 (2%)
<b>In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.</b>	427 (46%)	319 (35%)	16 (2%)	124 (13%)	12 (1%)	14 (2%)	9 (1%)
<b>In my work group, reporters of sexual assault would be blamed for causing problems.</b>	421 (46%)	319 (35%)	18 (2%)	122 (13%)	14 (2%)	17 (2%)	10 (1%)
<b>In my work group, reporters of sexual assault would be denied career opportunities.</b>	434 (47%)	319 (35%)	19 (2%)	111 (12%)	15 (2%)	14 (2%)	9 (1%)
<b>In my work group, reporters of sexual assault would be disciplined or given other corrective action.</b>	431 (47%)	319 (35%)	10 (1%)	119 (13%)	9 (1%)	22 (2%)	11 (1%)
<b>In my work group, reporters of sexual assault would be discouraged from moving forward with the report.</b>	438 (48%)	316 (34%)	15 (2%)	121 (13%)	9 (1%)	15 (2%)	7 (1%)
<b>Total</b>	<b>46%</b>	<b>34%</b>	<b>2%</b>	13%	1%	2%	1%
		<b>82%</b>				<b>5%</b>	

Table 2.16 Sexual Harassment Retaliation Climate

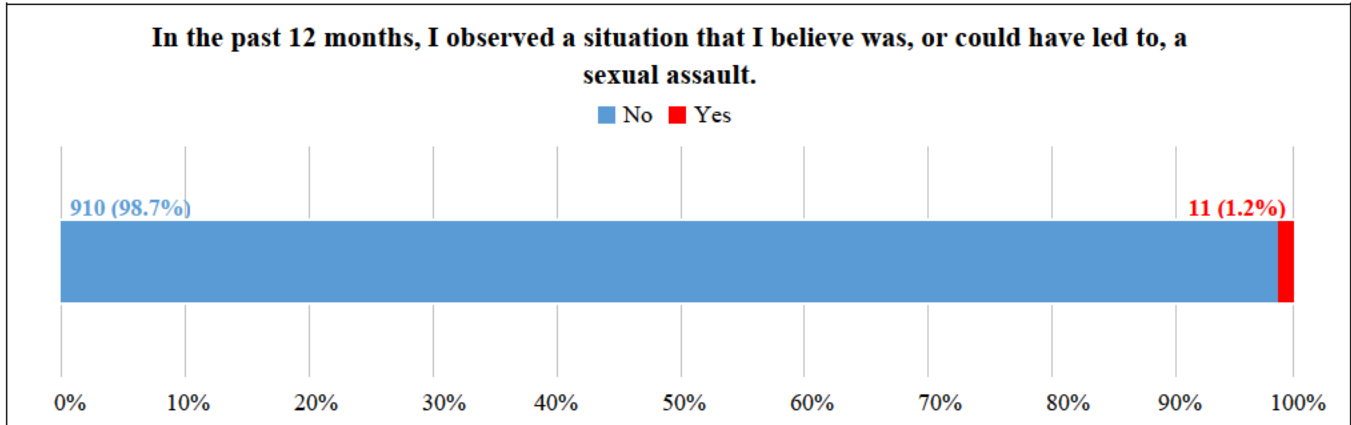
Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	435 (47%)	317 (34%)	14 (2%)	123 (13%)	13 (1%)	16 (2%)	3 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	444 (48%)	319 (35%)	19 (2%)	117 (13%)	9 (1%)	10 (1%)	3 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	445 (48%)	317 (34%)	15 (2%)	118 (13%)	14 (2%)	9 (1%)	3 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	452 (49%)	319 (35%)	16 (2%)	115 (12%)	8 (1%)	8 (1%)	3 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	454 (49%)	318 (34%)	11 (1%)	119 (13%)	4 (0%)	10 (1%)	5 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	452 (49%)	317 (34%)	13 (1%)	117 (13%)	8 (1%)	9 (1%)	5 (1%)
<b>Total</b>	<b>48%</b>	<b>34%</b>	<b>2%</b>	13%	1%	1%	0%
		<b>85%</b>				<b>3%</b>	



## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents’ responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

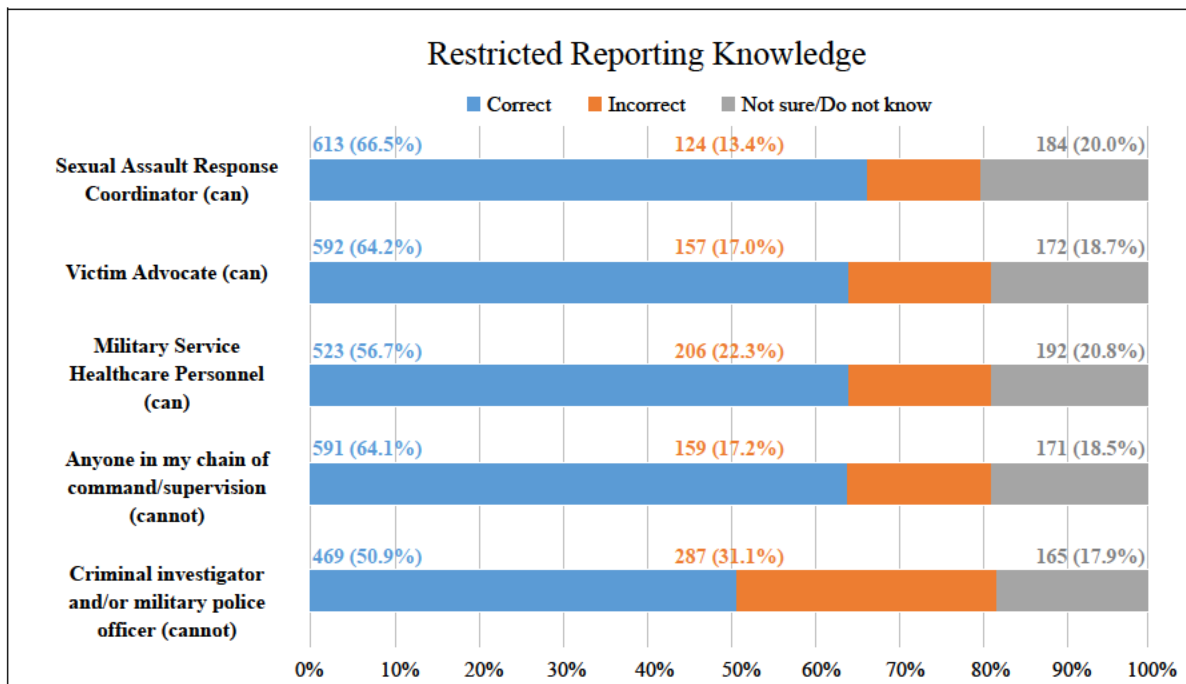
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	5	45.5%
I asked the person who appeared to be at risk if they needed help.	3	27.3%
I confronted the person who appeared to be causing the situation.	1	9.1%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	1	9.1%
I told someone in a position of authority about the situation.	1	9.1%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	0	0.0%
<b>Total</b>	<b>11</b>	<b>100.0%</b>

## Sexual Assault Reporting Knowledge

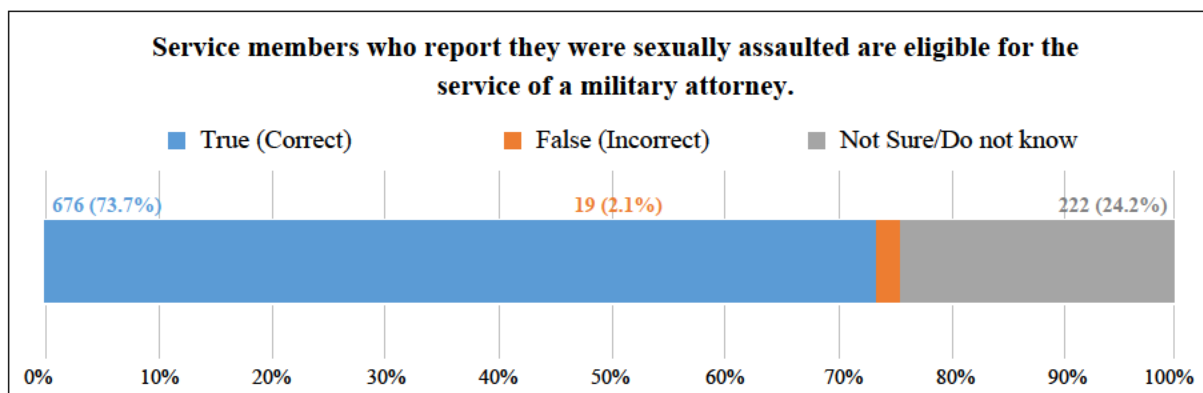
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



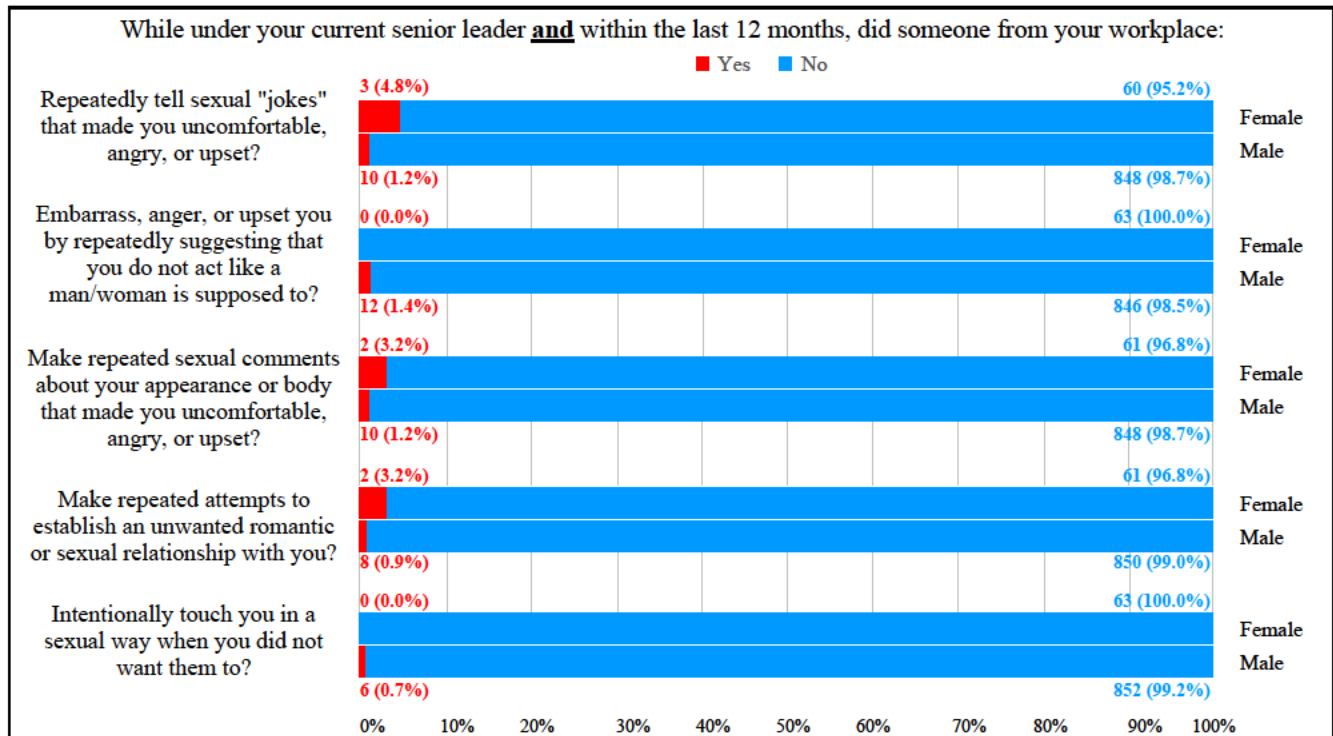
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	13	1.4%	908	98.5%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	12	1.3%	909	98.6%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	12	1.3%	909	98.6%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	10	1.1%	911	98.8%
Intentionally touch you in a sexual way when you did not want them to?	6	0.7%	915	99.2%

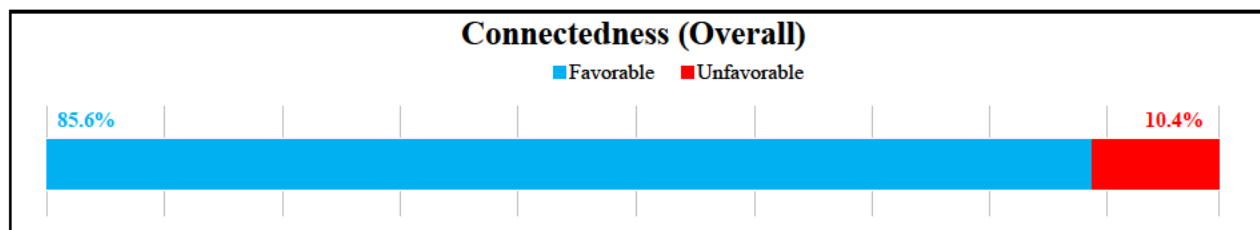
**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	23 (2%)	38 (4%)	43 (5%)	150 (16%)	31 (3%)	270 (29%)	367 (40%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	10 (1%)	10 (1%)	42 (5%)	-	38 (4%)	266 (29%)	556 (60%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	45 (5%)	33 (4%)	55 (6%)	-	154 (17%)	370 (40%)	265 (29%)
These days, I feel that there are people I can turn to in times of need.	32 (3%)	21 (2%)	30 (3%)	-	128 (14%)	372 (40%)	339 (37%)
<b>Total*</b>	3%	3%	5%	-	10%	35%	41%
	10%				86%		

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

In the past 12 months, I have known someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	90	9.8%
Attempted	20	2.2%
Died by Suicide	85	9.2%
Thought of, Attempted	15	1.6%
Attempted, Died by Suicide	4	0.4%
Thought of, Died by Suicide	7	0.8%
Thought of, Attempted, Died by Suicide	20	2.2%
None of the above	681	73.9%

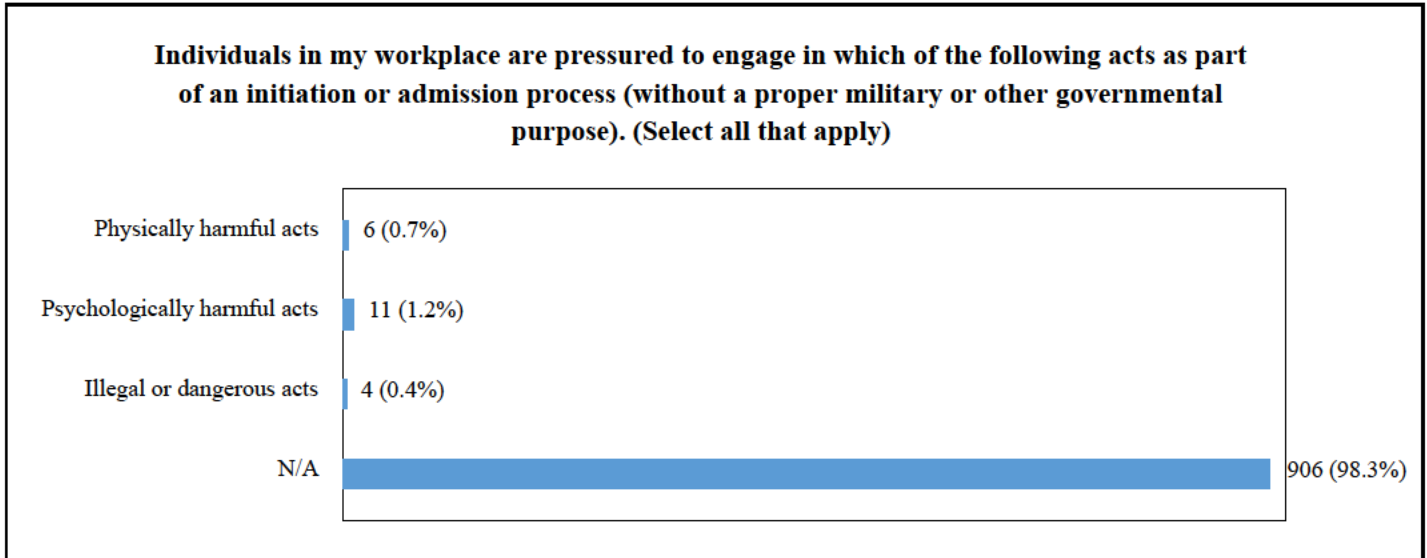
Note. Results presented below the line are the possible combinations of the items above, as it was a "select all that apply."

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

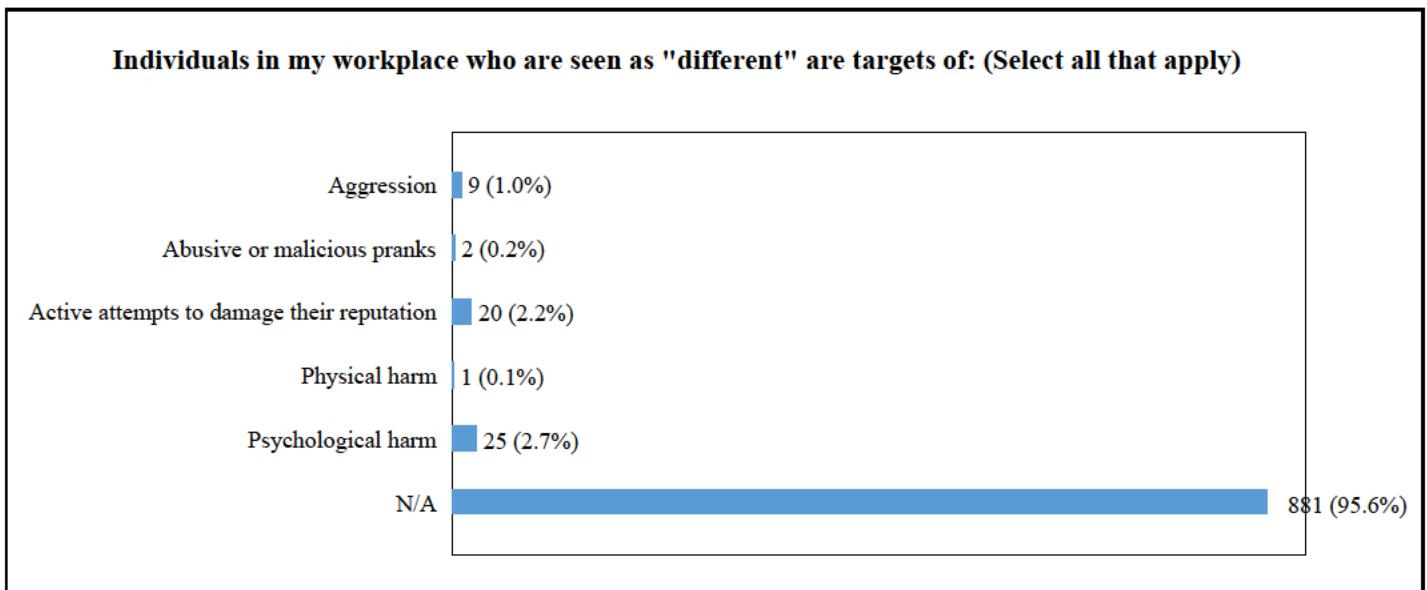
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

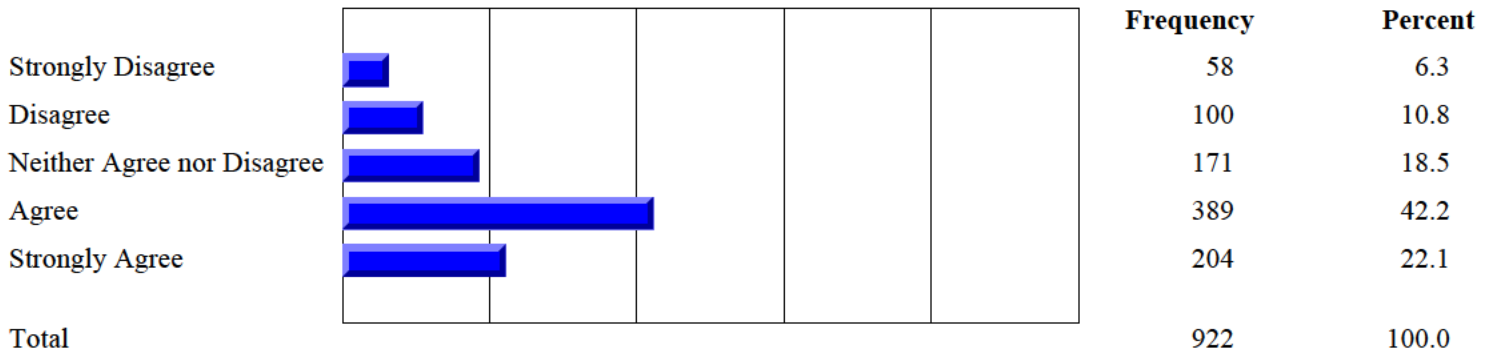
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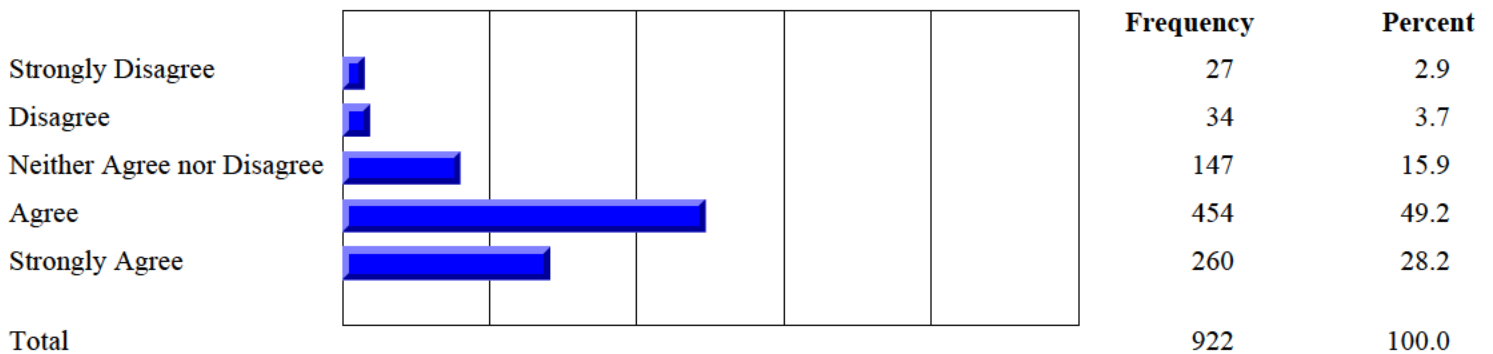
[support@deocs.net](mailto:support@deocs.net)

## Appendix A: Your Locally Developed Questions

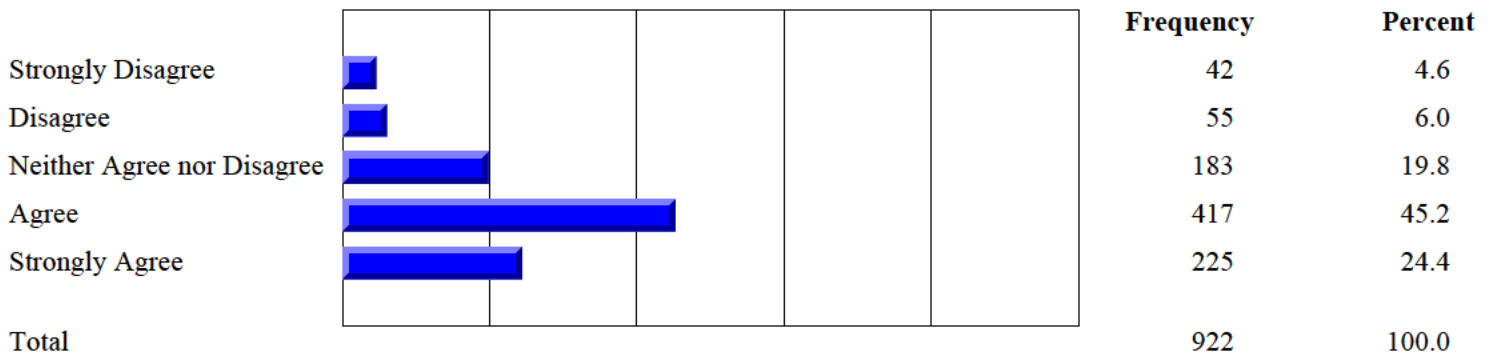
**1. Communication flow from the chain of command is good.**



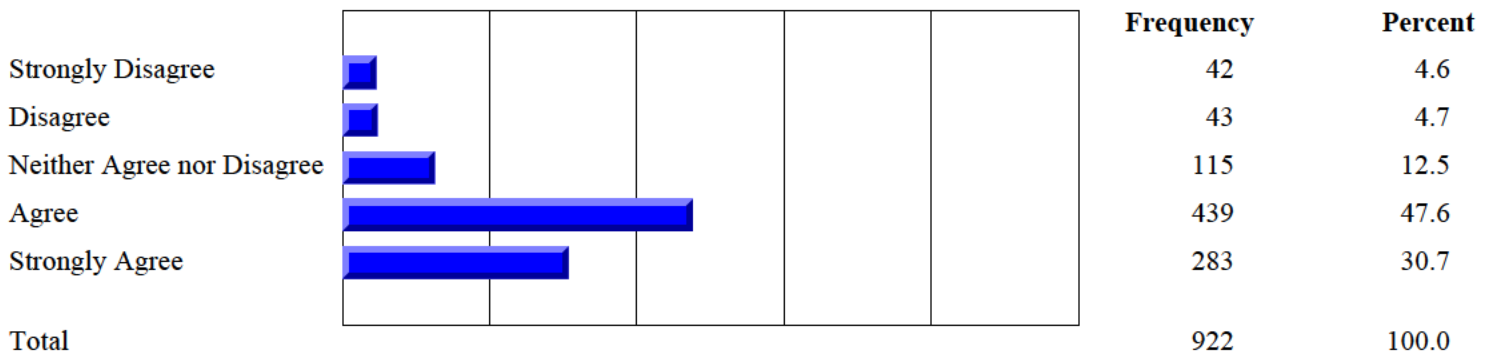
**2. Rules, regulations and policies are enforced in this command.**



**3. Correctional training for poor performance is enforced fairly in this command.**

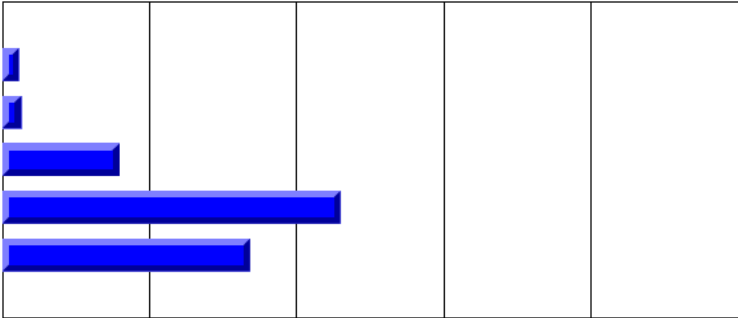
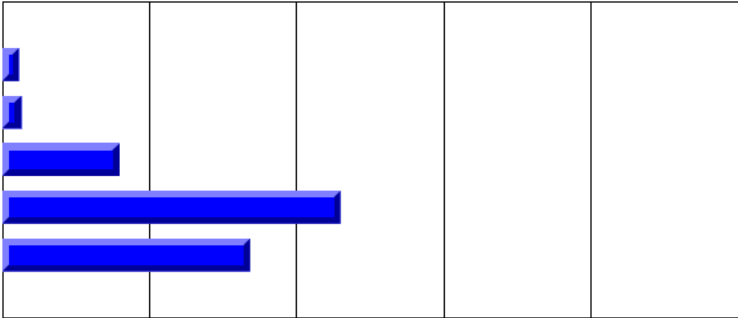
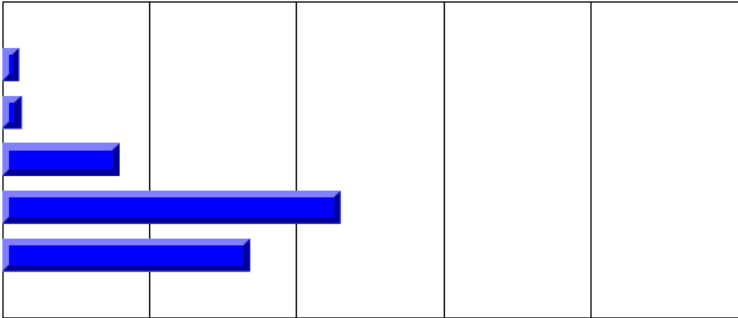
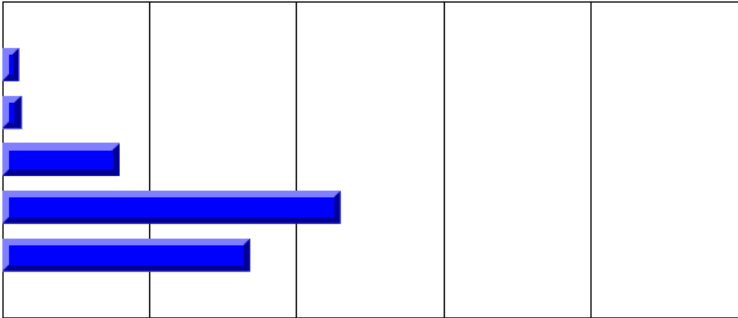
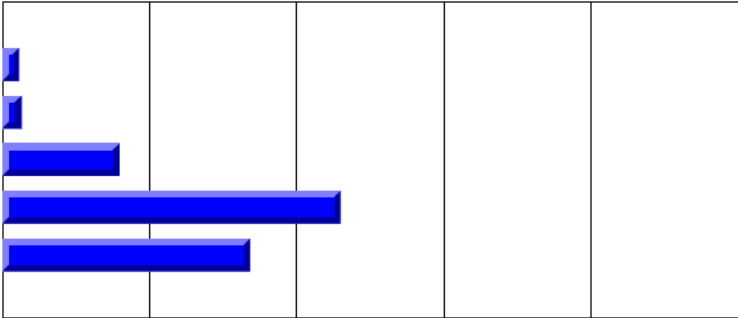


**4. I am afforded opportunities to take leave.**

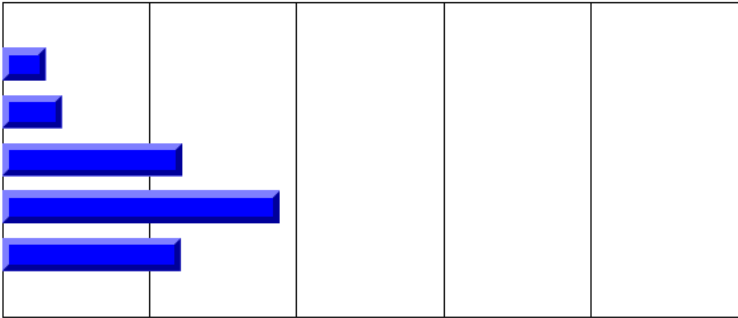
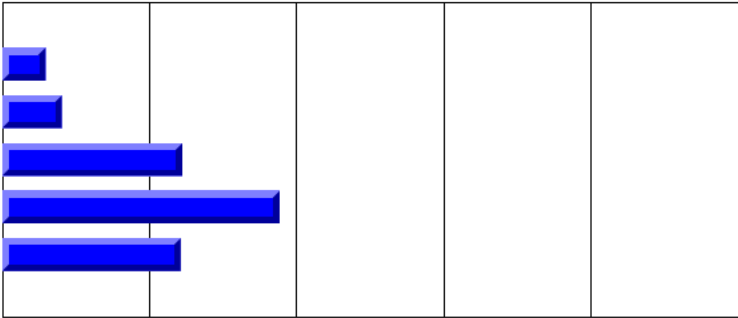
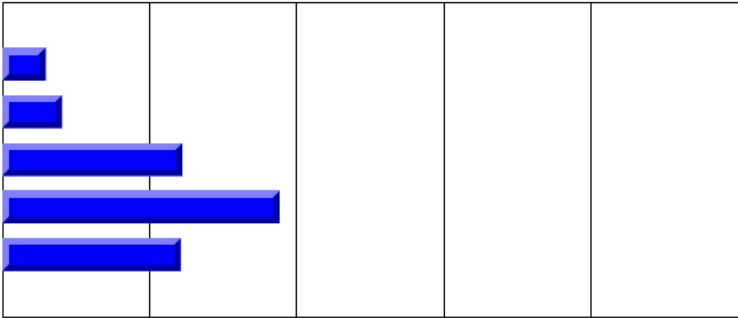
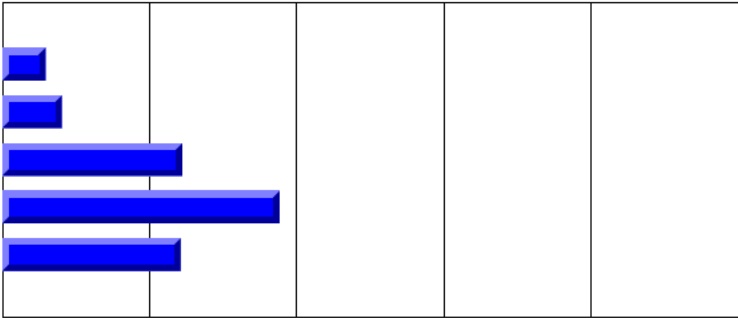
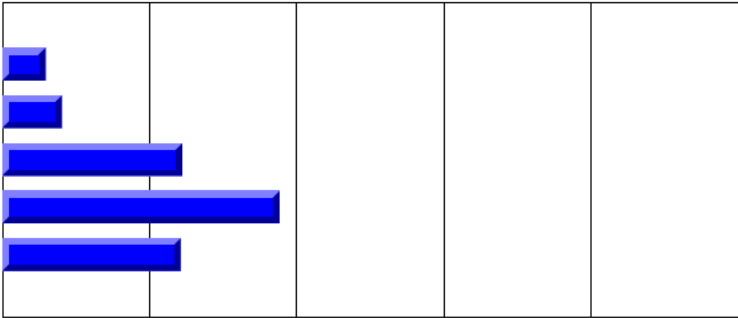




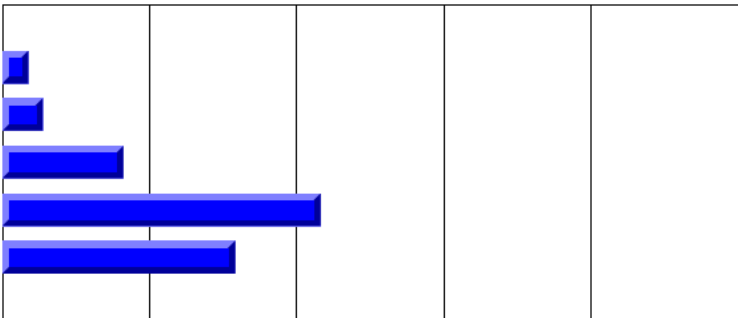
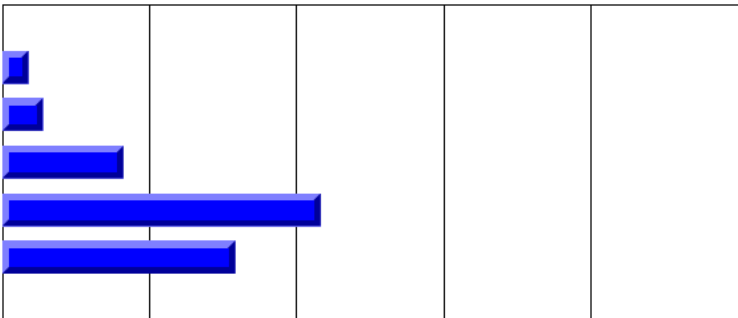
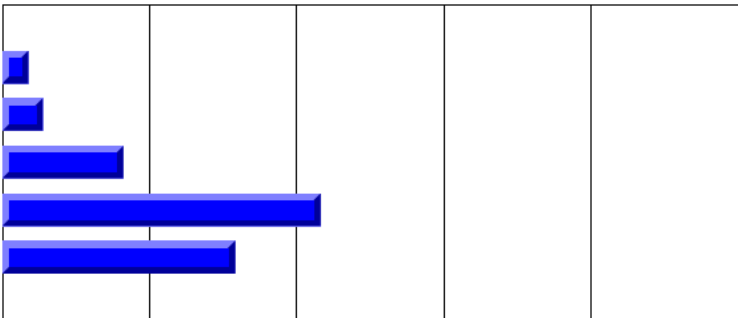
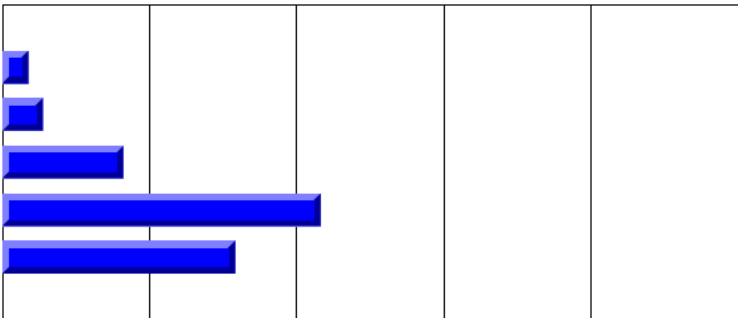
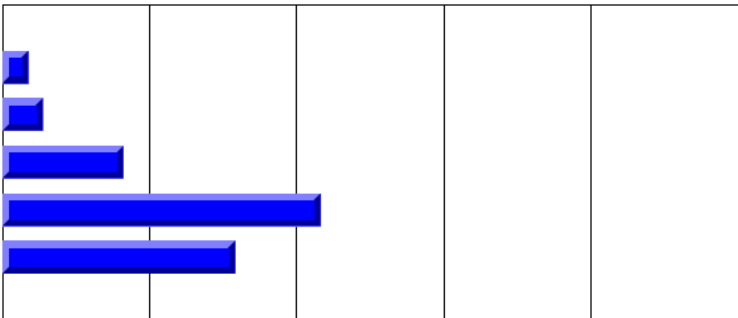
**5. If I were to deploy, my family members would have adequate resources on base to be taken care of.**

		Frequency	Percent
Strongly Disagree		20	2.2
Disagree		23	2.5
Neither Agree nor Disagree		146	15.8
Agree		423	45.9
Strongly Agree		310	33.6
Total		922	100.0

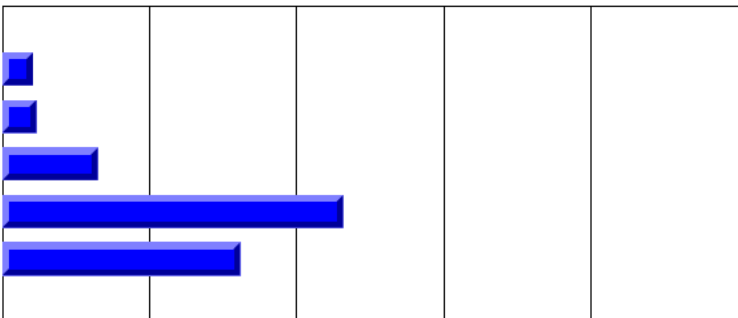
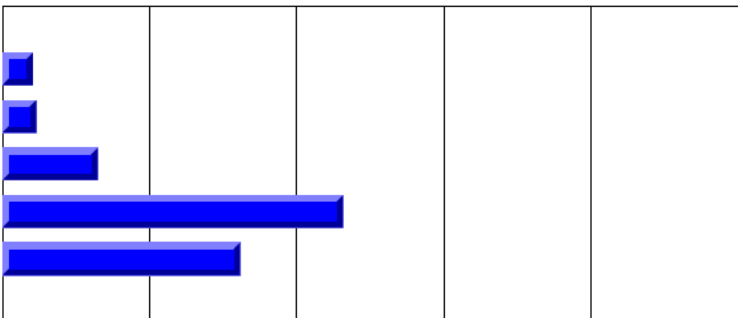
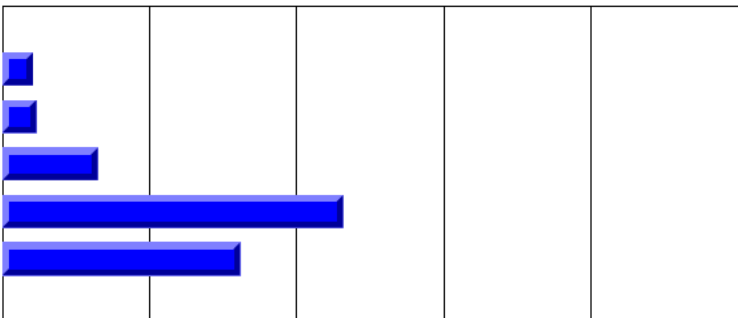
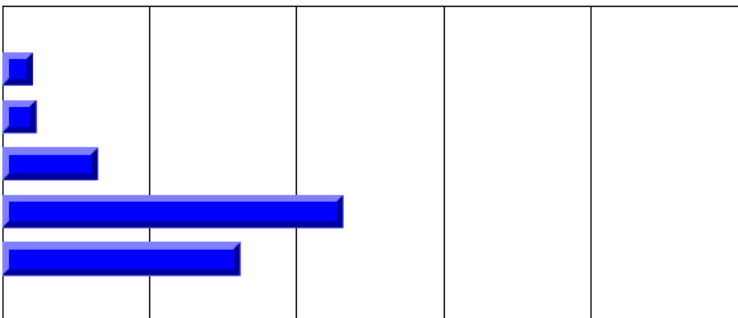
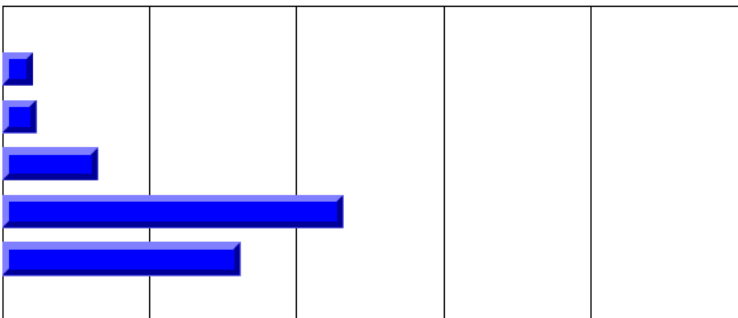
**6. I am rewarded for my duty performance.**

		Frequency	Percent
Strongly Disagree		53	5.7
Disagree		74	8.0
Neither Agree nor Disagree		225	24.4
Agree		347	37.6
Strongly Agree		223	24.2
Total		922	100.0

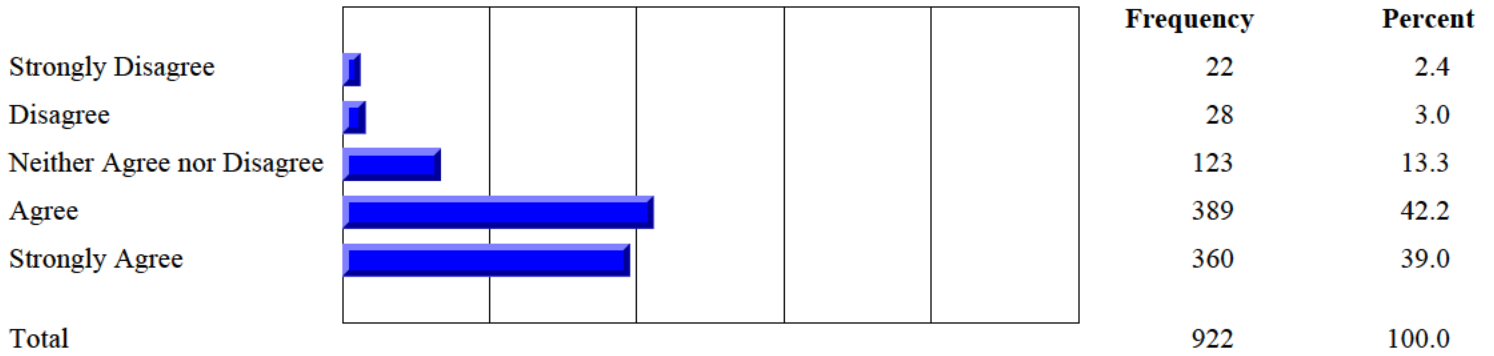
**7. I would seek the assistance of my Commander/Director.**

		Frequency	Percent
Strongly Disagree		32	3.5
Disagree		50	5.4
Neither Agree nor Disagree		151	16.4
Agree		398	43.2
Strongly Agree		291	31.6
Total		922	100.0

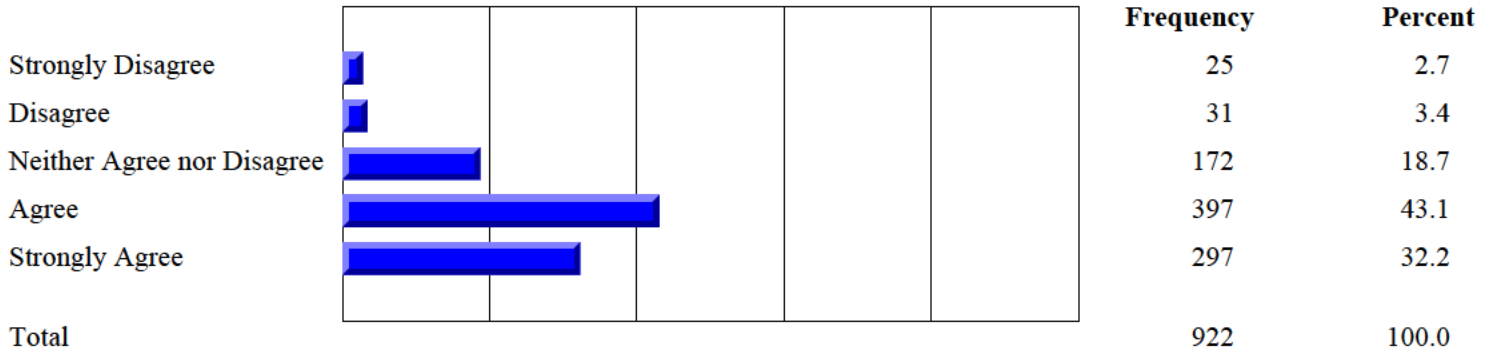
**8. I trust management/leadership to handle complaints, problems, or issues seriously.**

		Frequency	Percent
Strongly Disagree		38	4.1
Disagree		42	4.6
Neither Agree nor Disagree		119	12.9
Agree		426	46.2
Strongly Agree		297	32.2
Total		922	100.0

602  
 9. Illegal drug use is not a problem in this command.



10. Coworkers challenge discriminatory and sexual harassing behaviors.

















































































































































































































































































































































































































































## Defense Organizational Climate Survey (DEOCS) v. 5.0

**Registration:** Browning 03.18.2021  
**Unit/Organization:** 4th POG (A)  
**Unit/Organization Leader:** (b) (3) / (b) (6)  
**Survey Dates:** 03/21/2021 - 04/18/2021  
**Subgroup:** Overall Unit/Organization

Overview.....	2
Making Climate Assessment Results Work for Your Organization.....	2
Assessment to Solutions .....	2
Contact Information .....	2
SUMMARY .....	3
PROTECTIVE FACTORS .....	5
RISK FACTORS .....	17
CUSTOM ITEMS .....	29
ITEM SUMMARY.....	31

## Overview

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The Defense Organizational Climate Survey (DEOCS) provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this report. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.

Additional methods, such as focus groups, observations, and reviews of records can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.

In order to protect an individual's confidentiality, results are only reported if there are five or more responses to a question or set of questions; in addition, results are only reported for demographic groups if five or more individuals in a group responded to the question. For example, if only four women responded to a question, results will not be reported for women or men.

Only respondents who completed at least half of the DEOCS questions are included in this report; incomplete surveys where fewer than half of the questions were answered are not included. All percentages displayed are out of the total number responding to a question or set of questions; missing responses are excluded from the calculations. Comments and responses to custom short answer questions (or SAQs) are not included in this report, but are in a separate report available in the dashboard for surveys with at least 16 respondents.

The Quick Links tab in the dashboard also contains informational documents that may help as you view your results, including how factors are calculated and how results are interpreted.

Finally, the text displayed in this report reflects the military and civilian versions of the DEOCS 5.0. It does not match what cadets and midshipmen from the Military Service Academies saw when they completed their DEOCS. Refer to the Quick Links tab in the DEOCS dashboard for a document that compares the dashboard and report text to what cadets and midshipmen saw when completing the survey.

## Making Climate Assessment Results Work for Your Organization

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

## Assessment to Solutions

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: <https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home>.

Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

## Contact Information

The DEOCS HelpDesk is available to assist you and can be reached at:

- [deocs@datarecognitioncorp.com](mailto:deocs@datarecognitioncorp.com)
- 1-833-867-5674

**SUMMARY**

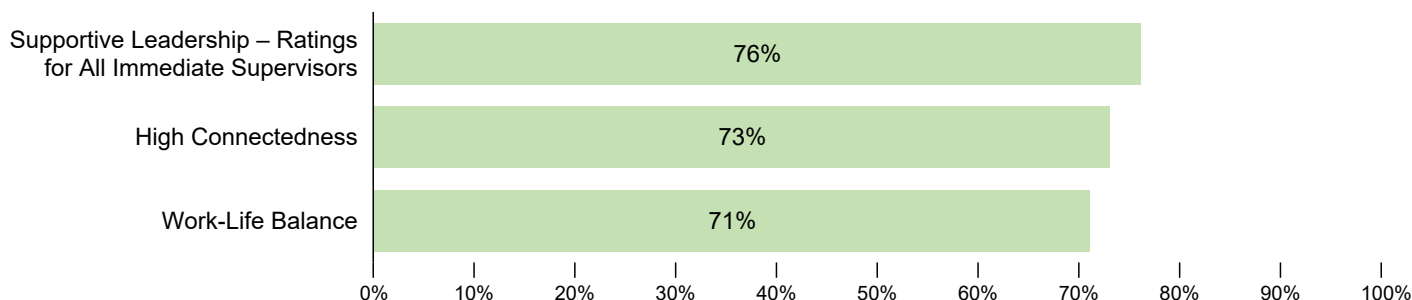
**Response Rates**

Group	Response Rate	Total Registered	Total Surveys Returned	Total Incomplete Surveys
Overall Unit	13%	1364	173	69

Note: The total number registered is based on the number of people listed in the roster provided by the survey administrator at time of registration. Response rates may be above 100% if more people returned a survey than the total number included in the roster.

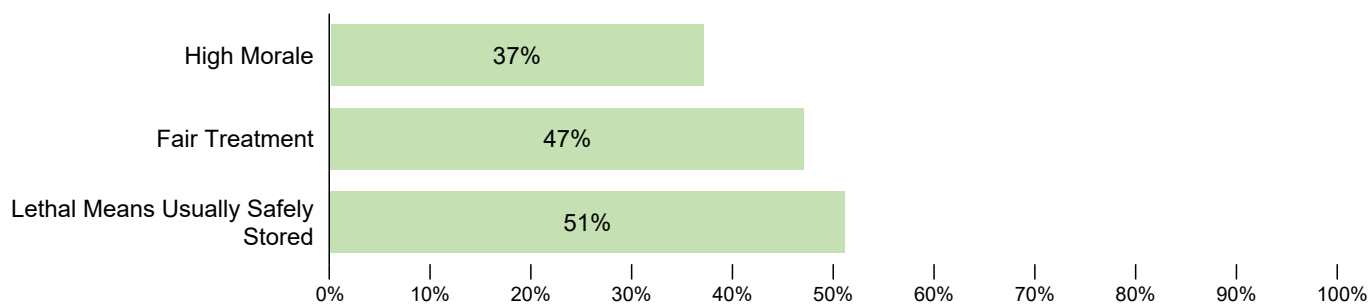
**Top 3 – Protective Factors With the Highest Favorability Ratings**

Your highest-scoring protective factors are below; you are doing well in these areas. Higher scores for these factors are linked to more positive outcomes.



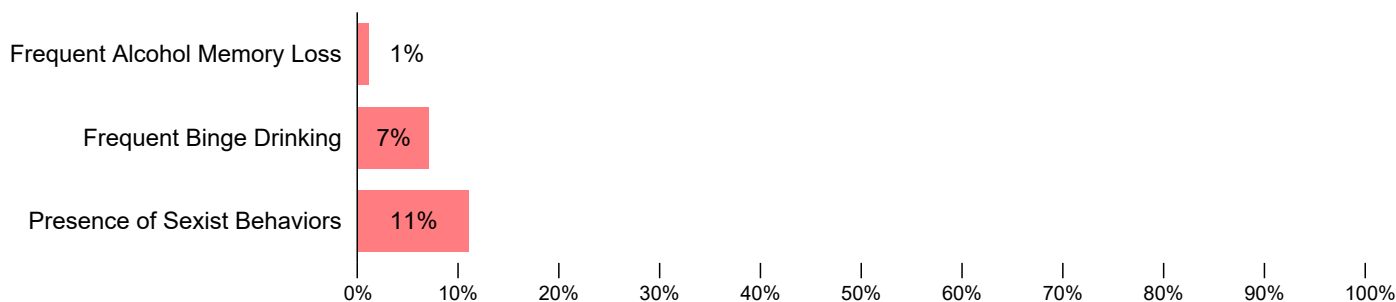
**Bottom 3 – Protective Factors With the Lowest Favorability Ratings**

Your lowest-scoring protective factors are below; improvement can be made to these areas. Lower scores for these factors are linked to more negative outcomes.



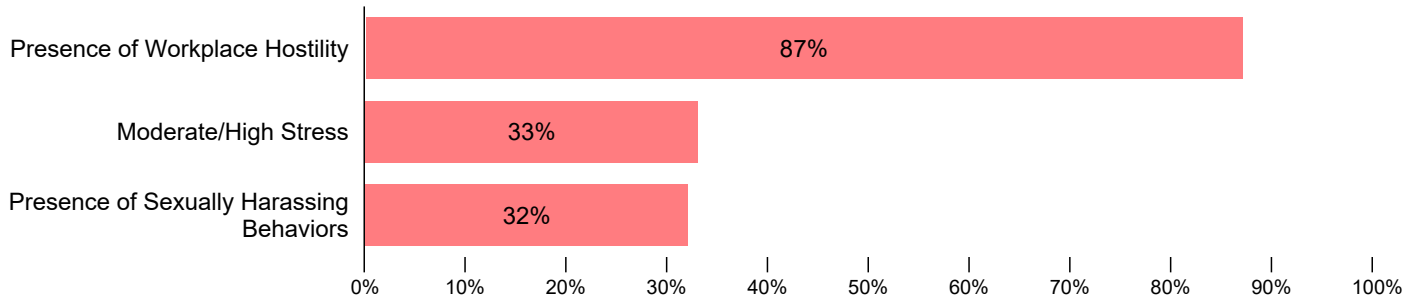
**Top 3 – Risk Factors With the Lowest Unfavorability Ratings**

Your lowest-scoring risk factors are below; you are doing well in these areas. Lower scores for these factors are linked to more positive outcomes.



### Bottom 3 – Risk Factors With the Highest Unfavorability Ratings for Overall Unit

Your highest-scoring risk factors are below; improvement can be made to these areas. Higher scores for these factors are linked to more negative outcomes.



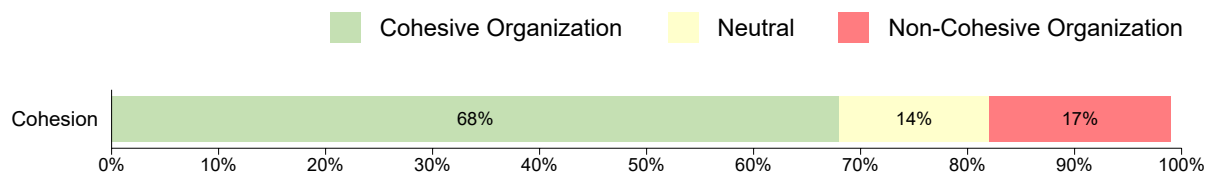
## PROTECTIVE FACTORS

These factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher favorable scores on protective factors are linked to a higher likelihood of positive outcomes, such as improved performance or readiness and higher retention and are also linked to a lower likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault. This section shows the overall results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority).

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the favorable ratings by various demographic categories.

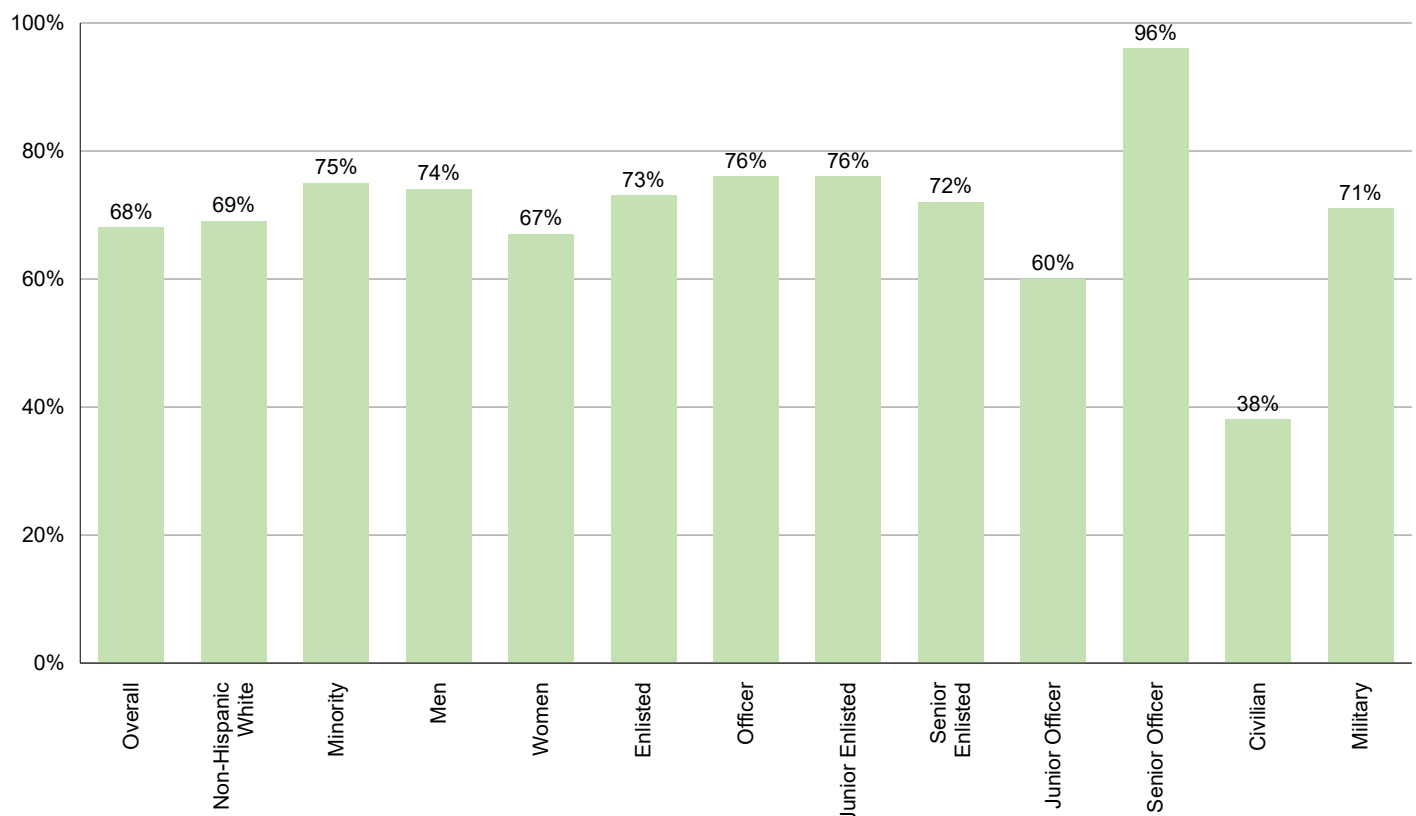
### Cohesion

Cohesion assesses whether individuals in a workplace care about each other, share the same goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.



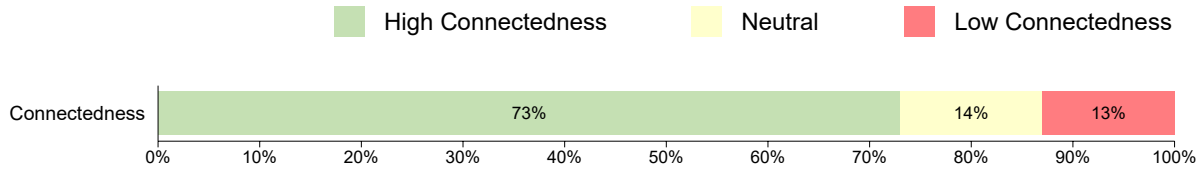
### Cohesive Organization by Demographic Category

This graph displays the percentage of responses that indicated the organization is cohesive.



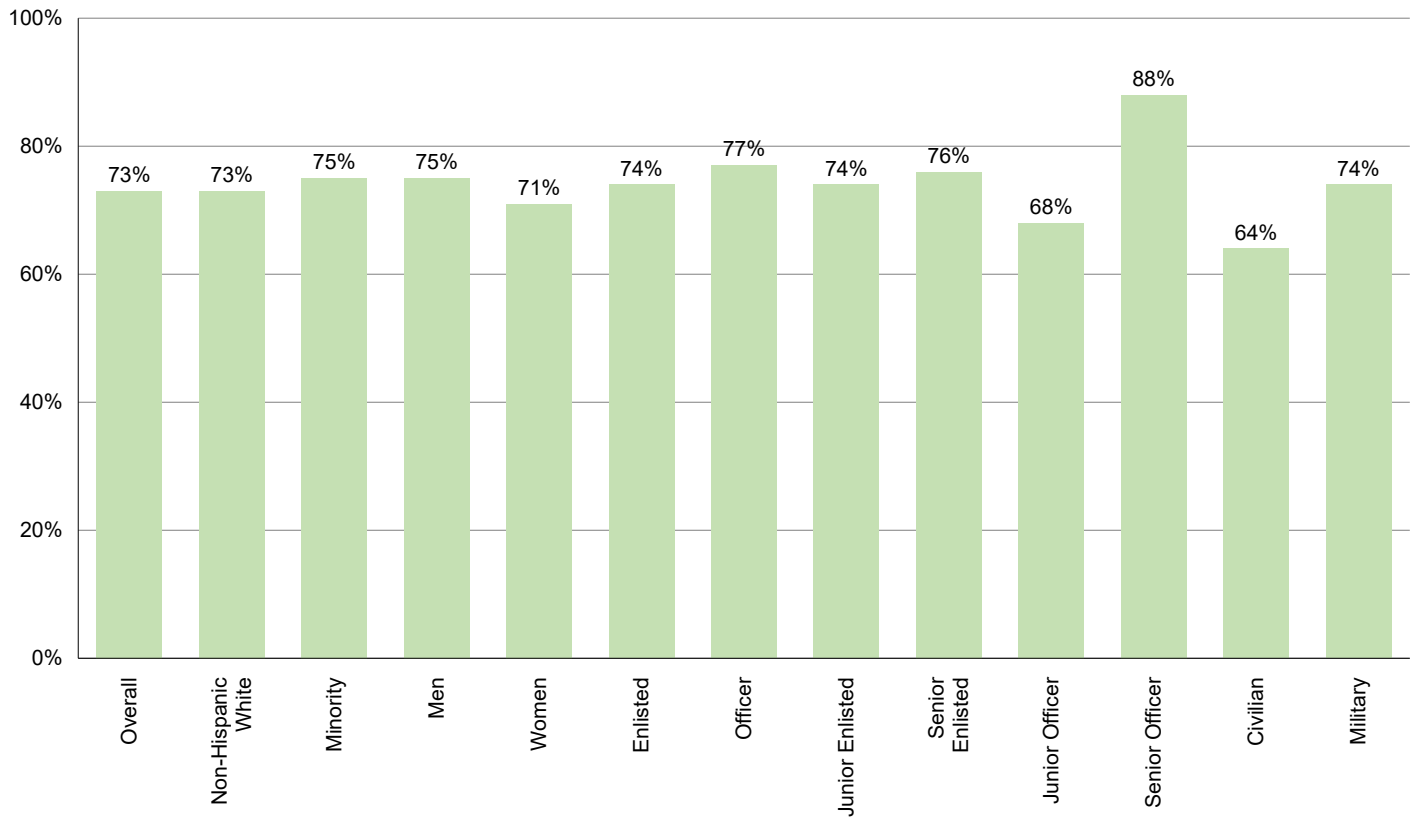
## Connectedness

Connectedness measures perceptions of closeness to a group and satisfaction with one’s relationship to others in the group. Higher connectedness is linked to a lower likelihood of suicidal ideation.



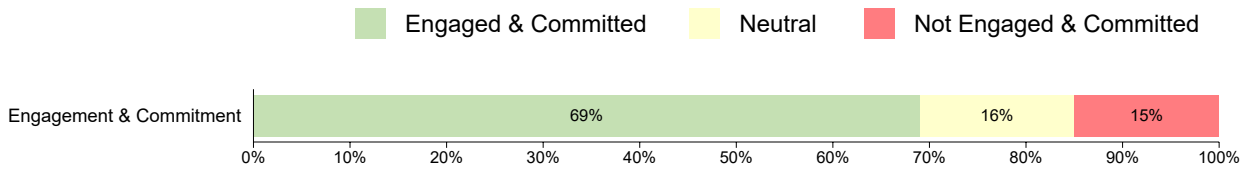
## High Connectedness by Demographic Category

This graph displays the percentage of responses that indicated high connectedness.



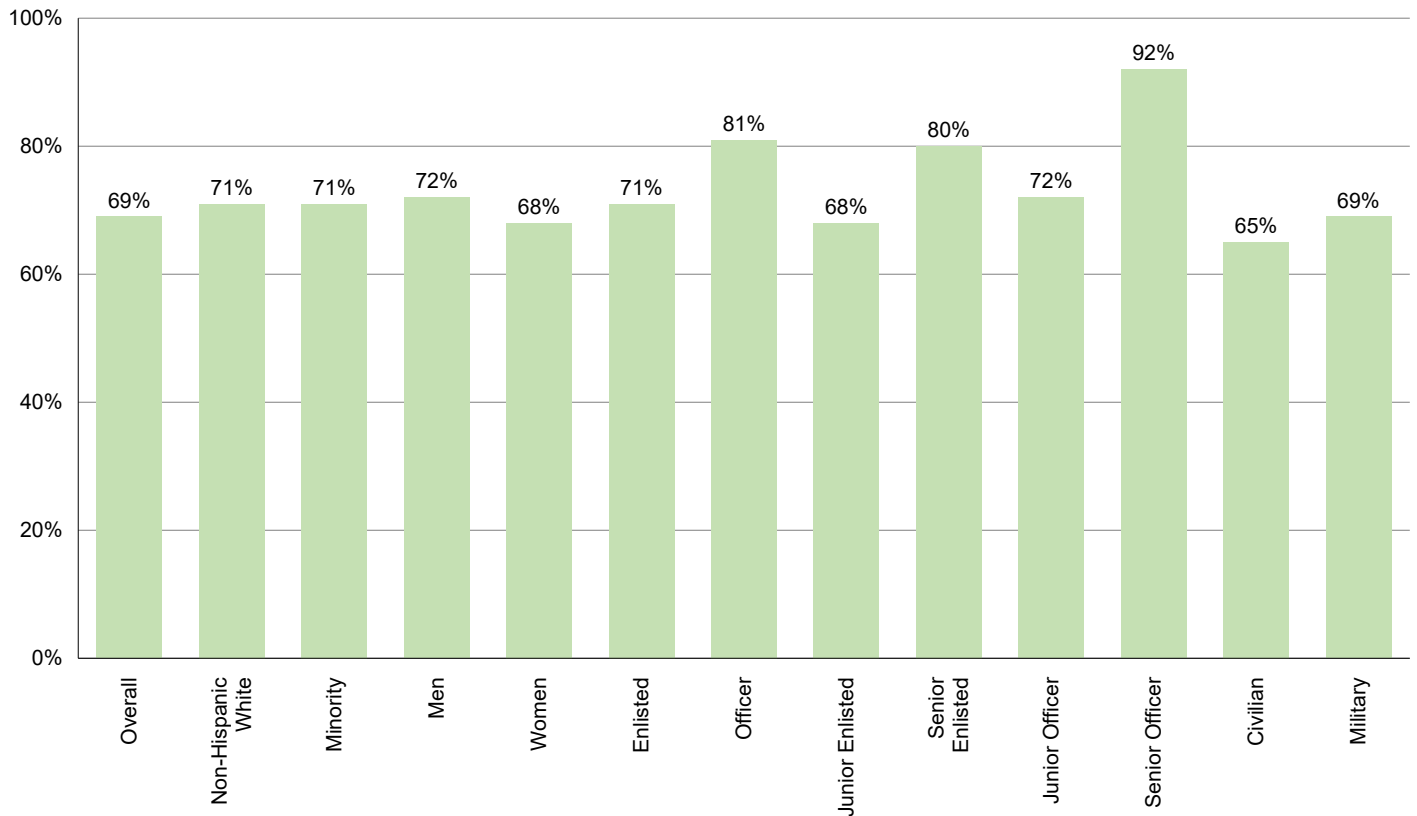
## Engagement & Commitment

This factor measures one's vigor, dedication, and absorption in work and commitment to the job and organization. Higher levels of engagement and commitment are linked to higher levels of readiness, performance, and retention, and a lower likelihood of suicide.



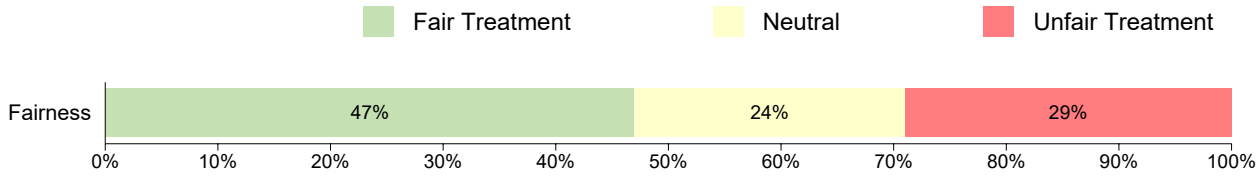
## Engaged & Committed by Demographic Category

This graph displays the percentage of responses that indicated engagement and commitment to the organization.



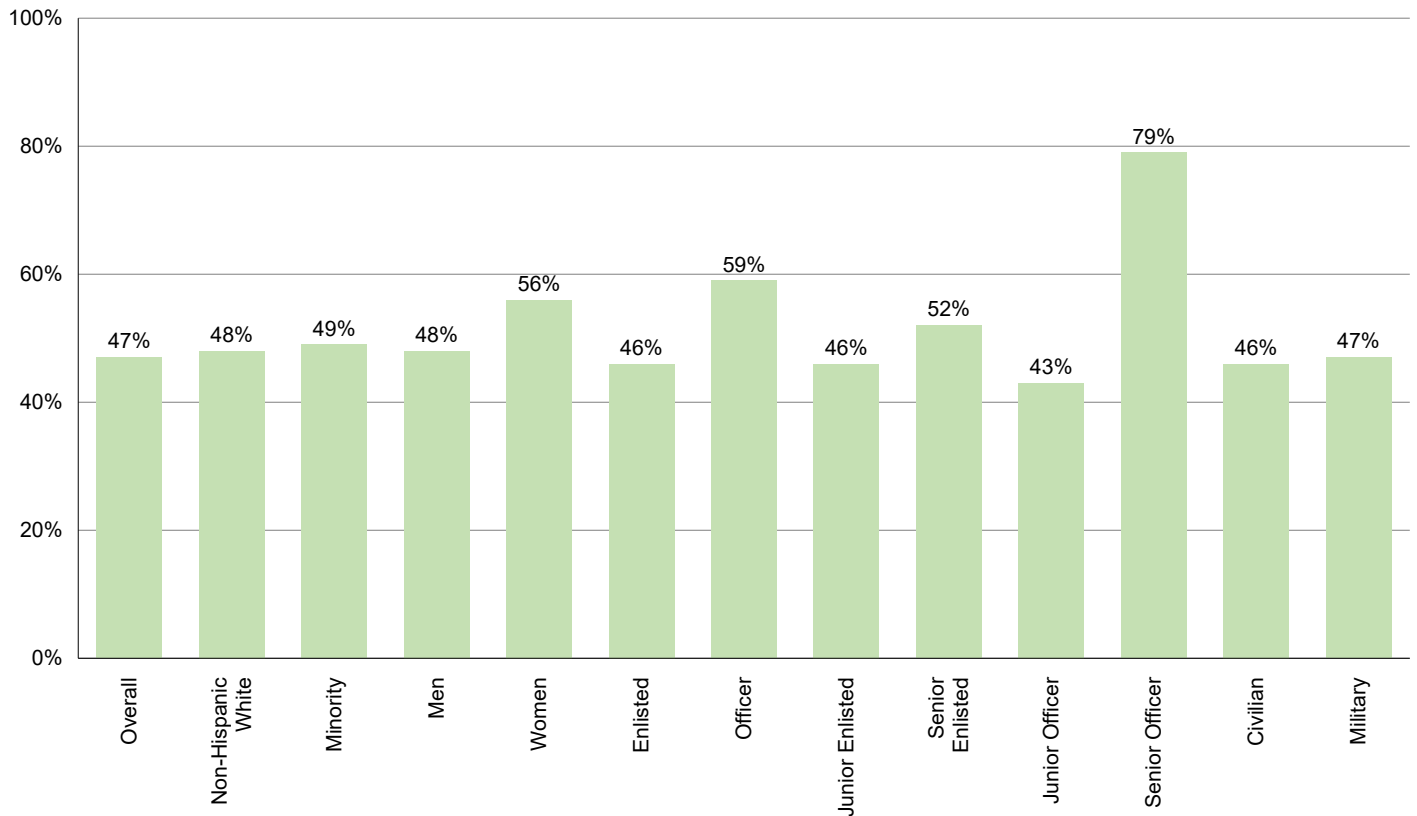
### Fairness

Fairness is the perception that organizational policies, practices, and procedures, both formal and informal, regarding information sharing, job opportunities, promotions, and discipline are based on merit, inclusion, equality, and respect. Fair organizations are linked to higher retention and lower levels of racial and ethnic discrimination.



### Fair Treatment by Demographic Category

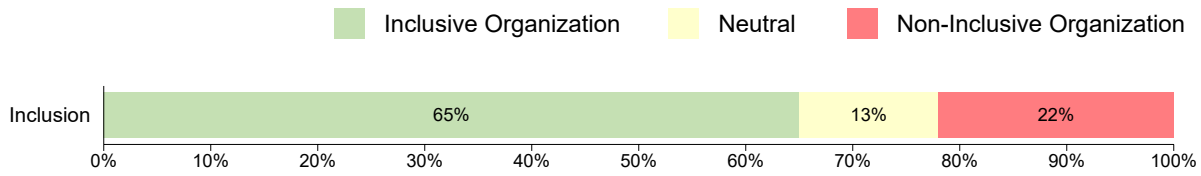
This graph displays the percentage of responses that indicated fair treatment in the organization.





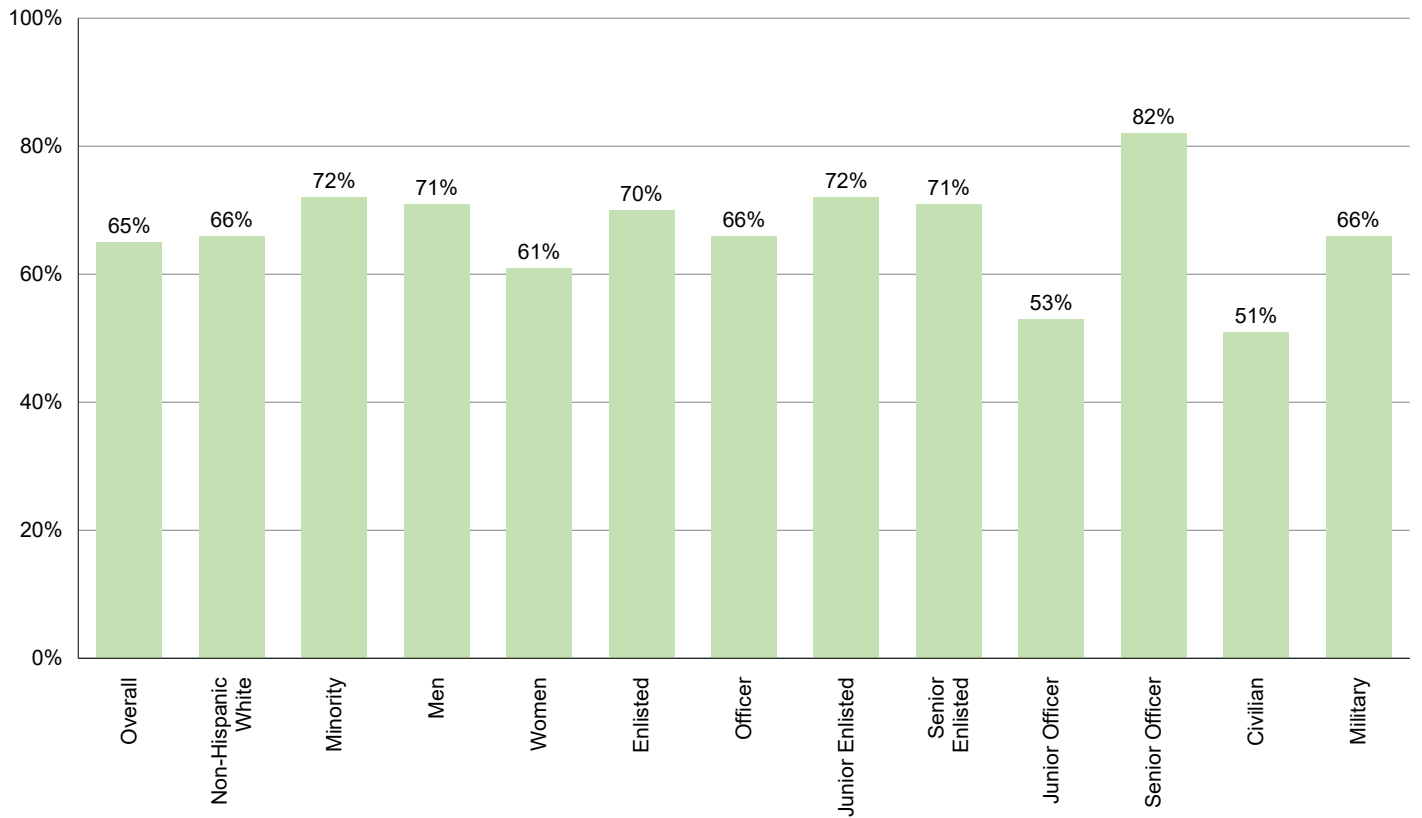
### Inclusion

Inclusion indicates whether organization members feel valued and respected by their peers and leadership, and if they feel involved in decision-making and information-sharing. Inclusive organizations are linked to lower rates of discrimination and higher readiness.



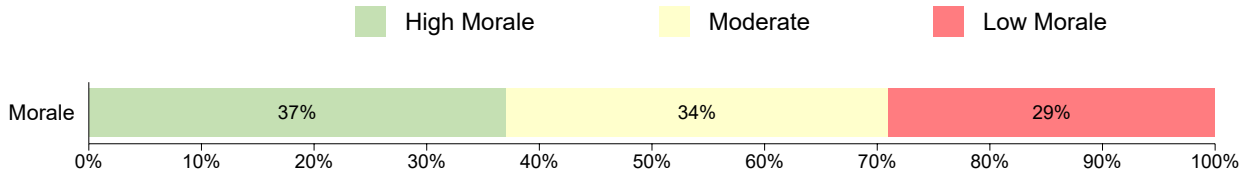
### Inclusive Organization by Demographic Category

This graph displays the percentage of responses that indicated the organization is inclusive.



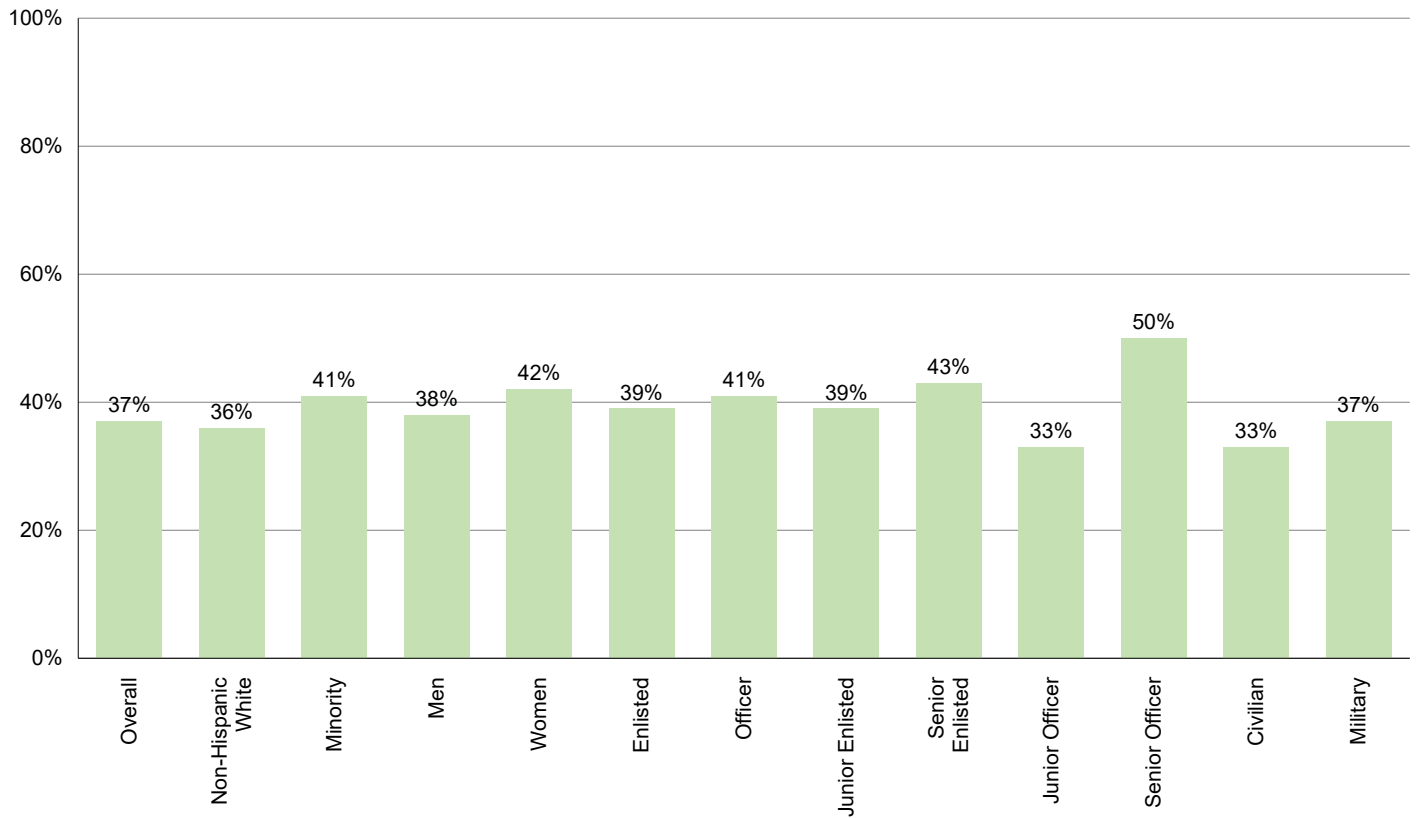
### Morale

Morale measures whether organizations or units complete tasks with enthusiasm and confidence in the mission. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.



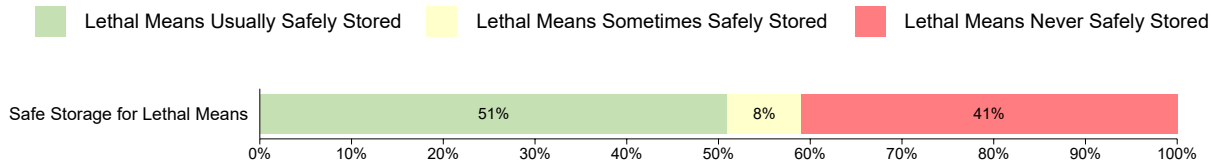
### High Morale by Demographic Category

This graph displays the percentage of responses that indicated high morale in the organization.



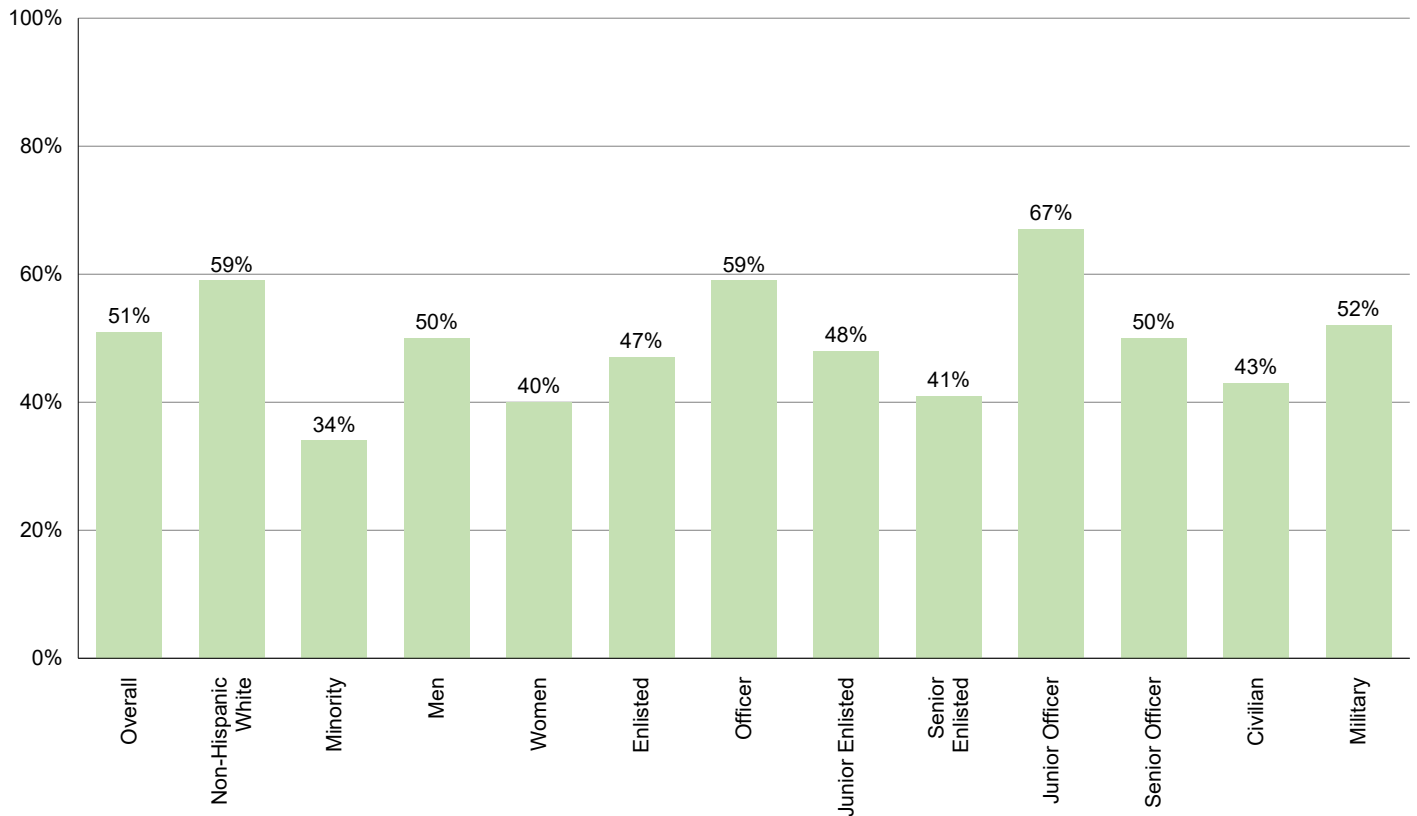
### Safe Storage for Lethal Means

Safe storage for lethal means measures how often one keeps objects that can be used to hurt themselves or others, such as firearms and medication, safely stored in their living space. Keeping lethal means safely stored more often is linked to a lower likelihood of suicide.



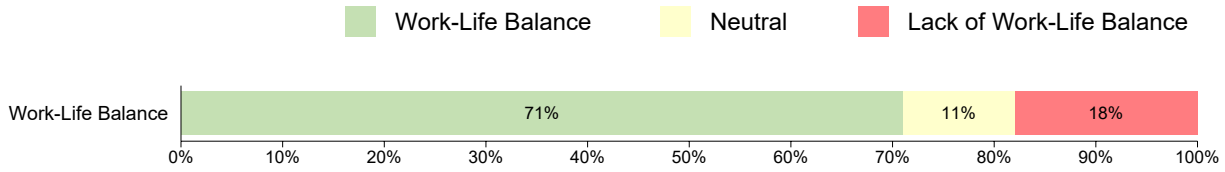
### Safe Storage for Lethal Means by Demographic Category

This graph displays the percentage who reported lethal means are usually safely stored.



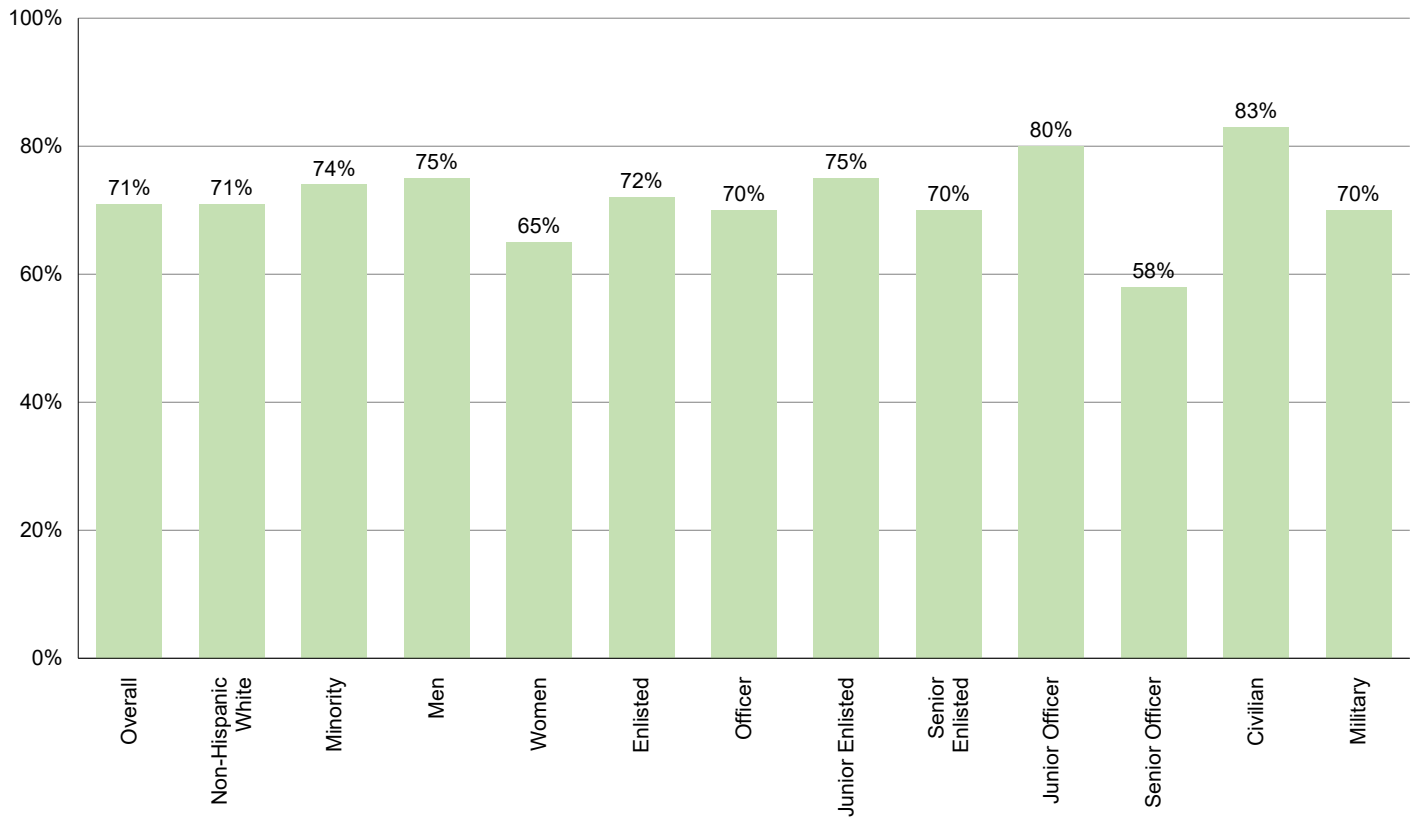
## Work-Life Balance

This factor measures one’s perception that the demands of their work and personal life are compatible. A work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicidal ideation.



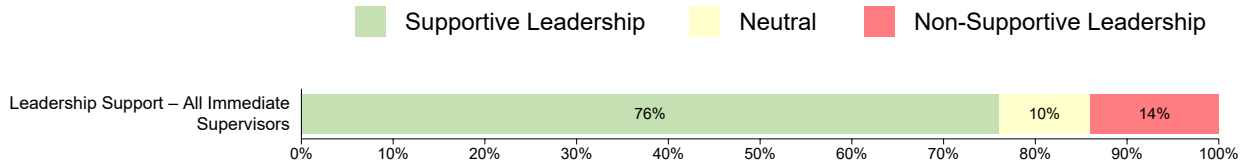
## Work-Life Balance by Demographic Category

This graph displays the percentage who reported having a work-life balance.



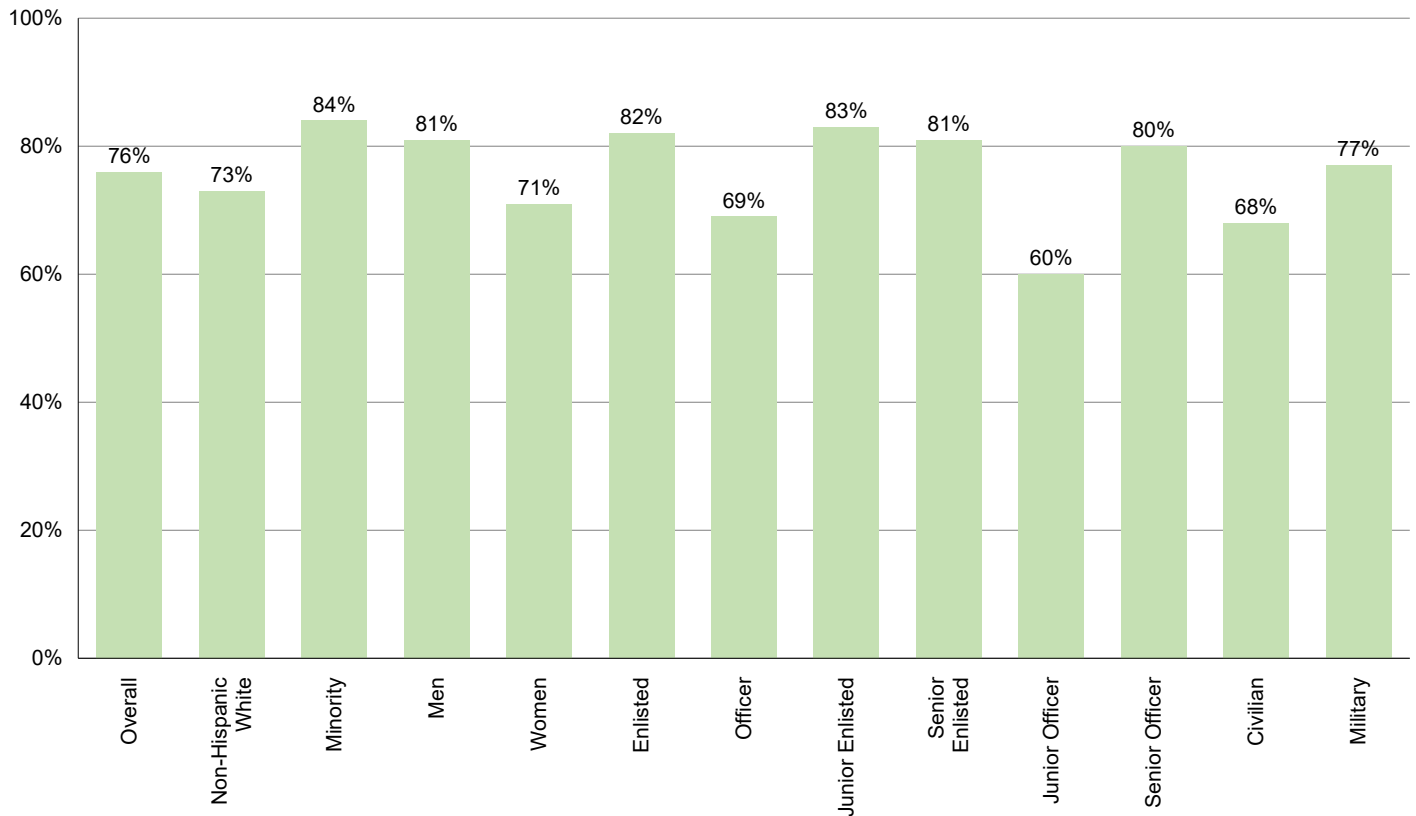
### Leadership Support – Ratings for All Immediate Supervisors

Leadership support is the perception of support for individual goals (including career goals), perceptions about leadership communication, and trust in leadership. Organizations with supportive leaders are linked to improved readiness, higher retention, and a lower likelihood of suicidal ideation.



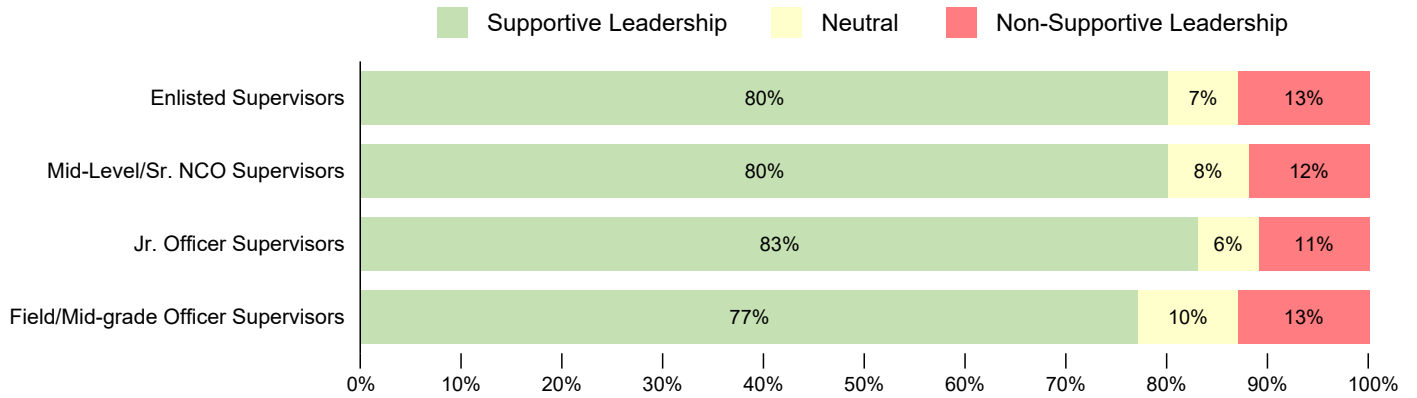
### Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a supportive leader.



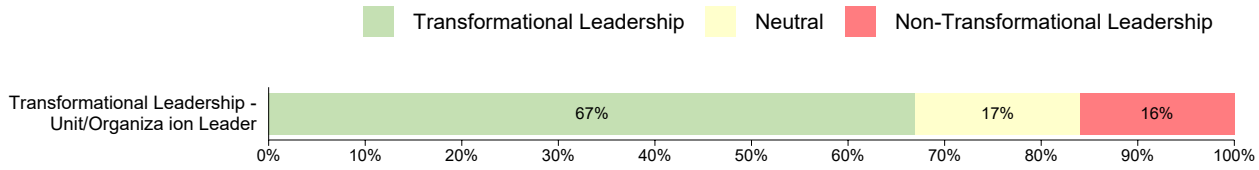
### Leadership Support – Ratings by Paygrade of Immediate Supervisor

This graph displays supportive and non-supportive leadership ratings by paygrade of immediate supervisor.



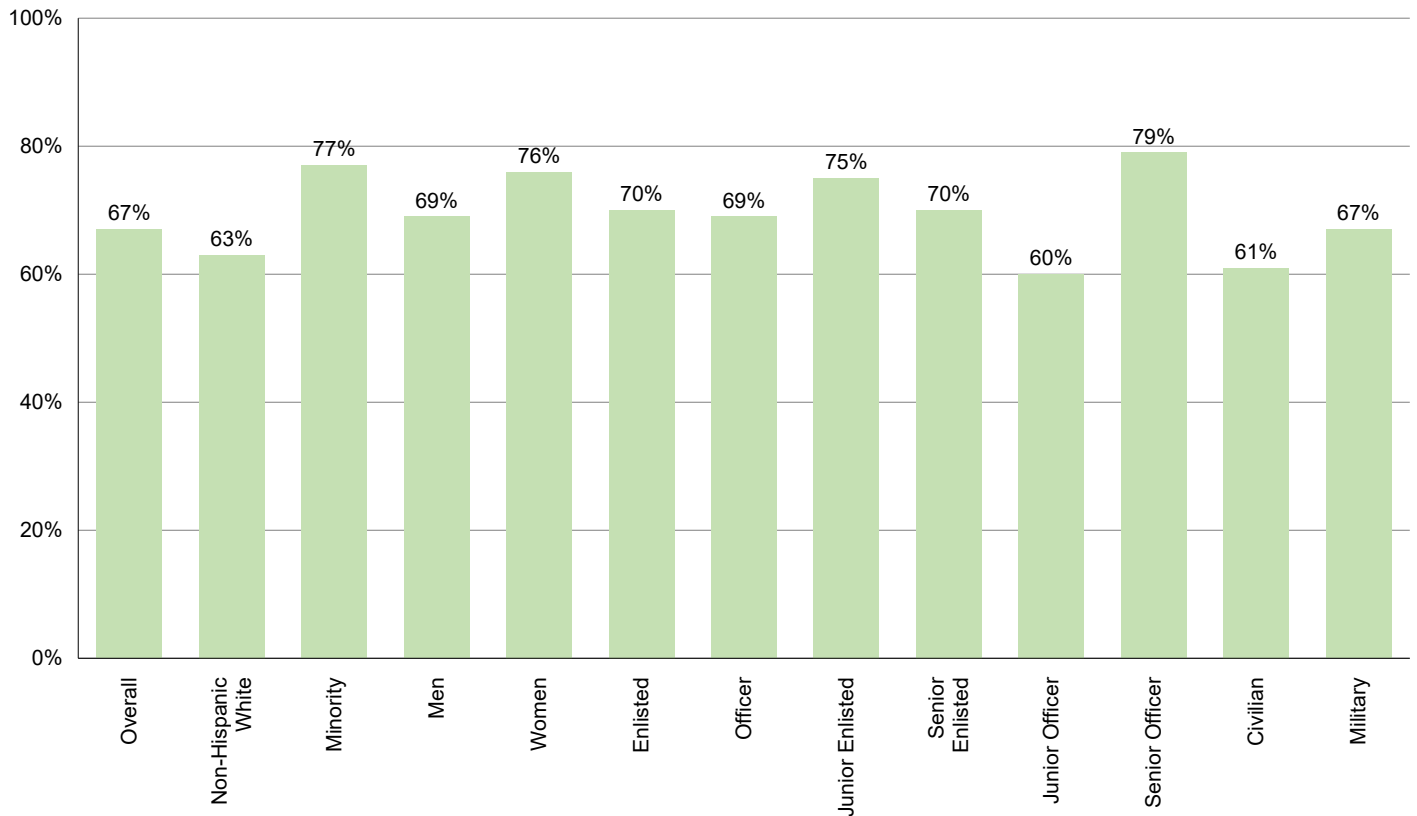
### Transformational Leadership – Ratings for Unit/Organization Leader

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals' unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.



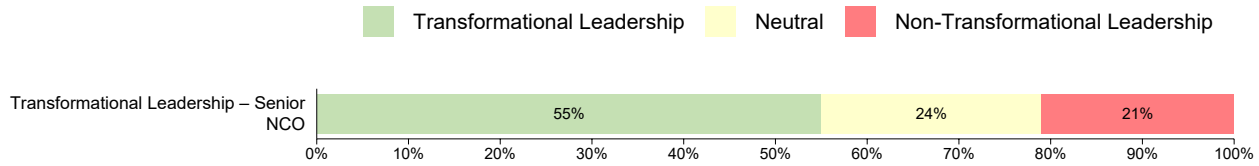
### Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a transformational leader.



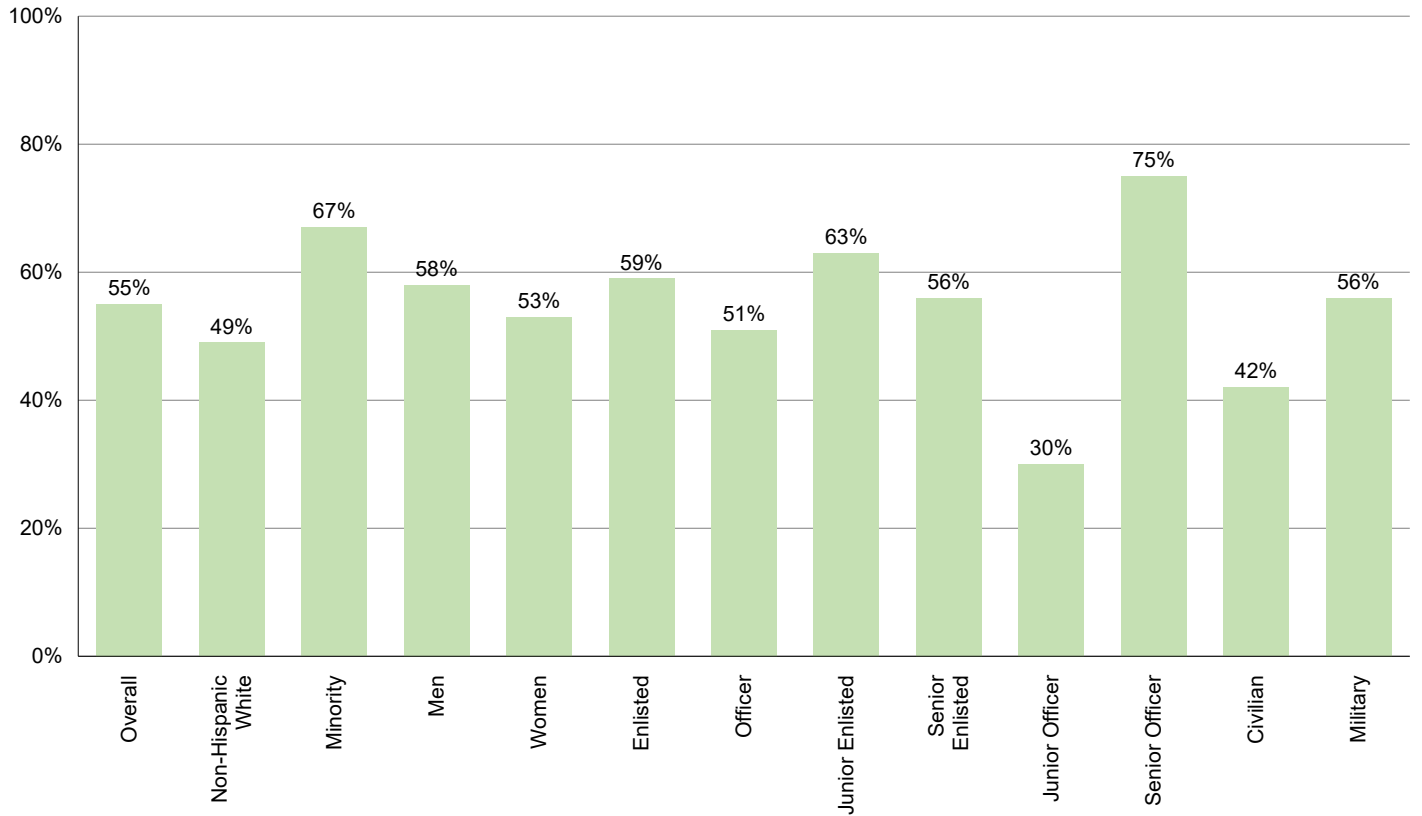
### Transformational Leadership – Ratings for Senior NCO

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals' unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.



### Transformational Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a transformational leader.





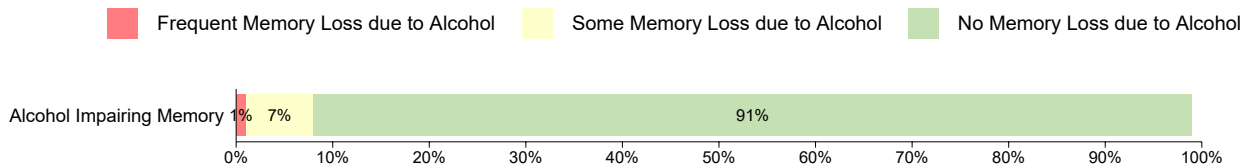
## RISK FACTORS

These factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher unfavorable scores on risk factors are linked to a higher likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault and are also linked to a lower likelihood of positive outcomes, such as higher performance, readiness, and retention. This section shows the overall results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority).

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the unfavorable ratings by various demographic categories.

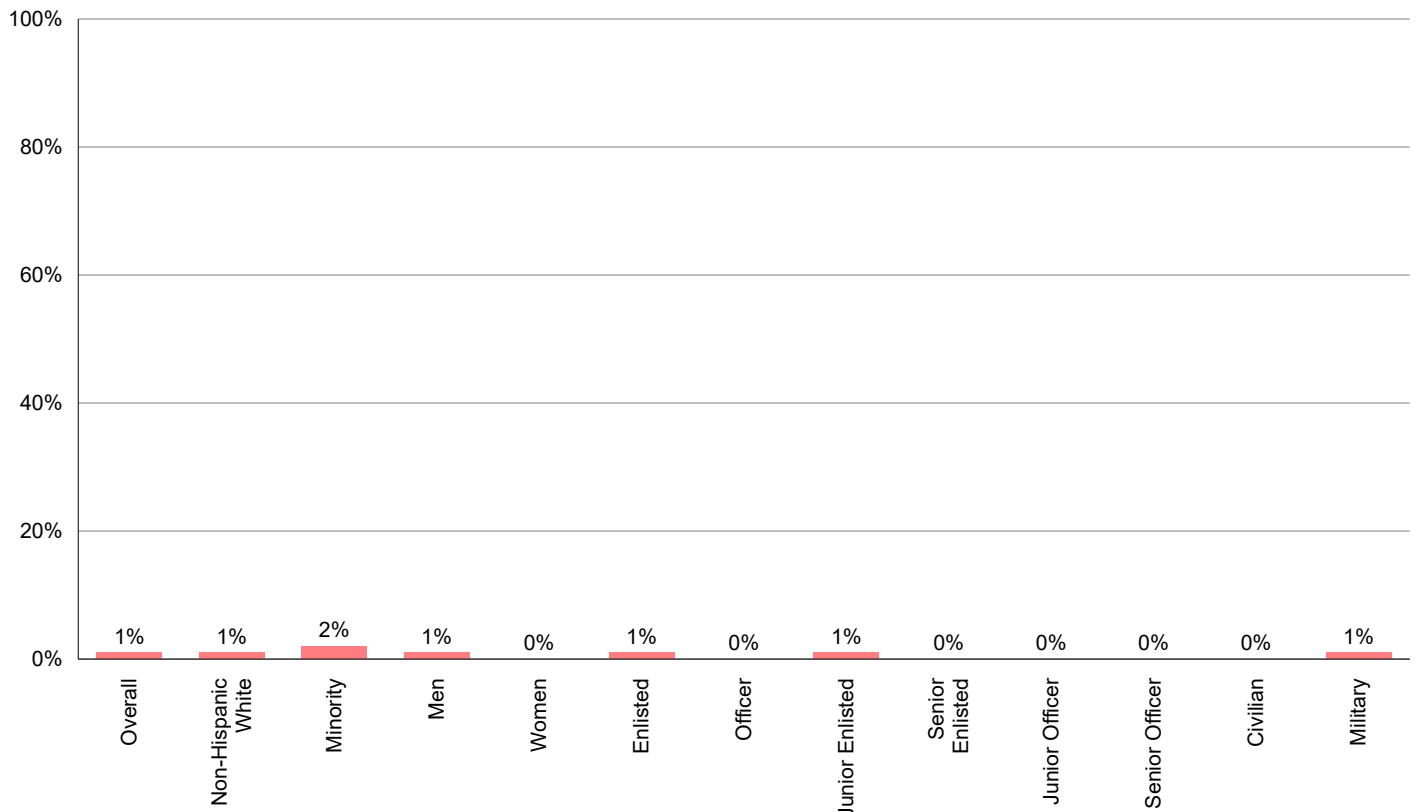
### Alcohol Impairing Memory

Alcohol impairing memory measures how often, during the last 12 months, one was unable to remember what happened the night before due to drinking alcohol. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual assault and suicide.



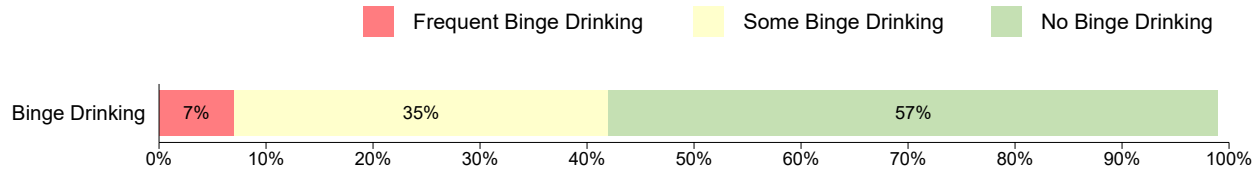
### Frequent Alcohol Memory Loss by Demographic Category

This graph displays the percentage who reported frequent memory loss during the past 12 months due to alcohol consumption.



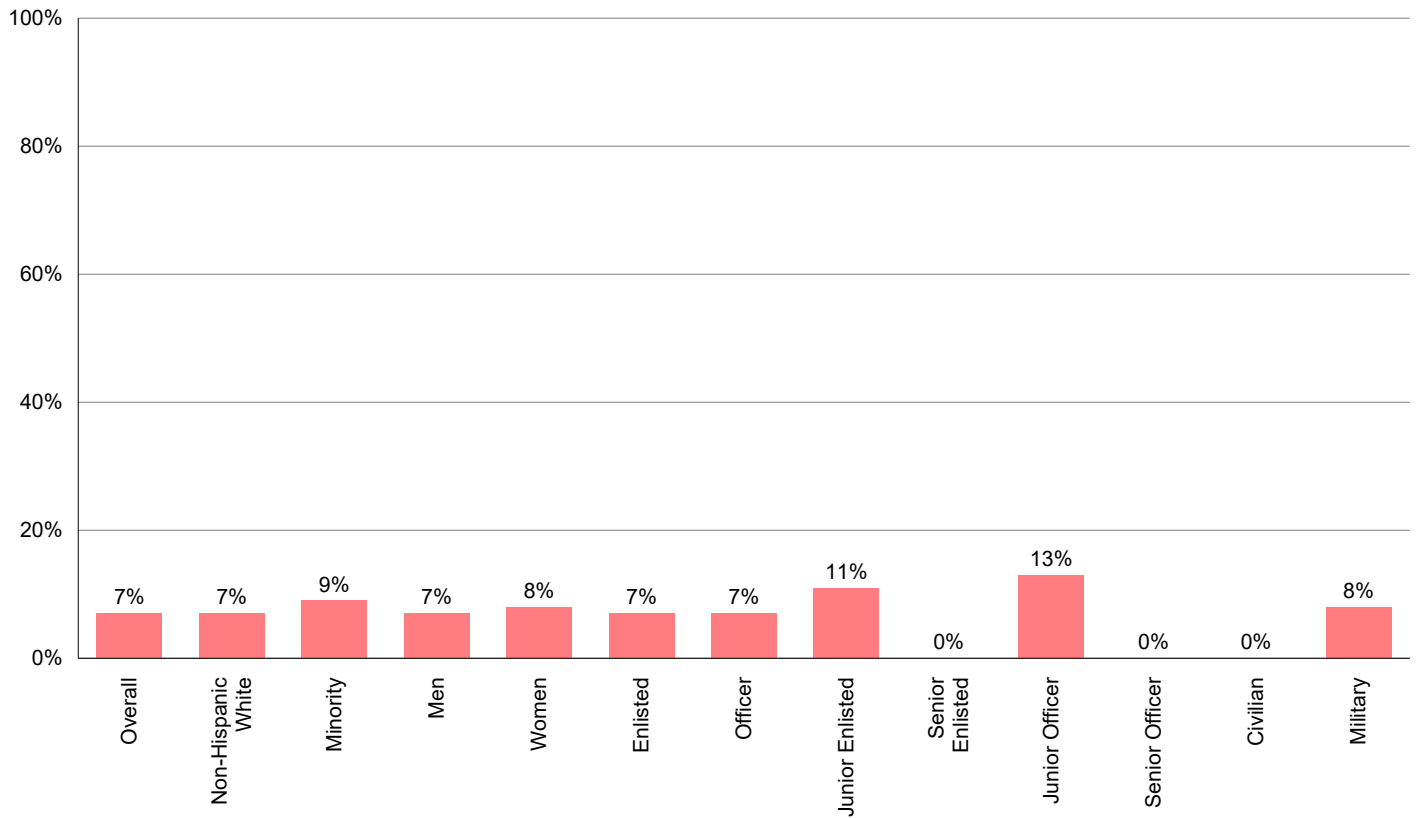
### Binge Drinking

Binge drinking measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) on one occasion. Frequent binge drinking is linked to a higher likelihood of sexual assault and suicide.



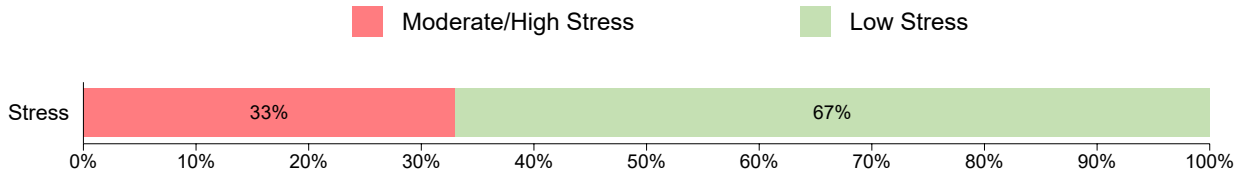
### Frequent Binge Drinking by Demographic Category

This graph displays the percentage who reported frequent binge drinking.



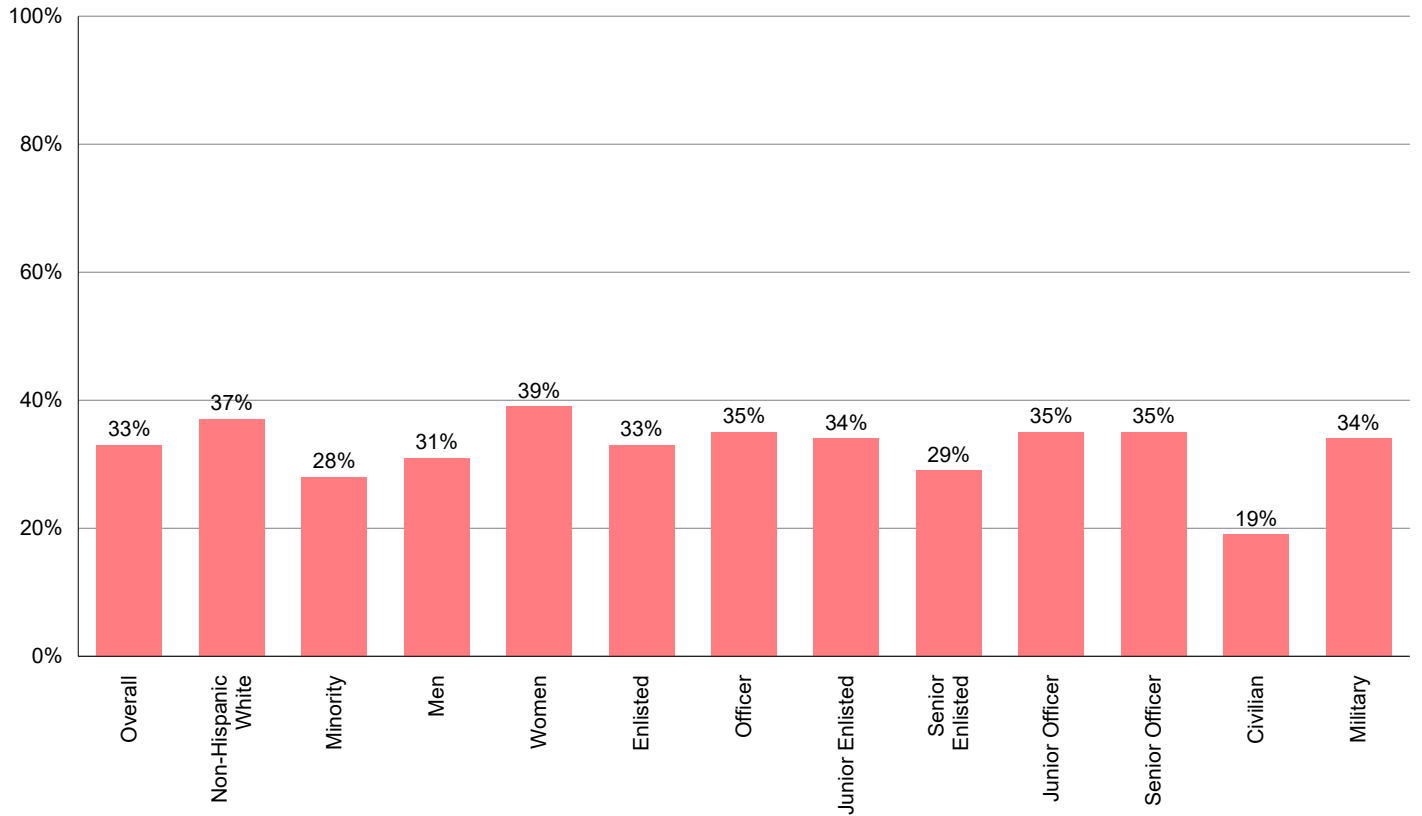
**Stress**

Stress measures the feeling of emotional strain or pressure. Higher levels of stress are linked to higher likelihood of suicide and suicidal ideation, and lower levels of readiness and retention.



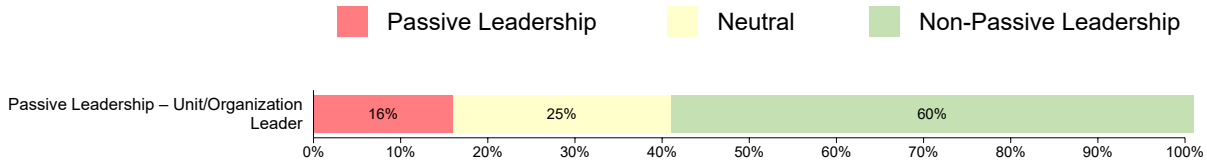
**Moderate/High Stress by Demographic Category**

This graph displays the percentage of responses that indicated moderate or high stress.



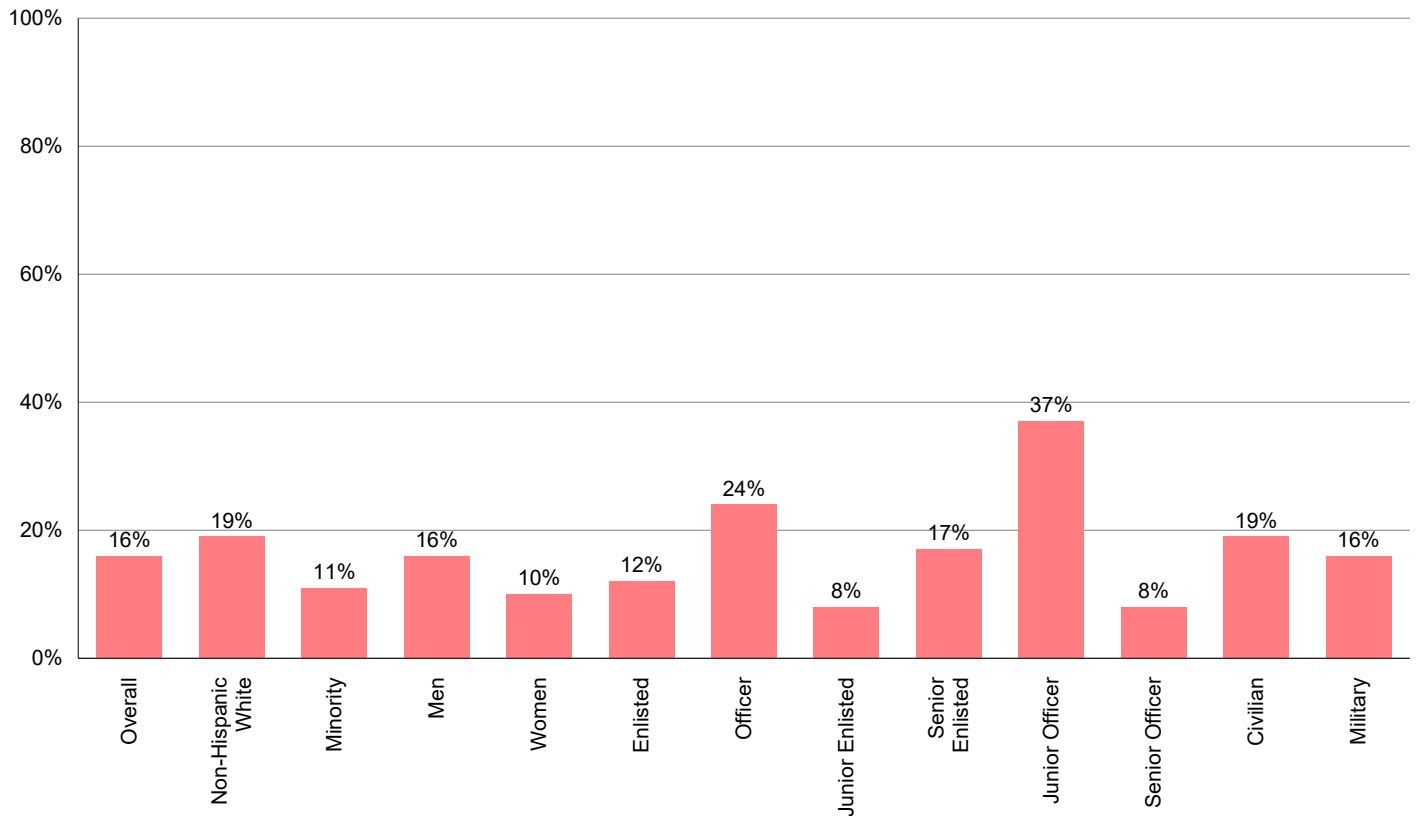
### Passive Leadership - Ratings for Unit/Organization Leader

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.



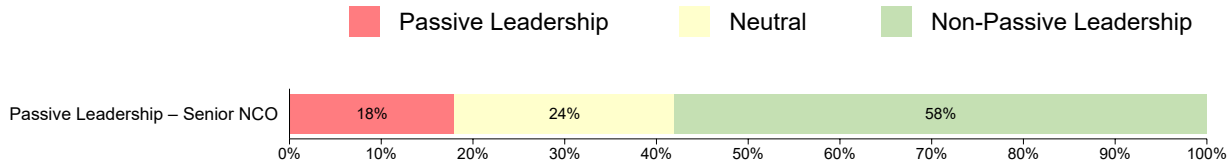
### Passive Leadership - Ratings for Unit/Organization Leader Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a passive leader.



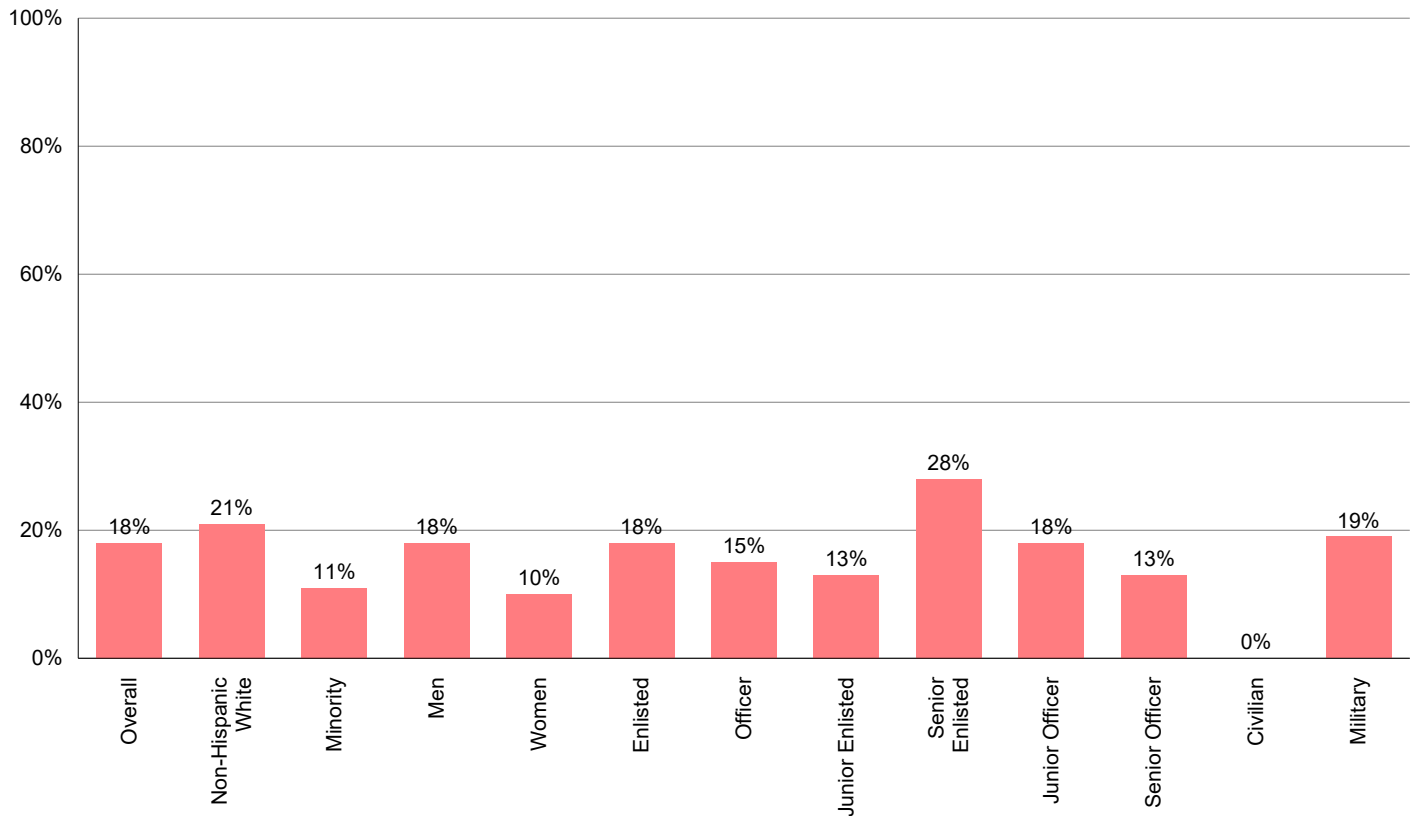
### Passive Leadership - Ratings for Senior NCO

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.



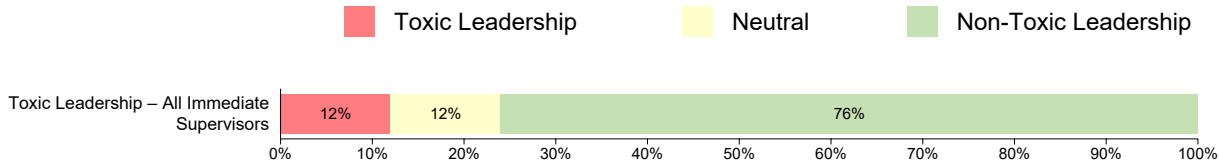
### Passive Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a passive leader.



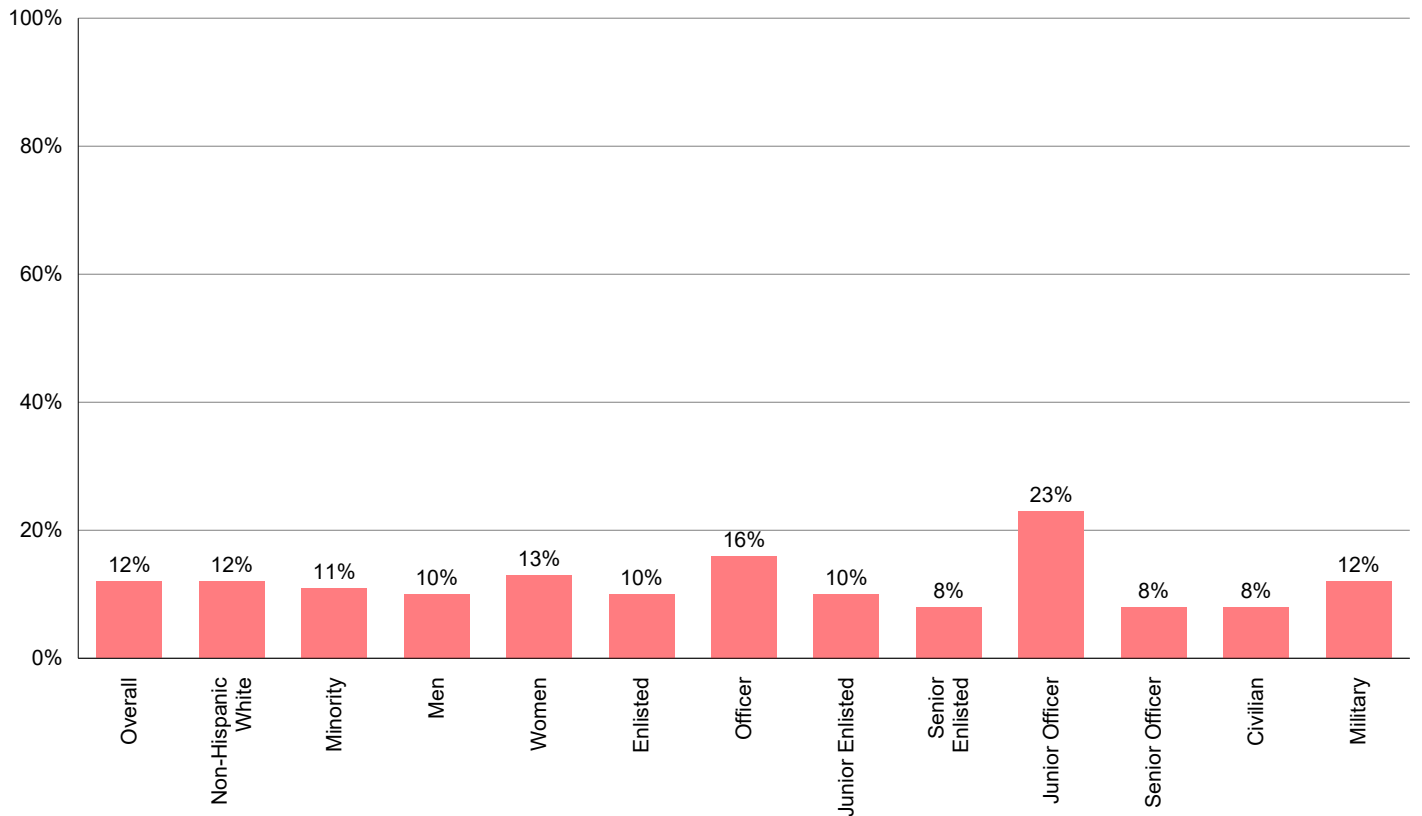
### Toxic Leadership - Ratings for All Immediate Supervisors

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.



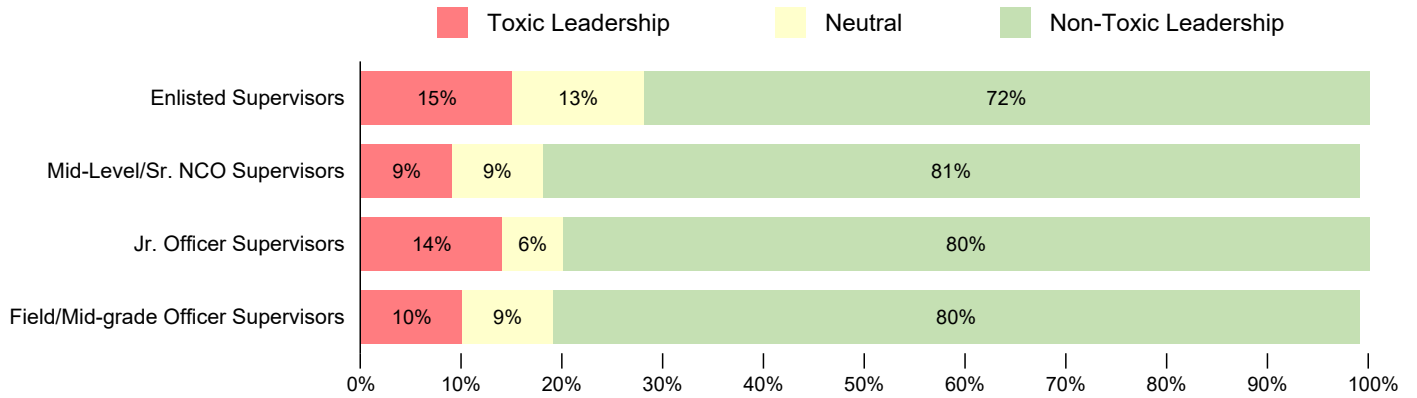
### Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a toxic leader.



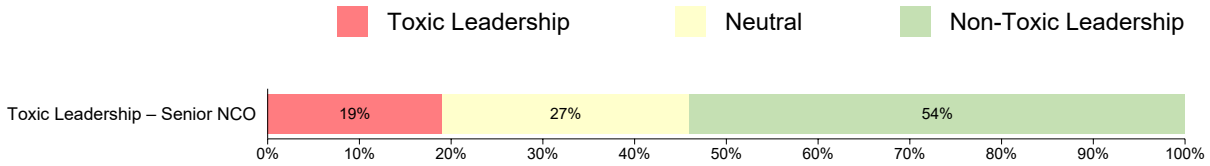
### Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

This graph displays toxic and non-toxic leadership ratings by paygrade of immediate supervisor.



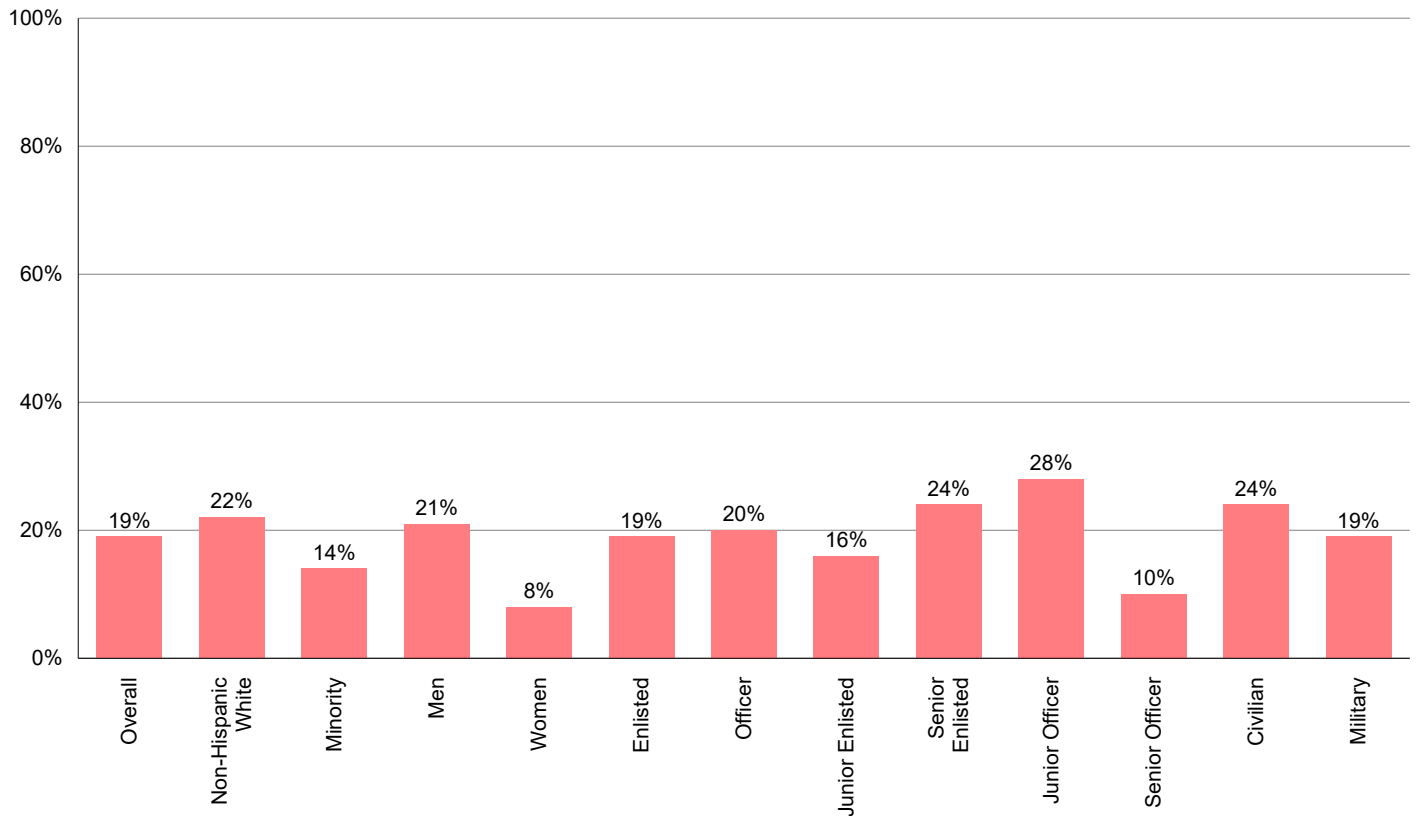
### Toxic Leadership - Ratings for Senior NCO

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.



### Toxic Leadership – Ratings for Senior NCO by Demographic Category

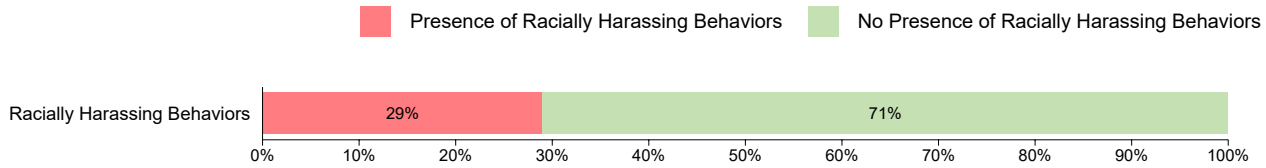
This graph displays the percentage of responses that indicated the Senior NCO is a toxic leader.





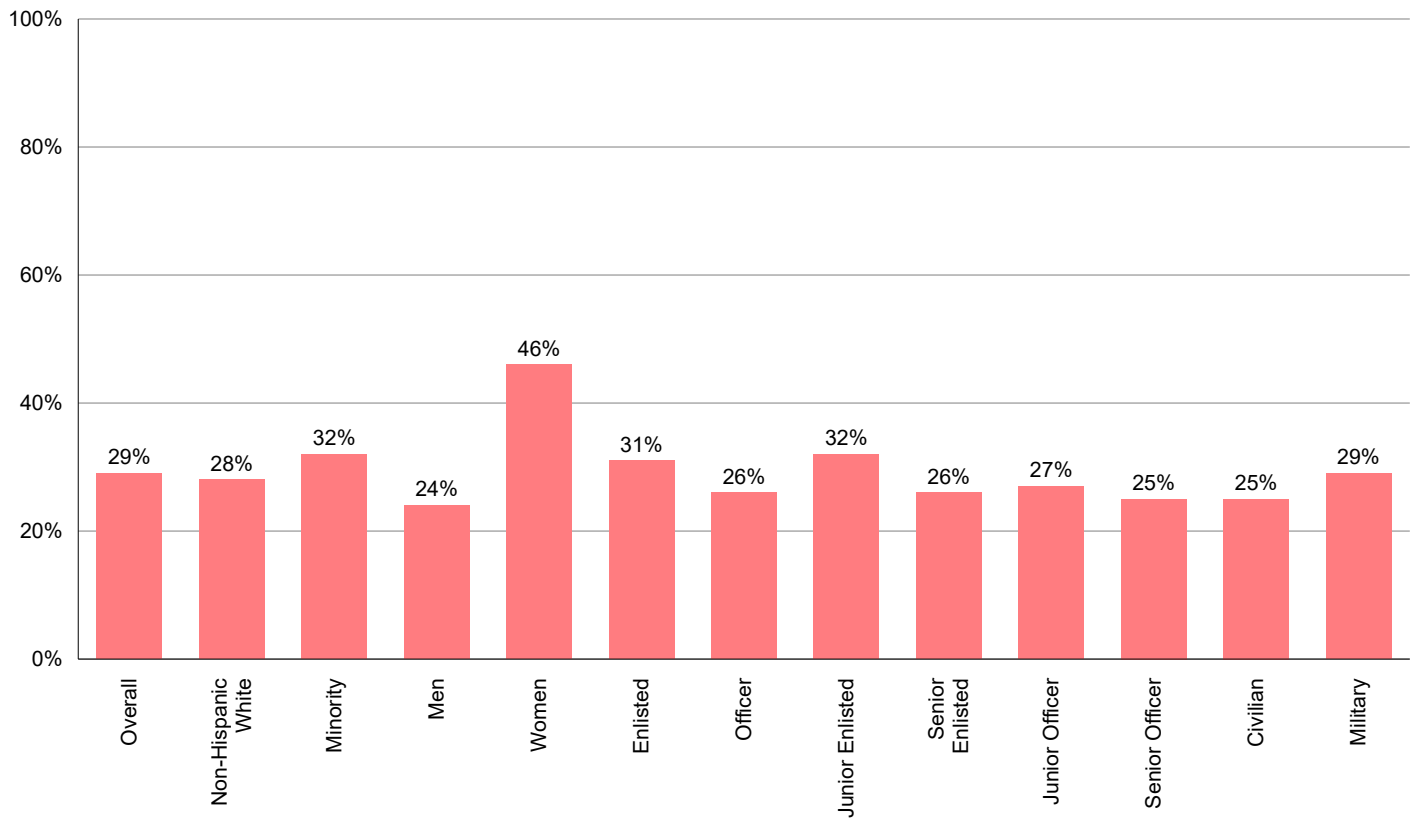
### Racially Harassing Behaviors

These behaviors describe unwelcome or offensive experiences of organization members based on their race or ethnicity. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of racially harassing behaviors in organizations is linked to higher rates of legally-defined racial/ethnic harassment (in which the behaviors are sufficiently persistent and severe), as well as lower levels of readiness and retention.



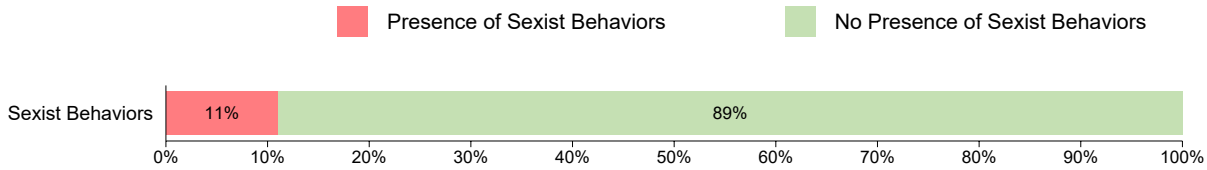
### Presence of Racially Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of racially harassing behaviors in their organization.



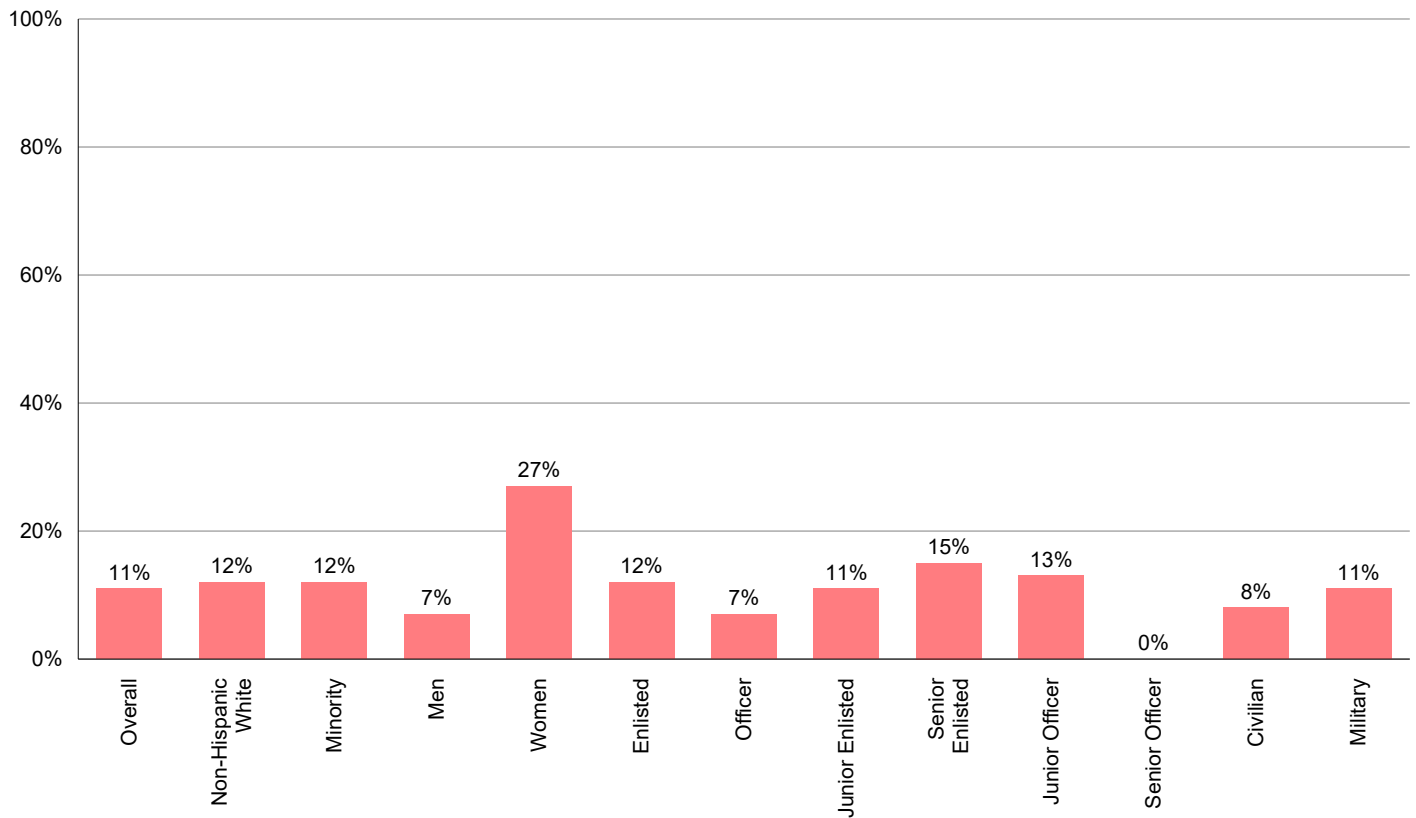
### Sexist Behaviors

These behaviors describe situations where someone is mistreated or excluded based on their sex or gender. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexist behaviors in organizations is linked to higher rates of legally-defined gender discrimination (in which the experiences harmed or limited their career) and sexual assault, as well as lower levels of readiness.



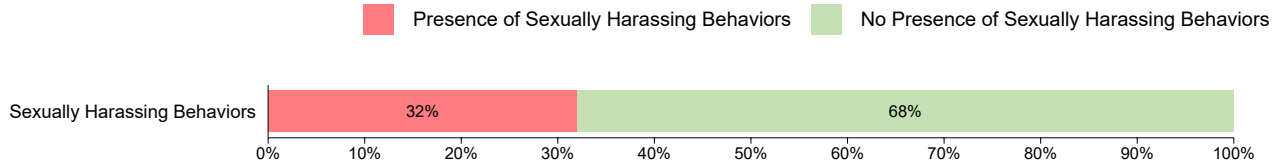
### Presence of Sexist Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexist behaviors in their organization.



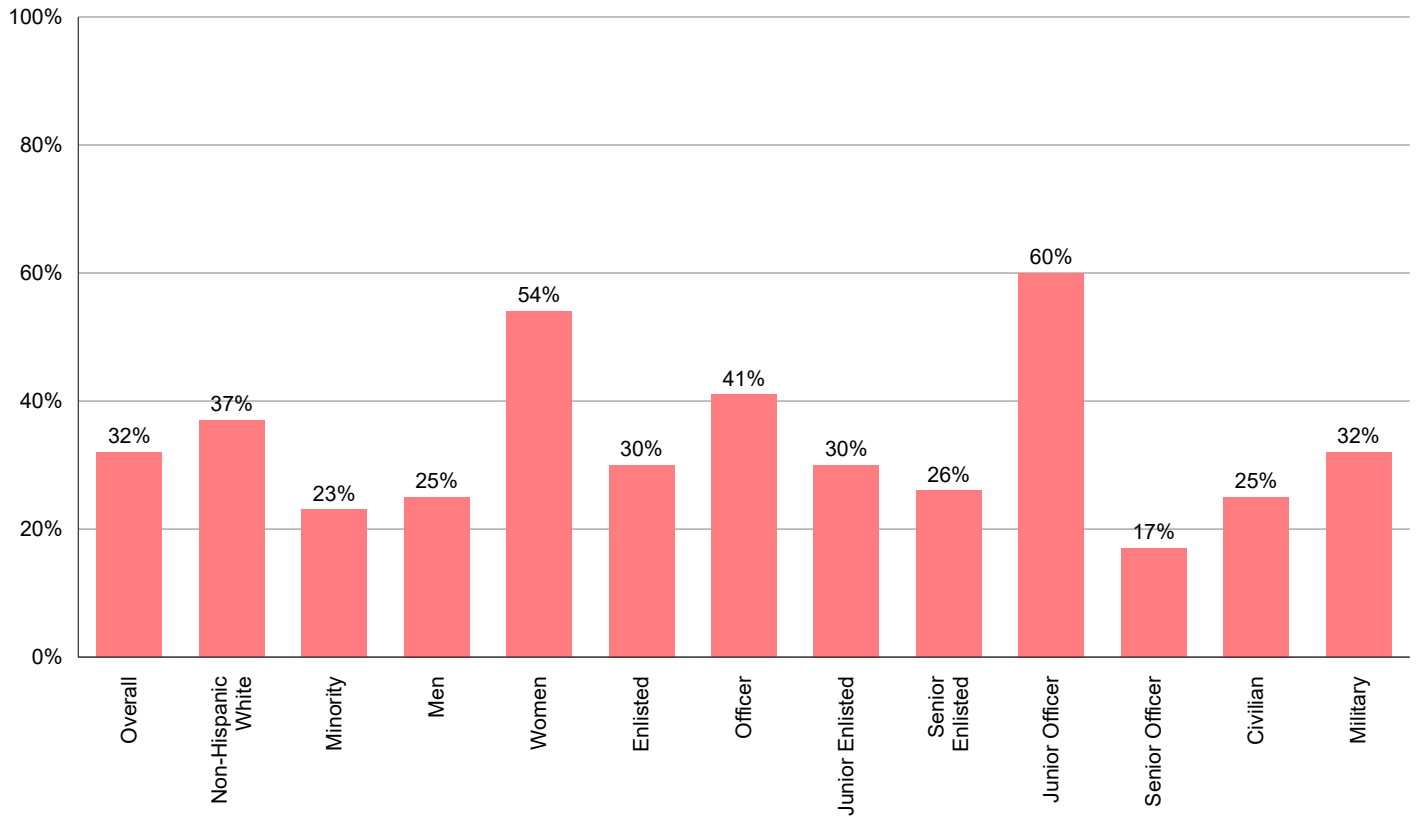
### Sexually Harassing Behaviors

Sexually harassing behaviors assesses the presence of unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of legally-defined sexual harassment (in which the behaviors are sufficiently persistent and severe), gender discrimination, sexual assault, suicide, and lower levels of readiness.



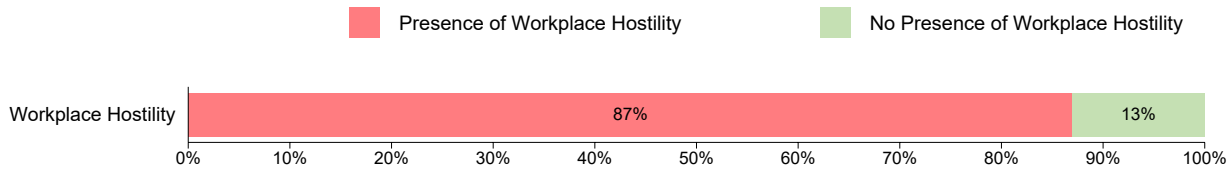
### Presence of Sexually Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexually harassing behaviors in their organization.



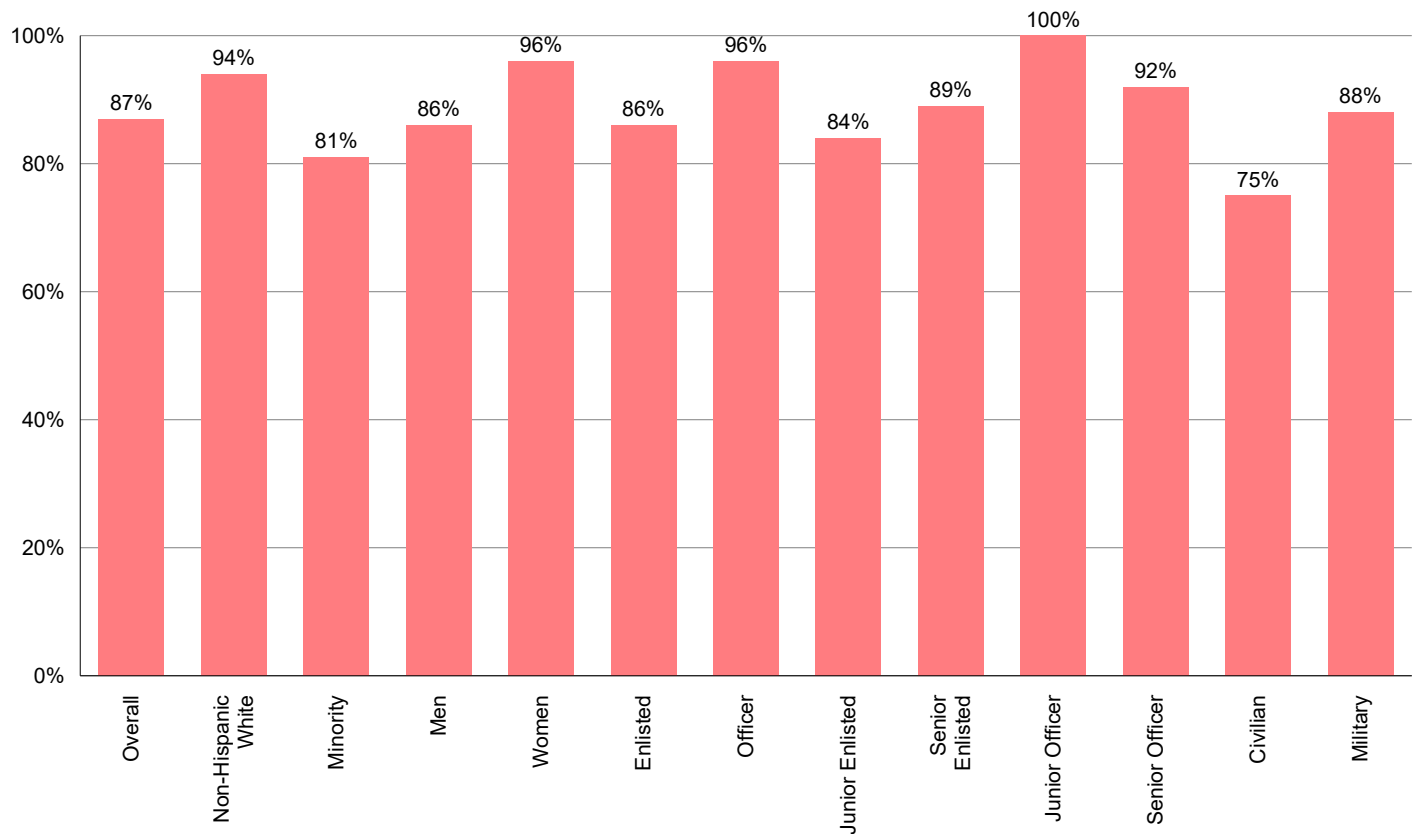
## Workplace Hostility

Workplace hostility measures the presence of aggressive behaviors directed at another individual while at work. This aggression includes: physical intimidation, verbal intimidation, spreading rumors or negative comments about a person to undermine their status, and persistent criticism of work or effort. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. Organizations with workplace hostility are linked to lower performance, lower levels of readiness, and a higher likelihood of sexual harassment, sexual assault, and racial/ethnic discrimination.



## Presence of Workplace Hostility by Demographic Category

This graph displays the percentage who reported the presence of workplace hostility in their organization.

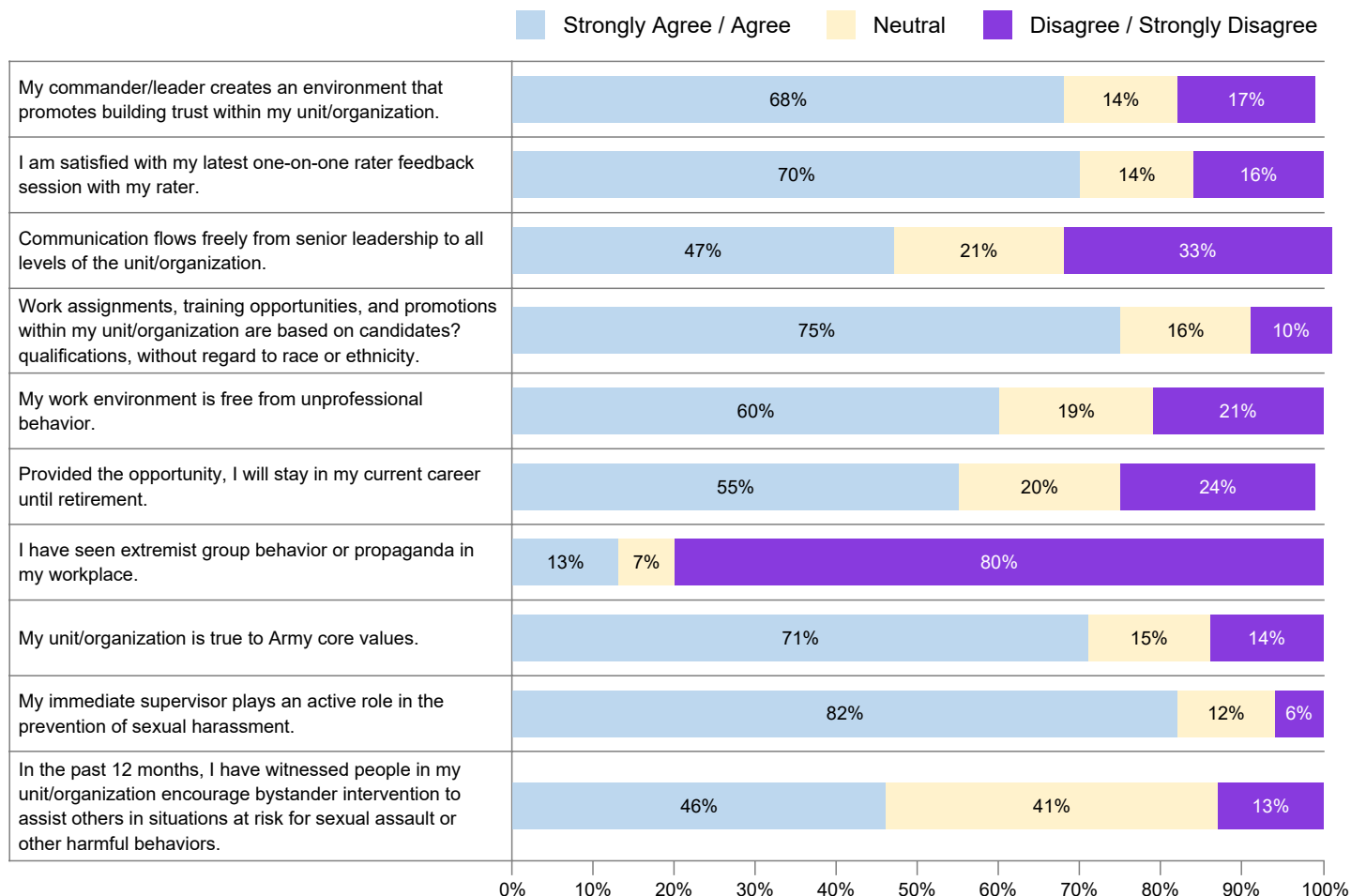


**CUSTOM ITEMS**

This section contains optional questions that may be on your organization’s DEOCS.

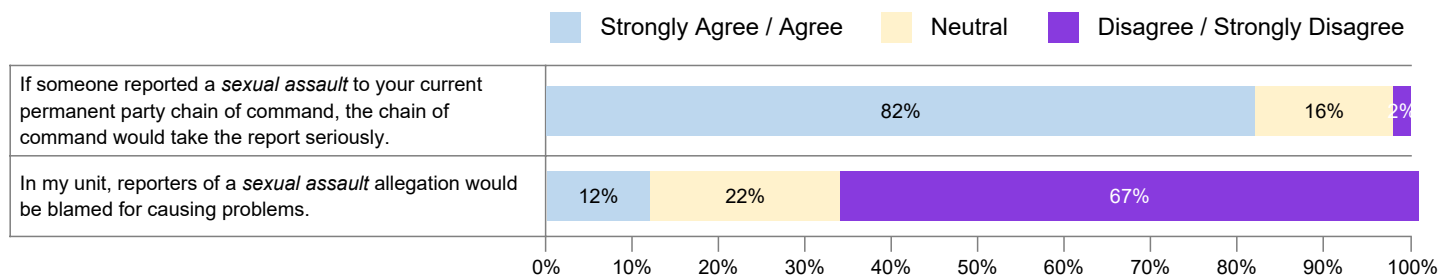
**Custom Multiple-Choice Items**

Your organization’s custom multiple-choice questions (i.e., locally developed questions or LDQs) are displayed below.

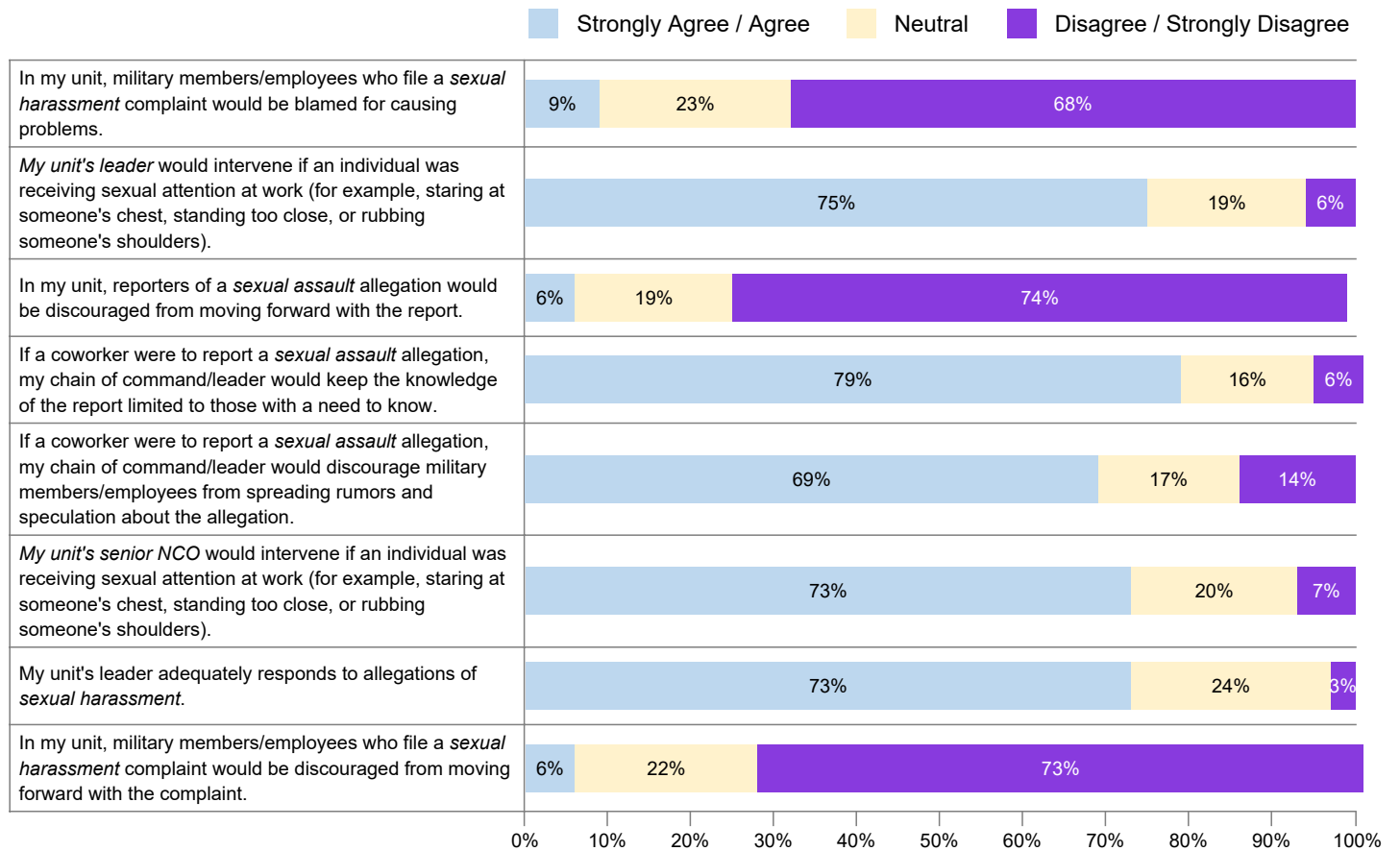


**Service-Specific Items**

The questions below were only asked to organizations from your Service component. All questions were on a scale of strongly agree to strongly disagree.



Service-Specific Items (Continued)



## ITEM SUMMARY

This section contains more detailed results for the questions related to protective factors, risk factors, custom multiple-choice items (or LDQs), Service-specific items, and Academy-specific items on your DEOCS. Examine these items to better understand what may be driving your overall factor results. Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

## Protective Factor: Cohesion

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with work well as a team.	5% (8)	10% (18)	14% (24)	46% (79)	25% (44)	100% (173)
The people I work with trust each other.	8% (14)	11% (19)	15% (26)	41% (71)	25% (43)	100% (173)
	17%		14%	68%		

## Protective Factor: Connectedness

\* Questions with an asterisk are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
These days, I feel like I belong.	11% (16)	9% (13)	18% (27)	39% (59)	23% (35)	100% (150)
These days, I feel that there are people I can turn to in times of need.	7% (10)	5% (7)	10% (15)	45% (68)	33% (50)	100% (150)
Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
These days, I think I make things worse for the people in my life. *	4% (6)	8% (12)	13% (20)	30% (45)	45% (67)	100% (150)
My future seems dark to me. *	5% (7)	5% (8)	13% (19)	28% (42)	49% (74)	100% (150)
	13%		14%	73%		

## Protective Factor: Engagement &amp; Commitment

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I am proud of my work.	3% (6)	7% (12)	14% (24)	42% (73)	34% (58)	100% (173)
My work has a great deal of personal meaning to me.	4% (7)	10% (18)	13% (23)	35% (61)	37% (64)	100% (173)
I am committed to making the military my career.	8% (13)	7% (12)	18% (32)	29% (50)	38% (66)	100% (173)
I feel like "part of the family" among the people I work with.	10% (18)	11% (19)	18% (31)	44% (76)	17% (29)	100% (173)
	15%		16%	69%		

**Protective Factor: Fairness**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	14% (24)	17% (30)	26% (45)	30% (52)	13% (22)	100% (173)
Discipline and criticism are administered fairly.	12% (21)	14% (24)	23% (39)	35% (60)	17% (29)	100% (173)
	29%		24%	47%		

**Protective Factor: Inclusion**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).	6% (11)	6% (10)	11% (19)	38% (66)	39% (67)	100% (173)
The people I work with believe that everyone has worth and value, regardless of their occupation and rank, grade or Class year.	7% (12)	11% (19)	11% (19)	38% (66)	33% (57)	100% (173)
The people I work with build on each other's ideas and thoughts during the decision-making process.	10% (18)	11% (19)	11% (19)	46% (80)	21% (37)	100% (173)
The people I work with would speak up if someone is being excluded.	11% (19)	12% (21)	13% (23)	40% (70)	23% (40)	100% (173)
Among the people I work with, the quality of ideas matters more than who expresses them.	12% (20)	12% (21)	13% (23)	40% (70)	23% (39)	100% (173)
Communication goes both up and down the chain of command.	16% (27)	16% (27)	18% (32)	35% (60)	16% (27)	100% (173)
	22%		13%	65%		

**Protective Factor: Morale**

Question	Very low	Low	Moderate	High	Very high	Total
Overall, how would you rate the current level of morale in your unit or organization?	11% (19)	18% (32)	40% (69)	25% (43)	6% (10)	100% (173)
Overall, how would you rate your own current level of morale?	14% (24)	15% (26)	28% (48)	32% (55)	12% (20)	100% (173)
	29%		34%	37%		



### Protective Factor: Safe Storage for Lethal Means

Question	Never	Rarely	Sometimes	Often	Always	Total
In general, the hazards in my living space that may be deliberately or accidentally used to harm others or myself, such as poisons, medications, and firearms, are safely stored (for example, locked in a cabinet, unloaded).	41% (60)	5% (7)	3% (5)	4% (6)	47% (70)	100% (148)
	41%	8%		51%		

### Protective Factor: Work-Life Balance

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I can easily balance the demands of my work and personal life (or Academy life).	7% (12)	11% (19)	11% (19)	51% (88)	20% (35)	100% (173)
	18%	11%	71%			

### Protective Factor: Leadership Support – Ratings for All Immediate Supervisors

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I have trust and confidence in my immediate supervisor.	11% (18)	8% (14)	8% (13)	28% (47)	46% (77)	100% (169)
My immediate supervisor listens to what I have to say.	7% (12)	6% (10)	6% (10)	36% (60)	46% (77)	100% (169)
My immediate supervisor treats me with respect.	4% (7)	5% (8)	8% (14)	30% (51)	53% (89)	100% (169)
My immediate supervisor cares about my personal well-being.	5% (9)	6% (10)	9% (15)	30% (51)	50% (84)	100% (169)
My immediate supervisor provides me with opportunities to demonstrate my leadership skills.	4% (6)	9% (16)	11% (19)	32% (54)	44% (74)	100% (169)
My immediate supervisor provides me with constructive suggestions to improve my performance.	8% (14)	6% (10)	13% (22)	30% (51)	43% (72)	100% (169)
My immediate supervisor supports my career development.	6% (10)	7% (11)	14% (23)	27% (45)	47% (79)	100% (168)
If needed, I can go to my immediate supervisor to address my concerns without fear of reprisal.	10% (16)	5% (9)	8% (14)	22% (37)	55% (92)	100% (168)
My immediate supervisor puts the interests of subordinates and subordinates' families above their personal interests.	8% (14)	8% (13)	14% (23)	29% (49)	41% (69)	100% (168)
	14%	10%	76%			

### Protective Factor: Transformational Leadership – Ratings for Unit/Organization Leader

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader communicates a clear and motivating vision of the future.	13% (21)	15% (24)	17% (27)	31% (50)	24% (38)	100% (160)

**Protective Factor: Transformational Leadership – Ratings for Unit/Organization Leader (Continued)**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader takes actions that are consistent with my Service's values.	3% (5)	4% (7)	18% (28)	40% (63)	34% (54)	100% (157)
My unit's or organization's leader supports and encourages the development of others.	6% (10)	8% (12)	17% (27)	37% (58)	32% (51)	100% (158)
My unit's or organization's leader encourages their subordinates to think about problems in new ways.	6% (9)	8% (13)	17% (27)	41% (64)	28% (43)	100% (156)
	16%		17%	67%		

**Protective Factor: Transformational Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader communicates a clear and motivating vision of the future.	9% (14)	15% (22)	28% (43)	26% (40)	21% (32)	100% (151)
My unit's senior NCO/senior enlisted leader takes actions that are consistent with my Service's values.	5% (7)	9% (14)	25% (37)	27% (41)	34% (52)	100% (151)
My unit's senior NCO/senior enlisted leader supports and encourages the development of people in my unit.	11% (17)	10% (15)	21% (32)	28% (42)	29% (44)	100% (150)
My unit's senior NCO/senior enlisted leader encourages people in my unit to think about problems in new ways.	12% (18)	12% (18)	23% (34)	27% (41)	26% (40)	100% (151)
	21%		24%	55%		

**Risk Factor: Alcohol Impairing Memory**

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
During the past 12 months, how often have you been unable to remember what happened the night before because you had been drinking?	91% (134)	4% (6)	3% (5)	1% (1)	1% (1)	100% (147)
	91%	7%		1%		

**Risk Factor: Binge Drinking**

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
How often do you have four or more drinks (if you are a woman) or five or more drinks (if you are a man) on one occasion?	57% (85)	25% (37)	10% (15)	3% (5)	4% (6)	100% (148)
	57%	35%		7%		

**Risk Factor: Stress**

Question	Never	Rarely	Sometimes	Often	Total
In the past month, how often have you felt nervous or stressed?	17% (26)	34% (52)	26% (40)	22% (33)	100% (151)
In the past month, how often have you felt that you were unable to control the important things in your life?	40% (61)	28% (42)	17% (25)	15% (23)	100% (151)
In the past month, how often have you been angered because of things that were outside of your control?	36% (54)	27% (41)	20% (30)	17% (26)	100% (151)
In the past month, how often have you found that you could not cope with all of the things you had to do?	54% (82)	30% (45)	10% (15)	6% (9)	100% (151)
	67%		33%		

**Risk Factor: Passive Leadership – Ratings for Unit/Organization Leader**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader takes early action in addressing problems.	7% (11)	11% (18)	23% (36)	33% (52)	25% (40)	100% (157)
My unit's or organization's leader addresses problems when they are brought to their attention.	6% (9)	8% (12)	26% (41)	32% (51)	28% (44)	100% (157)
	16%		25%	60%		

**Risk Factor: Passive Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader takes early action in addressing problems.	9% (14)	11% (17)	26% (39)	27% (40)	27% (40)	100% (150)
My unit's senior NCO/senior enlisted leader addresses problems when brought to their attention.	6% (9)	10% (15)	22% (33)	33% (50)	29% (44)	100% (151)
	18%		24%	58%		

**Risk Factor: Toxic Leadership – Ratings for All Immediate Supervisors**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor ridicules subordinates.	49% (82)	27% (45)	11% (19)	7% (12)	5% (9)	100% (167)
My immediate supervisor has explosive outbursts.	60% (100)	25% (42)	7% (11)	5% (8)	3% (5)	100% (166)
My immediate supervisor has a sense of personal entitlement.	50% (83)	22% (37)	15% (25)	6% (10)	7% (11)	100% (166)
My immediate supervisor acts only in the best interest of their own advancement.	49% (80)	24% (39)	13% (22)	7% (11)	7% (12)	100% (164)

### Risk Factor: Toxic Leadership – Ratings for All Immediate Supervisors (Continued)

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor ignores ideas that are contrary to their own.	43% (70)	30% (49)	13% (22)	10% (16)	4% (6)	100% (163)
	76%		12%	12%		

### Risk Factor: Toxic Leadership – Ratings for Senior NCO

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader acts only in the best interest of their next promotion.	23% (35)	24% (36)	28% (42)	11% (17)	13% (20)	100% (150)
My unit's senior NCO/senior enlisted leader ridicules people in my unit.	36% (54)	19% (28)	30% (45)	7% (11)	7% (10)	100% (148)
My unit's senior NCO/senior enlisted leader has explosive outbursts.	39% (57)	19% (28)	26% (38)	11% (17)	5% (8)	100% (148)
My unit's senior NCO/senior enlisted leader has a sense of personal entitlement.	35% (51)	22% (32)	23% (34)	11% (16)	10% (14)	100% (147)
My unit's senior NCO/senior enlisted leader ignores ideas that are contrary to their own.	32% (48)	20% (30)	26% (39)	8% (12)	13% (19)	100% (148)
	54%		27%	19%		

### Risk Factor: Racially Harassing Behaviors

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell racial/ethnic jokes that make you uncomfortable, angry, or upset?	80% (139)	11% (19)	6% (10)	3% (5)	100% (173)
How often does someone from your unit or organization express stereotypes about your racial/ethnic group that make you uncomfortable, angry, or upset?	80% (138)	13% (22)	4% (7)	3% (6)	100% (173)
How often does someone from your unit or organization use offensive racial/ethnic terms that make you uncomfortable, angry, or upset?	81% (139)	9% (15)	7% (12)	3% (6)	100% (172)
How often does someone from your unit or organization make insults about racial/ethnic groups that make you uncomfortable, angry, or upset?	81% (139)	10% (18)	6% (10)	3% (5)	100% (172)
How often does someone from your unit or organization show you a lack of respect because of your race/ethnicity?	88% (153)	7% (12)	3% (5)	2% (3)	100% (173)
	71%		29%		

### Risk Factor: Sexist Behaviors

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization mistreat, ignore, exclude, or insult you because of your gender?	89% (154)	7% (12)	3% (6)	1% (1)	100% (173)
	89%	11%			

### Risk Factor: Sexually Harassing Behaviors

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell sexual jokes that make you uncomfortable, angry, or upset?	76% (132)	14% (24)	8% (14)	2% (3)	100% (173)
How often does someone from your unit or organization embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	80% (139)	8% (14)	9% (15)	3% (5)	100% (173)
How often does someone from your unit or organization display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset? Do not include materials you may have received as part of your professional duties (for example, as a criminal investigator).	90% (155)	8% (14)	1% (2)	1% (1)	100% (172)
How often does someone from your unit or organization ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?	87% (151)	8% (14)	4% (7)	1% (1)	100% (173)
How often does someone from your unit or organization make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	88% (152)	9% (15)	2% (4)	1% (2)	100% (173)
How often does someone from your unit or organization make attempts to establish unwanted romantic or sexual relationships with you? These attempts could range from asking you out on a date to asking you for sex or a "hookup."	93% (161)	4% (7)	1% (2)	2% (3)	100% (173)
How often does someone from your unit or organization intentionally touch you in unwanted sexual ways?	97% (168)	2% (3)	1% (1)	1% (1)	100% (173)
	68%	32%			

## Risk Factor: Workplace Hostility

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization intentionally interfere with your work performance?	39% (67)	33% (57)	13% (23)	15% (26)	100% (173)
How often does someone from your unit or organization take credit for work or ideas that were yours?	36% (62)	29% (51)	25% (43)	10% (17)	100% (173)
How often does someone from your unit or organization gossip or talk about you?	40% (68)	31% (54)	18% (31)	11% (19)	100% (172)
How often does someone from your unit or organization use insults, sarcasm, or gestures to humiliate you?	62% (107)	21% (37)	10% (18)	6% (11)	100% (173)
How often does someone from your unit or organization not provide you with information and assistance when needed?	29% (50)	26% (45)	15% (25)	30% (52)	100% (172)
How often does someone from your unit or organization yell when they are angry?	41% (71)	39% (67)	11% (19)	9% (15)	100% (172)
	13%	87%			

## Custom Multiple-Choice Items

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My commander/leader creates an environment that promotes building trust within my unit/organization.	10% (15)	7% (10)	14% (21)	38% (55)	31% (45)	100% (146)
Communication flows freely from senior leadership to all levels of the unit/organization.	18% (27)	14% (21)	21% (30)	32% (47)	14% (21)	100% (146)
Work assignments, training opportunities, and promotions within my unit/organization are based on candidates' qualifications, without regard to race or ethnicity.	5% (7)	5% (7)	16% (23)	37% (54)	38% (55)	100% (146)
I have seen extremist group behavior or propaganda in my workplace.	58% (84)	22% (32)	7% (10)	11% (16)	2% (3)	100% (145)
I am satisfied with my latest one-on-one rater feedback session with my rater.	9% (14)	7% (10)	14% (21)	36% (54)	33% (49)	100% (148)
In the past 12 months, I have witnessed people in my unit/organization encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behaviors.	6% (9)	7% (10)	41% (60)	23% (34)	22% (32)	100% (145)
Provided the opportunity, I will stay in my current career until retirement.	16% (24)	8% (12)	20% (30)	22% (33)	33% (49)	100% (148)
My immediate supervisor plays an active role in the prevention of sexual harassment.	3% (5)	3% (4)	12% (17)	39% (56)	43% (63)	100% (145)
My work environment is free from unprofessional behavior.	9% (13)	12% (18)	19% (28)	40% (59)	20% (30)	100% (148)
My unit/organization is true to Army core values.	5% (8)	9% (13)	15% (22)	39% (57)	32% (47)	100% (147)

# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization:** 4th MISG (A)

**Commander/Director:** (b) (3) / (b) (6)

**Admin Number:** 1706049

**Thursday, September 07, 2017**

**Defense Equal Opportunity Management Institute  
Directorate of Research  
Patrick AFB, FL**

**RCS: DD-P&R (AR) 2338**

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## TABLE OF CONTENTS

		<b>Page</b>
<b>I.</b>	<b>How to Interpret your DEOCS Results</b>	<b>3</b>
<b>II.</b>	<b>Demographic Breakout</b>	<b>6</b>
<b>III.</b>	<b>Perceptions of Discrimination</b>	<b>8</b>
<b>IV.</b>	<b>Sexual Assault Prevention and Response</b>	<b>20</b>
<b>V.</b>	<b>Climate Factor Subgroup Comparison</b>	<b>52</b>
<b>VI.</b>	<b>Overall Unit Summary</b>	<b>55</b>
<b>VII.</b>	<b>DEOCS Summary of Survey Item Responses</b>	<b>58</b>
<b>VIII.</b>	<b>Recommendations</b>	<b>80</b>
	<b>Appendix A: Your Locally Developed Questions</b>	<b>82</b>
	<b>Appendix B: Your Short-Answer Questions</b>	<b>85</b>
	<b>Appendix C: Written Comments from Your Organization</b>	<b>95</b>

It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. Individual Service instructions typically require organizations to use multiple approaches, such as individual interviews and/or focus groups, when assessing command climate.

Discretion should be taken prior to making any management or disciplinary decisions based solely on the results.



## I. HOW TO INTERPRET YOUR DEOCS RESULTS

1. Start by looking at the demographic breakout in section II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population. Also, disparities in responses presented in the tables throughout the report are due to missing responses attributable to incomplete surveys, stray marks, or multiple responses selected for a single-response item.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, members' satisfaction with issue resolution and perceived barriers to reporting.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.
4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, near average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Above Service Average	Perceptions fall in the upper 80th percentile of the responses within your Service.	Indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service.
<b>Blue</b>	Near Service Average	Perceptions fall in the 21st to 79th percentile of responses within your Service.	Indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service.
<b>Red</b>	Below Service Average	Perceptions fall in the lower 20th percentile of responses within your Service.	Indicates that the perceptions of your members are markedly less favorable than those commonly held across your Service.

**Steps to interpreting DEOMI DEOCS color coding:**

1. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section IV Sexual Assault Prevention and Response* (page 20, 21) and *Section VI Overall Unit Summary* (pages 55 - 57) to compare your unit's score on each DEOCS factor to your Service's average. Additionally, compare your unit's score to the "Range of Near Service Average" to gauge relational standing of your unit's score to your Service.
  - b. Subgroups: Examine *Section V Climate Factor Subgroup Comparisons* (pages 52 - 54) to compare perceptions among subgroups and to your Service's average. In addition to using the color coding schema, compare the subgroup's numeric average (displayed in each box) to the "Range of near Service Average" (presented on pages 20, 21, 55 - 57) to gauge the relative standing of each subgroup to your Service.
2. Examine the item-level results by using the favorable/unfavorable responses to guide interpretation on the factor contained within *Section IV* (SAPR Item Results, pages 22 - 51) and *Section VII* (DEOCS Summary of Survey Item Results, pages 58 - 79).
3. Examine the written comments associated with the area of concern and determine if any of the comments are associated with negative perceptions. Overall, comments can be easier to manage if they are broken into themes.
4. Based on the degree of favorability of the item-level results and written comments, determine if the classification of your unit or subgroup(s) as 'Below Service Average' or 'Near Service Average' is at an acceptable level based on your unit's standards.
5. If results do not meet the expectations of the unit's standards, use the findings to guide follow-on climate assessment actions (e.g., develop plan of action to improve climate; determining the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, etc.). For more strategies to improve or maintain a healthy command climate, refer to "Recommendations" throughout *Section IV SAPR* (pages 20-51) and *Section VIII Recommendations* (pages 80-81).

**835**  
**NOTE:** The DEOCS report provides unit-level comparisons that help identify subgroups that may harbor negative - or positive perceptions regarding a particular climate factor. However, be mindful that a **red color coding does not automatically reflect a negative find**. It simply means that your average is below your Service's average from a unit-level standpoint. Your actual favorability scores (in section VII) for that factor may reflect a positive percentage. Using that percentage, you should be able to determine if there is in fact an issue within your organization.

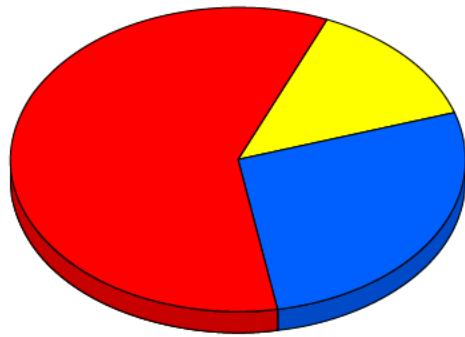
## **MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION**

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/3260/4217 or commercial (321) 494-2675/3260/4217.

## II. DEMOGRAPHIC BREAKOUT

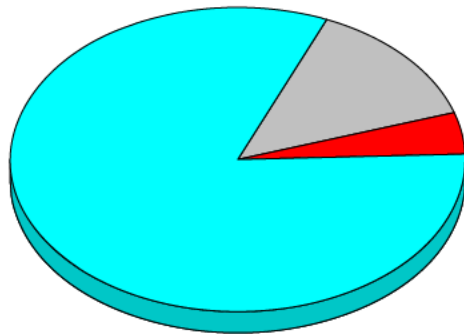
### MINORITY vs MAJORITY



	Frequency	Percent
Minority	6	27.27
Majority	13	59.09
Declined	3	13.64
<b>Total</b>	<b>22</b>	<b>100.00</b>

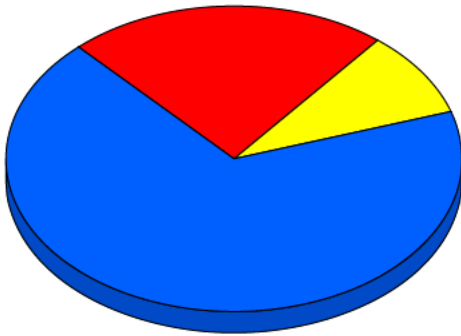
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

### RACE



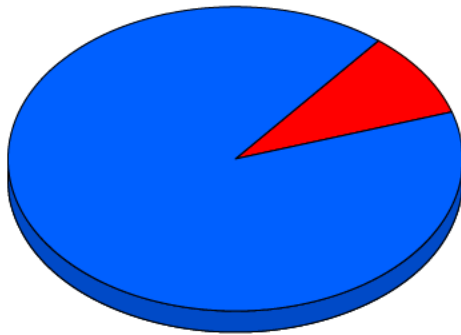
	Frequency	Percent
American Indian	0	0.00
Asian	1	4.55
Black	0	0.00
Native Hawaiian	0	0.00
White	18	81.82
Two or More	0	0.00
Declined	3	13.64
<b>Total</b>	<b>22</b>	<b>100.00</b>

**ETHNICITY**



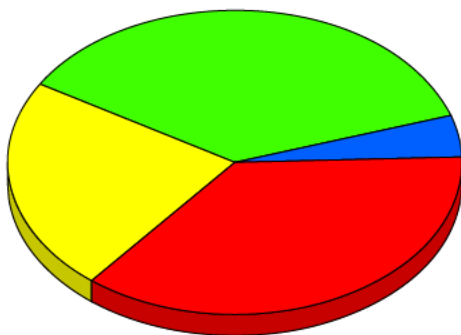
	Frequency	Percent
Not Hispanic	15	68.18
Hispanic	5	22.73
Declined	2	9.09
<b>Total</b>	<b>22</b>	<b>100.00</b>

**GENDER**



	Frequency	Percent
Men	20	90.91
Women	2	9.09
<b>Total</b>	<b>22</b>	<b>100.00</b>

**CATEGORY**

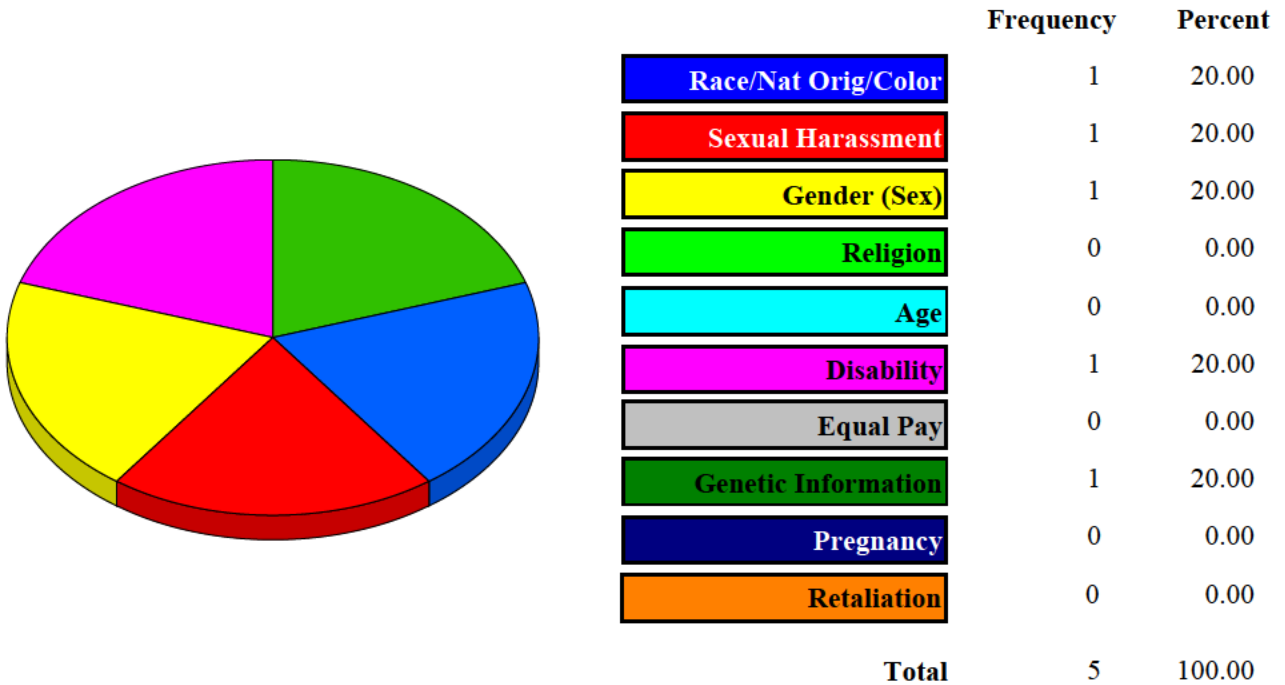


	Frequency	Percent
Jr Enlisted (E1-E6)	1	4.55
Sr Enlisted (E7-E9)	8	36.36
Jr Officer (O1-O3)	5	22.73
Sr Officer (O4 and up)	8	36.36
Jr Civ (Grades 1-8)	0	0.00
Sr Civ (Grades 9-SES)	0	0.00
Other	0	0.00
<b>Total</b>	<b>22</b>	<b>100.00</b>

### III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):

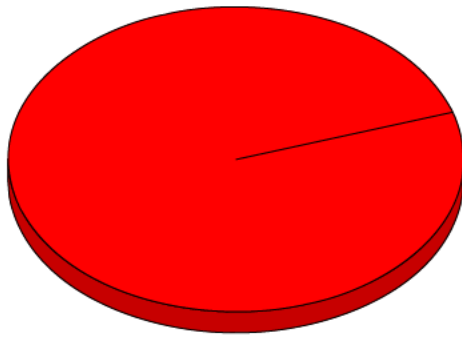


**NOTE:** Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

839 EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

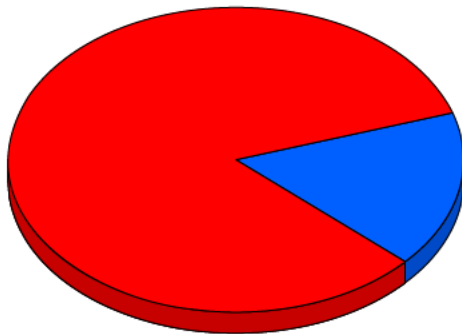
NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

**MAJORITY**



	Frequency	Percent
<b>YES</b>	0	0.00
<b>NO</b>	13	100.00
<b>Total</b>	13	100.00

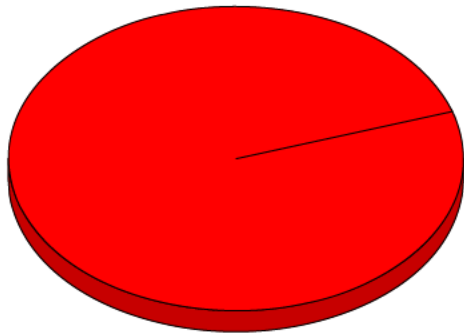
**MINORITY**



	Frequency	Percent
<b>YES</b>	1	16.67
<b>NO</b>	5	83.33
<b>Total</b>	6	100.00

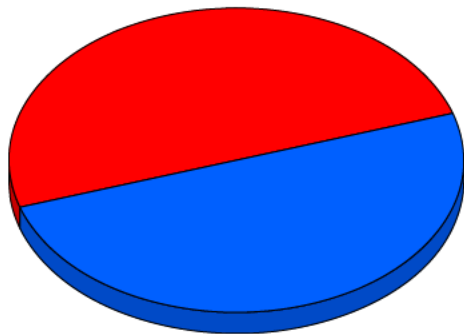
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	0	0.00
NO	20	100.00
<b>Total</b>	<b>20</b>	<b>100.00</b>

WOMEN

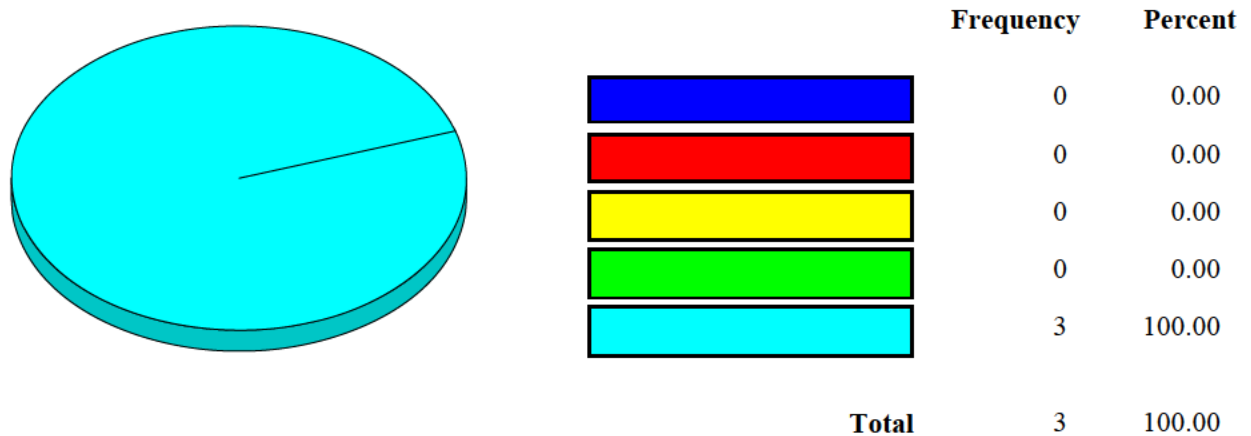


	Frequency	Percent
YES	1	50.00
NO	1	50.00
<b>Total</b>	<b>2</b>	<b>100.00</b>



NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

**Did you report any of the incidents of discrimination to someone in your organization?**



**Filed formal complaint through EO/EEO representative.**

**Reported incident through EO/EEO representative.**

**Reported incident to supervisor/superior.**

**Confronted individual.**

**Did not report the incident to anyone.**

"N/A" responses not included.

**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:  
Demographic Breakout**

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

**Table 1. Reported Incident of Discrimination by Demographic Breakout**

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Civilian</b>	0	0.00	0	0.00	0	100.00
<b>Military</b>	0	0.00	3	100.00	3	100.00
<b>Men</b>	0	0.00	2	100.00	2	100.00
<b>Women</b>	0	0.00	1	100.00	1	100.00
<b>Majority</b>	0	0.00	2	100.00	2	100.00
<b>Minority</b>	0	0.00	1	100.00	1	100.00

**Figure 1. Reported Incident of Discrimination by Demographic Subgroups**

<b>Civilian</b>						0.00 %
<b>Military</b>						0.00 %
<b>Men</b>						0.00 %
<b>Women</b>						0.00 %
<b>Majority</b>						0.00 %
<b>Minority</b>						0.00 %

"N/A" responses not included.

**Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor**

**Figure 2. How satisfied are you with how your issue was (or is being) resolved?**

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

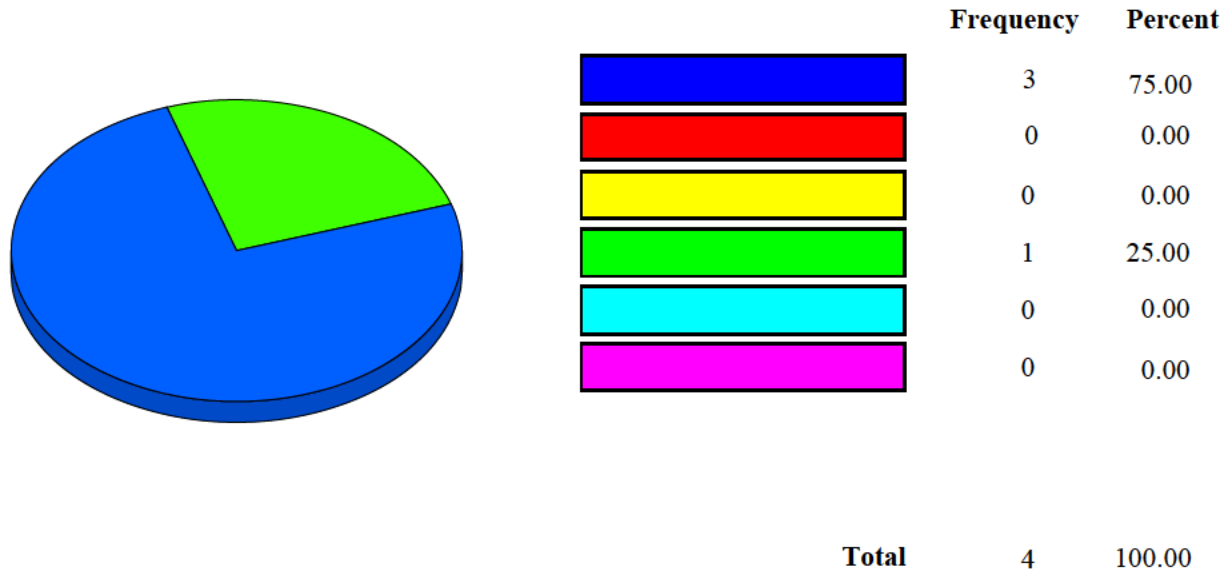
	Frequency	Percent
<b>Very Dissatisfied</b>	0	0.00
<b>Somewhat Dissatisfied</b>	0	0.00
<b>Somewhat Satisfied</b>	0	0.00
<b>Very Satisfied</b>	0	0.00
<b>Total</b>	0	100.00

“N/A” responses not included.

**Perceived Barriers to Reporting Discrimination**

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

**Figure 3. Barriers to Reporting Discrimination**

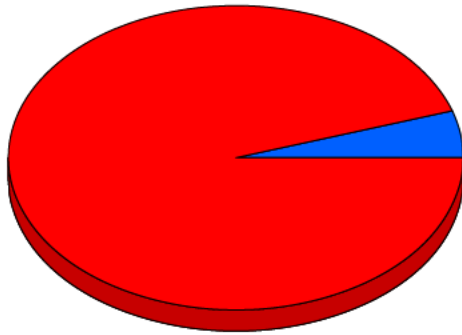


- The incident would not be taken seriously.**
- The incident would not be believed.**
- Lack of privacy/confidentiality.**
- Fear of reprisal.**
- Lack of support from chain of command.**
- Other.**

“N/A” responses not included.

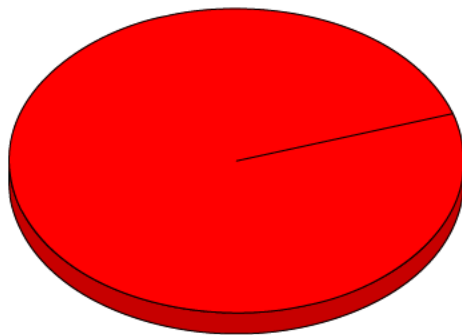
Experiences of Sexual Harassment

MEN



	Frequency	Percent
YES	1	5.00
NO	19	95.00
<b>Total</b>	<b>20</b>	<b>100.00</b>

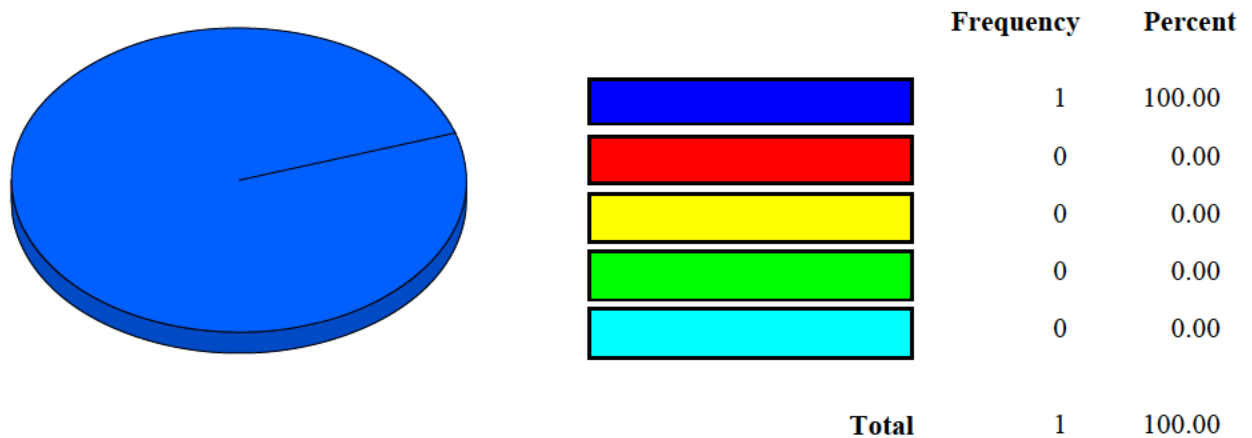
WOMEN



	Frequency	Percent
YES	0	0.00
NO	2	100.00
<b>Total</b>	<b>2</b>	<b>100.00</b>

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of sexual harassment to someone in your organization?



- Filed formal complaint through EO/EEO representative.
- Reported incident through EO/EEO representative.
- Reported incident to supervisor/superior.
- Confronted individual.
- Did not report the incident to anyone.

“N/A” responses not included.

**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or Supervisor: Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

**Table 2. Reported Incident of Sexual Harassment by Demographic Breakout**

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	1	100.00	0	0.00	1	100.00
Men	1	100.00	0	0.00	1	100.00
Women	0	0.00	0	0.00	0	100.00
Majority	1	100.00	0	0.00	1	100.00
Minority	0	0.00	0	0.00	0	100.00

**Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups**

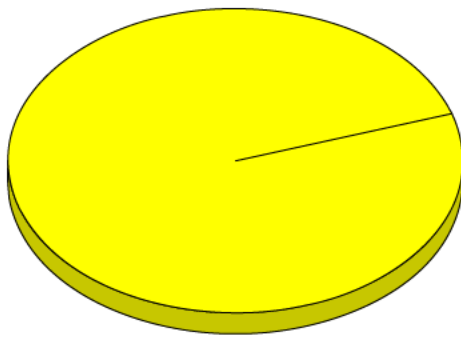


“N/A” responses not included.

**Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor**

**Figure 5. How satisfied are you with how your issue was (or is being) resolved?**

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.



	Frequency	Percent
Very Dissatisfied	0	0.00
Somewhat Dissatisfied	0	0.00
Somewhat Satisfied	1	100.00
Very Satisfied	0	0.00
<b>Total</b>	<b>1</b>	<b>100.00</b>







“N/A” responses not included.



**Perceived Barriers to Reporting Sexual Harassment**

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

**Figure 6. Barriers to Reporting Sexual Harassment**

	Frequency	Percent
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
<b>Total</b>	0	100.00



“N/A” responses not included.

### IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

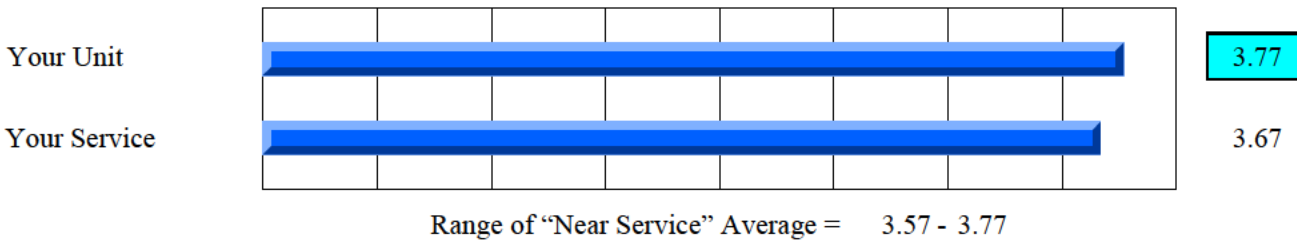
This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

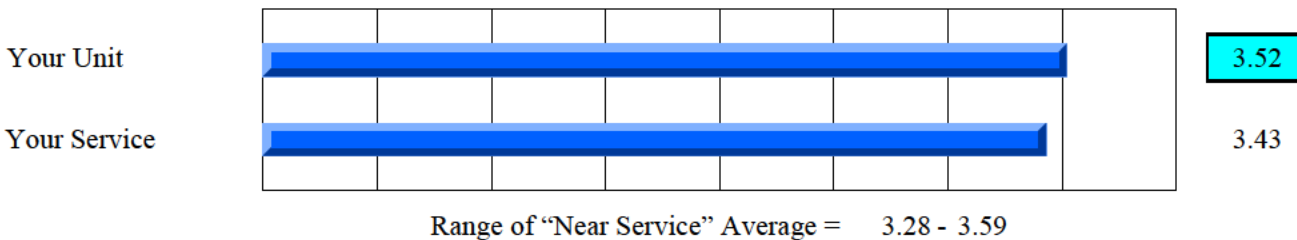
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.



#### Perceptions of Safety



#### Chain of Command Support

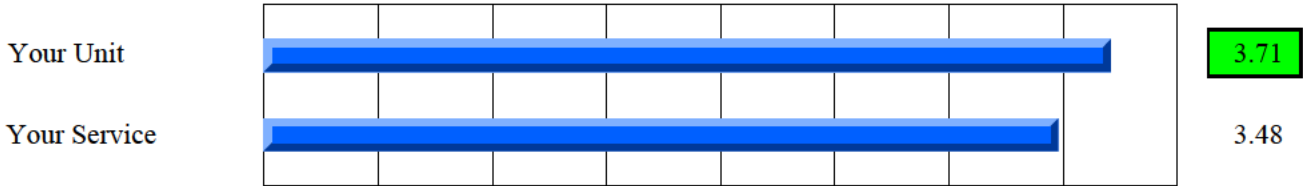


**Publicity of SAPR Information**



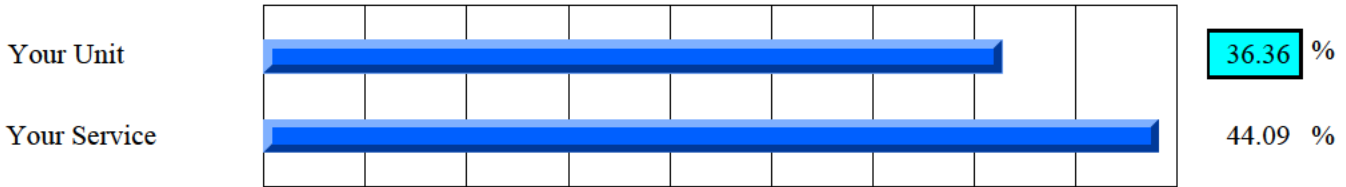
Range of "Near Service" Average = 2.97 - 3.29

**Unit Reporting Climate**



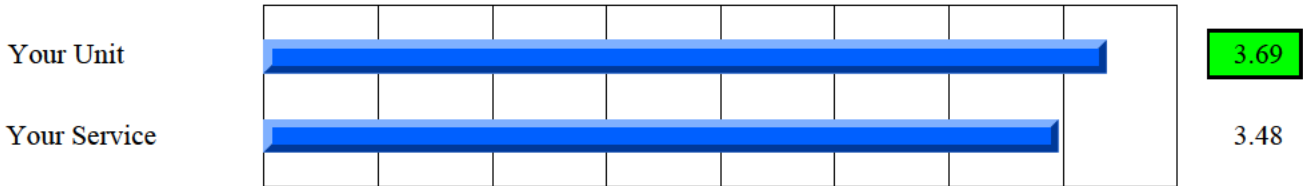
Range of "Near Service" Average = 3.32 - 3.65

**Zero Perceived Barriers to Reporting Sexual Assault**



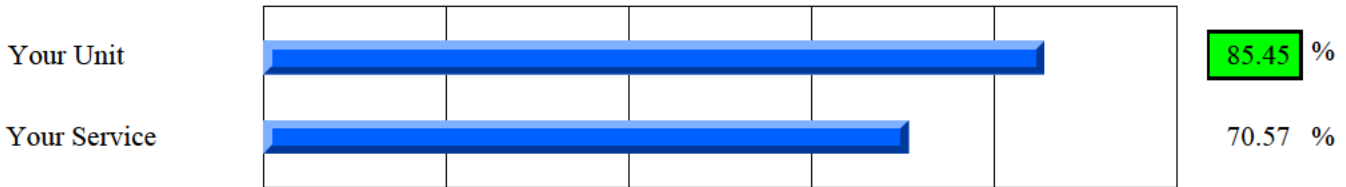
Range of "Near Service" Average = 34.16 - 53.57

**Unit Prevention Climate**



Range of "Near Service" Average = 3.33 - 3.63

**Restricted Reporting Knowledge**



Range of "Near Service" Average = 64.39 - 76.50

**Red = Below Service Average      Blue = Near Service Average      Green = Above Service Average**

### Perceptions of Safety

*Perceptions of Safety* refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Table 3. Respondents' Perceptions of Safety**

To what extent do you feel safe from being sexually assaulted where you currently <u>live</u> :	Safe		Unsafe		Total	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	3	100.00	0	0.00	3	100.00
Off-base/post/station	18	94.74	1	5.26	19	100.00
To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u> :	21	95.45	1	4.55	22	100.00

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you currently live?

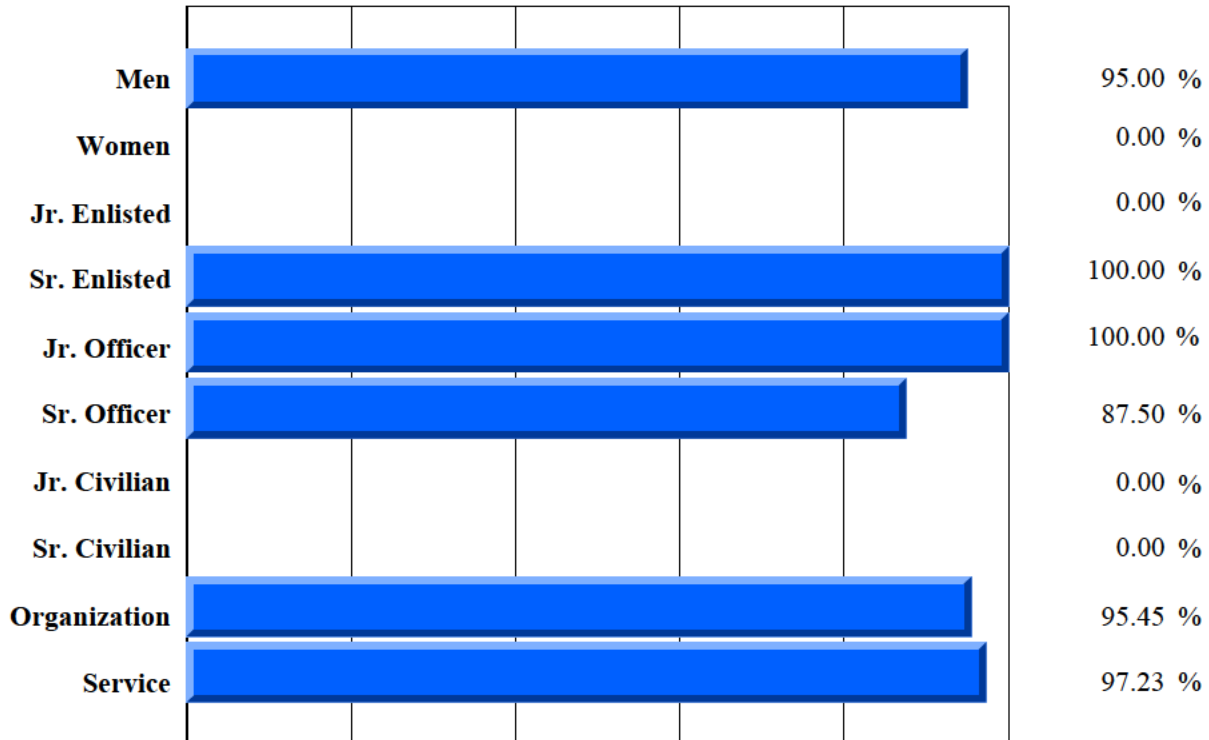
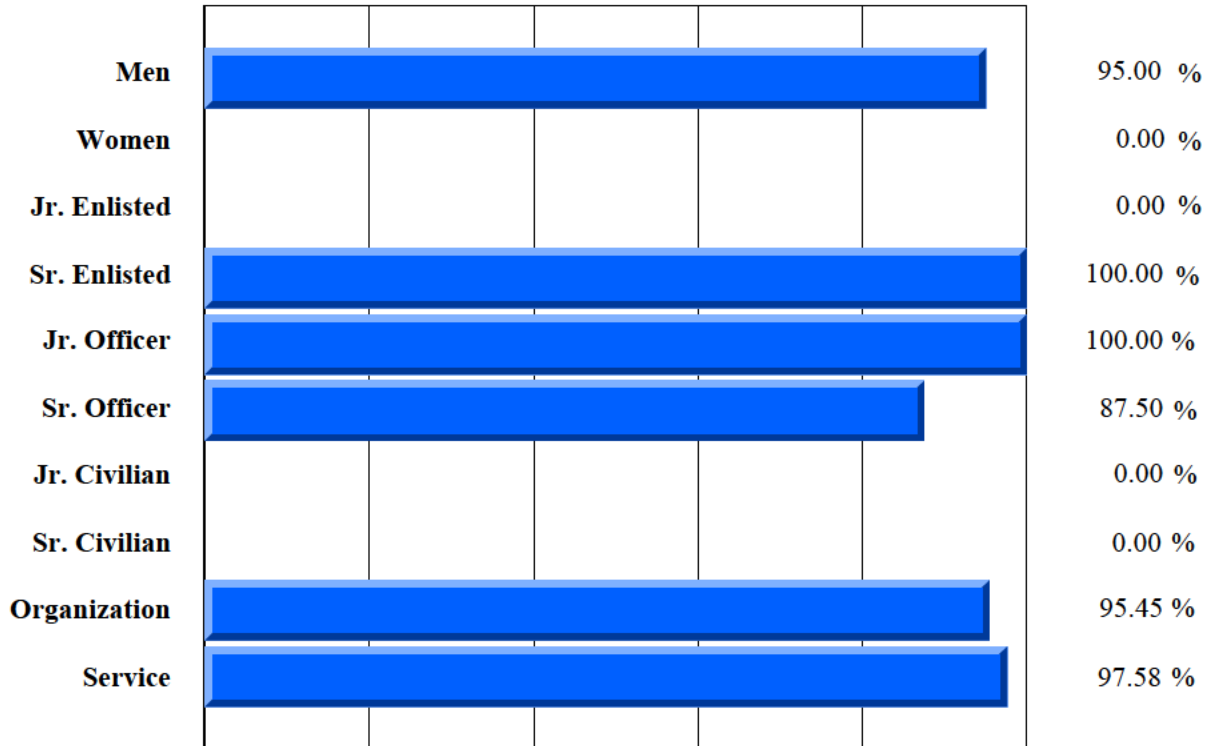


Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?



While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

## Chain of Command Support

*Chain of Command Support* refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

**Table 5. Respondents' Perceptions of Chain of Command Support**

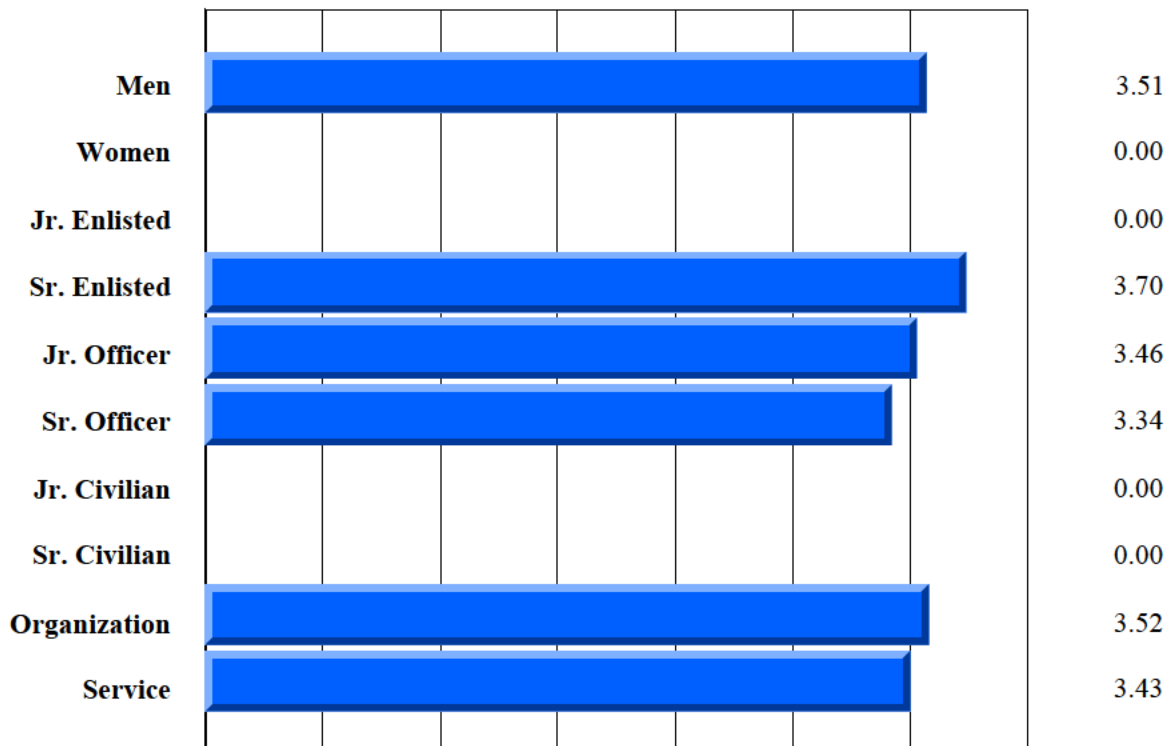
To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on “respect and trust”	19	86.36	3	13.64	22	100.00
Refrain from sexist comments and behaviors	21	95.45	1	4.55	22	100.00
Actively discourage sexist comments and behaviors	22	100.00	0	0.00	22	100.00
Provide sexual assault prevention and response training that interests and engages you	18	81.82	4	18.18	22	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	20	90.91	2	9.09	22	100.00
Encourage victims to report sexual assault	21	95.45	1	4.55	22	100.00
Create an environment where victims feel comfortable reporting sexual assault	22	100.00	0	0.00	22	100.00



Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 9. Respondents’ Perceptions of Chain of Command Support by Demographic Subgroups**



The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
- Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

Additional Resources:

Training materials and discussion guides that can be used in smaller groups are available at [www.sapr.mil](http://www.sapr.mil). Also, follow links on [sapr.mil](http://sapr.mil) to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

### Publicity of SAPR Information

*Publicity of SAPR Information* refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

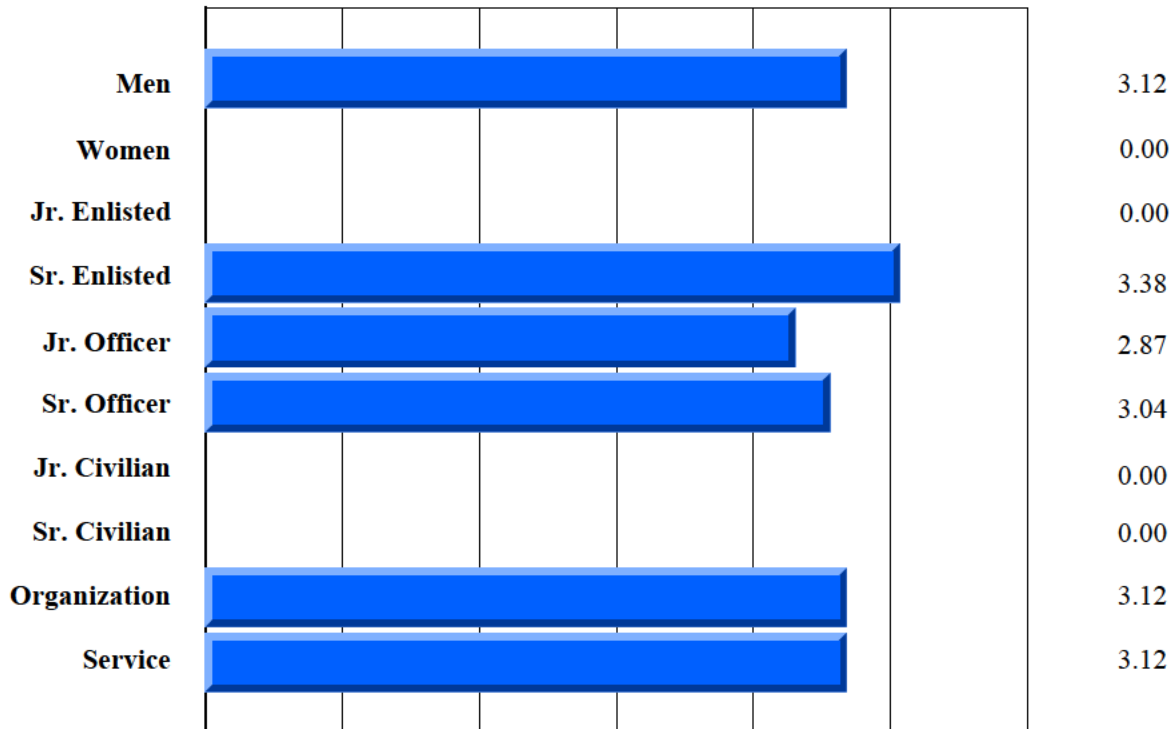
**Table 6. Respondents' Perceptions of Publicity of SAPR Information**

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service</b>	10	45.45	12	54.55	22	100.00
<b>Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)</b>	20	90.91	2	9.09	22	100.00
<b>Publicize the Restricted (confidential) Reporting option for sexual assault</b>	19	86.36	3	13.64	22	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the three publicity questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 10. Respondents’ Perceptions of Publicity of SAPR Information by Demographic Subgroups**



Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:
  - Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
  - Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
  - Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline ([www.safehelpline.org](http://www.safehelpline.org)) as an anonymous, free, and available worldwide 24 hours a day resource.
  - Disseminate policy letters against sexism, sexual harassment, and sexual assault.
  
- Publicize SAPR information in response to a sexual assault allegation made in your unit:
  - Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
  - Actively discourage rumors and speculation about the allegation.
  - Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
  - To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.
  - When all personnel are held appropriately accountable for their behavior, the unit climate of trust and safety is enhanced and personnel may feel safer coming forward with issues or incident reports. An example of a practice that promotes accountability includes: Publicizing the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations (Excerpted from the 2014-2016 DoD Sexual Assault Prevention Strategy, Section 5).

Additional Resources:

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit [www.sapr.mil](http://www.sapr.mil) for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting [www.sapr.mil](http://www.sapr.mil) and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit [www.safehelpline.org](http://www.safehelpline.org) for outreach materials.

Visit [www.deomi.org](http://www.deomi.org) for sexual assault awareness observance posters.

### Unit Reporting Climate

*Unit Reporting Climate* measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive *Unit Reporting Climate* behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

**Table 7. Respondents' Perceptions of Unit Reporting Climate**

If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	22	100.00	0	0.00	22	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	22	100.00	0	0.00	22	100.00
The chain of command would forward the report outside the unit to criminal investigators.	22	100.00	0	0.00	22	100.00
The chain of command would take steps to protect the safety of the person making the report.	22	100.00	0	0.00	22	100.00
The chain of command would support the person making the report.	22	100.00	0	0.00	22	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	22	100.00	0	0.00	22	100.00

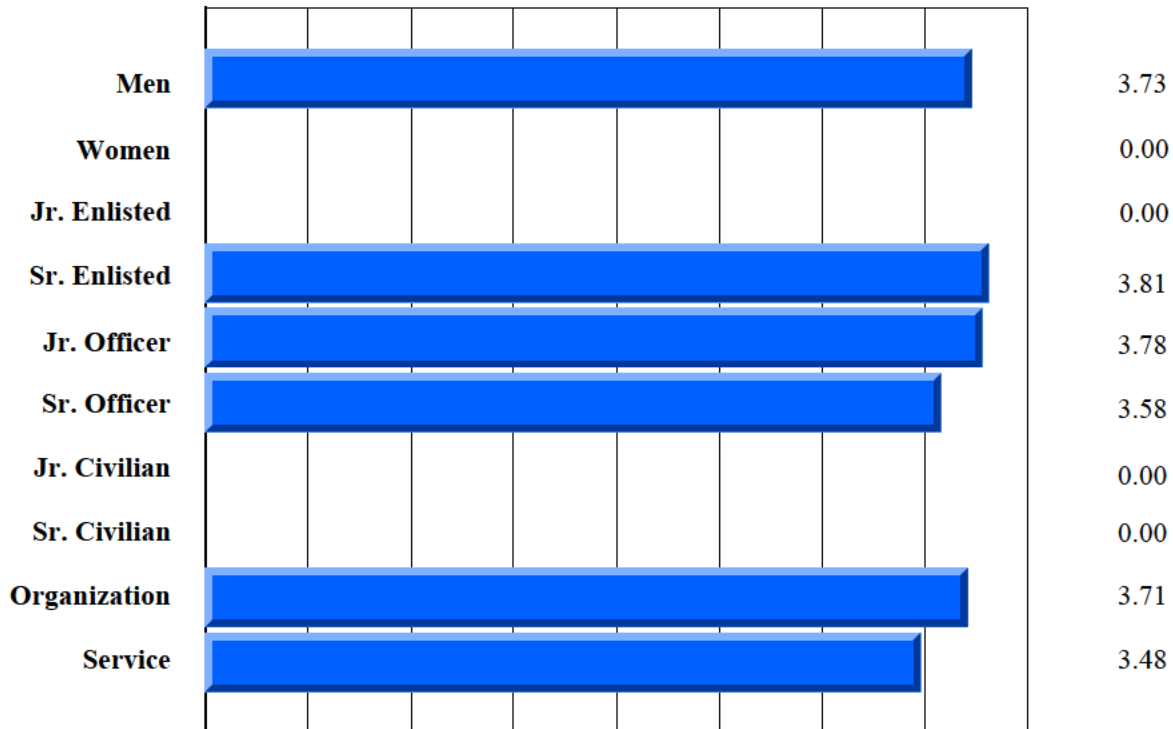


<b>Unit members would label the person making the report a troublemaker (*).</b>	19	86.36	3	13.64	22	100.00
<b>Unit members would support the person making the report.</b>	22	100.00	0	0.00	22	100.00
<b>The offender(s) or their associates would retaliate against the person making the report (*).</b>	17	77.27	5	22.73	22	100.00
<b>The career of the person making the report would suffer (*).</b>	18	81.82	4	18.18	22	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups**



The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:
  - Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.
  - Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.
- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:
  - All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
  - Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
  - Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

- o ~~Assess~~ those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.
- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

### Perceived Barriers to Reporting Sexual Assault

*Perceived Barriers to Reporting Sexual Assault* refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

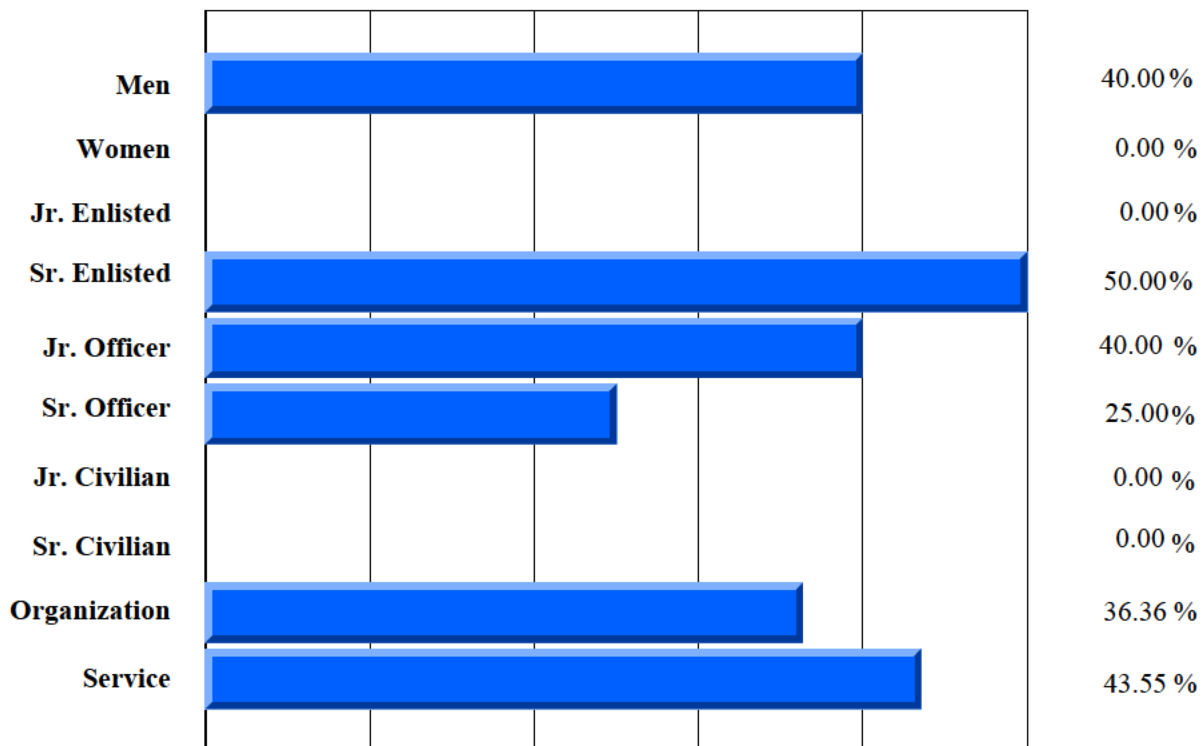
**Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault**

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	4	18.18	18	81.82	22	100.00
Loss of privacy/confidentiality.	9	40.91	13	59.09	22	100.00
Fear of professional retaliation for making the report.	6	27.27	16	72.73	22	100.00
Fear of social retaliation for making the report.	7	31.82	15	68.18	22	100.00
Lack of confidence in the military justice system.	4	18.18	18	81.82	22	100.00
Lack of confidence in the chain of command.	1	4.55	21	95.45	22	100.00
Takes too much time and effort to report.	2	9.09	20	90.91	22	100.00
Not knowing how to make a sexual assault report.	2	9.09	20	90.91	22	100.00
Another reason other than what is provided above.	2	9.09	20	90.91	22	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	8	36.36	14	63.64	22	100.00

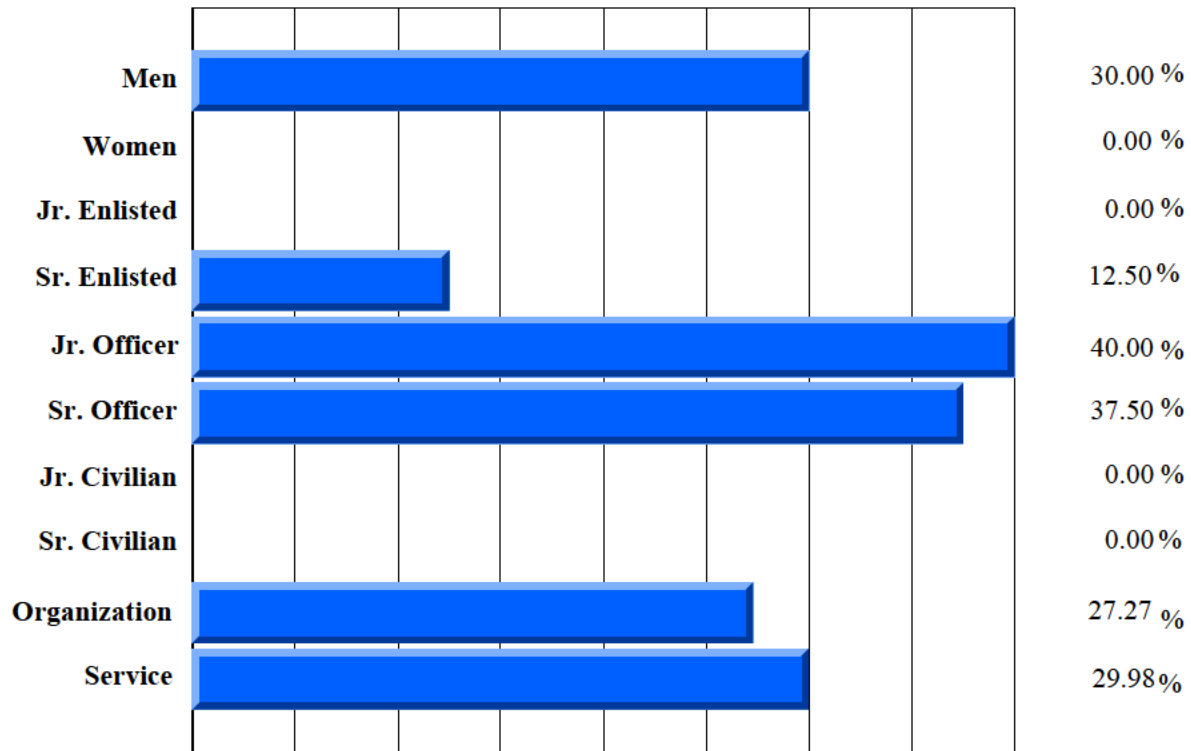
Analyzing Responses based on Demographic Subgroups:

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

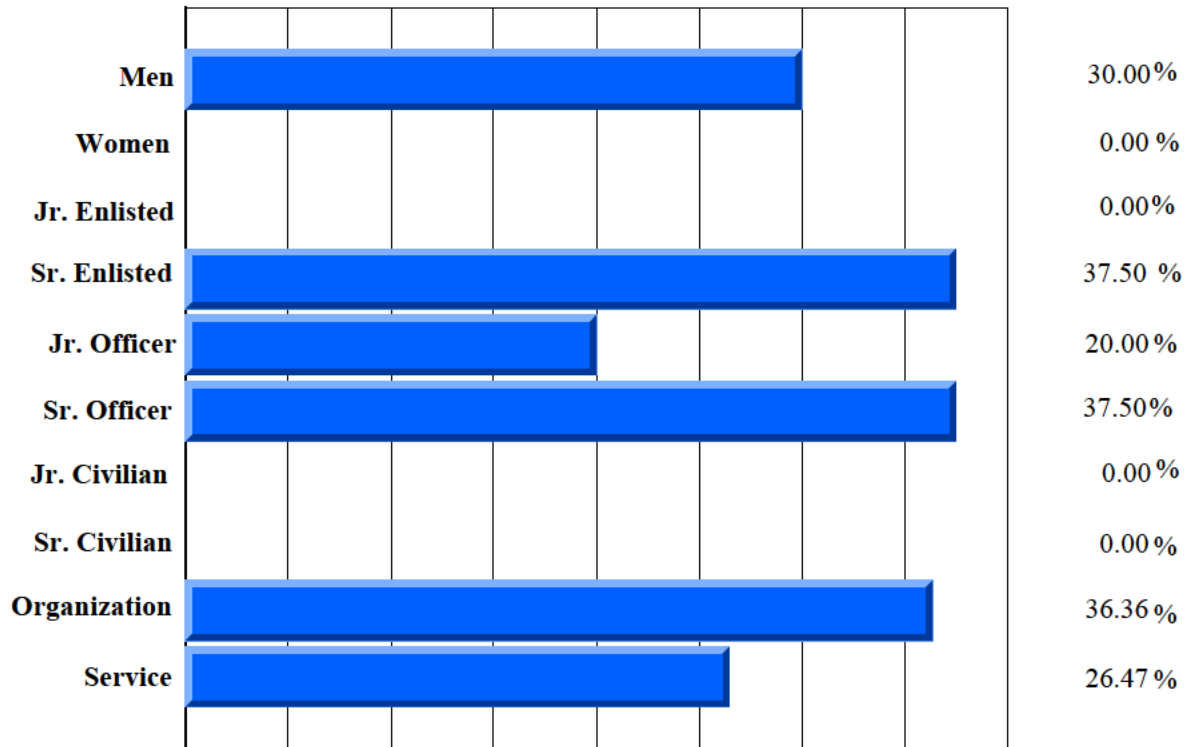
**Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups**



Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
- Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
- As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

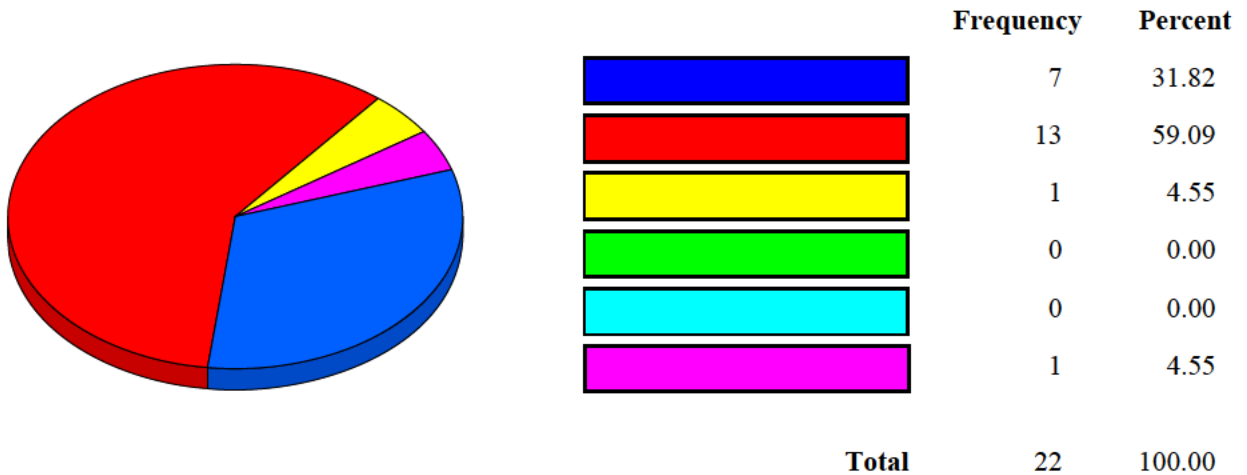


**Unit Prevention Climate (Bystander Intervention)**

*Unit Prevention Climate*, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

**Figure 15. Responses to Bystander Intervention *Action* Question**

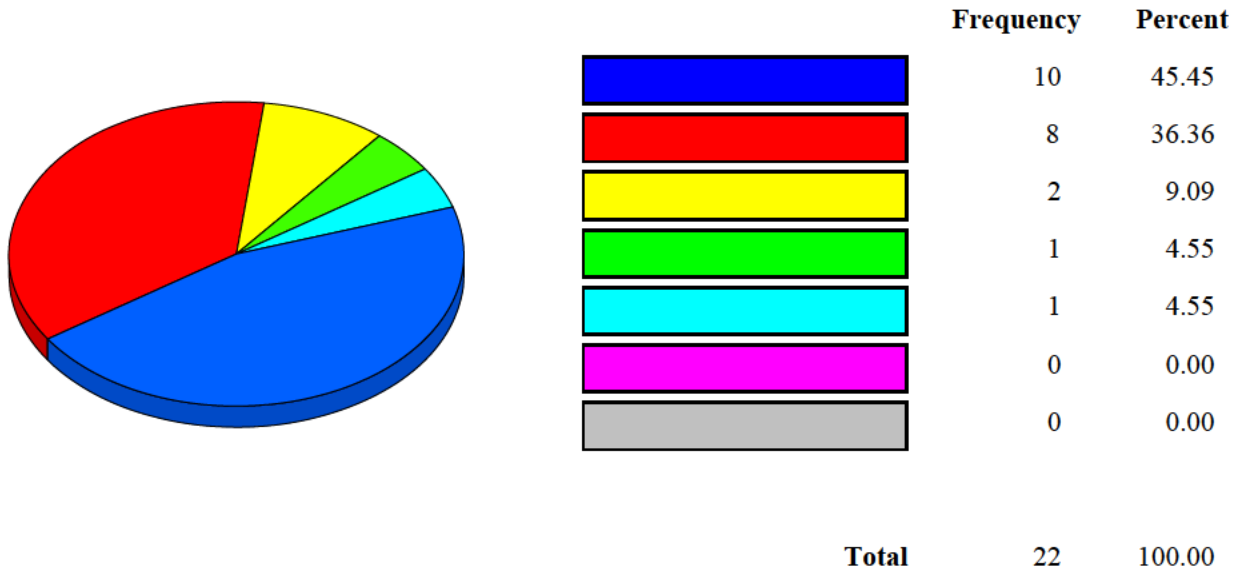
Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you most likely to do in this kind of situation?



- Confront the person.
- Tell the drink owner what you saw.
- Seek assistance from someone to help deal with the situation.
- Watch the situation to see if it escalates.
- Leave to avoid any kind of trouble.
- Nothing.

Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go to a bar with a group of people whom you just met. What is the earliest point at which you would intervene in the following escalating situation? (Select one)



A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.

The senior leader buys a second and third drink for the same person despite his/her repeated objections.

The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.

The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.

You see the senior leader quietly escorting the intoxicated person out of the bar.

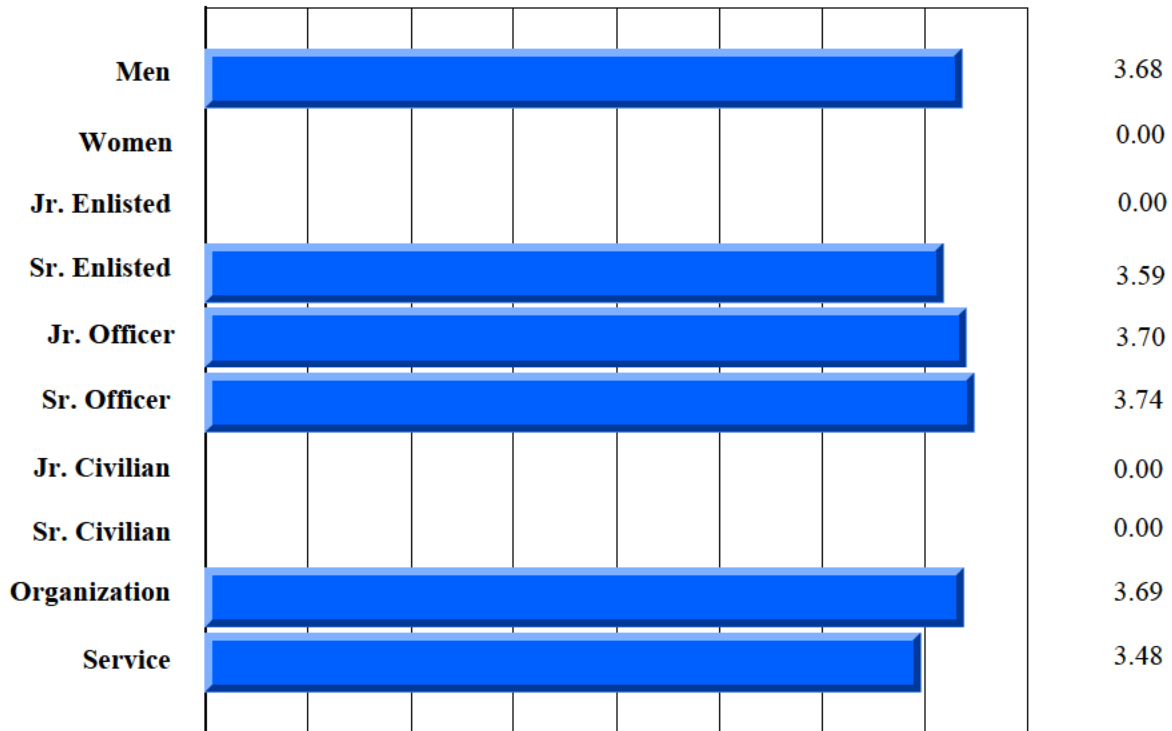
As they leave, the person resists the senior leader and says, "No."

In this scenario, I would not intervene at any point.

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 17. Unit Prevention Climate Index by Demographic Subgroups**

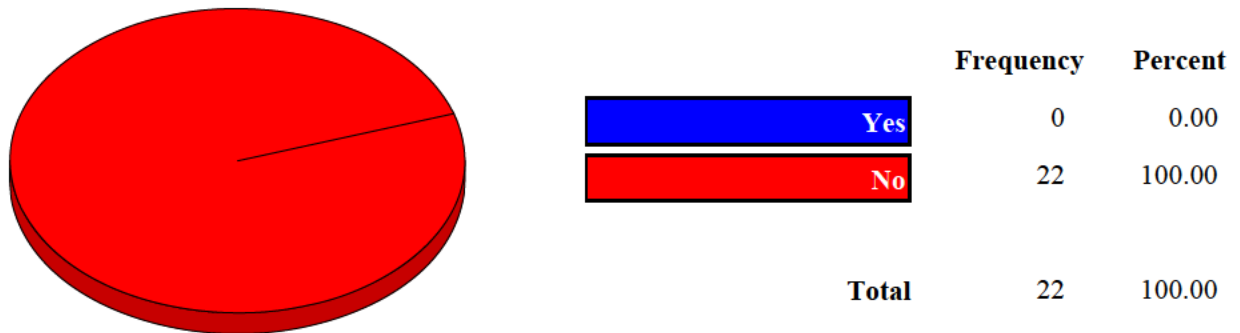


### Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

**Figure 18. Percentage of Respondents who Observed a High Risk Situation**









**In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.**


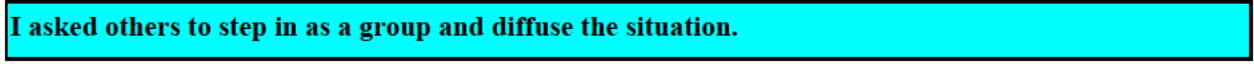


If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

Figure 19. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the response that most closely resembles your actions:

	Frequency	Percent
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
<b>Total</b>	0	100.00

-  I stepped in and separated the people involved in the situation.
-  I asked the person who appeared to be at risk if they needed help.
-  I confronted the person who appeared to be causing the situation.
-  I created a distraction to cause one or more of the people to disengage from the situation.
-  I asked others to step in as a group and diffuse the situation.
-  I told someone in a position of authority about the situation.
-  I considered intervening in the situation, but I could not safely take any action.
-  I decided to not take action.

Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by “practicing what you preach.” Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
  - **A**ssess for safety. Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
  - **B**e with others. If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
  - **C**are for the person. Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

#### Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for Active Bystander Training material.

### Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, “All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel (see footnote below table) can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and Military Police Officer” are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

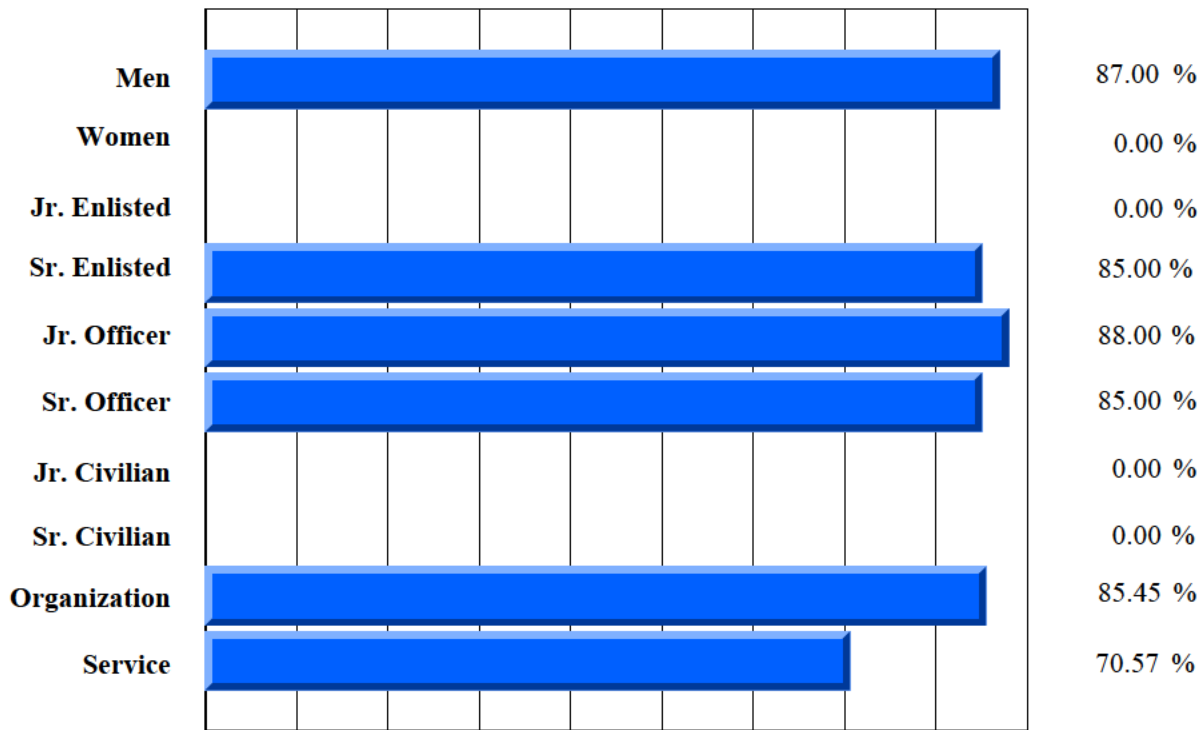
**Table 9. Respondents’ Restricted Reporting Knowledge**

Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Sexual Assault Response Coordinator</b>	20	90.91	2	9.09	22	100.00
<b>Victim Advocate</b>	19	86.36	3	13.64	22	100.00
<b>Military Service Healthcare Personnel</b>	19	86.36	3	13.64	22	100.00
<b>Anyone in my chain of command</b>	19	86.36	3	13.64	22	100.00
<b>Criminal investigator and Military Police Officer</b>	17	77.27	5	22.73	22	100.00

Footnote: Laws vary from state to state regarding the authority of Military Service Healthcare Personnel to receive Restricted Reports. Therefore, the response options for “Military Service Healthcare Personnel” reads “Yes, can take a Restricted Report (assuming state law permits)” and “No, cannot take a Restricted Report in any state.” Please check with your local Sexual Assault Response Coordinator for more information on local state laws to verify if sexual assault victims who seek medical care or sexual assault forensic exams can make a Restricted Report to health care providers.

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups**



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.



881 A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

#### Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for SAPR training material, webcasts, research, DoD regulations and policies, and more.

## V. CLIMATE FACTOR SUBGROUP COMPARISONS

## Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.75	3.55	3.06	3.50	16.67	3.50	86.67
Majority	3.77	3.53	3.18	3.77	46.15	3.75	83.08
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	3.77	3.51	3.12	3.74	40.00	3.68	87.00
Officer	3.65	3.38	2.97	3.65	30.77	3.72	86.15
Enlisted	3.94	3.71	3.33	3.80	44.44	3.63	84.44
Junior Enlisted	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Enlisted	4.00	3.70	3.38	3.81	50.00	3.59	85.00
Junior Officer	3.90	3.46	2.87	3.78	40.00	3.70	88.00
Senior Officer	3.50	3.34	3.04	3.57	25.00	3.74	85.00
Military	3.77	3.52	3.12	3.71	36.36	3.69	85.45
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service’s average for that factor; *Near Service Average*: similar to those of your Service’s average; *Below Service Average* appreciably lower than your Service’s average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority	2.94	2.78	3.08	3.21	3.17	3.38	3.10	2.88	3.28	2.56
Majority	2.97	2.82	2.73	2.90	2.60	3.13	2.80	2.79	3.23	2.67
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	2.92	2.77	2.79	2.96	2.70	3.13	2.83	2.75	3.17	2.65
Officer	2.74	2.59	2.62	2.79	2.54	3.04	2.69	2.56	3.05	2.54
Enlisted	3.15	3.04	3.11	3.31	3.08	3.33	3.09	3.08	3.37	2.67
Junior Enlisted	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Enlisted	3.21	3.04	3.09	3.28	2.97	3.25	3.03	3.03	3.29	2.75
Junior Officer	2.67	2.67	2.70	2.95	2.65	3.05	2.72	2.65	3.20	2.73
Senior Officer	2.79	2.54	2.56	2.69	2.47	3.03	2.68	2.50	2.96	2.42
Military	2.91	2.77	2.82	3.00	2.76	3.16	2.85	2.77	3.18	2.59
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average
Blue = Near Service Average
Green = Above Service Average

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service’s average for that factor; *Near Service Average*: similar to those of your Service’s average; *Below Service Average* appreciably lower than your Service’s average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

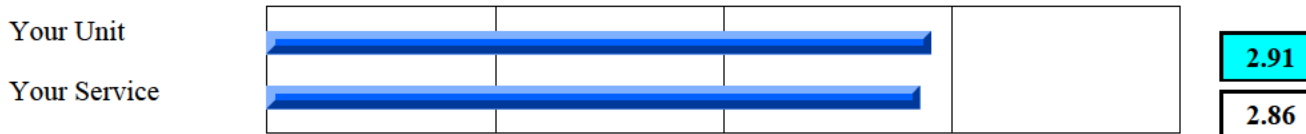
	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demean Behavior	Hazing Behavior
Minority	3.50	3.50	3.44	3.50	0.00	3.39	0.00	3.33	3.28	3.44
Majority	3.26	3.38	3.33	3.38	0.00	3.38	0.00	3.36	3.33	3.54
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	3.22	3.40	3.35	3.33	0.00	3.37	0.00	3.28	3.27	3.45
Officer	3.10	3.28	3.15	3.21	0.00	3.31	0.00	3.21	3.21	3.54
Enlisted	3.37	3.59	3.52	3.56	0.00	3.48	0.00	3.41	3.41	3.44
Junior Enlisted	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Enlisted	3.29	3.54	3.46	3.50	0.00	3.42	0.00	3.33	3.33	3.38
Junior Officer	2.80	3.33	3.27	2.93	0.00	3.47	0.00	3.13	3.20	3.80
Senior Officer	3.29	3.25	3.08	3.38	0.00	3.21	0.00	3.25	3.21	3.37
Military	3.21	3.41	3.30	3.35	0.00	3.38	0.00	3.29	3.29	3.50
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average
Blue = Near Service Average
Green = Above Service Average

## VI. OVERALL UNIT SUMMARY

The figures below compare your organization’s average for each climate factor against your Service’s average. The box to the right of each figure containing your organization’s average will be color-coded blue, red, or green. Blue indicates your organization’s average falls within the Range of “Near Service Average” values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

### Organizational Commitment



Range of “Near Service” Average = 2.64 - 3.08

### Trust in Leadership



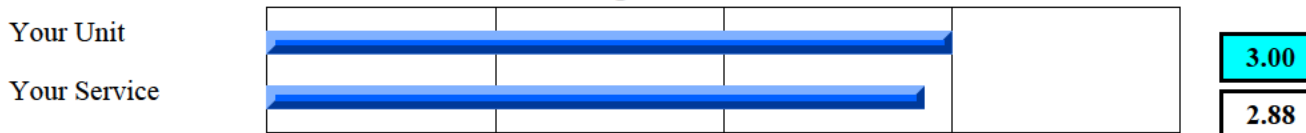
Range of “Near Service” Average = 2.58 - 3.01

### Organizational Performance



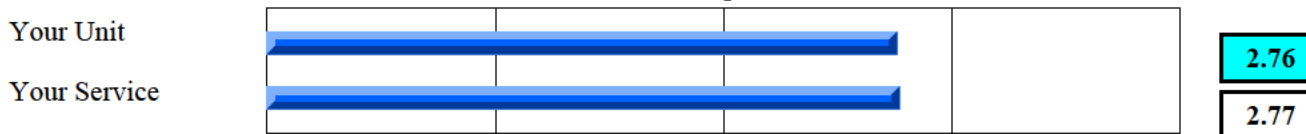
Range of “Near Service” Average = 2.64 - 3.01

### Organizational Cohesion



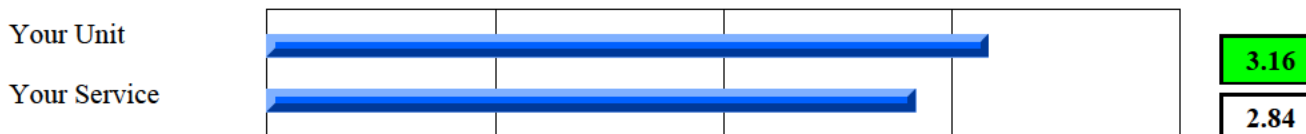
Range of “Near Service” Average = 2.71 - 3.07

### Leadership Cohesion



Range of “Near Service” Average = 2.57 - 2.98

### Job Satisfaction



Range of “Near Service” Average = 2.63 - 3.07

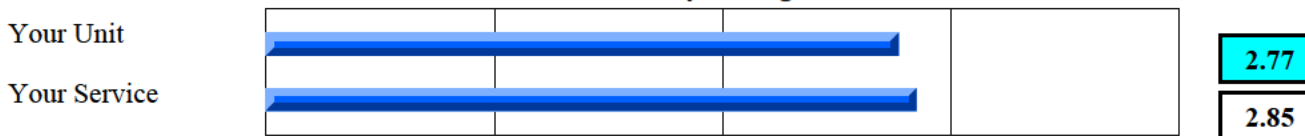
<b>Red = Below Service Average</b>	<b>Blue = Near Service Average</b>	<b>Green = Above Service Average</b>
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**Organizational Processes**



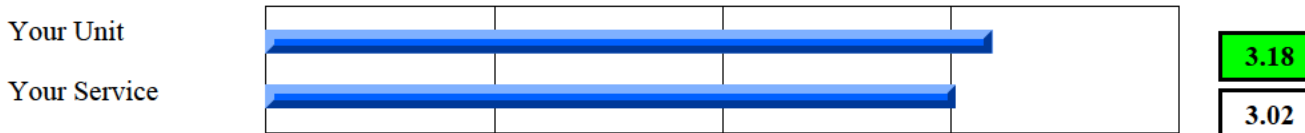
Range of "Near Service" Average = 2.65 - 3.00

**Diversity Management**



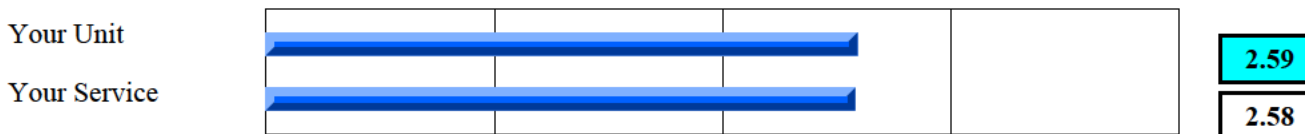
Range of "Near Service" Average = 2.69 - 3.02

**Help Seeking Behaviors**



Range of "Near Service" Average = 2.91 - 3.14

**Exhaustion**



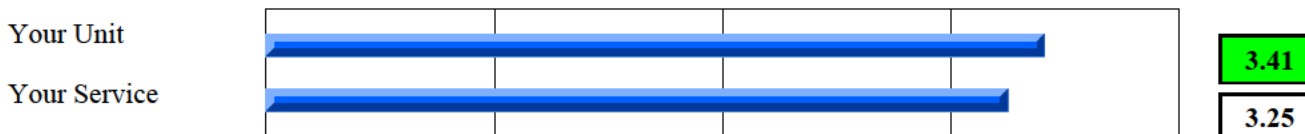
Range of "Near Service" Average = 2.37 - 2.80

**Sexist Behaviors**



Range of "Near Service" Average = 2.95 - 3.30

**Sexual Harassment**



Range of "Near Service" Average = 3.13 - 3.38

**Sex Discrimination**



Range of "Near Service" Average = 3.04 - 3.34

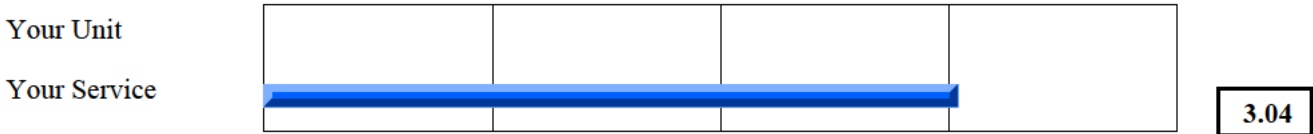
**Red = Below Service Average      Blue = Near Service Average      Green = Above Service Average**

**Racist Behaviors**



Range of "Near Service" Average = 3.01 - 3.36

**Disability Discrimination**



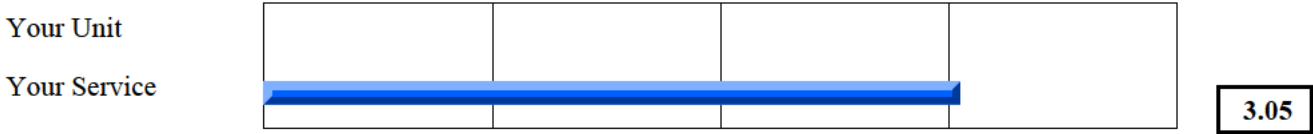
Range of "Near Service" Average = 2.93 - 3.27

**Racial Discrimination**



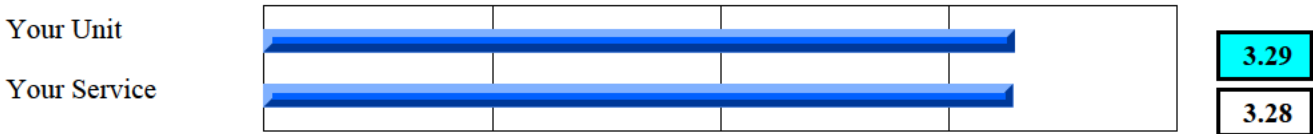
Range of "Near Service" Average = 3.07 - 3.36

**Age Discrimination**



Range of "Near Service" Average = 2.93 - 3.27

**Religious Discrimination**



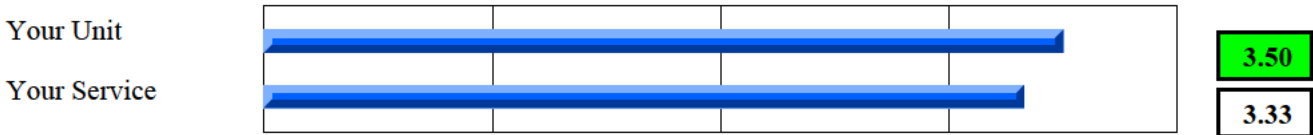
Range of "Near Service" Average = 3.16 - 3.39

**Demeaning Behaviors**



Range of "Near Service" Average = 2.82 - 3.19

**Hazing Behaviors**



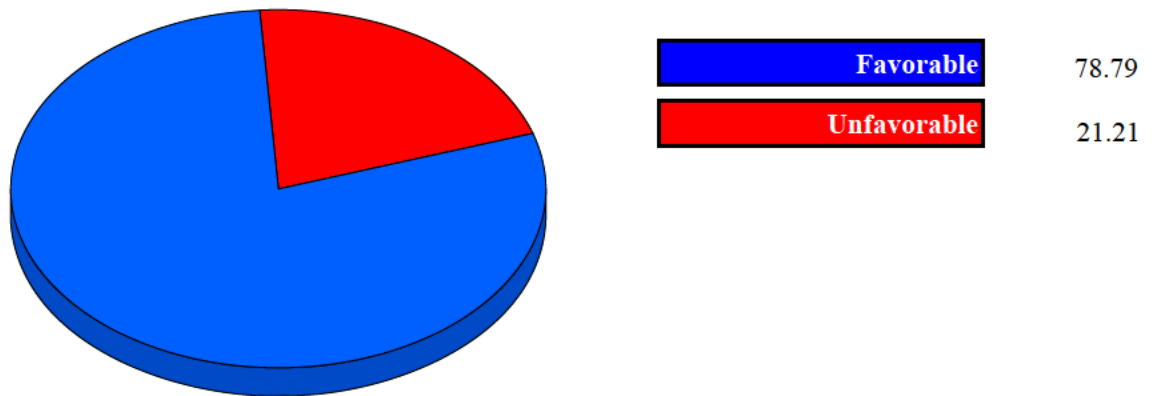
Range of "Near Service" Average = 3.15 - 3.49

**Red = Below Service Average      Blue = Near Service Average      Green = Above Service Average**

## VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

### Organizational Commitment

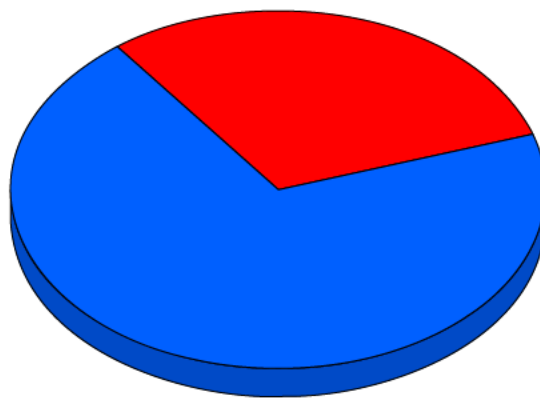
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	20	90.91	2	9.09	22	100.00
I feel a strong sense of belonging to this organization.	16	72.73	6	27.27	22	100.00
I am proud to tell others that I belong to this organization.	16	72.73	6	27.27	22	100.00
<b>Overall Average</b>	52	78.79	14	21.21	66	100.00





## Trust in Leadership

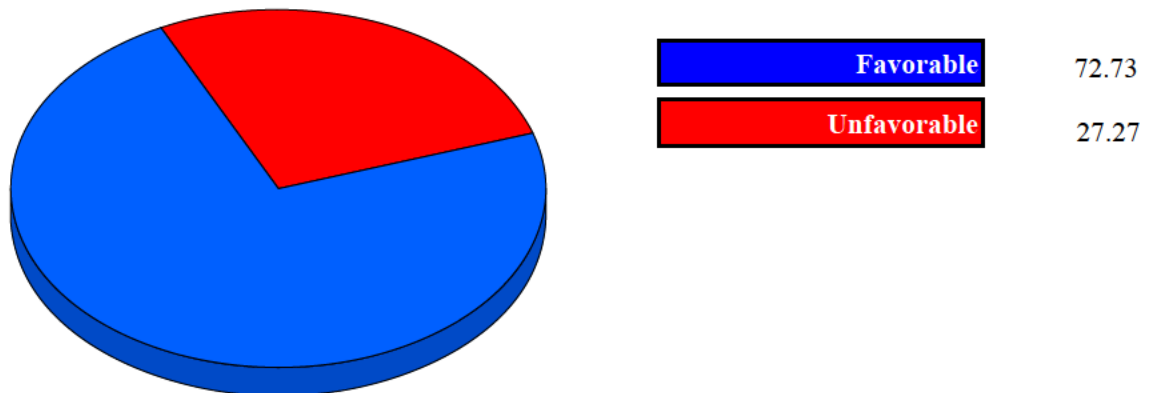
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	17	77.27	5	22.73	22	100.00
I trust that my organization's leadership will represent my best interests.	13	59.09	9	40.91	22	100.00
I trust that my organization's leadership will support my career advancement.	16	72.73	6	27.27	22	100.00
<b>Overall Average</b>	<b>46</b>	<b>69.70</b>	<b>20</b>	<b>30.30</b>	<b>66</b>	<b>100.00</b>



<b>Favorable</b>	69.70
<b>Unfavorable</b>	30.30

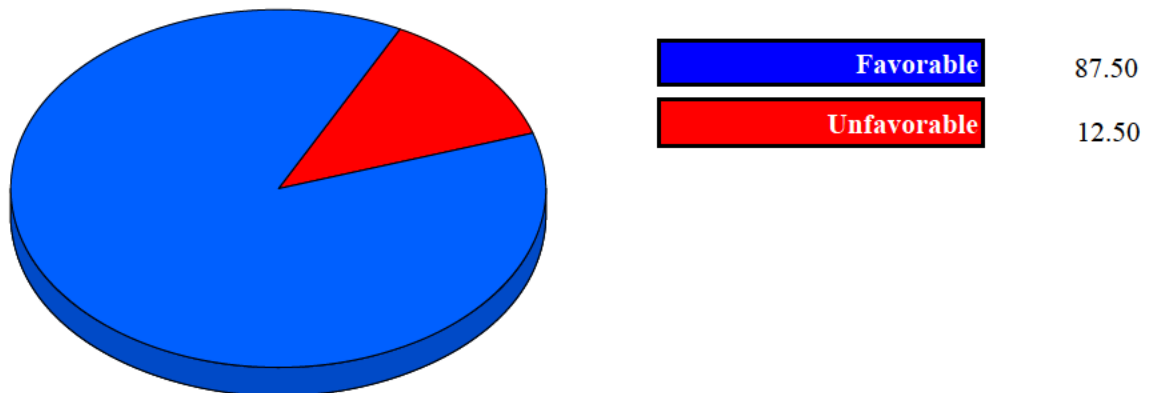
## Organizational Performance

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	16	72.73	6	27.27	22	100.00
My organization's performance, compared to similar organizations, is high.	15	68.18	7	31.82	22	100.00
My organization makes good use of available resources to accomplish its mission.	18	81.82	4	18.18	22	100.00
All members of my organization make valuable contributions to completing tasks.	15	68.18	7	31.82	22	100.00
<b>Overall</b>	<b>64</b>	<b>72.73</b>	<b>24</b>	<b>27.27</b>	<b>88</b>	<b>100.00</b>



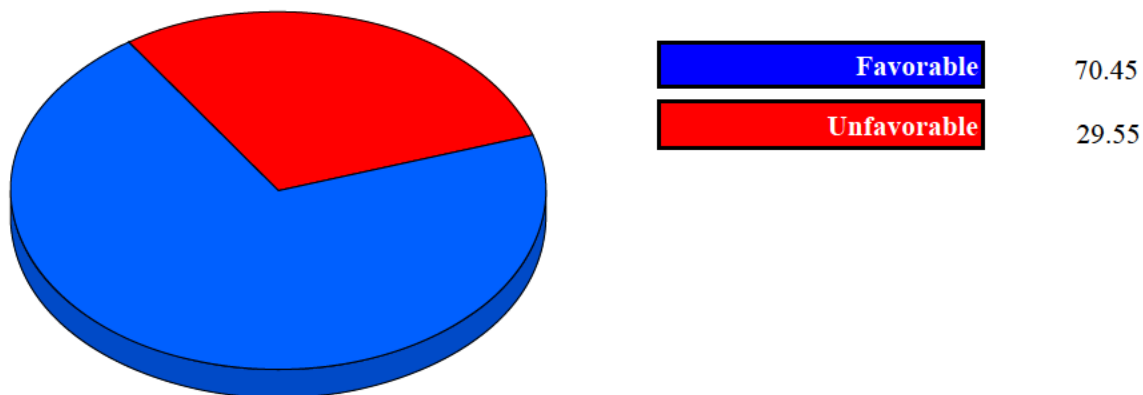
## Organizational Cohesion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	19	86.36	3	13.64	22	100.00
Members support each other to get the job done.	19	86.36	3	13.64	22	100.00
Members work well together as a team.	19	86.36	3	13.64	22	100.00
Members look out for each other's welfare.	20	90.91	2	9.09	22	100.00
<b>Overall</b>	<b>77</b>	<b>87.50</b>	<b>11</b>	<b>12.50</b>	<b>88</b>	<b>100.00</b>



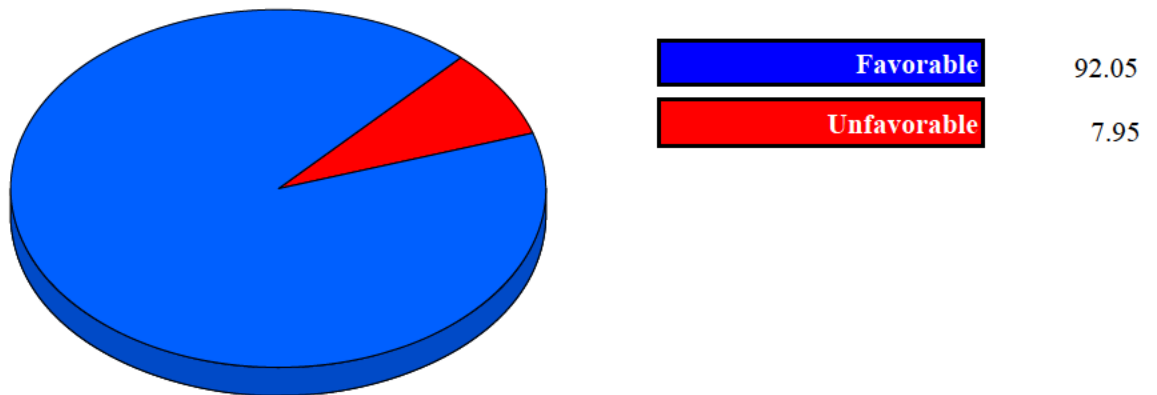
## Leadership Cohesion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	17	77.27	5	22.73	22	100.00
Leaders in my organization communicate well with each other.	13	59.09	9	40.91	22	100.00
Leaders in my organization support each other to get the job done.	19	86.36	3	13.64	22	100.00
Leaders in my organization are consistent in enforcing policies.	13	59.09	9	40.91	22	100.00
<b>Overall</b>	<b>62</b>	<b>70.45</b>	<b>26</b>	<b>29.55</b>	<b>88</b>	<b>100.00</b>



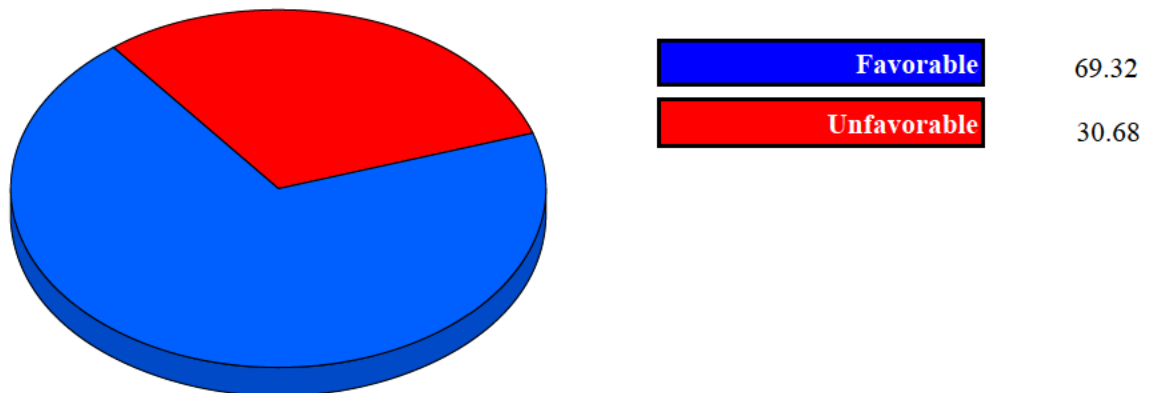
**Job Satisfaction**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	21	95.45	1	4.55	22	100.00
Most days I am enthusiastic about my work.	20	90.91	2	9.09	22	100.00
I feel satisfied with my present job.	20	90.91	2	9.09	22	100.00
I find real enjoyment in my work.	20	90.91	2	9.09	22	100.00
<b>Overall</b>	<b>81</b>	<b>92.05</b>	<b>7</b>	<b>7.95</b>	<b>88</b>	<b>100.00</b>



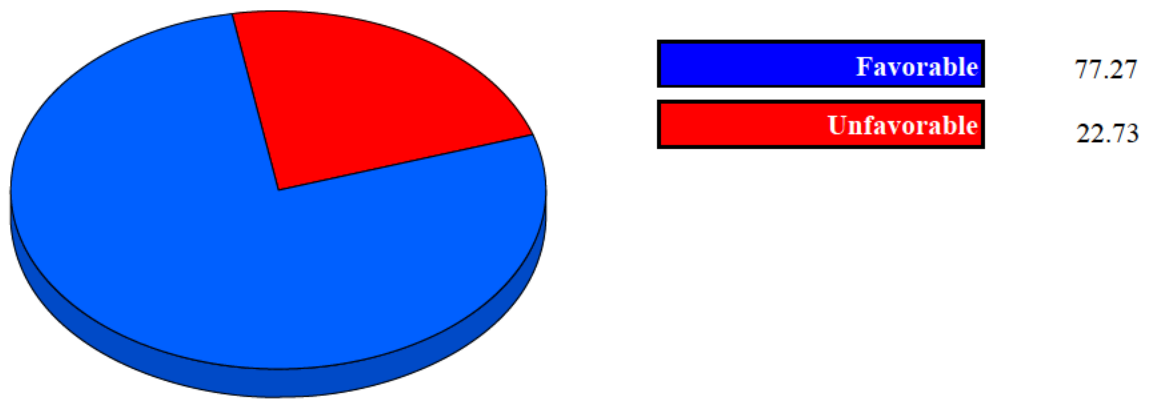
Diversity Management

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	19	86.36	3	13.64	22	100.00
Members have access to a mentoring program.	10	45.45	12	54.55	22	100.00
Members' skills and other attributes are taken into account when assigning tasks.	16	72.73	6	27.27	22	100.00
Efforts are made to make everyone feel like part of the team.	16	72.73	6	27.27	22	100.00
<b>Overall</b>	<b>61</b>	<b>69.32</b>	<b>27</b>	<b>30.68</b>	<b>88</b>	<b>100.00</b>

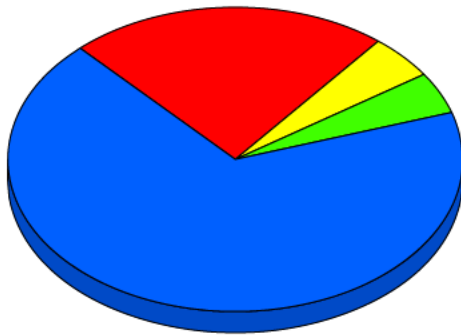








Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	17	77.27	5	22.73	22	100.00
Programs are in place to address members' concerns.	18	81.82	4	18.18	22	100.00
Decisions are made after reviewing relevant information.	18	81.82	4	18.18	22	100.00
Relevant job information is shared among members.	16	72.73	6	27.27	22	100.00
Personnel are accountable for their behavior.	16	72.73	6	27.27	22	100.00
<b>Overall</b>	<b>85</b>	<b>77.27</b>	<b>25</b>	<b>22.73</b>	<b>110</b>	<b>100.00</b>



What best describes your career intentions?



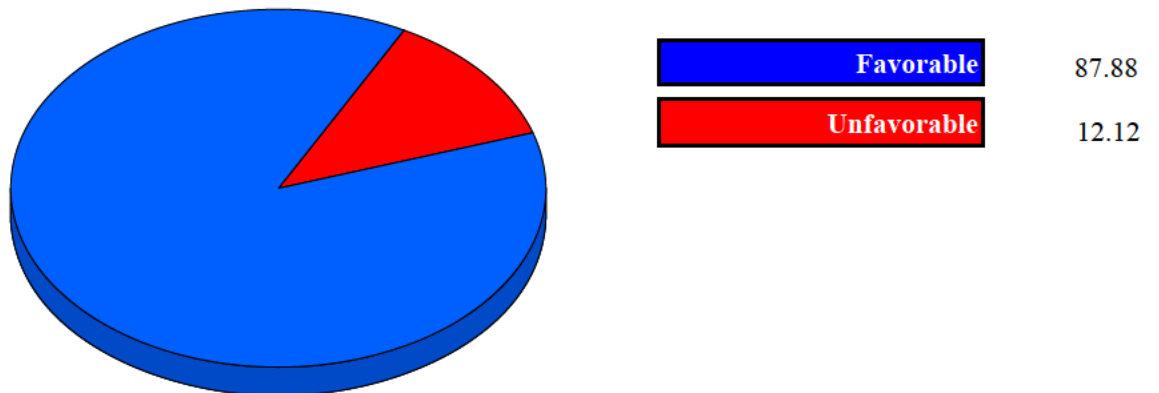
	Frequency	Percent
	15	68.18
	5	22.73
	1	4.55
	1	4.55
	0	0.00
	0	0.00
<b>Total</b>	<b>22</b>	<b>100.00</b>





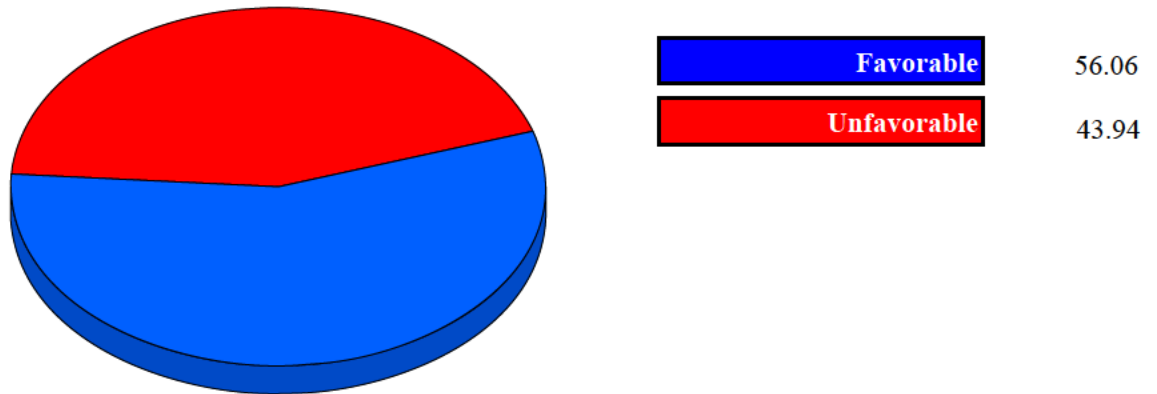
Help Seeking Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	19	86.36	3	13.64	22	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	21	95.45	1	4.55	22	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	18	81.82	4	18.18	22	100.00
<b>Overall</b>	<b>58</b>	<b>87.88</b>	<b>8</b>	<b>12.12</b>	<b>66</b>	<b>100.00</b>



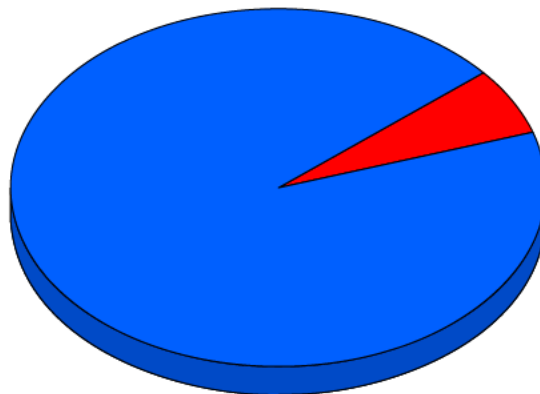
**Exhaustion**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	11	50.00	11	50.00	22	100.00
I feel physically worn out.	12	54.55	10	45.45	22	100.00
I feel emotionally worn out.	14	63.64	8	36.36	22	100.00
<b>Overall</b>	<b>37</b>	<b>56.06</b>	<b>29</b>	<b>43.94</b>	<b>66</b>	<b>100.00</b>



## Hazing Behaviors

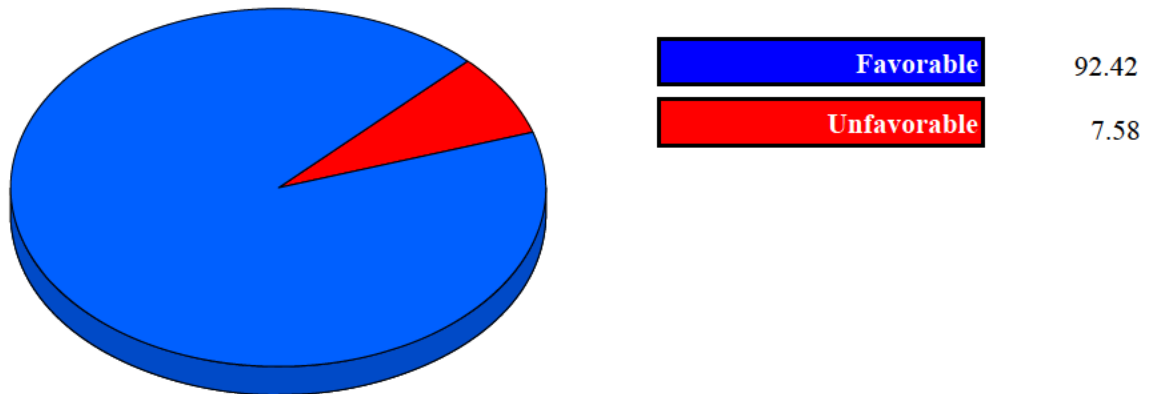
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	20	90.91	2	9.09	22	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	21	95.45	1	4.55	22	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	21	95.45	1	4.55	22	100.00
<b>Overall Average</b>	<b>62</b>	<b>93.94</b>	<b>4</b>	<b>6.06</b>	<b>66</b>	<b>100.00</b>



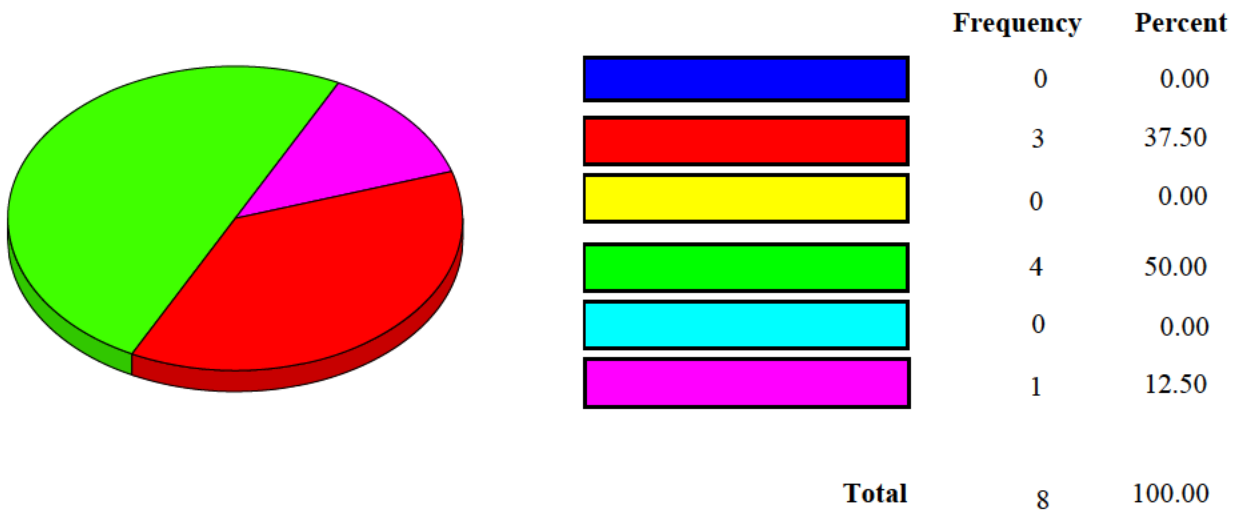
Favorable	93.94
Unfavorable	6.06

**Demeaning Behaviors**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	20	90.91	2	9.09	22	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	20	90.91	2	9.09	22	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	21	95.45	1	4.55	22	100.00
<b>Overall</b>	<b>61</b>	<b>92.42</b>	<b>5</b>	<b>7.58</b>	<b>66</b>	<b>100.00</b>

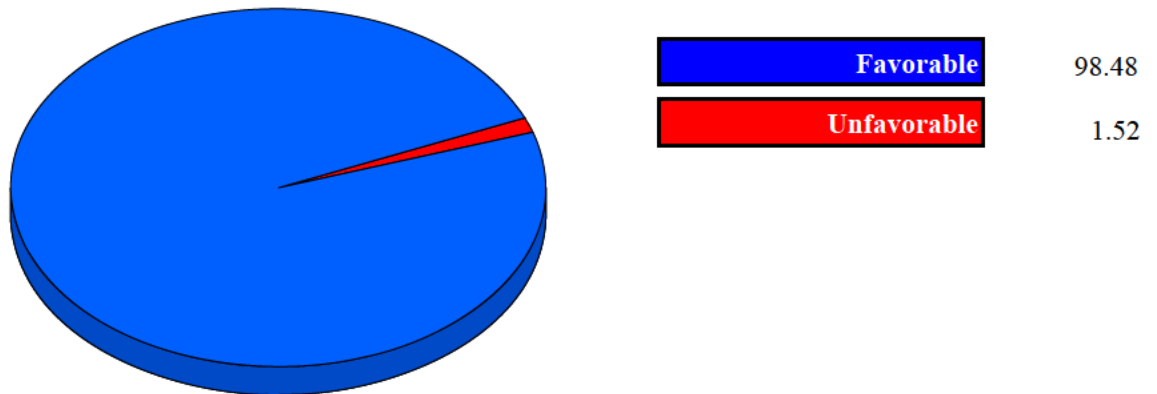


In what way or ways do you perceive favoritism is being displayed?



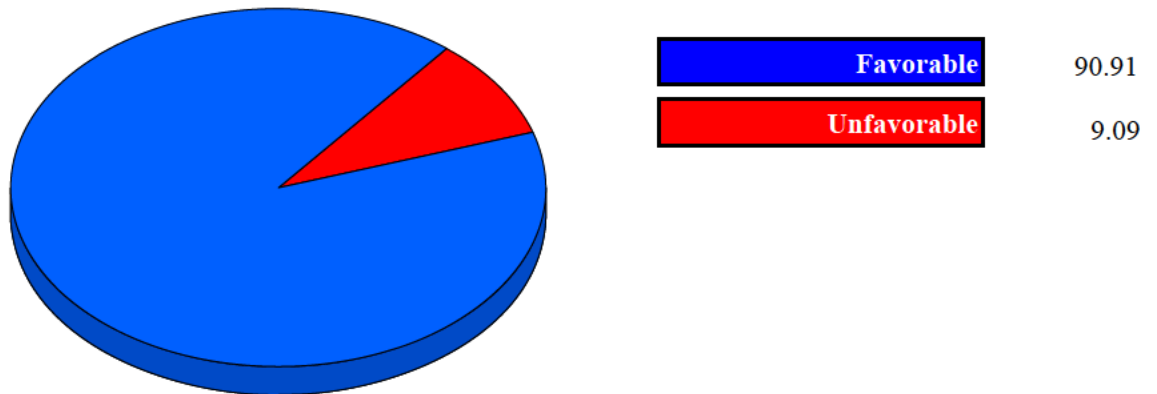
Racial Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	21	95.45	1	4.55	22	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	22	100.00	0	0.00	22	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	22	100.00	0	0.00	22	100.00
<b>Overall</b>	<b>65</b>	<b>98.48</b>	<b>1</b>	<b>1.52</b>	<b>66</b>	<b>100.00</b>



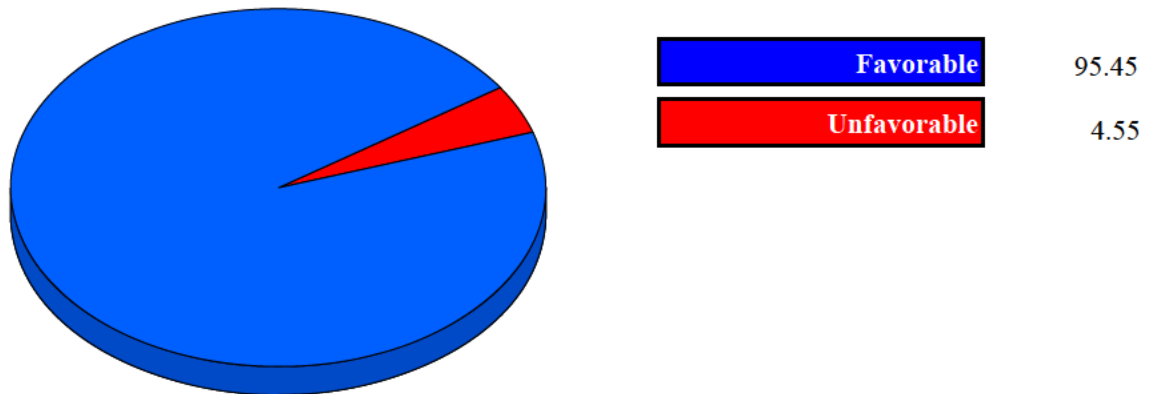
Sex Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	20	90.91	2	9.09	22	100.00
Qualified members of both genders can expect similar job assignments.	20	90.91	2	9.09	22	100.00
Qualified members of both genders can expect the same training opportunities.	20	90.91	2	9.09	22	100.00
<b>Overall</b>	<b>60</b>	<b>90.91</b>	<b>6</b>	<b>9.09</b>	<b>66</b>	<b>100.00</b>



**Religious Discrimination**

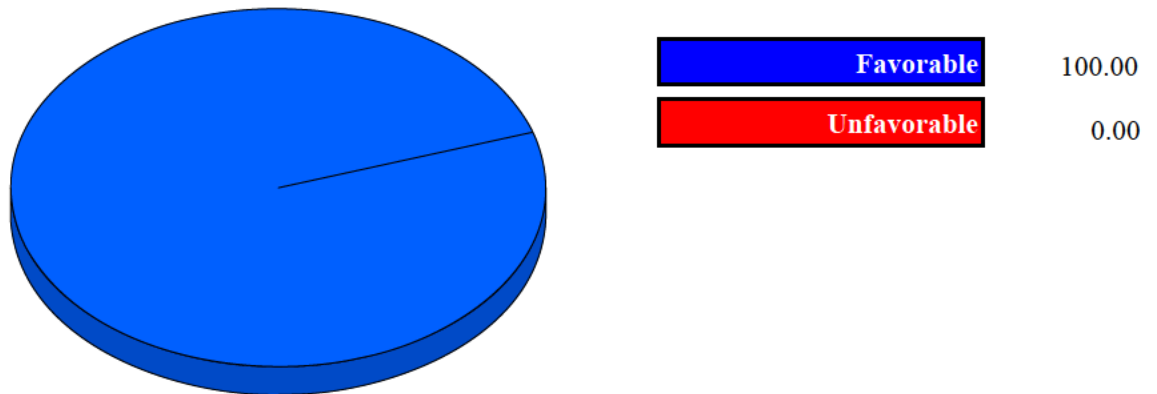
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	21	95.45	1	4.55	22	100.00
Leaders do not publicly endorse a particular religion.	20	90.91	2	9.09	22	100.00
Qualified personnel of all religions can expect the same training opportunities.	22	100.00	0	0.00	22	100.00
<b>Overall</b>	<b>63</b>	<b>95.45</b>	<b>3</b>	<b>4.55</b>	<b>66</b>	<b>100.00</b>





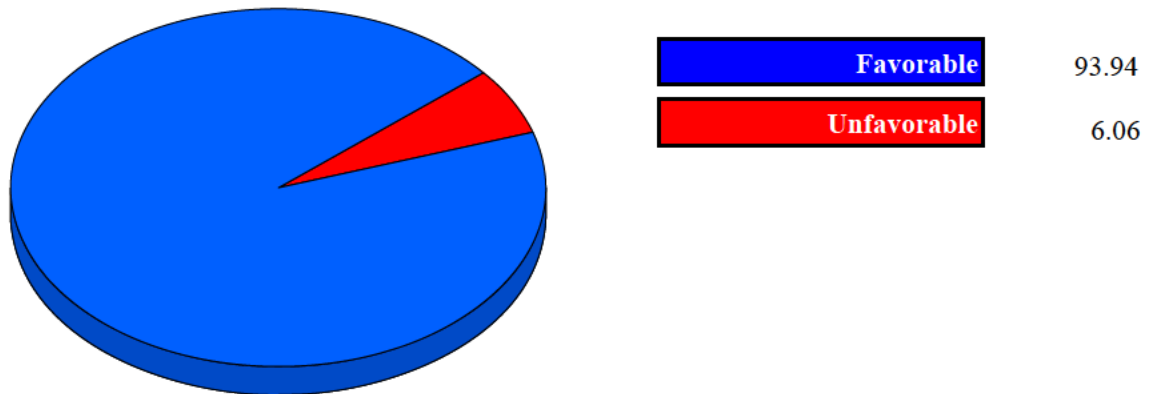
Sexual Harassment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	22	100.00	0	0.00	22	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	22	100.00	0	0.00	22	100.00
Sexual harassment does not occur in my work area.	22	100.00	0	0.00	22	100.00
<b>Overall</b>	<b>66</b>	<b>100.00</b>	<b>0</b>	<b>0.00</b>	<b>66</b>	<b>100.00</b>



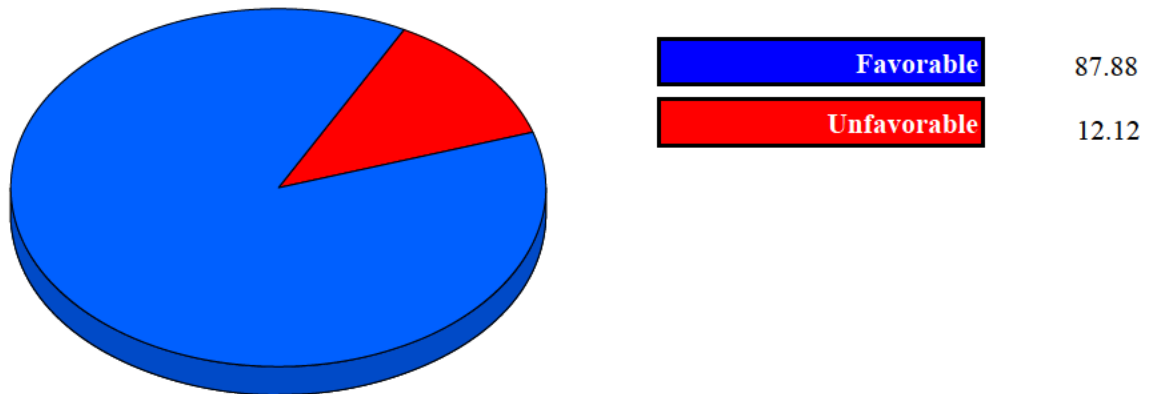
**Racist Behaviors**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	21	95.45	1	4.55	22	100.00
Racial slurs are not used in my work area.	21	95.45	1	4.55	22	100.00
Racial jokes are not used in my work area.	20	90.91	2	9.09	22	100.00
<b>Overall</b>	<b>62</b>	<b>93.94</b>	<b>4</b>	<b>6.06</b>	<b>66</b>	<b>100.00</b>



**Sexist Behaviors**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	19	86.36	3	13.64	22	100.00
Sexist jokes are not used in my work area.	21	95.45	1	4.55	22	100.00
Sexist comments are not used in my work area.	18	81.82	4	18.18	22	100.00
<b>Overall</b>	<b>58</b>	<b>87.88</b>	<b>8</b>	<b>12.12</b>	<b>66</b>	<b>100.00</b>



Age Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
<b>Overall</b>	0	0.00	0	0.00	0	100.00

<b>Favorable</b>	0.00
<b>Unfavorable</b>	0.00

Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

<b>Favorable</b>	0.00
<b>Unfavorable</b>	0.00

## VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

### Above Average/Average

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Below Average

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

We trust ~~914~~ these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

## **ASSESSMENT TO SOLUTIONS**

The Assessment to Solutions area of deomi.org is designed to support leaders and equal opportunity professionals by providing tools and products designed to address the mission-impacting issues identified during the climate assessment process. Assessment to Solutions has products and training material to help organizations overcome negative perceptions; these can also aid in the development of an action plan. The Assessment to Solutions area is broken down into the main assessment areas of the DEOCS, which are EO/EEO/Fair treatment, Organizational Effectiveness and Sexual Assault Prevention and Response. Each area is further broken down by the factors included in these main areas of the Climate Assessment, and a host of products are provided to assist in overcoming negative perceptions at an organization.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<http://www.deomi.org/DRN/AssessToSolutions/index.html>**

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

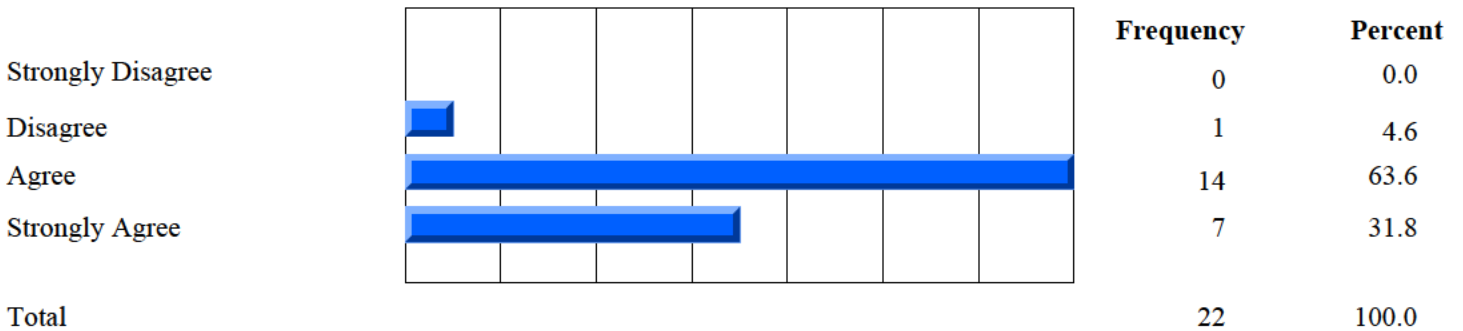
DSN: 854-2675/3260/4217

support@deocs.net

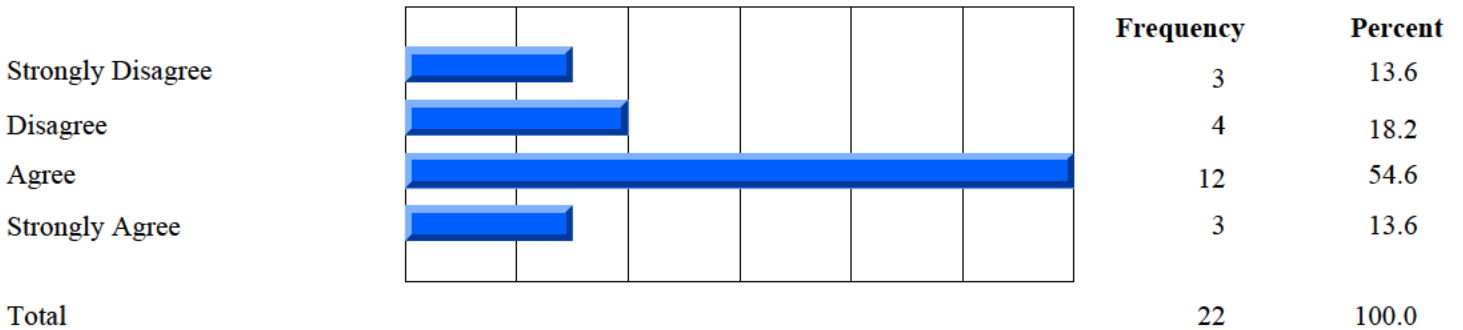
**Appendix A: Your Locally Developed Questions**

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

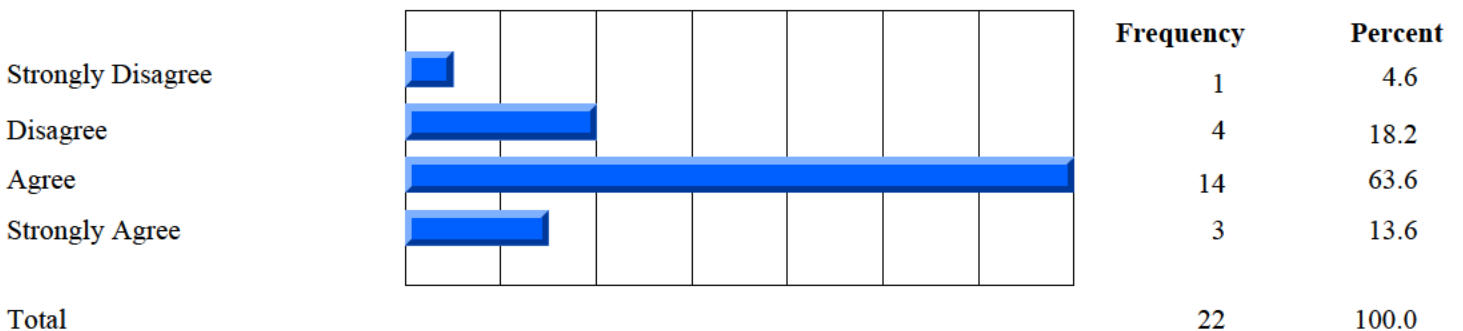
**1. I am treated with dignity and respect in this command.**



**2. Communication flows freely from senior leadership to all levels of the organization.**



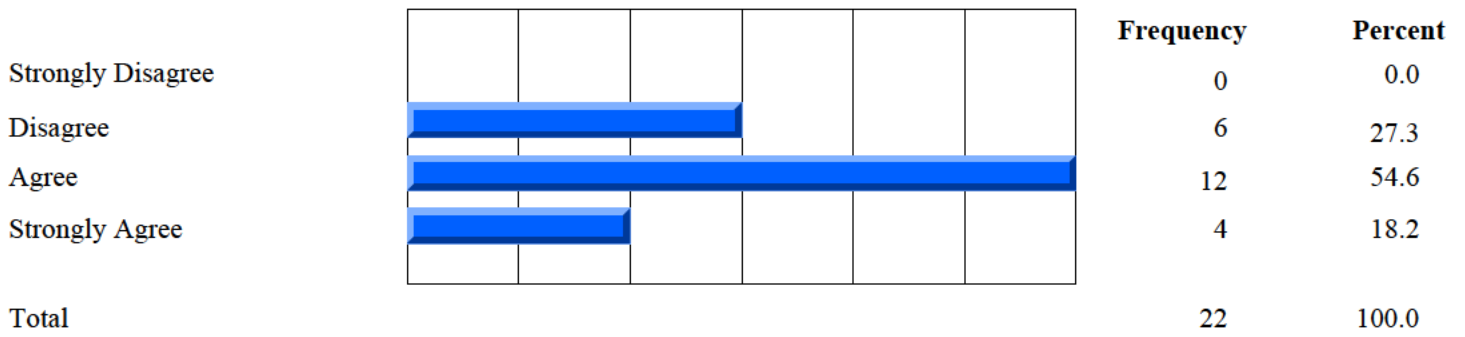
**3. I believe this unit works as a team.**



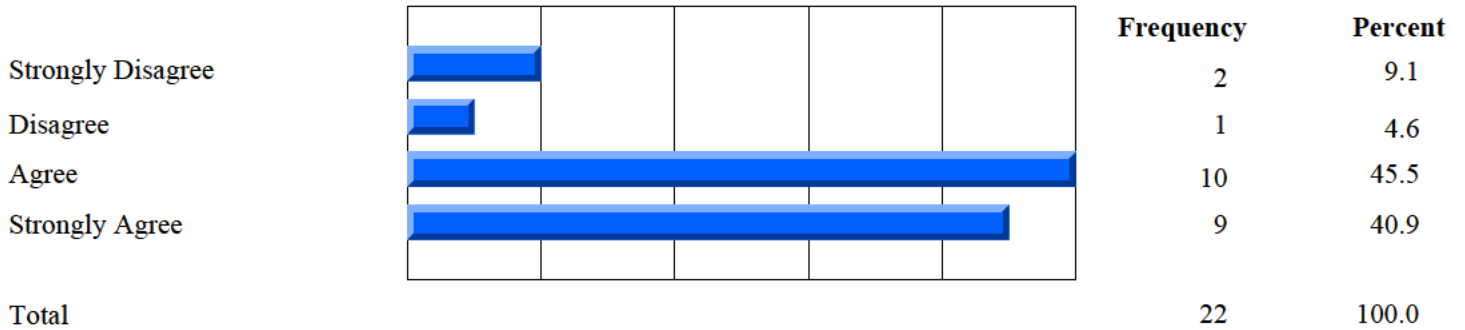


4. **The current level of morale in my command is high.**

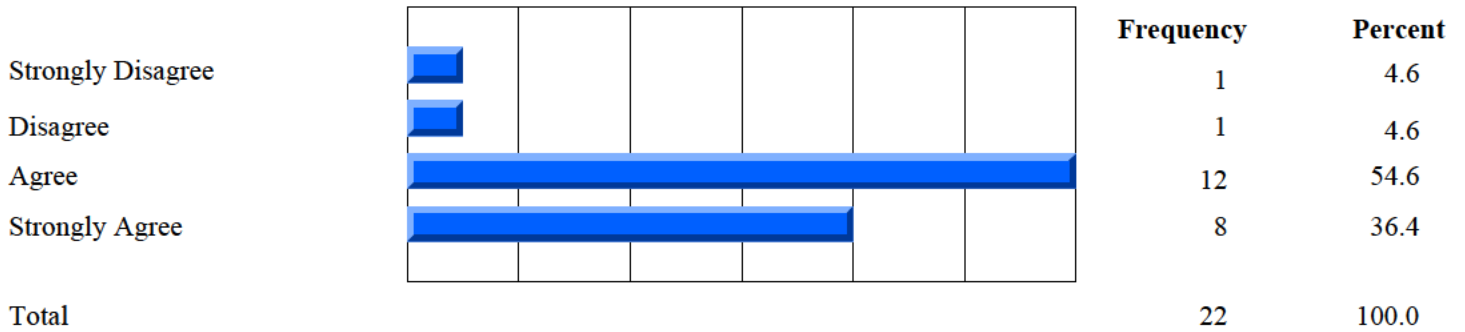
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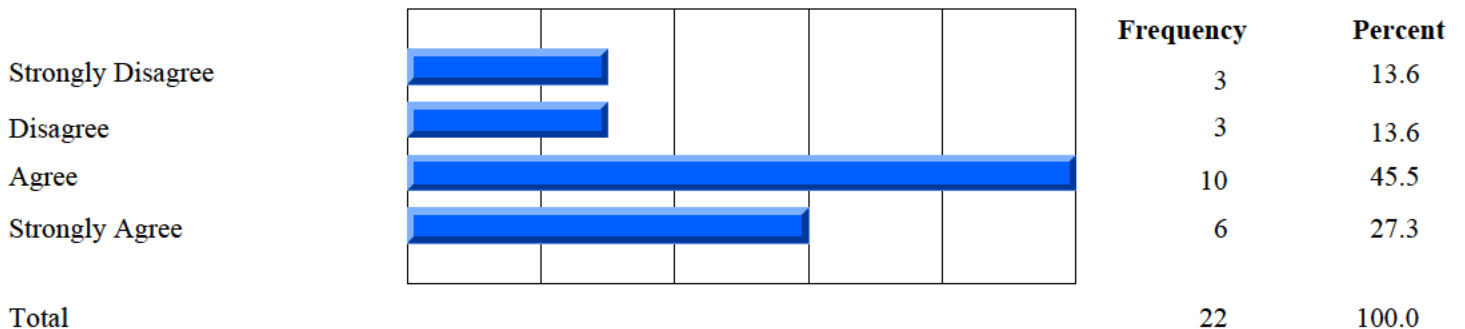
5. **Innovative ideas are highly encouraged.**



6. **I am given responsibility commensurate with my rank.**

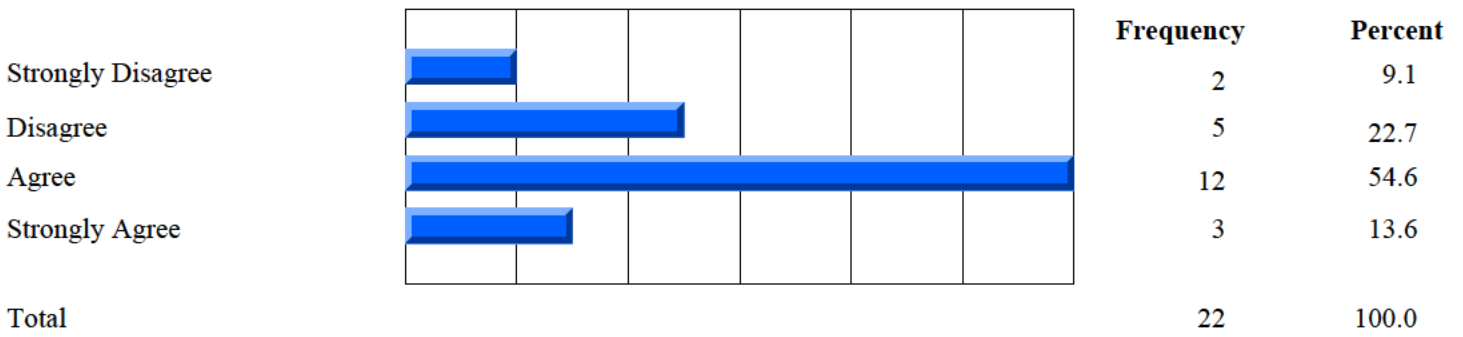


7. **I can express my opinion within this organization without fear of reprisal.**

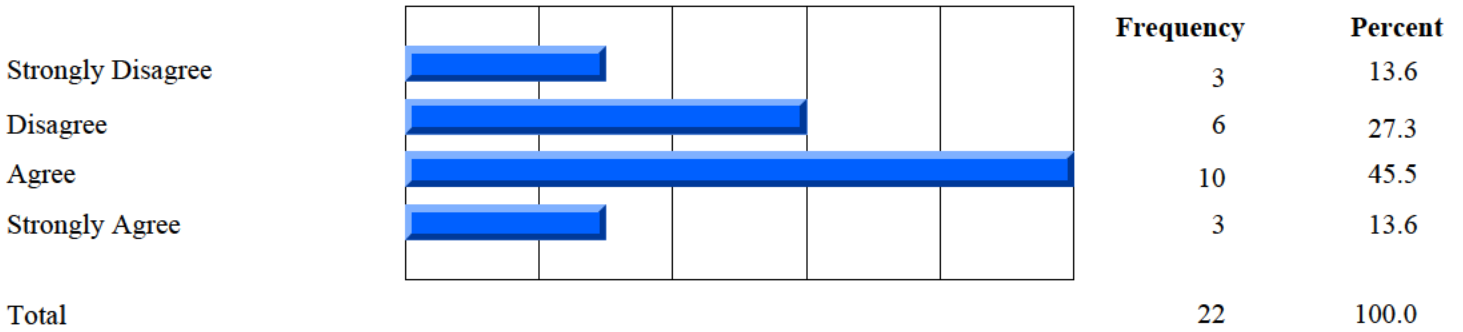


8. I receive periodic formal feedback from my rater.

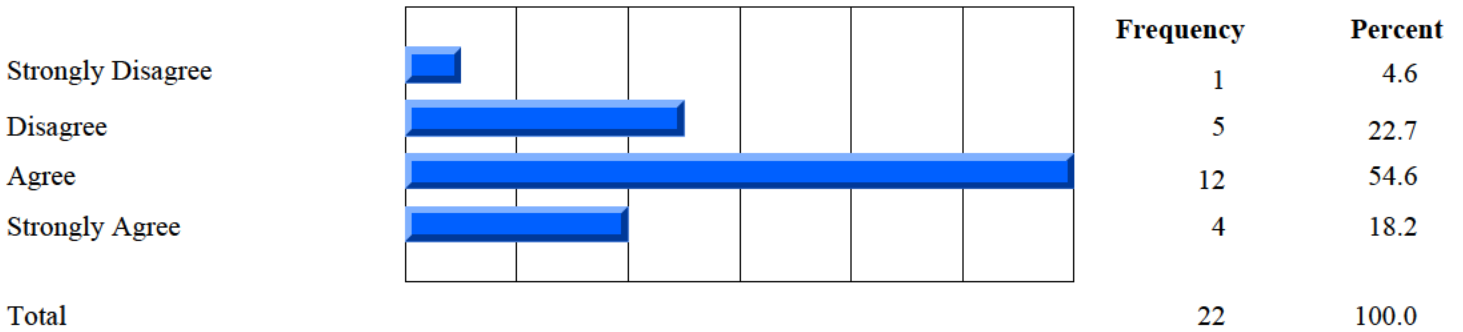
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9. I receive the counseling and coaching needed to advance in my career.



10. I receive the training needed to perform my job well.





































# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization:** 4th POG (A)

**Commander/Director:** (b) (3) / (b) (6)

**Admin Number:** 1811313

**Wednesday, November 07, 2018**

**Defense Equal Opportunity Management Institute  
Climate Enhancement Department  
Patrick AFB, FL**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	28
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	31
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	39

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>4th POG (A)</b>	<b>Number</b>	<b>Percent</b>
Majority	29	65.9%
Minority	4	9.1%
Declined to Respond	11	25.0%
American Indian or Alaskan Native	0	0.0%
Asian	0	0.0%
Black	2	4.5%
Native Hawaiian or Other Pacific Islander	0	0.0%
White	31	70.5%
Selected Multiple Races	0	0.0%
Declined to Respond	11	25.0%
Hispanic	2	4.5%
Not Hispanic	31	70.5%
Declined to Respond	11	25.0%
Women	4	9.1%
Men	40	90.9%
Junior Enlisted (E1 - E6)	8	18.2%
Senior Enlisted (E7 - E9)	15	34.1%
Warrant Officer (WO1 - CW5)	0	0.0%
Junior Officer (O1 - O3)	6	13.6%
Senior Officer (O4 - Above)	12	27.3%
Junior Federal Civilian (Grades 1 - 12)	3	6.8%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	0	0.0%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	3	100.0%

Total

44

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

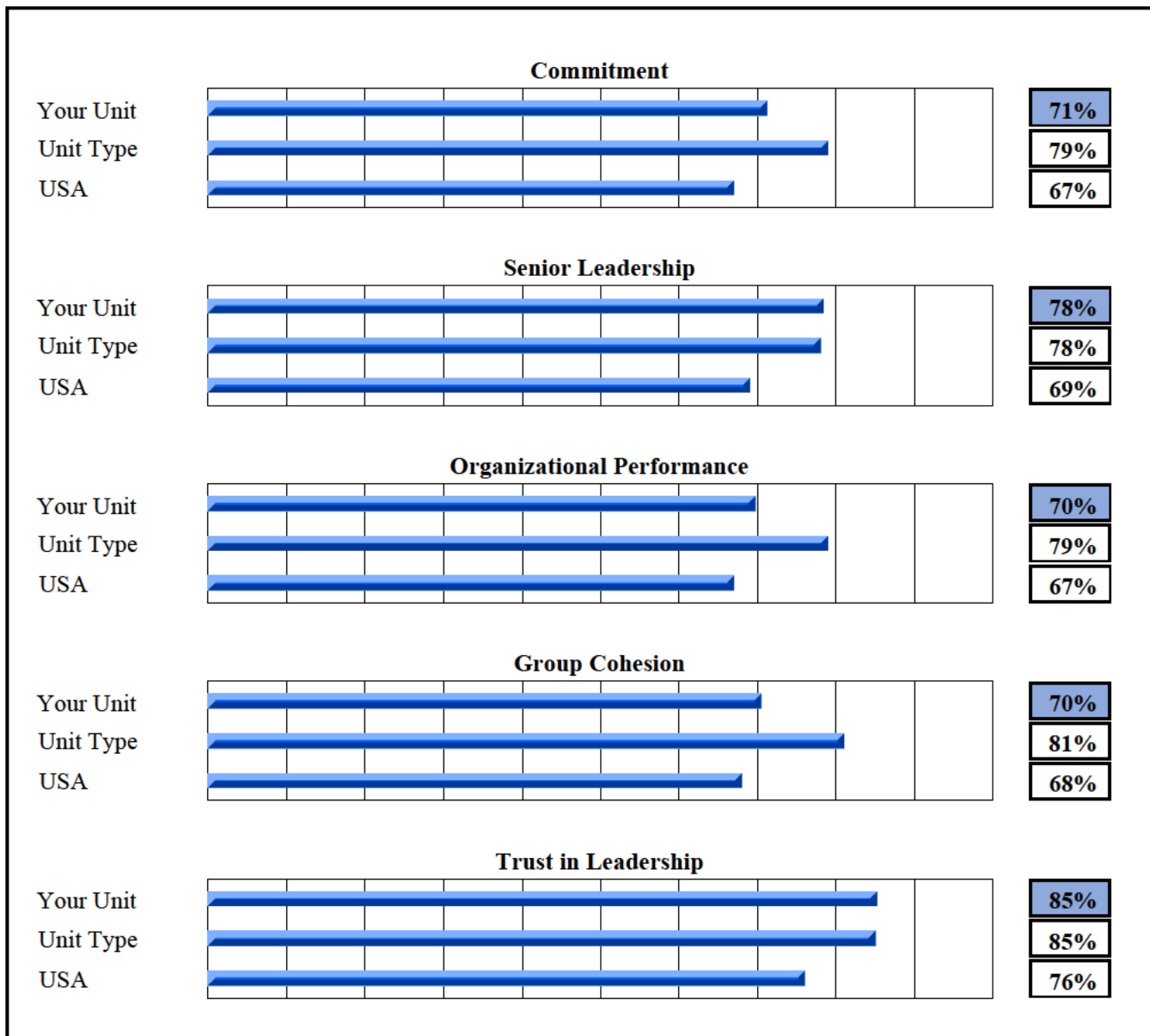
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

Figure 2: Unit Summaries

Unit Type = Special Forces



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

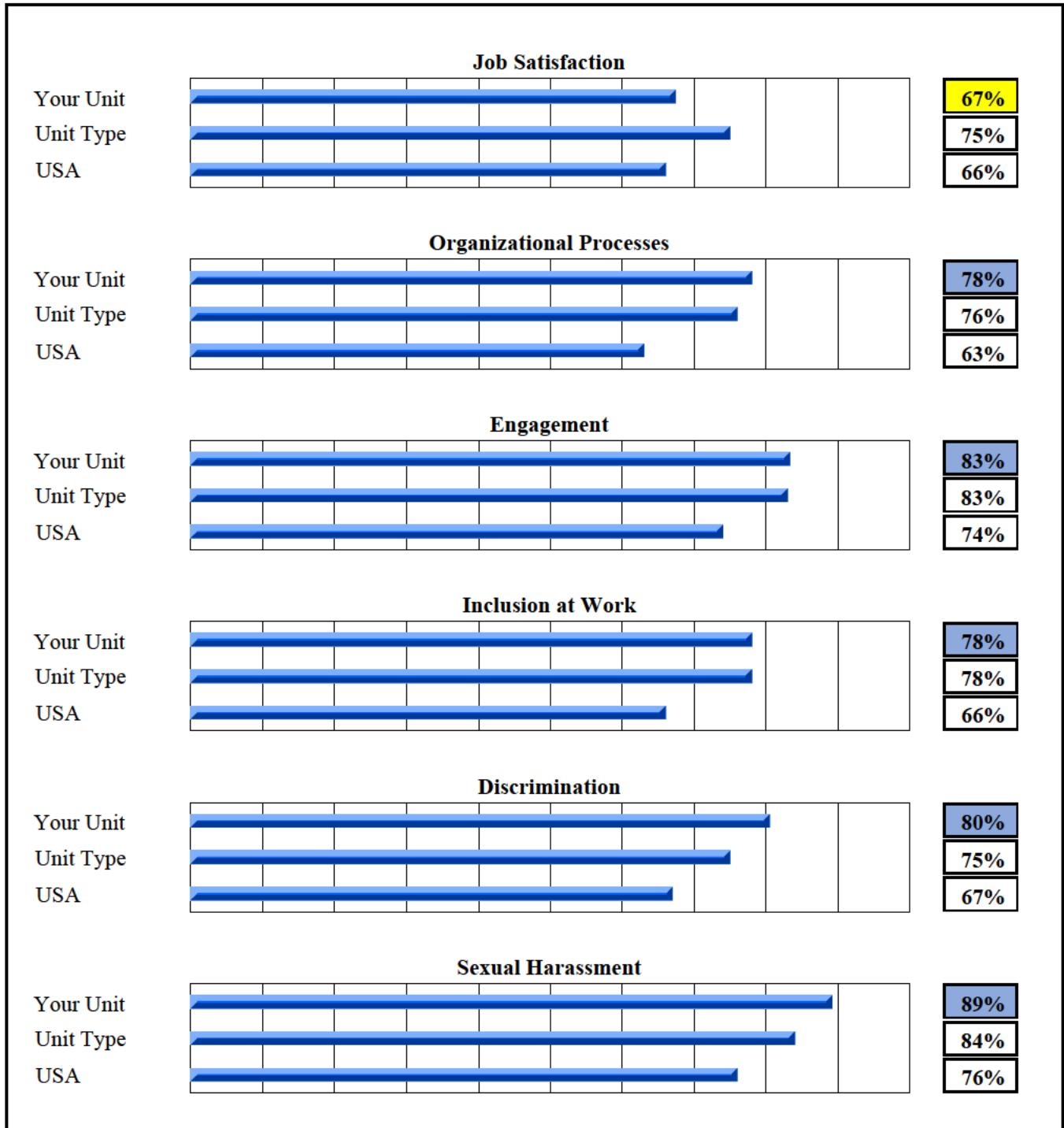
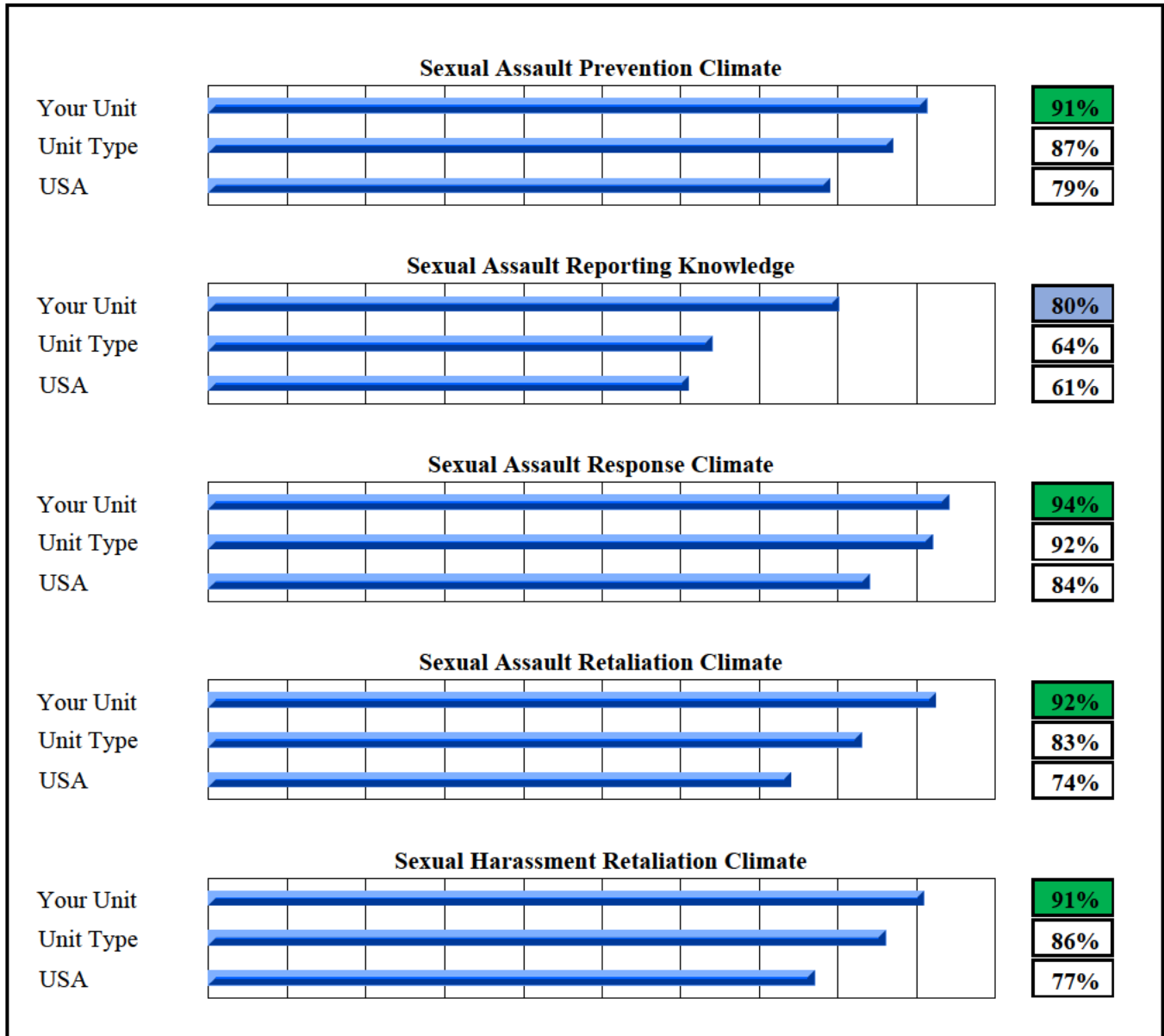




Figure 2 (cont): Unit Summaries

Unit Type = Special Forces



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

		<b>4th POG (A)</b>							
		<b>Organizational Effectiveness</b>							
		<b>Commit</b>	<b>Senior Leader</b>	<b>Org Perform</b>	<b>Group Cohesion</b>	<b>Trust in Leader</b>	<b>Job Satisfact</b>	<b>Org Process</b>	<b>Engage</b>
Minority									
Majority		67%	78%	68%	67%	86%	64%	78%	86%
Women									
Men		68%	76%	67%	68%	85%	66%	77%	82%
Enlisted		54%	75%	59%	57%	82%	49%	68%	70%
Officer		89%	79%	85%	83%	88%	89%	89%	98%
Junior Enlisted		63%	91%	71%	67%	100%	58%	88%	83%
Senior Enlisted		49%	67%	53%	51%	72%	44%	58%	62%
Junior Officer		100%	92%	100%	100%	100%	83%	100%	94%
Senior Officer		83%	73%	78%	75%	81%	92%	83%	100%
Military		69%	77%	71%	68%	84%	67%	77%	82%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		71%	78%	70%	70%	85%	67%	78%	83%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<b>4th POG (A)</b>							
		<b>EO/EEO/Fair Treatment</b>				<b>SAPR</b>			
		<b>Inclusion</b>	<b>Discrim</b>	<b>SH</b>	<b>SH Retaliation</b>	<b>SA Prevent</b>	<b>SA Report Knowledge</b>	<b>SA Response</b>	<b>SA Retaliation</b>
Minority									
Majority		76%	81%	93%	92%	94%	81%	97%	94%
Women									
Men		76%	80%	89%	90%	90%	80%	94%	92%
Enlisted		67%	70%	84%	83%	87%	74%	90%	87%
Officer		91%	88%	94%	100%	95%	88%	99%	100%
Junior Enlisted		77%	68%	94%	81%	88%	67%	90%	92%
Senior Enlisted		61%	71%	78%	84%	87%	78%	89%	84%
Junior Officer		97%	95%	96%	100%	92%	92%	97%	100%
Senior Officer		88%	85%	94%	100%	97%	86%	100%	100%
Military		77%	78%	88%	91%	91%	80%	94%	93%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		78%	80%	89%	91%	91%	80%	94%	92%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	0 (0%)	3 (7%)	5 (11%)	3 (7%)	6 (14%)	15 (34%)	12 (27%)
This workgroup has a great deal of personal meaning to me.	3 (7%)	7 (16%)	0 (0%)	4 (9%)	5 (11%)	12 (27%)	13 (30%)
I feel a strong sense of belonging to this workgroup.	0 (0%)	4 (9%)	4 (9%)	5 (11%)	7 (16%)	13 (30%)	11 (25%)
<b>Total</b>	2%	11%	7%	9%	<b>14%</b>	<b>30%</b>	<b>27%</b>
		<b>20%</b>				<b>71%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	1 (2%)	2 (5%)	0 (0%)	3 (7%)	8 (18%)	13 (30%)	17 (39%)
My senior leader clarifies our organization's goals and priorities.	4 (9%)	1 (2%)	2 (5%)	3 (7%)	8 (18%)	11 (25%)	15 (34%)
My senior leader communicates a clear vision for the future.	3 (7%)	2 (5%)	2 (5%)	4 (9%)	8 (18%)	15 (34%)	10 (23%)
My senior leader listens to the concerns of the organization's military members and employees.	2 (5%)	3 (7%)	1 (2%)	5 (11%)	5 (11%)	10 (23%)	18 (41%)
<b>Total</b>	6%	5%	3%	9%	<b>16%</b>	<b>28%</b>	<b>34%</b>
		<b>13%</b>				<b>78%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	2 (5%)	2 (5%)	2 (5%)	4 (9%)	7 (16%)	15 (34%)	12 (27%)
My organization's performance, compared to similar organizations, is high.	0 (0%)	4 (9%)	3 (7%)	8 (18%)	3 (7%)	17 (39%)	9 (20%)
My organization makes good use of available resources to accomplish its mission.	1 (2%)	4 (9%)	5 (11%)	5 (11%)	4 (9%)	18 (41%)	7 (16%)
<b>Total</b>	2%	8%	8%	13%	<b>11%</b>	<b>38%</b>	<b>21%</b>
		<b>17%</b>				<b>70%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	3 (7%)	1 (2%)	2 (5%)	7 (16%)	5 (11%)	16 (36%)	10 (23%)
We all take responsibility for the performance of the workgroup.	0 (0%)	3 (7%)	5 (11%)	6 (14%)	3 (7%)	20 (45%)	7 (16%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	0 (0%)	3 (7%)	3 (7%)	6 (14%)	5 (11%)	20 (45%)	7 (16%)
<b>Total</b>	2%	5%	8%	14%	<b>10%</b>	<b>42%</b>	<b>18%</b>
		<b>15%</b>				<b>70%</b>	

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	1 (2%)	0 (0%)	1 (2%)	4 (9%)	2 (5%)	17 (39%)	19 (43%)
My immediate supervisor follows through with commitments he or she makes.	1 (2%)	0 (0%)	1 (2%)	3 (7%)	2 (5%)	21 (48%)	16 (36%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	2 (5%)	3 (7%)	2 (5%)	3 (7%)	2 (5%)	16 (36%)	16 (36%)
My immediate supervisor treats me fairly.	0 (0%)	0 (0%)	1 (2%)	4 (9%)	1 (2%)	18 (41%)	20 (45%)
<b>Total</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>	<b>8%</b>	<b>4%</b>	<b>41%</b>	<b>40%</b>
		<b>7%</b>				<b>85%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	3 (7%)	5 (11%)	1 (2%)	5 (11%)	5 (11%)	12 (27%)	13 (30%)
I feel satisfied with my current job.	3 (7%)	6 (14%)	1 (2%)	4 (9%)	7 (16%)	11 (25%)	12 (27%)
I am happy with my current job.	4 (9%)	5 (11%)	2 (5%)	4 (9%)	5 (11%)	11 (25%)	13 (30%)
<b>Total</b>	<b>8%</b>	<b>12%</b>	<b>3%</b>	<b>10%</b>	<b>13%</b>	<b>26%</b>	<b>29%</b>
		<b>23%</b>				<b>67%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	0 (0%)	3 (7%)	1 (2%)	2 (5%)	9 (20%)	19 (43%)	10 (23%)
Discipline is administered fairly.	2 (5%)	2 (5%)	1 (2%)	4 (9%)	3 (7%)	22 (50%)	10 (23%)
Decisions are made after reviewing relevant information.	3 (7%)	2 (5%)	3 (7%)	6 (14%)	5 (11%)	14 (32%)	11 (25%)
<b>Total</b>	<b>4%</b>	<b>5%</b>	<b>4%</b>	<b>9%</b>	<b>13%</b>	<b>42%</b>	<b>23%</b>
		<b>13%</b>				<b>78%</b>	

**Table 2.8 Engagement**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	1 (2%)	0 (0%)	1 (2%)	2 (5%)	5 (11%)	16 (36%)	19 (43%)
I am enthusiastic about my work.	5 (11%)	2 (5%)	0 (0%)	3 (7%)	5 (11%)	18 (41%)	11 (25%)
Time flies when I am working.	3 (7%)	3 (7%)	0 (0%)	2 (5%)	4 (9%)	16 (36%)	16 (36%)
<b>Total</b>	7%	4%	1%	5%	<b>11%</b>	<b>38%</b>	<b>35%</b>
						<b>83%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	0 (0%)	1 (2%)	2 (5%)	6 (14%)	3 (7%)	19 (43%)	13 (30%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	0 (0%)	3 (7%)	2 (5%)	4 (9%)	3 (7%)	15 (34%)	17 (39%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	1 (2%)	1 (2%)	1 (2%)	4 (9%)	7 (16%)	19 (43%)	11 (25%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	0 (0%)	2 (5%)	2 (5%)	5 (11%)	6 (14%)	20 (45%)	9 (20%)
The decision-making processes that impact my workgroup are fair.	2 (5%)	1 (2%)	1 (2%)	9 (20%)	5 (11%)	17 (39%)	9 (20%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	0 (0%)	0 (0%)	2 (5%)	9 (20%)	2 (5%)	12 (27%)	19 (43%)
<b>Total</b>	1%	3%	4%	14%	<b>10%</b>	<b>39%</b>	<b>30%</b>
		<b>8%</b>				<b>78%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response



Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	4 (9%)	2 (5%)	0 (0%)	4 (9%)	0 (0%)	7 (16%)	27 (61%)
<b>Religion</b>	4 (9%)	1 (2%)	1 (2%)	3 (7%)	1 (2%)	7 (16%)	27 (61%)
<b>Sex</b>	2 (5%)	2 (5%)	1 (2%)	3 (7%)	1 (2%)	9 (20%)	26 (59%)
<b>Sexual Orientation</b>	4 (9%)	0 (0%)	1 (2%)	4 (9%)	0 (0%)	7 (16%)	28 (64%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	0 (0%)	2 (5%)	0 (0%)	1 (2%)	2 (5%)	14 (32%)	25 (57%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	7 (16%)	2 (5%)	0 (0%)	2 (5%)	2 (5%)	11 (25%)	20 (45%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	8 (18%)	3 (7%)	1 (2%)	1 (2%)	3 (7%)	8 (18%)	20 (45%)
<b>Total</b>	9%	4%	1%	6%	<b>3%</b>	<b>21%</b>	<b>56%</b>
		<b>14%</b>				<b>80%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	6 (14%)	4 (9%)	34 (77%)
<b>Religion</b>	6 (14%)	3 (7%)	35 (80%)
<b>Sex</b>	5 (11%)	3 (7%)	36 (82%)
<b>Sexual Orientation</b>	5 (11%)	4 (9%)	35 (80%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	0 (0%)	0 (0%)	1 (2%)	4 (9%)	3 (7%)	11 (25%)	25 (57%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	0 (0%)	1 (2%)	0 (0%)	4 (9%)	2 (5%)	13 (30%)	24 (55%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	2 (5%)	0 (0%)	0 (0%)	1 (2%)	1 (2%)	14 (32%)	26 (59%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	3 (7%)	0 (0%)	0 (0%)	3 (7%)	0 (0%)	10 (23%)	28 (64%)
<b>Total</b>	3%	1%	1%	7%	3%	27%	59%
		4%				89%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	0 (0%)	0 (0%)	1 (2%)	2 (5%)	1 (2%)	17 (39%)	23 (52%)
My immediate supervisor promotes responsible alcohol use.	0 (0%)	0 (0%)	2 (5%)	6 (14%)	1 (2%)	14 (32%)	21 (48%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	0 (0%)	0 (0%)	1 (2%)	5 (11%)	1 (2%)	15 (34%)	22 (50%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	0 (0%)	0 (0%)	3 (7%)	1 (2%)	3 (7%)	14 (32%)	23 (52%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	0 (0%)	0 (0%)	0 (0%)	1 (2%)	2 (5%)	17 (39%)	24 (55%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	0 (0%)	0 (0%)	0 (0%)	1 (2%)	2 (5%)	16 (36%)	25 (57%)
<b>Total</b>	0%	0%	3%	6%	4%	35%	52%
		3%				91%	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0 (0%)	0 (0%)	0 (0%)	1 (2%)	0 (0%)	8 (18%)	35 (80%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	0 (0%)	0 (0%)	1 (2%)	2 (5%)	1 (2%)	8 (18%)	32 (73%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	1 (2%)	0 (0%)	0 (0%)	3 (7%)	1 (2%)	10 (23%)	29 (66%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0 (0%)	0 (0%)	0 (0%)	3 (7%)	0 (0%)	9 (20%)	32 (73%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	0 (0%)	0 (0%)	0 (0%)	2 (5%)	1 (2%)	7 (16%)	34 (77%)
<b>Total</b>	0%	0%	0%	5%	1%	19%	74%
		1%				94%	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, reporters of sexual assault would be excluded from social interactions or conversations.	26 (59%)	12 (27%)	0 (0%)	4 (9%)	1 (2%)	1 (2%)	0 (0%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	30 (68%)	12 (27%)	0 (0%)	1 (2%)	0 (0%)	1 (2%)	0 (0%)
In my work group, reporters of sexual assault would be blamed for causing problems.	28 (64%)	12 (27%)	1 (2%)	1 (2%)	1 (2%)	1 (2%)	0 (0%)
In my work group, reporters of sexual assault would be denied career opportunities.	28 (64%)	12 (27%)	0 (0%)	3 (7%)	1 (2%)	0 (0%)	0 (0%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	30 (68%)	11 (25%)	0 (0%)	3 (7%)	0 (0%)	0 (0%)	0 (0%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	32 (73%)	10 (23%)	0 (0%)	2 (5%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>66%</b>	<b>26%</b>	<b>0%</b>	5%	1%	1%	0%
		<b>92%</b>					

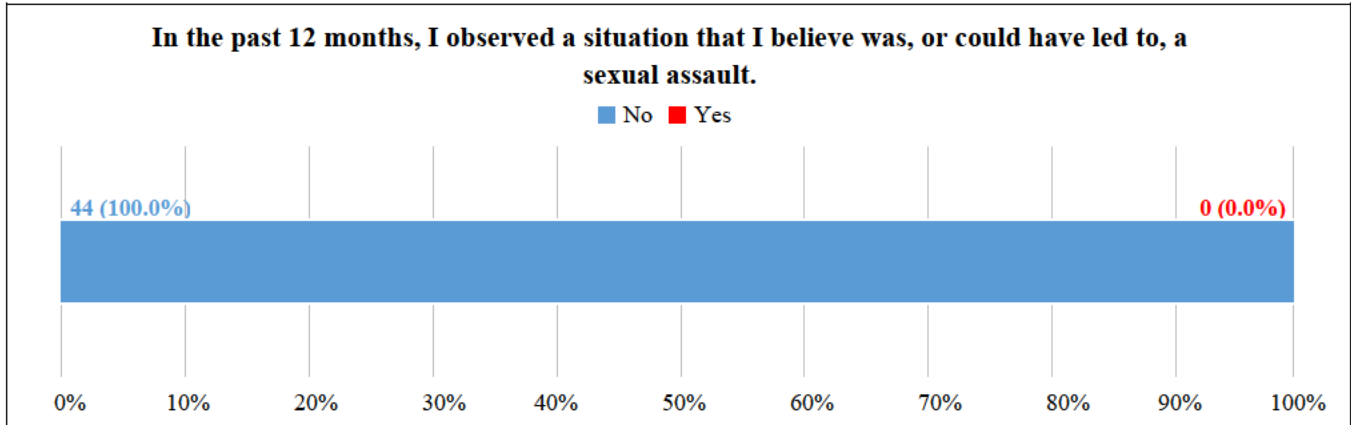
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	27 (61%)	11 (25%)	0 (0%)	3 (7%)	3 (7%)	0 (0%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	28 (64%)	13 (30%)	0 (0%)	2 (5%)	1 (2%)	0 (0%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	28 (64%)	11 (25%)	0 (0%)	2 (5%)	3 (7%)	0 (0%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	29 (66%)	10 (23%)	1 (2%)	3 (7%)	1 (2%)	0 (0%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	30 (68%)	11 (25%)	0 (0%)	3 (7%)	0 (0%)	0 (0%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	30 (68%)	11 (25%)	0 (0%)	2 (5%)	1 (2%)	0 (0%)	0 (0%)
<b>Total</b>	<b>65%</b>	<b>25%</b>	<b>0%</b>	6%	3%	0%	0%
		<b>91%</b>				<b>3%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

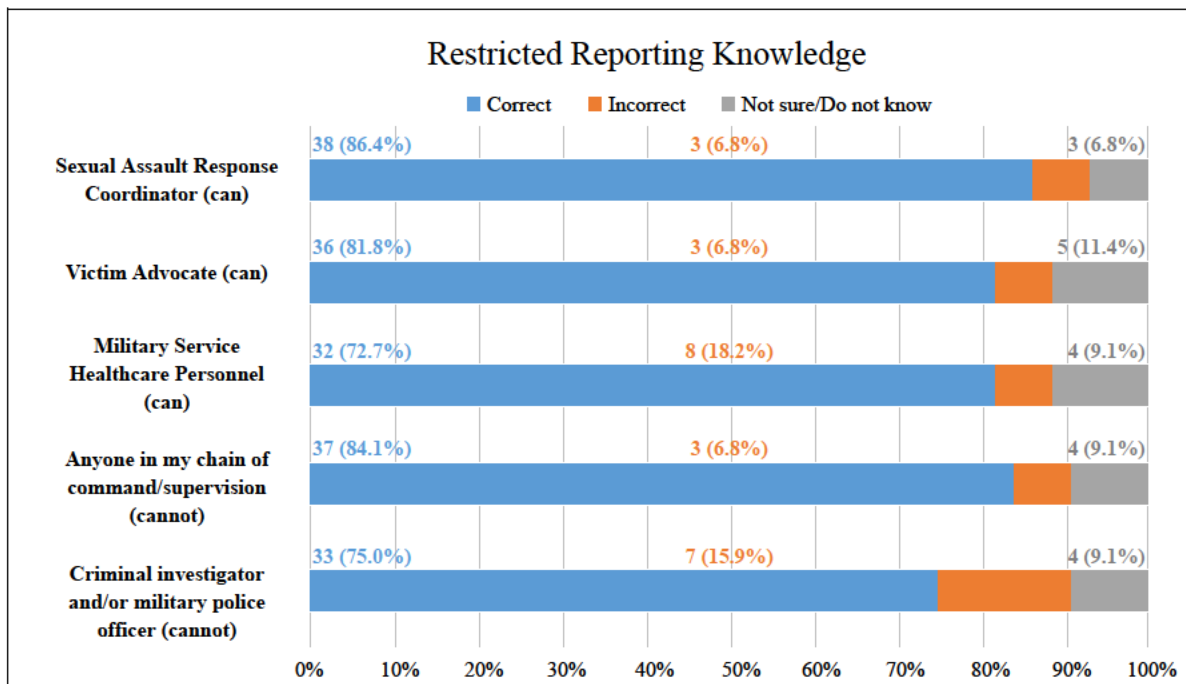
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	0	0.0%
I asked the person who appeared to be at risk if they needed help.	0	0.0%
I confronted the person who appeared to be causing the situation.	0	0.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	0	0.0%
<b>Total</b>	0	0.0%

### Sexual Assault Reporting Knowledge

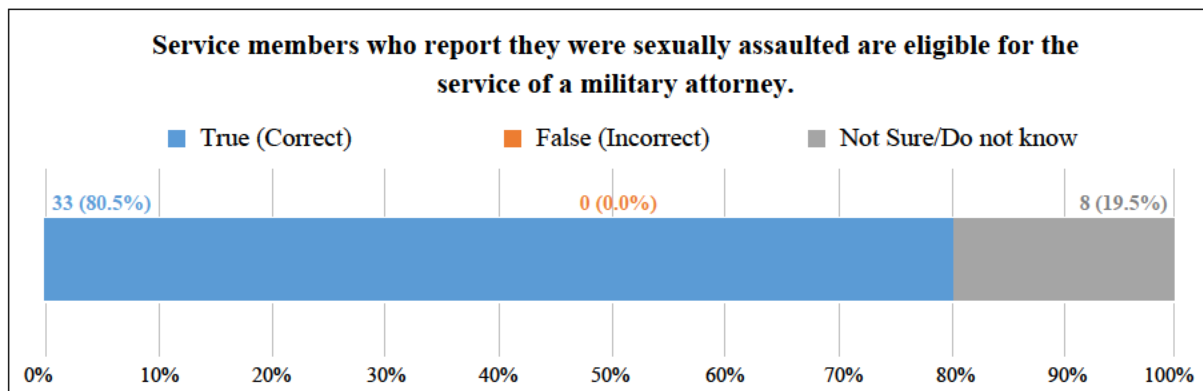
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



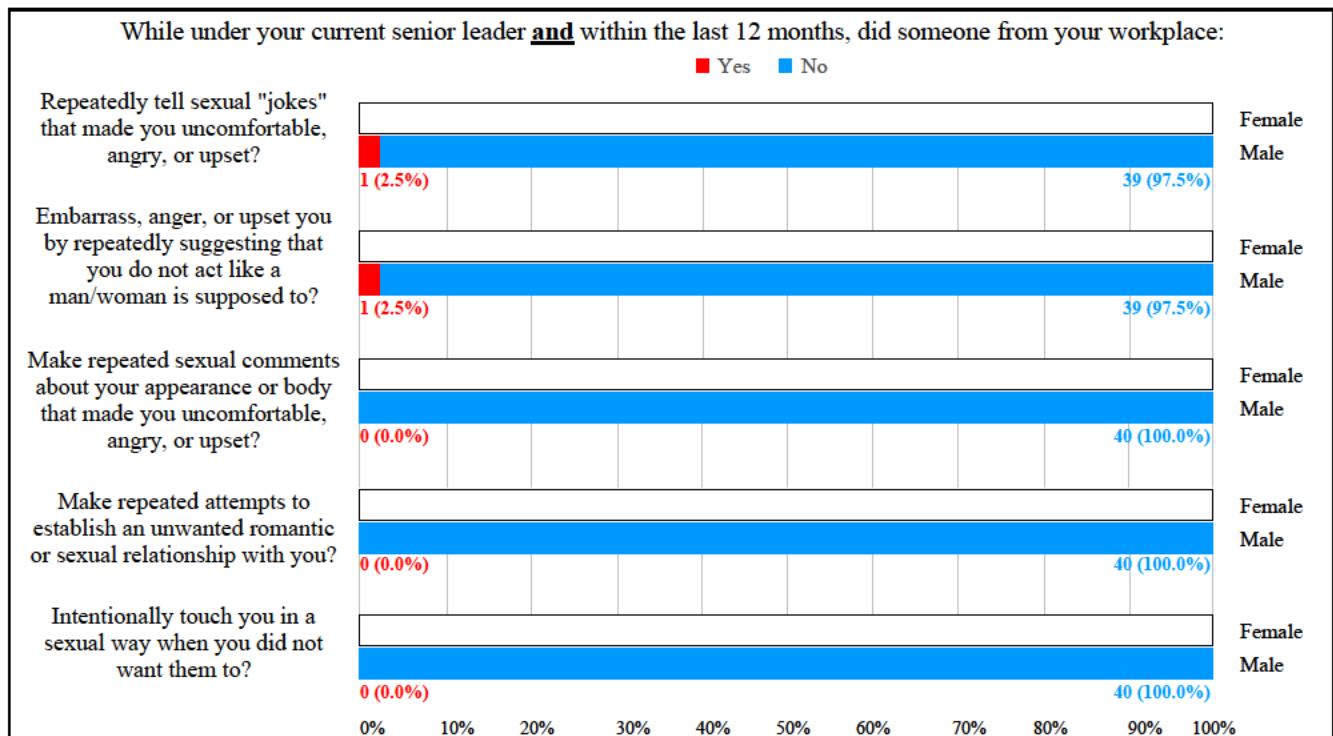
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	1	2.5%	39	97.5%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	1	2.5%	39	97.5%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	0	0.0%	40	100.0%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	0	0.0%	40	100.0%
Intentionally touch you in a sexual way when you did not want them to?	0	0.0%	40	100.0%

**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**

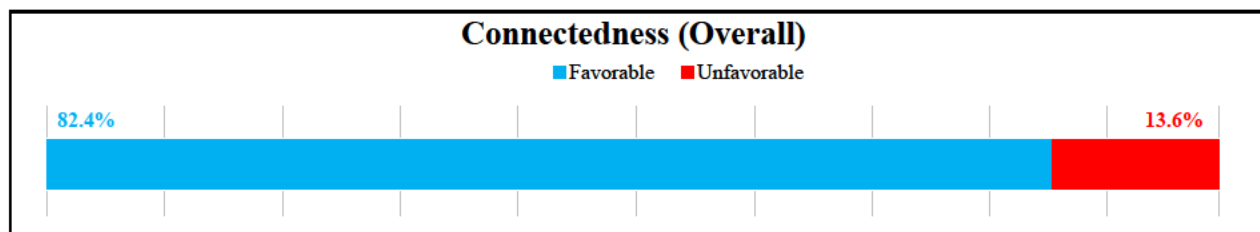




## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	1 (2%)	4 (9%)	2 (5%)	7 (16%)	2 (5%)	13 (30%)	15 (34%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	1 (2%)	0 (0%)	4 (9%)	-	1 (2%)	12 (27%)	26 (59%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	2 (5%)	3 (7%)	3 (7%)	-	7 (16%)	17 (39%)	12 (27%)
These days, I feel that there are people I can turn to in times of need.	2 (5%)	2 (5%)	0 (0%)	-	7 (16%)	16 (36%)	17 (39%)
<b>Total*</b>	3%	5%	5%	-	10%	33%	40%
	14%				82%		

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	13	29.5%
Attempted	5	11.4%
Died by Suicide	1	2.3%
Thought of, Attempted	2	4.5%
Attempted, Died by Suicide	0	0.0%
Thought of, Died by Suicide	0	0.0%
Thought of, Attempted, Died by Suicide	6	13.6%
None of the above	17	38.6%

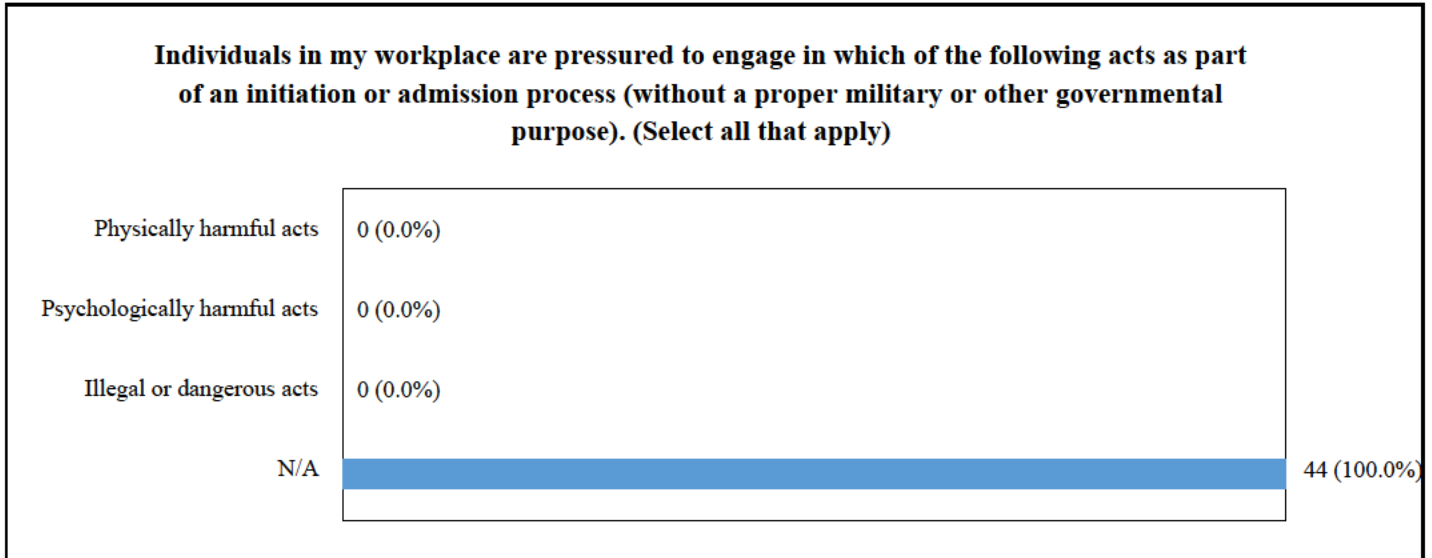
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

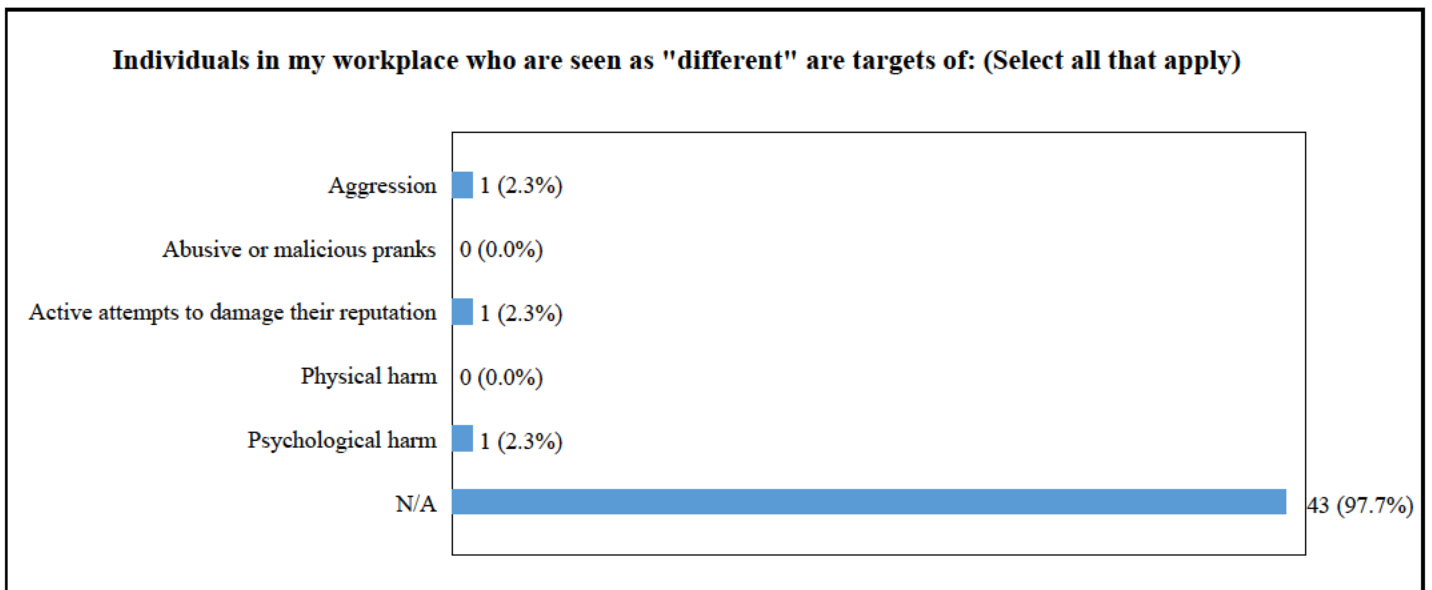
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

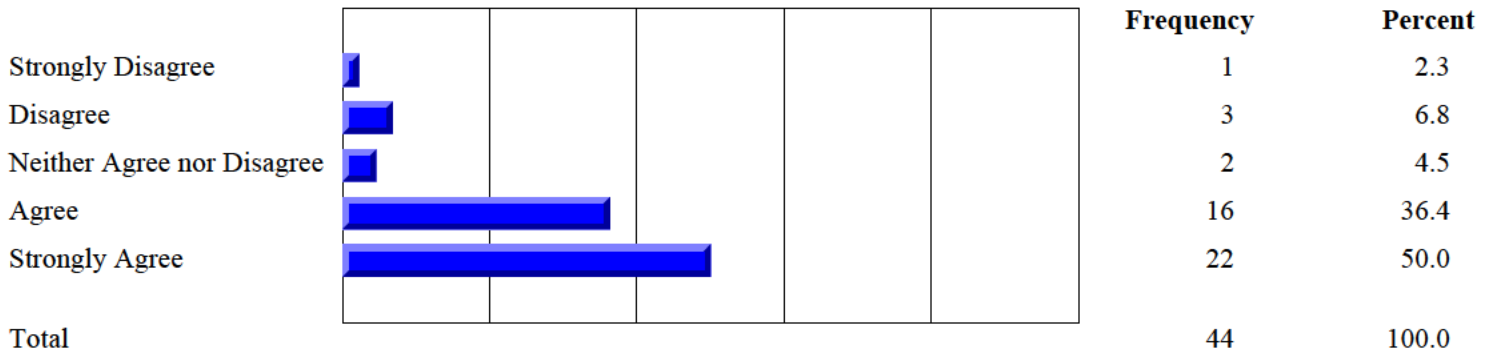
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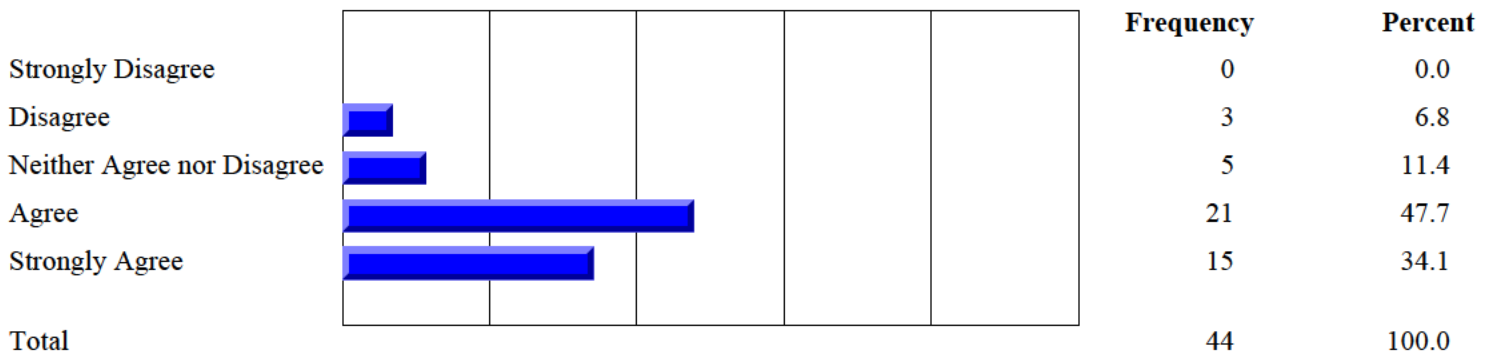
[support@deocs.net](mailto:support@deocs.net)

## Appendix A: Your Locally Developed Questions

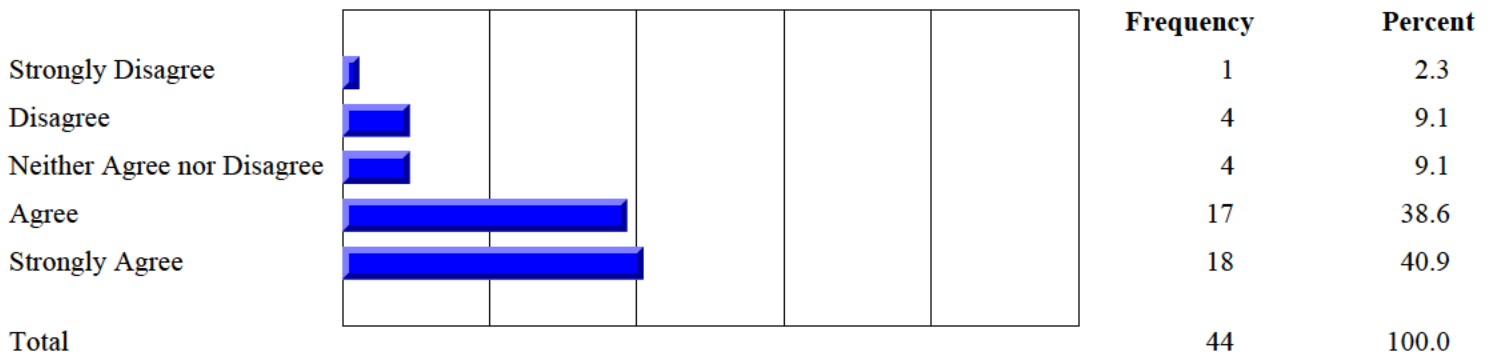
**1. My Command team and staff are available and accessible.**



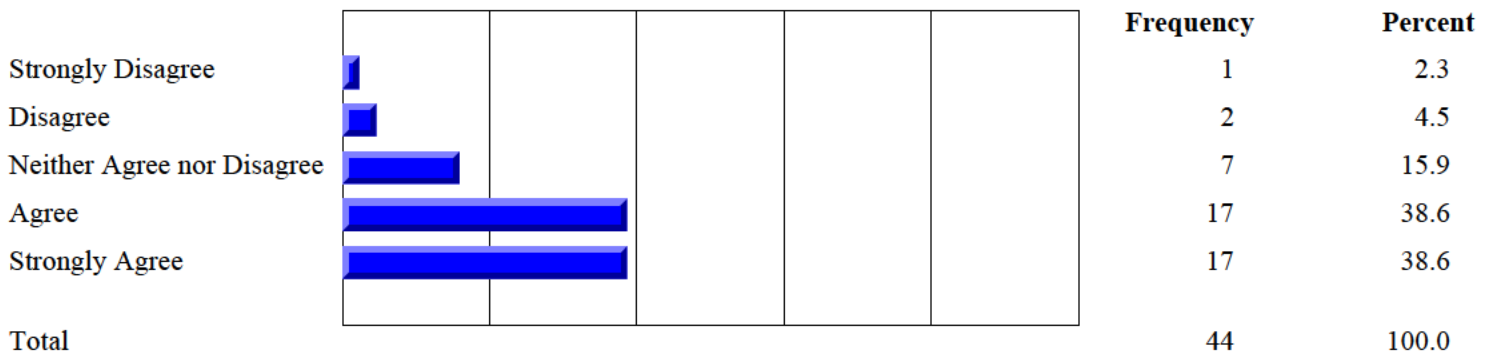
**2. Communication flows freely from senior leadership to all levels of the organization.**



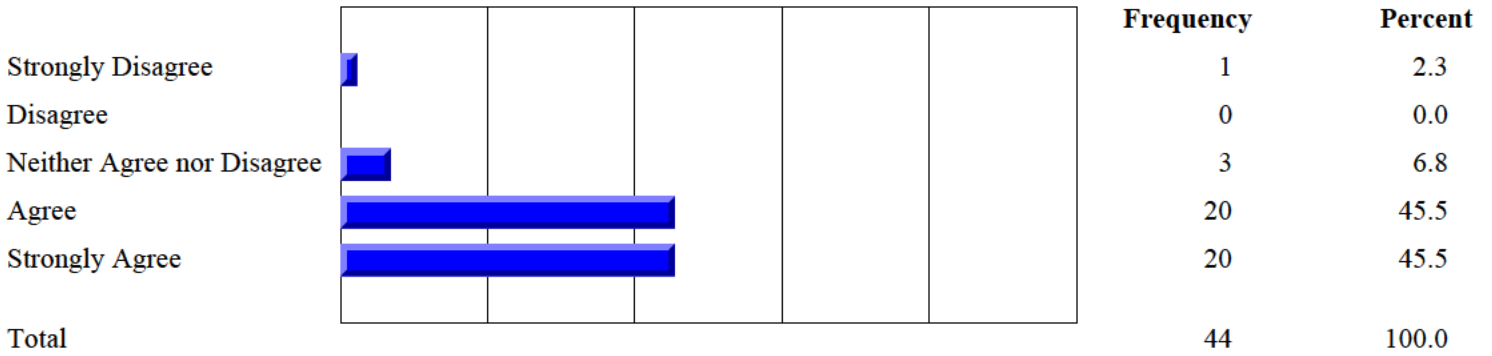
**3. All unit personnel are treated fairly and given the same opportunities.**



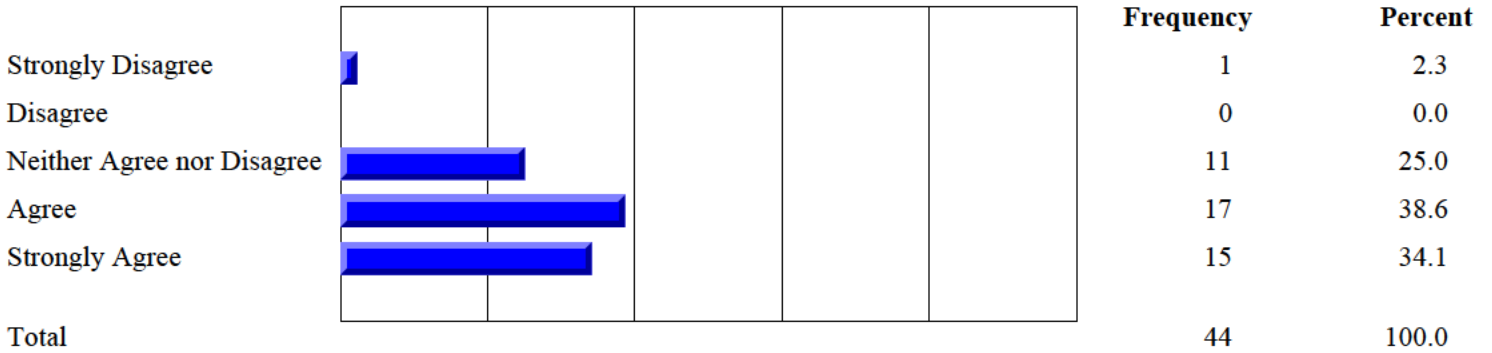
**4. The leaders in my command show a real interest in the welfare of families.**



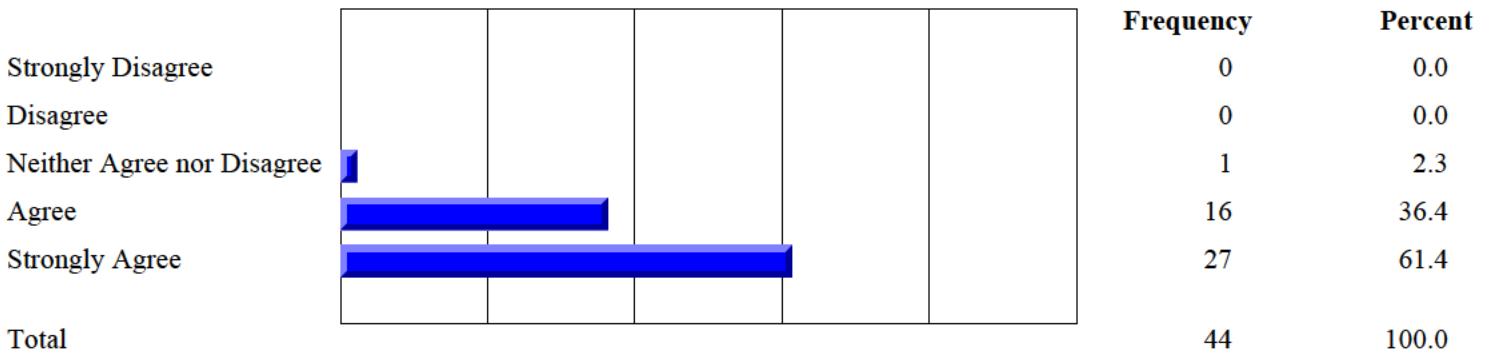
**5. I trust management/leadership to handle complaints, problems, or issues seriously.**



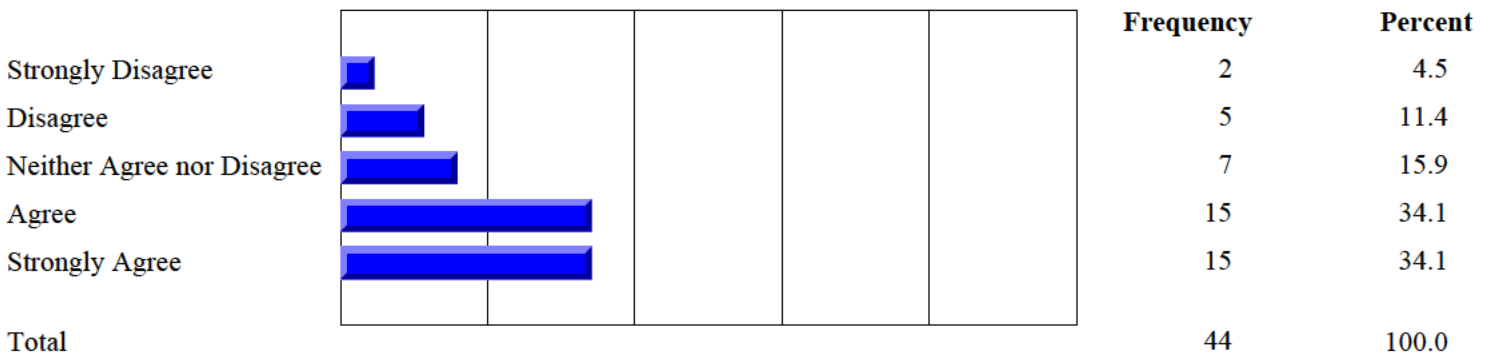
**6. I am recognized for contributing to a positive atmosphere in my workplace.**



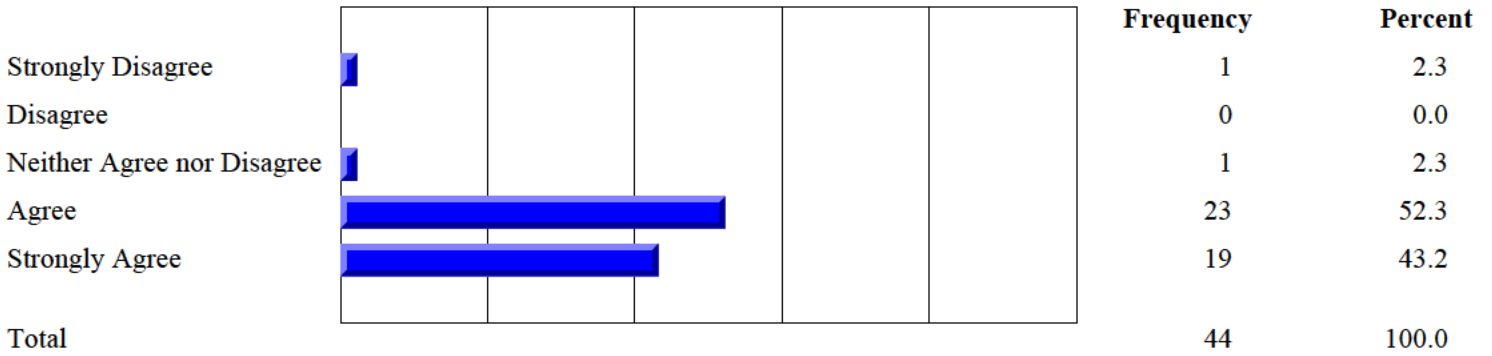
**7. Sexual, racial, or other offensive comments or material are not tolerated in my work area.**



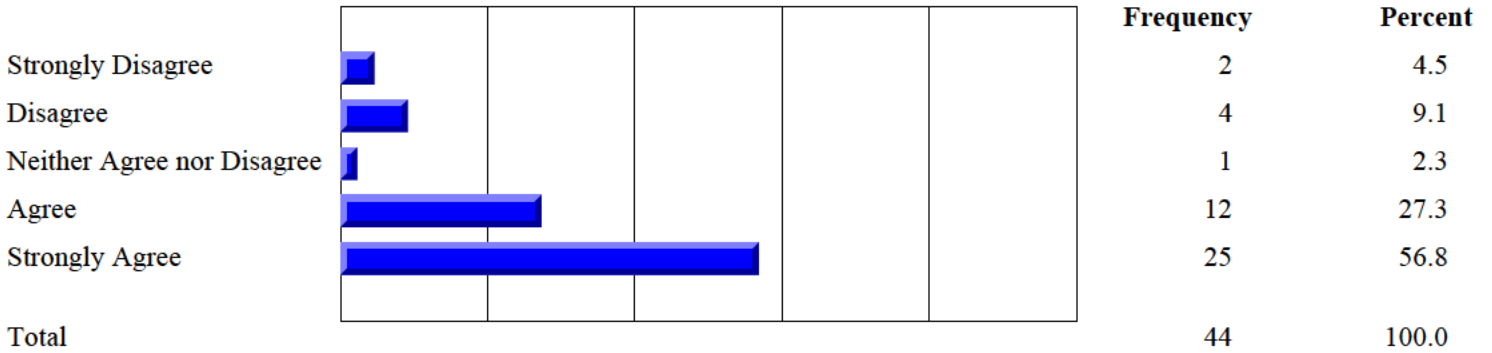
**8. I receive the counseling and coaching needed to advance in my career.**



9. Officers and non-commissioned officers in my unit deal with each other with a high level of respect.



10. In the past 30 days, I have felt confident about my ability to handle my personal problems.























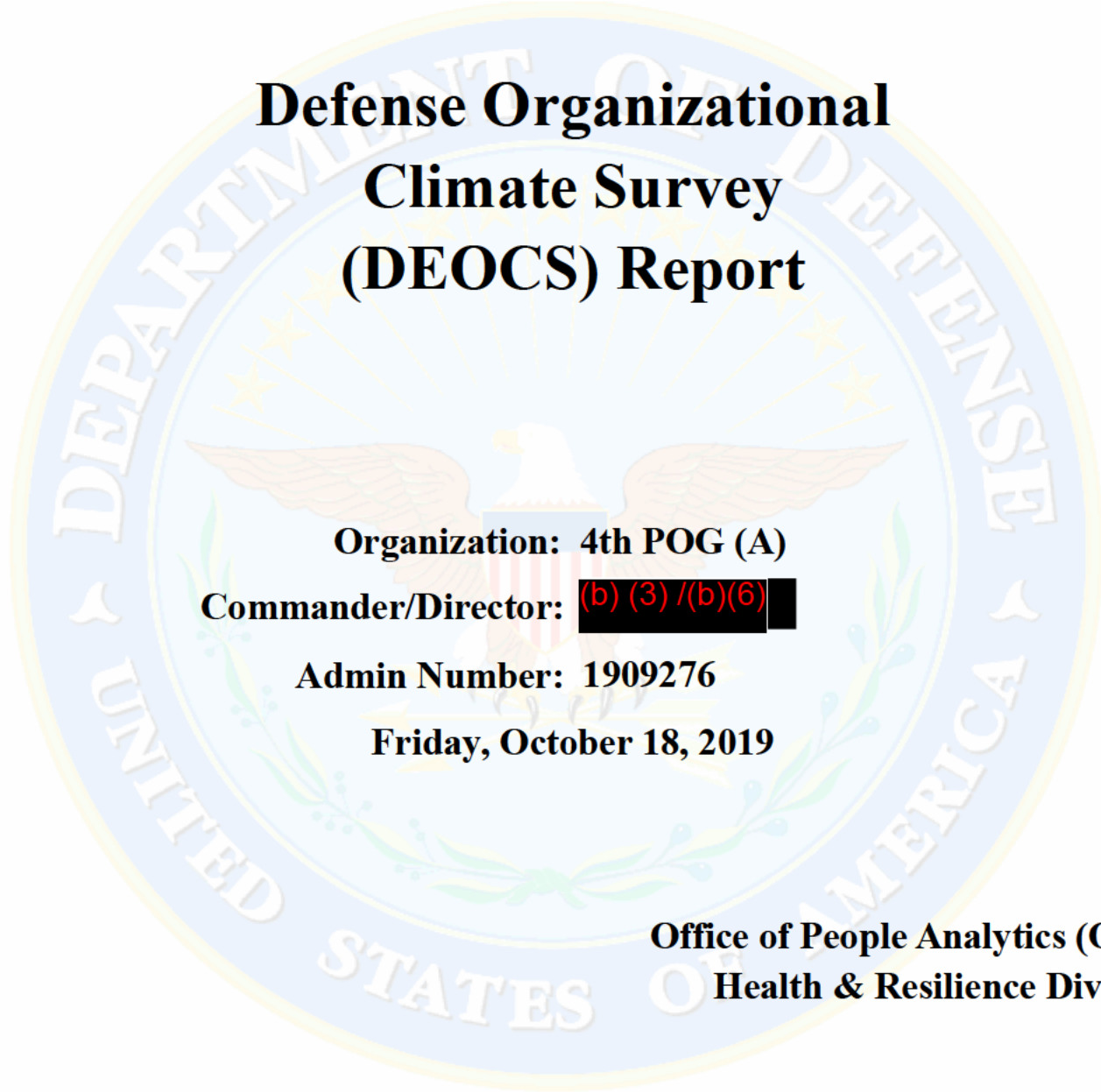












# Defense Organizational Climate Survey (DEOCS) Report

**Organization:** 4th POG (A)

**Commander/Director:** (b) (3) / (b) (6)

**Admin Number:** 1909276

**Friday, October 18, 2019**

**Office of People Analytics (OPA)  
Health & Resilience Division**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

Expiration: 31 Jan 24

## TABLE OF CONTENTS

		Page
<b>I.</b>	<b>How to Interpret your DEOCS</b>	<b>3</b>
<b>II.</b>	<b>Demographic Breakout</b>	<b>5</b>
<b>III.</b>	<b>Overall Unit Summary</b>	<b>6</b>
<b>IV.</b>	<b>Climate Factor Subgroup Comparisons</b>	<b>9</b>
<b>V.</b>	<b>DEOCS Summary of Survey Item Responses</b>	<b>11</b>
<b>VI.</b>	<b>Recommendations</b>	<b>26</b>
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	<b>28</b>
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	<b>31</b>
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	<b>55</b>

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

Recommend organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

**HOW TO INTERPRET DEOCS COLOR CODING**

<b>Color Coding</b>	<b>Category</b>	<b>Criteria</b>	<b>General Interpretation</b>
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>



## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>4th POG (A)</b>	<b>Number</b>	<b>Percent</b>
Majority	89	53.0%
Minority	37	22.0%
Declined to Respond	42	25.0%
American Indian or Alaskan Native	1	0.6%
Asian	0	0.0%
Black	14	8.3%
Native Hawaiian or Other Pacific Islander	1	0.6%
White	104	61.9%
Selected Multiple Races	6	3.6%
Declined to Respond	42	25.0%
Hispanic	16	9.5%
Not Hispanic	113	67.3%
Declined to Respond	39	23.2%
Women	19	11.3%
Men	149	88.7%
Junior Enlisted (E1 - E6)	123	73.2%
Senior Enlisted (E7 - E9)	24	14.3%
Warrant Officer (WO1 - CW5)	0	0.0%
Junior Officer (O1 - O3)	14	8.3%
Senior Officer (O4 - Above)	7	4.2%
Junior Federal Civilian (Grades 1 - 12)	0	0.0%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	0	0.0%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	0	0.0%

Total

168

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

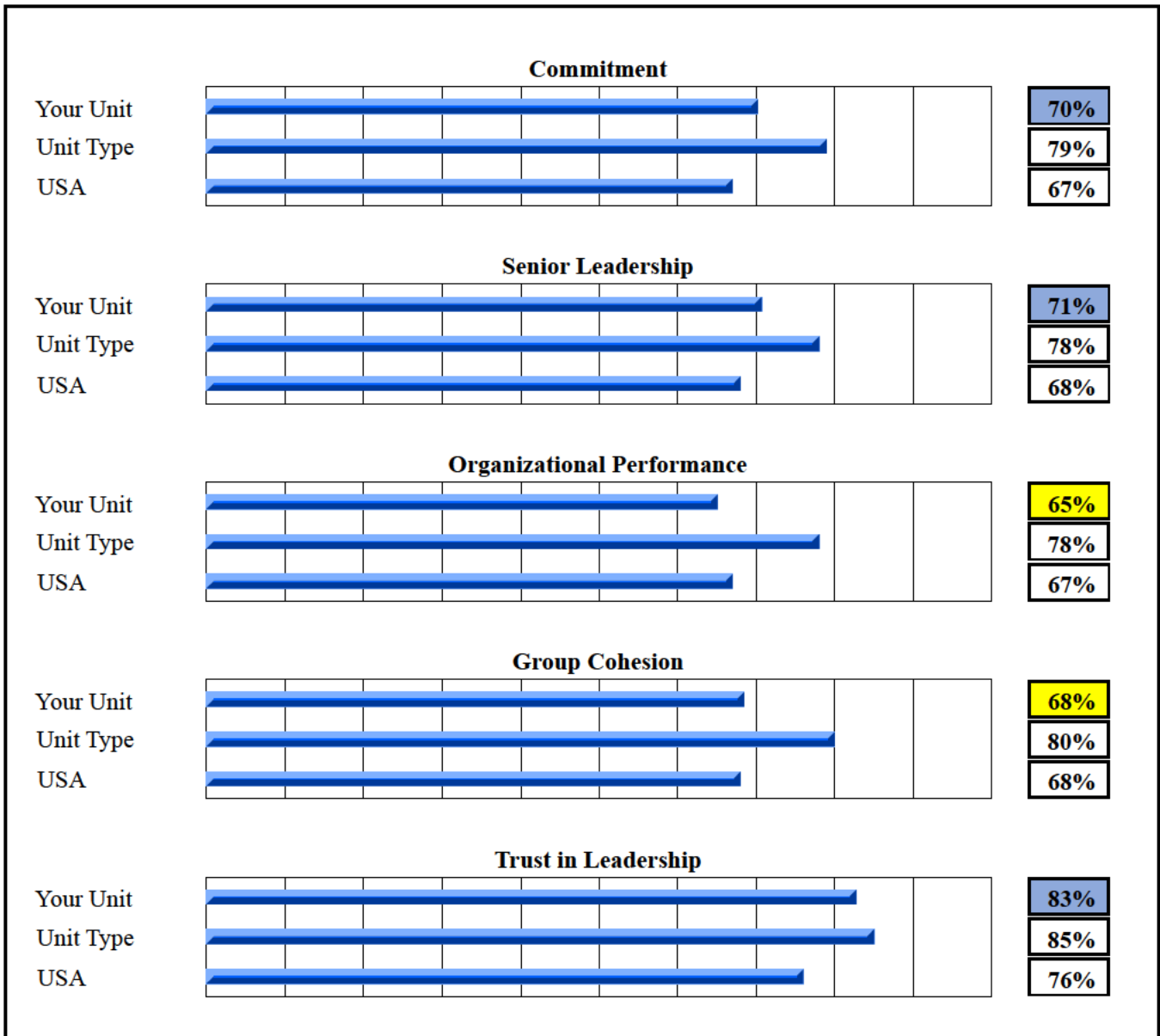
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

**Figure 2: Unit Summaries**

**Unit Type = Special Forces**



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

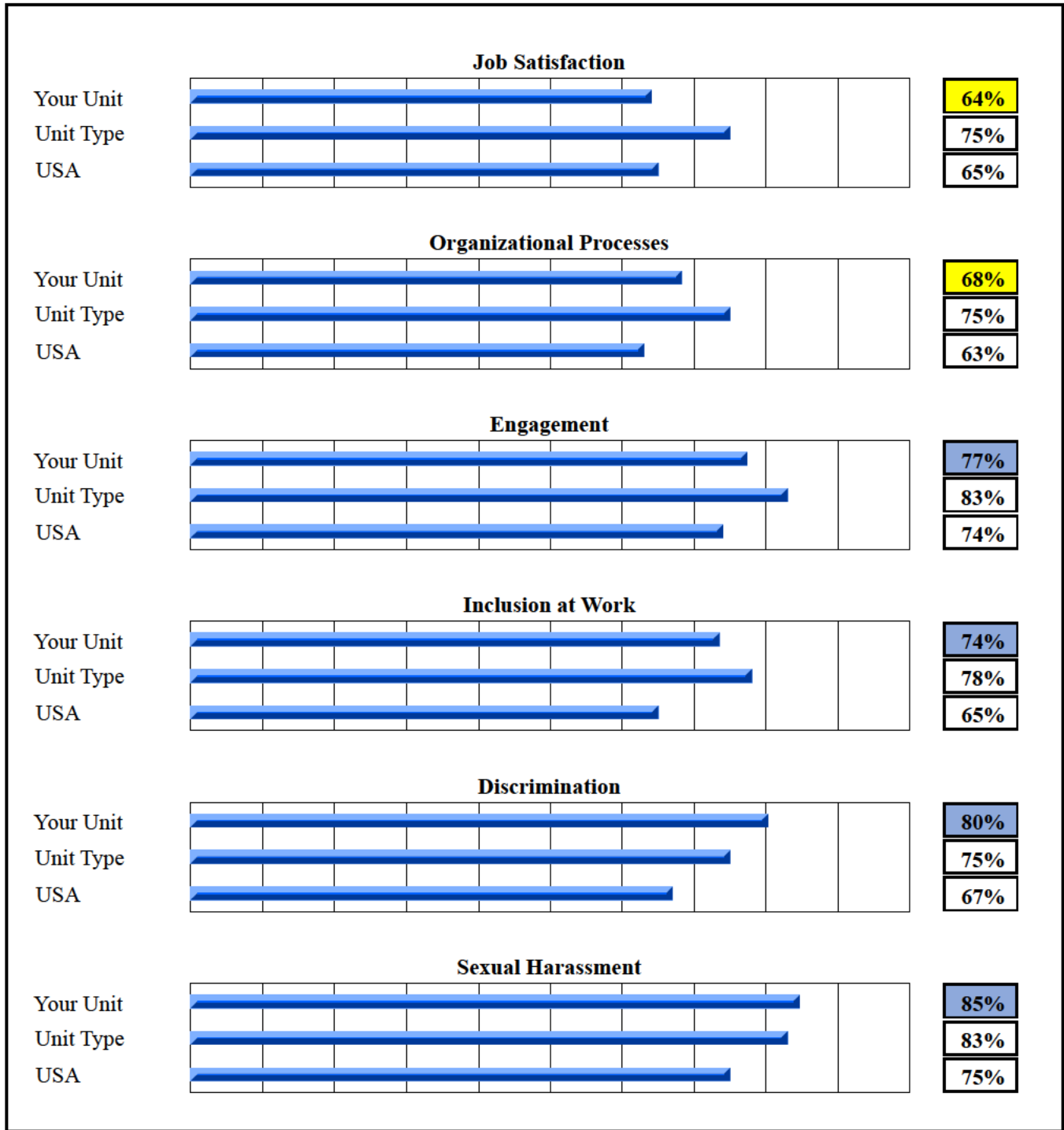
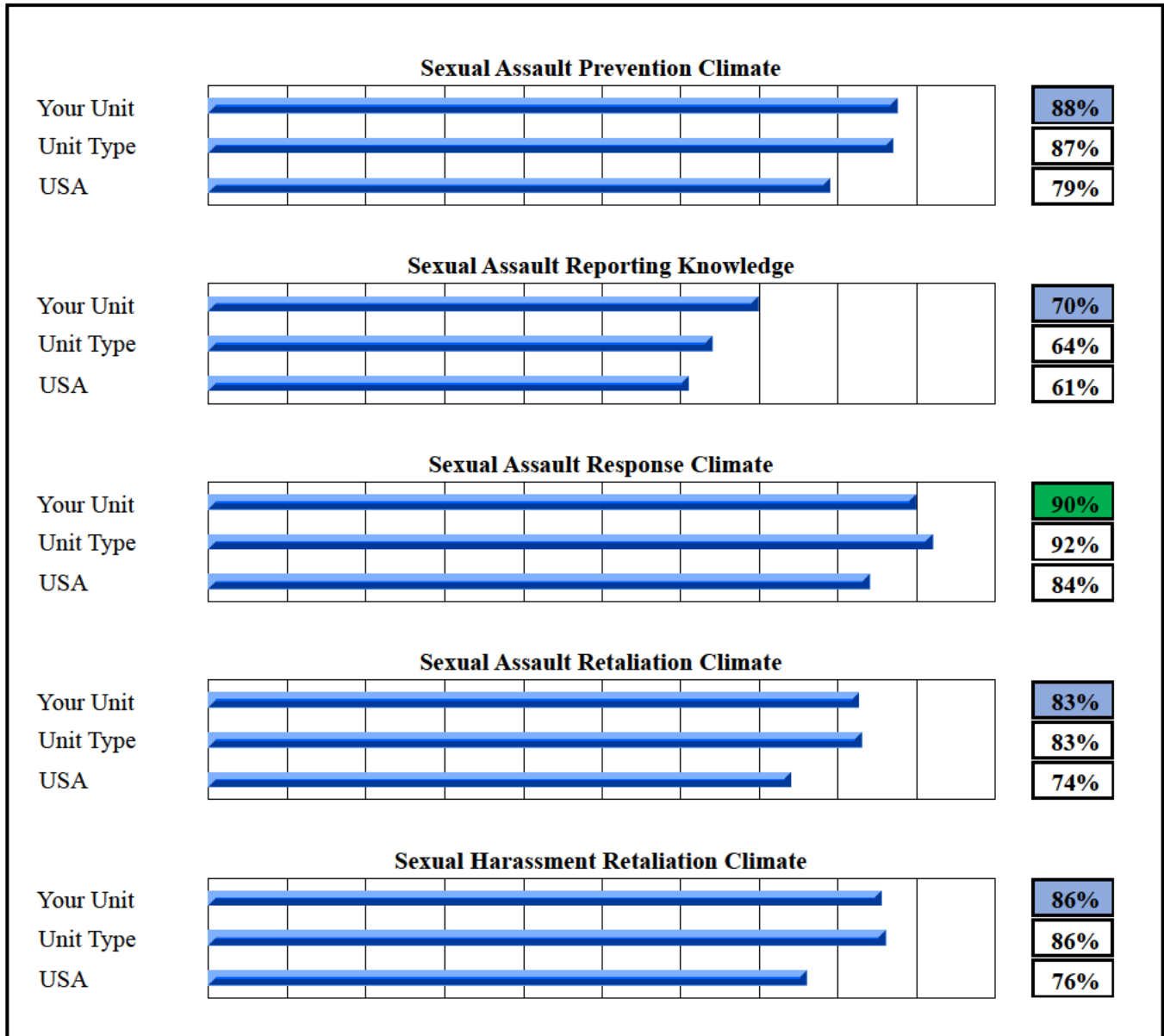


Figure 2 (cont): Unit Summaries

Unit Type = Special Forces



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

<b>4th POG (A)</b>								
<b>Organizational Effectiveness</b>								
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority	66%	66%	67%	61%	78%	60%	65%	74%
Majority	79%	80%	71%	78%	91%	71%	78%	84%
Women	72%	74%	68%	67%	87%	65%	74%	74%
Men	70%	70%	65%	69%	82%	64%	68%	78%
Enlisted	68%	71%	65%	67%	83%	62%	67%	76%
Officer	83%	68%	67%	78%	83%	78%	78%	90%
Junior Enlisted	66%	68%	64%	65%	82%	59%	66%	73%
Senior Enlisted	79%	85%	69%	78%	86%	78%	71%	88%
Junior Officer	74%	57%	62%	67%	80%	69%	74%	88%
Senior Officer	100%	89%	76%	100%	89%	95%	86%	95%
Military	70%	71%	65%	68%	83%	64%	68%	77%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	70%	71%	65%	68%	83%	64%	68%	77%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<u>4th POG (A)</u>							
		<u>EO/EEO/Fair Treatment</u>				<u>SAPR</u>			
		Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Minority		71%	78%	82%	82%	88%	70%	91%	76%
Majority		82%	86%	92%	89%	93%	72%	94%	88%
Women		71%	83%	79%	62%	84%	63%	82%	63%
Men		74%	80%	85%	88%	88%	71%	91%	85%
Enlisted		72%	79%	84%	84%	87%	68%	88%	81%
Officer		85%	89%	89%	97%	92%	83%	100%	94%
Junior Enlisted		69%	78%	82%	83%	85%	66%	87%	79%
Senior Enlisted		85%	85%	93%	88%	95%	78%	94%	90%
Junior Officer		77%	90%	86%	95%	93%	83%	100%	92%
Senior Officer		100%	88%	96%	100%	90%	81%	100%	100%
Military		74%	80%	85%	86%	88%	70%	90%	83%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		74%	80%	85%	86%	88%	70%	90%	83%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	10 (6%)	9 (5%)	9 (5%)	18 (11%)	27 (16%)	66 (39%)	29 (17%)
This workgroup has a great deal of personal meaning to me.	8 (5%)	14 (8%)	7 (4%)	23 (14%)	26 (15%)	58 (35%)	32 (19%)
I feel a strong sense of belonging to this workgroup.	11 (7%)	12 (7%)	10 (6%)	19 (11%)	26 (15%)	63 (38%)	27 (16%)
<b>Total</b>	6%	7%	5%	12%	<b>16%</b>	<b>37%</b>	<b>17%</b>
		<b>18%</b>				<b>70%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	5 (3%)	8 (5%)	10 (6%)	26 (15%)	21 (13%)	64 (38%)	34 (20%)
My senior leader clarifies our organization's goals and priorities.	4 (2%)	10 (6%)	9 (5%)	23 (14%)	21 (13%)	64 (38%)	37 (22%)
My senior leader communicates a clear vision for the future.	8 (5%)	13 (8%)	9 (5%)	24 (14%)	26 (15%)	59 (35%)	29 (17%)
My senior leader listens to the concerns of the organization's military members and employees.	9 (5%)	6 (4%)	6 (4%)	27 (16%)	19 (11%)	63 (38%)	38 (23%)
<b>Total</b>	4%	6%	5%	15%	<b>13%</b>	<b>37%</b>	<b>21%</b>
		<b>14%</b>				<b>71%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	11 (7%)	9 (5%)	11 (7%)	22 (13%)	28 (17%)	52 (31%)	35 (21%)
My organization's performance, compared to similar organizations, is high.	9 (5%)	12 (7%)	6 (4%)	36 (21%)	21 (13%)	49 (29%)	35 (21%)
My organization makes good use of available resources to accomplish its mission.	12 (7%)	15 (9%)	8 (5%)	25 (15%)	26 (15%)	47 (28%)	35 (21%)
<b>Total</b>	6%	7%	5%	16%	<b>15%</b>	<b>29%</b>	<b>21%</b>
		<b>18%</b>				<b>65%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	7 (4%)	13 (8%)	8 (5%)	20 (12%)	27 (16%)	63 (38%)	30 (18%)
We all take responsibility for the performance of the workgroup.	10 (6%)	11 (7%)	8 (5%)	29 (17%)	27 (16%)	48 (29%)	35 (21%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	5 (3%)	16 (10%)	6 (4%)	26 (15%)	24 (14%)	49 (29%)	42 (25%)
<b>Total</b>	4%	8%	4%	15%	<b>15%</b>	<b>32%</b>	<b>21%</b>
		<b>17%</b>				<b>68%</b>	



Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	4 (2%)	4 (2%)	3 (2%)	16 (10%)	14 (8%)	76 (45%)	51 (30%)
My immediate supervisor follows through with commitments he or she makes.	4 (2%)	2 (1%)	5 (3%)	17 (10%)	15 (9%)	69 (41%)	56 (33%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	9 (5%)	7 (4%)	2 (1%)	21 (13%)	17 (10%)	60 (36%)	52 (31%)
My immediate supervisor treats me fairly.	2 (1%)	3 (2%)	1 (1%)	16 (10%)	6 (4%)	78 (46%)	62 (37%)
<b>Total</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>10%</b>	<b>8%</b>	<b>42%</b>	<b>33%</b>
		<b>7%</b>				<b>83%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	15 (9%)	8 (5%)	11 (7%)	18 (11%)	22 (13%)	61 (36%)	33 (20%)
I feel satisfied with my current job.	18 (11%)	16 (10%)	10 (6%)	21 (13%)	20 (12%)	53 (32%)	30 (18%)
I am happy with my current job.	18 (11%)	16 (10%)	6 (4%)	24 (14%)	19 (11%)	54 (32%)	31 (18%)
<b>Total</b>	<b>10%</b>	<b>8%</b>	<b>5%</b>	<b>13%</b>	<b>12%</b>	<b>33%</b>	<b>19%</b>
		<b>23%</b>				<b>64%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	11 (7%)	8 (5%)	5 (3%)	19 (11%)	21 (13%)	70 (42%)	34 (20%)
Discipline is administered fairly.	16 (10%)	7 (4%)	12 (7%)	27 (16%)	12 (7%)	63 (38%)	31 (18%)
Decisions are made after reviewing relevant information.	10 (6%)	17 (10%)	7 (4%)	21 (13%)	23 (14%)	61 (36%)	29 (17%)
<b>Total</b>	<b>7%</b>	<b>6%</b>	<b>5%</b>	<b>13%</b>	<b>11%</b>	<b>38%</b>	<b>19%</b>
		<b>18%</b>				<b>68%</b>	

Table 2.8 Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	5 (3%)	3 (2%)	2 (1%)	9 (5%)	11 (7%)	85 (51%)	53 (32%)
I am enthusiastic about my work.	10 (6%)	10 (6%)	11 (7%)	18 (11%)	26 (15%)	57 (34%)	36 (21%)
Time flies when I am working.	15 (9%)	8 (5%)	5 (3%)	18 (11%)	24 (14%)	61 (36%)	37 (22%)
<b>Total</b>	6%	4%	4%	9%	<b>12%</b>	<b>40%</b>	<b>25%</b>
	<b>14%</b>		<b>77%</b>				

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	7 (4%)	8 (5%)	4 (2%)	20 (12%)	16 (10%)	72 (43%)	41 (24%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	9 (5%)	5 (3%)	4 (2%)	19 (11%)	17 (10%)	61 (36%)	53 (32%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	7 (4%)	9 (5%)	4 (2%)	17 (10%)	22 (13%)	70 (42%)	39 (23%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	19 (11%)	13 (8%)	6 (4%)	24 (14%)	17 (10%)	62 (37%)	27 (16%)
The decision-making processes that impact my workgroup are fair.	8 (5%)	13 (8%)	5 (3%)	25 (15%)	12 (7%)	71 (42%)	34 (20%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	5 (3%)	8 (5%)	3 (2%)	25 (15%)	4 (2%)	59 (35%)	64 (38%)
<b>Total</b>	5%	6%	3%	13%	<b>9%</b>	<b>39%</b>	<b>26%</b>
		<b>14%</b>				<b>74%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	12 (7%)	4 (2%)	0 (0%)	7 (4%)	6 (4%)	52 (31%)	87 (52%)
<b>Religion</b>	12 (7%)	4 (2%)	0 (0%)	8 (5%)	3 (2%)	55 (33%)	86 (51%)
<b>Sex</b>	11 (7%)	8 (5%)	5 (3%)	4 (2%)	3 (2%)	55 (33%)	82 (49%)
<b>Sexual Orientation</b>	15 (9%)	3 (2%)	0 (0%)	12 (7%)	2 (1%)	52 (31%)	84 (50%)
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	7 (4%)	4 (2%)	5 (3%)	12 (7%)	7 (4%)	68 (40%)	65 (39%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	17 (10%)	14 (8%)	5 (3%)	12 (7%)	3 (2%)	44 (26%)	73 (43%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	18 (11%)	14 (8%)	9 (5%)	10 (6%)	8 (5%)	38 (23%)	71 (42%)
<b>Total</b>	8%	4%	2%	6%	<b>3%</b>	<b>31%</b>	<b>47%</b>
		<b>14%</b>				<b>80%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	16 (10%)	7 (4%)	145 (86%)
<b>Religion</b>	16 (10%)	8 (5%)	144 (86%)
<b>Sex</b>	24 (14%)	4 (2%)	140 (83%)
<b>Sexual Orientation</b>	18 (11%)	12 (7%)	138 (82%)

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	6 (4%)	1 (1%)	1 (1%)	27 (16%)	4 (2%)	63 (38%)	66 (39%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	5 (3%)	0 (0%)	1 (1%)	18 (11%)	6 (4%)	70 (42%)	68 (40%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	6 (4%)	7 (4%)	1 (1%)	14 (8%)	5 (3%)	51 (30%)	84 (50%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	4 (2%)	1 (1%)	1 (1%)	10 (6%)	0 (0%)	46 (27%)	106 (63%)
<b>Total</b>	3%	1%	1%	10%	2%	34%	48%
		5%				85%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	1 (1%)	2 (1%)	1 (1%)	9 (5%)	14 (8%)	59 (35%)	82 (49%)
My immediate supervisor promotes responsible alcohol use.	3 (2%)	1 (1%)	0 (0%)	13 (8%)	5 (3%)	65 (39%)	81 (48%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	6 (4%)	6 (4%)	3 (2%)	14 (8%)	4 (2%)	63 (38%)	72 (43%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	2 (1%)	1 (1%)	2 (1%)	14 (8%)	14 (8%)	61 (36%)	74 (44%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	4 (2%)	0 (0%)	2 (1%)	10 (6%)	4 (2%)	60 (36%)	88 (52%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	11 (7%)	8 (5%)	0 (0%)	13 (8%)	7 (4%)	64 (38%)	65 (39%)
<b>Total</b>	3%	2%	1%	7%	5%	37%	46%
		5%				88%	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	1 (1%)	0 (0%)	1 (1%)	10 (6%)	3 (2%)	54 (32%)	99 (59%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	5 (3%)	0 (0%)	3 (2%)	11 (7%)	3 (2%)	56 (33%)	90 (54%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	6 (4%)	2 (1%)	3 (2%)	11 (7%)	5 (3%)	56 (33%)	85 (51%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	1 (1%)	1 (1%)	0 (0%)	13 (8%)	4 (2%)	57 (34%)	92 (55%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	3 (2%)	3 (2%)	1 (1%)	10 (6%)	5 (3%)	55 (33%)	91 (54%)
<b>Total</b>	2%	1%	1%	7%	2%	33%	54%
		4%				90%	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, reporters of sexual assault would be excluded from social interactions or conversations.	77 (46%)	52 (31%)	2 (1%)	26 (15%)	7 (4%)	2 (1%)	2 (1%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	84 (50%)	54 (32%)	2 (1%)	23 (14%)	4 (2%)	1 (1%)	0 (0%)
In my work group, reporters of sexual assault would be blamed for causing problems.	81 (48%)	56 (33%)	2 (1%)	18 (11%)	5 (3%)	5 (3%)	1 (1%)
In my work group, reporters of sexual assault would be denied career opportunities.	85 (51%)	52 (31%)	1 (1%)	18 (11%)	5 (3%)	5 (3%)	2 (1%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	89 (53%)	50 (30%)	2 (1%)	21 (13%)	2 (1%)	3 (2%)	1 (1%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	89 (53%)	54 (32%)	1 (1%)	18 (11%)	2 (1%)	4 (2%)	0 (0%)
<b>Total</b>	<b>50%</b>	<b>32%</b>	<b>1%</b>	12%	2%	2%	1%
		<b>83%</b>				<b>5%</b>	

Table 2.16 Sexual Harassment Retaliation Climate

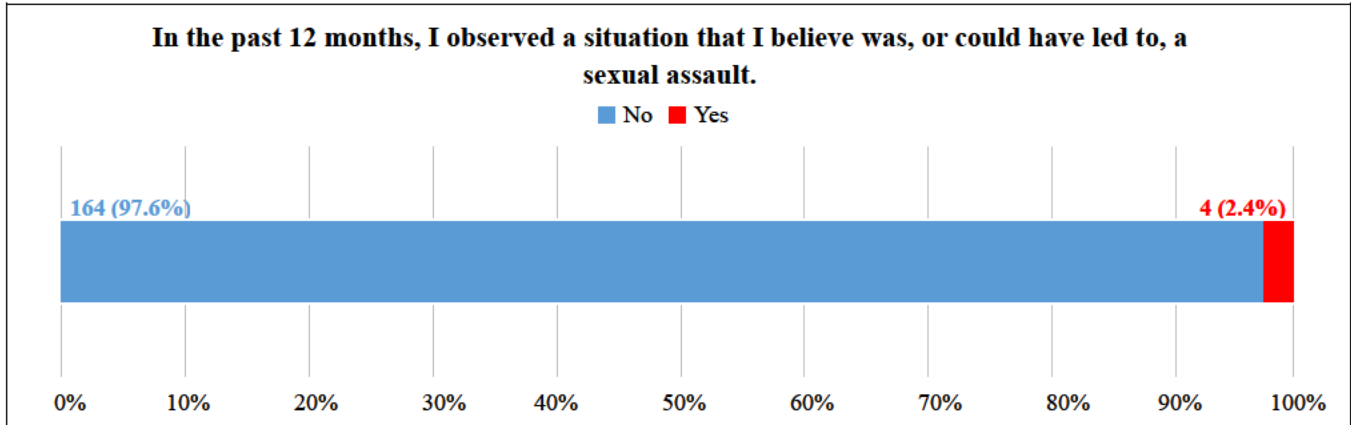
Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	85 (51%)	53 (32%)	1 (1%)	19 (11%)	5 (3%)	5 (3%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	88 (52%)	55 (33%)	3 (2%)	19 (11%)	2 (1%)	1 (1%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	84 (50%)	53 (32%)	5 (3%)	17 (10%)	4 (2%)	3 (2%)	2 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	86 (51%)	55 (33%)	1 (1%)	16 (10%)	6 (4%)	3 (2%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	89 (53%)	55 (33%)	3 (2%)	19 (11%)	1 (1%)	1 (1%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	89 (53%)	56 (33%)	1 (1%)	17 (10%)	2 (1%)	2 (1%)	1 (1%)
<b>Total</b>	<b>52%</b>	<b>32%</b>	<b>1%</b>	11%	2%	1%	0%
		<b>86%</b>				<b>4%</b>	



## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Responder’s Reported Actions Taken Following High Risk Situation**

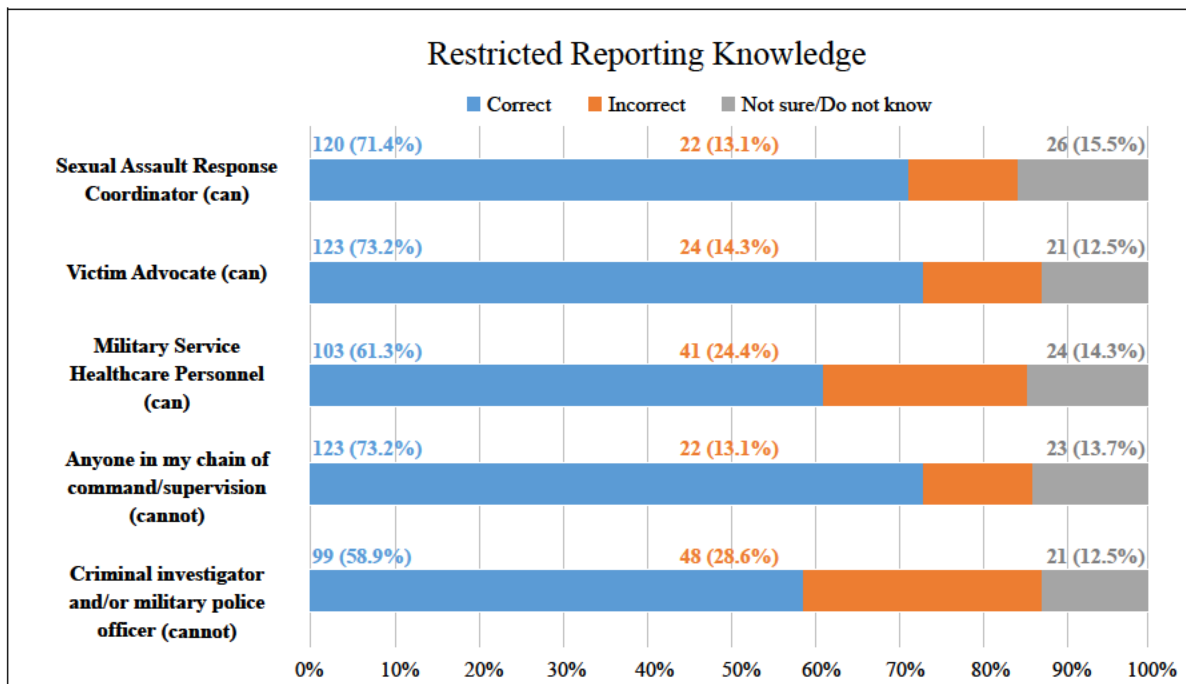
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	0	0.0%
I asked the person who appeared to be at risk if they needed help.	3	75.0%
I confronted the person who appeared to be causing the situation.	1	25.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	0	0.0%
<b>Total</b>	4	100.0%

## Sexual Assault Reporting Knowledge

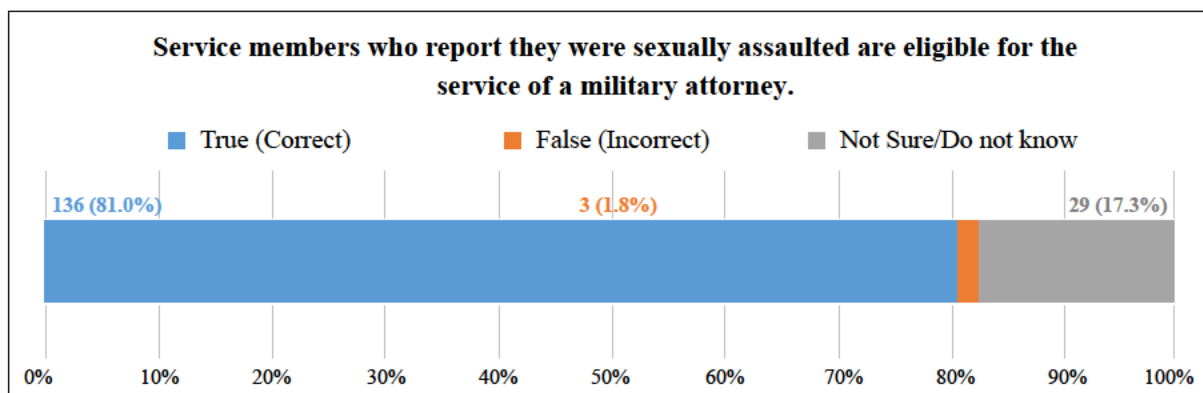
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



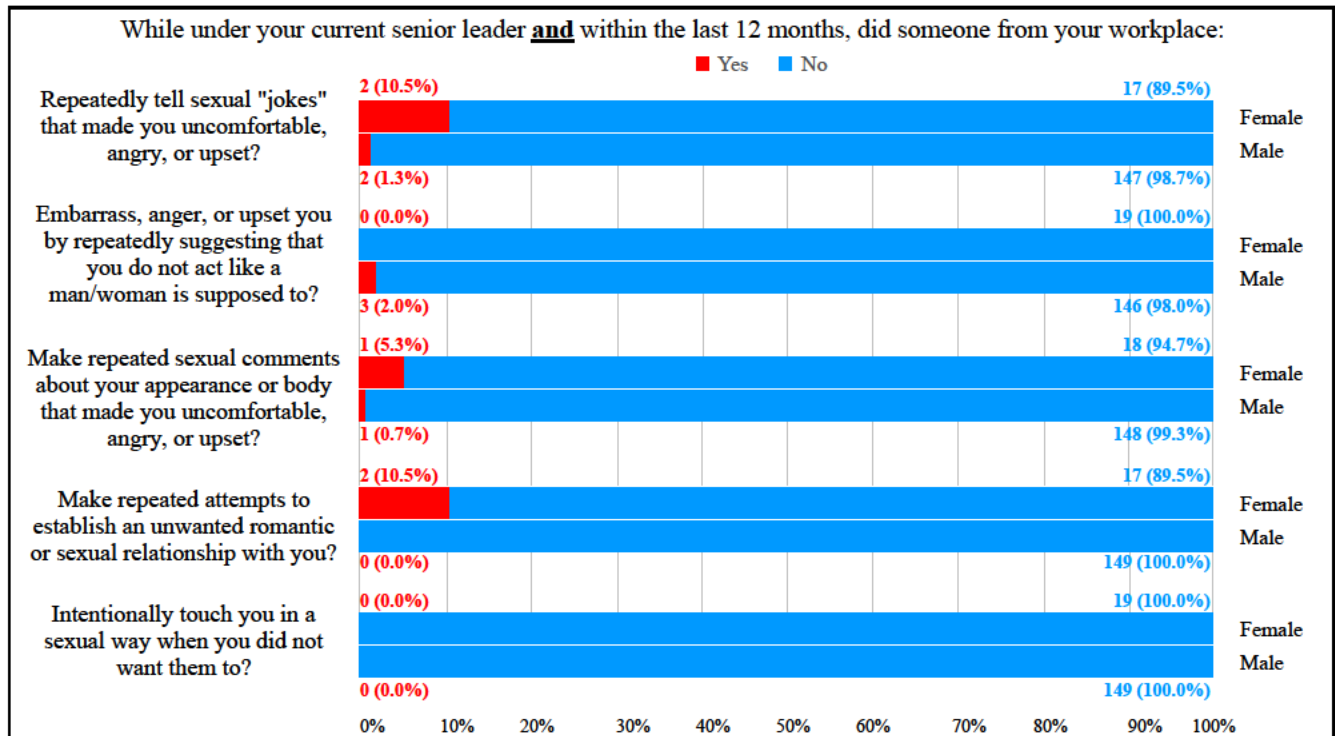
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	4	2.4%	164	97.6%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	3	1.8%	165	98.2%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	2	1.2%	166	98.8%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	2	1.2%	166	98.8%
Intentionally touch you in a sexual way when you did not want them to?	0	0.0%	168	100.0%

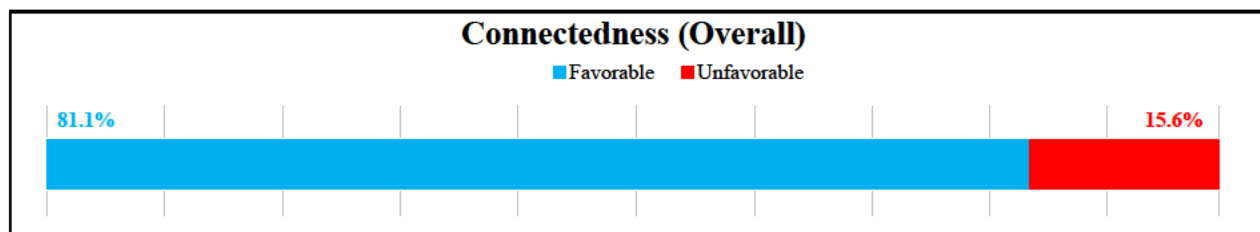
**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	6 (4%)	9 (5%)	11 (7%)	22 (13%)	11 (7%)	39 (23%)	70 (42%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	2 (1%)	7 (4%)	11 (7%)	-	6 (4%)	42 (25%)	100 (60%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	11 (7%)	13 (8%)	12 (7%)	-	28 (17%)	70 (42%)	34 (20%)
These days, I feel that there are people I can turn to in times of need.	9 (5%)	4 (2%)	10 (6%)	-	20 (12%)	73 (43%)	52 (31%)
<b>Total*</b>	4%	5%	7%	-	10%	33%	38%
		16%				81%	

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

In the past 12 months, I have known someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	25	14.9%
Attempted	2	1.2%
Died by Suicide	22	13.1%
Thought of, Attempted	5	3.0%
Attempted, Died by Suicide	0	0.0%
Thought of, Died by Suicide	2	1.2%
Thought of, Attempted, Died by Suicide	3	1.8%
None of the above	109	64.9%

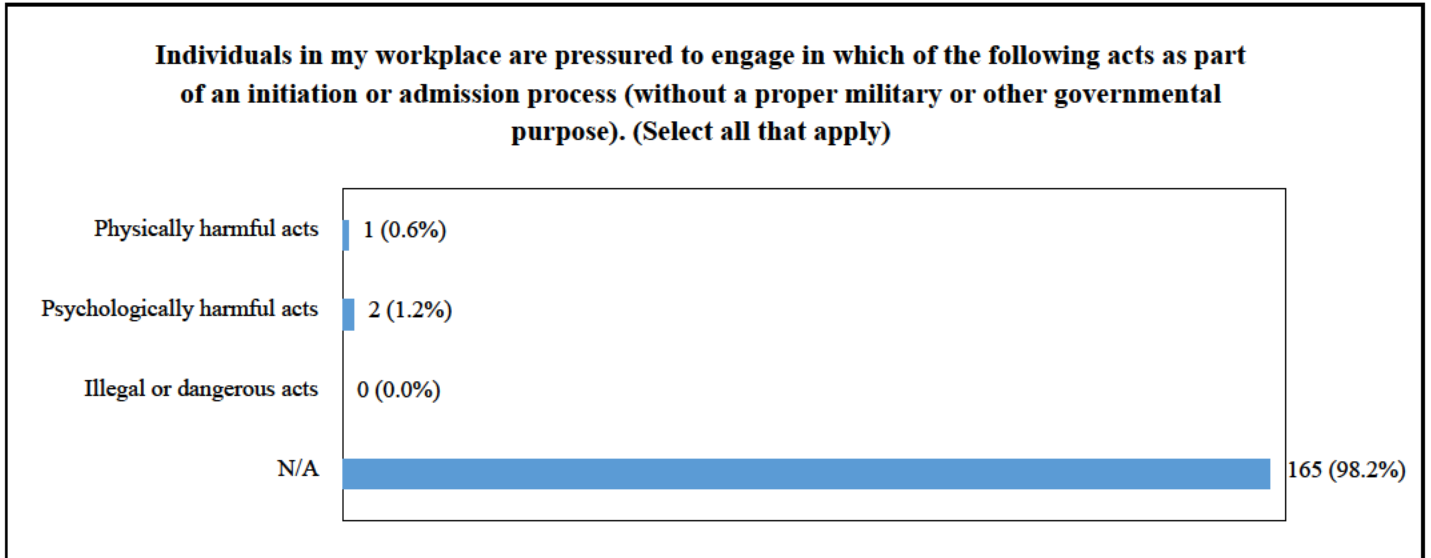
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

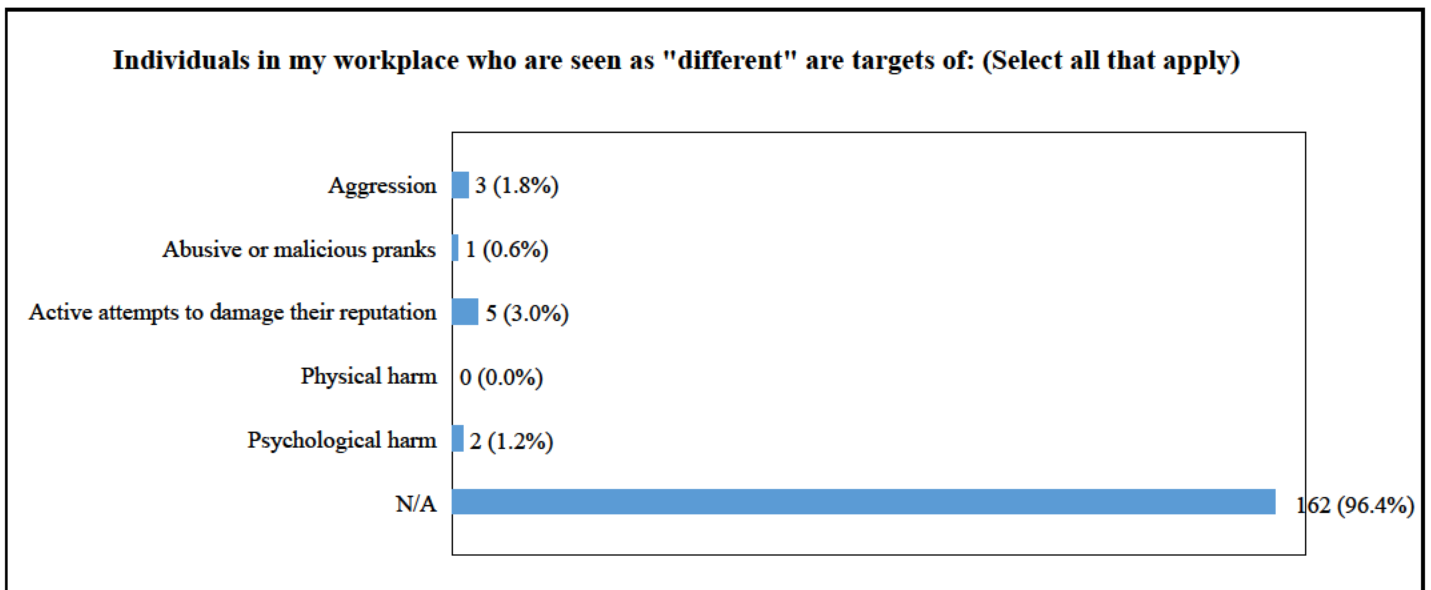
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, the Defense Equal Opportunity Management Institute (DEOMI) provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

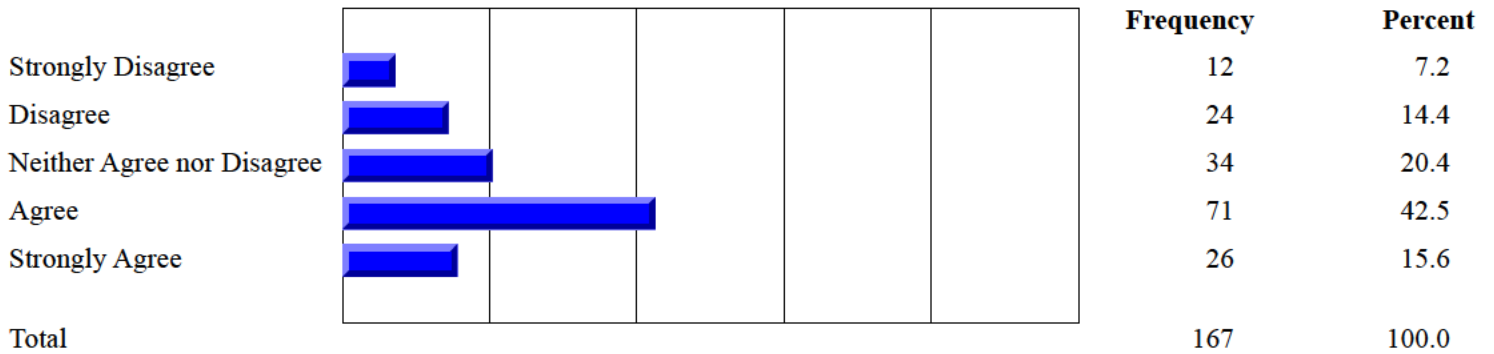
321-494-2675/3260/4217

DSN: 854-2675/3260/4217

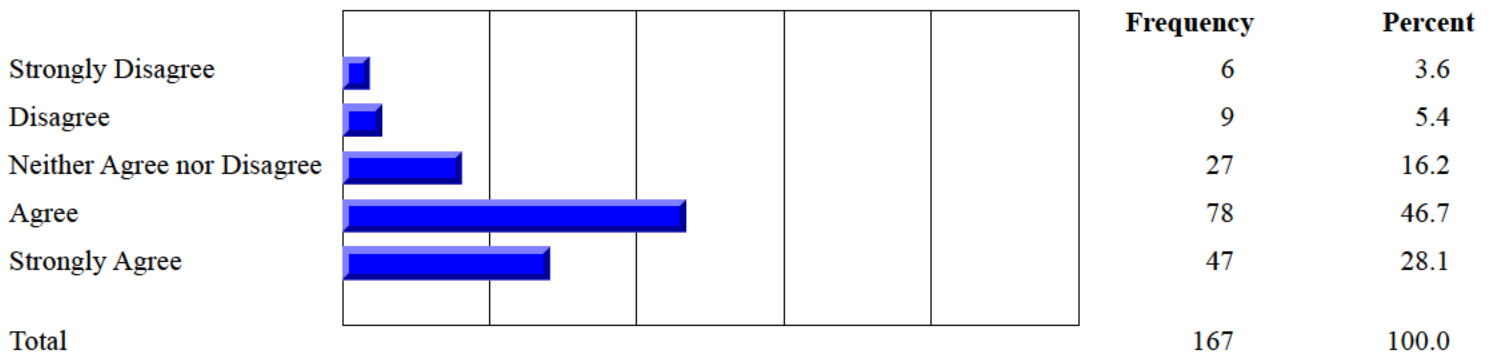
[support@deocs.net](mailto:support@deocs.net)

## Appendix A: Your Locally Developed Questions

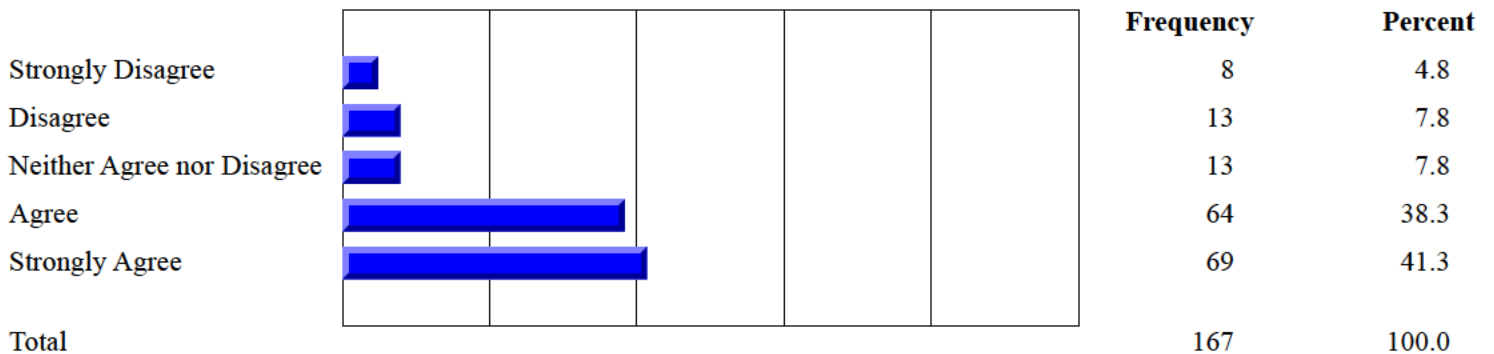
**1. Communication flow from the chain of command is good.**



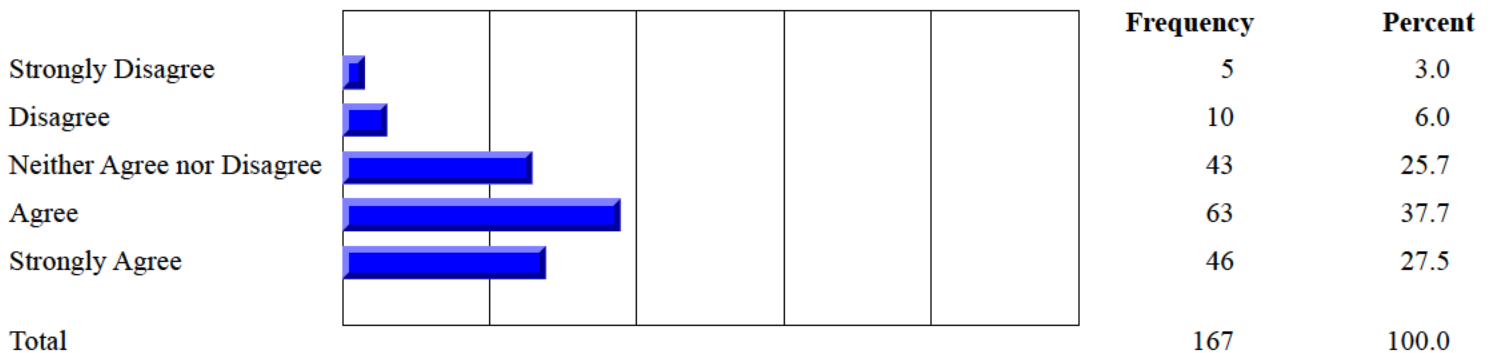
**2. The leaders in my command show a real interest in the welfare of families.**



**3. Favoritism involving race/sex/national origin differences does not occur in my work area.**

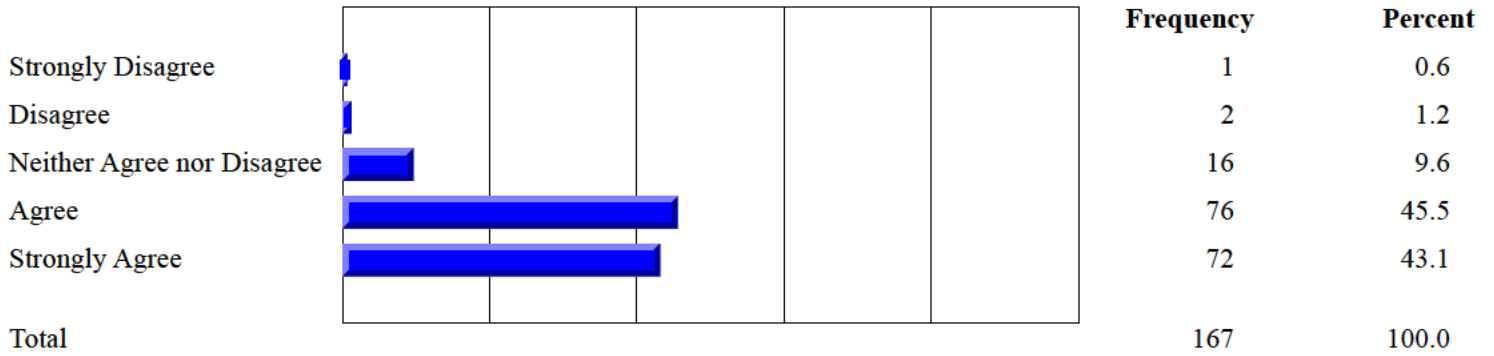


**4. I am recognized for contributing to a positive atmosphere in my workplace.**

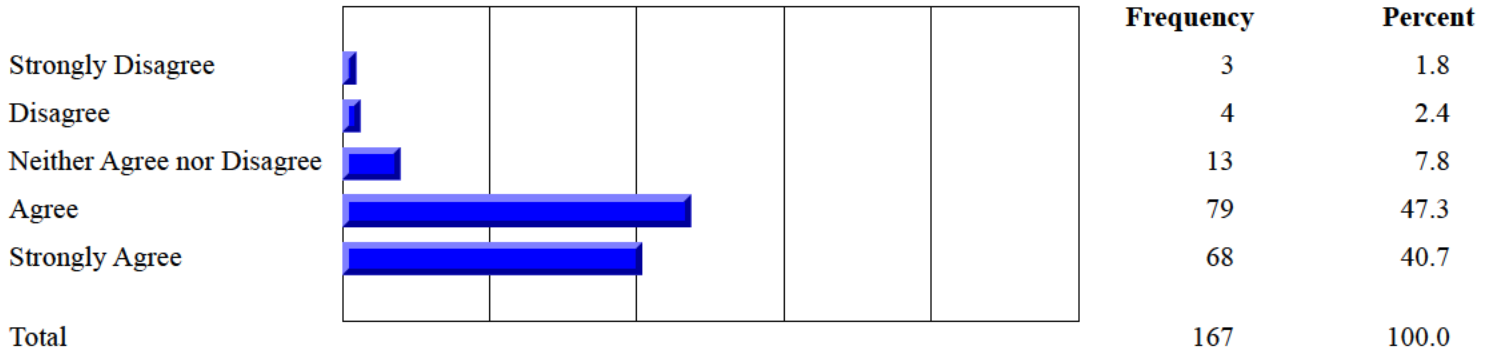




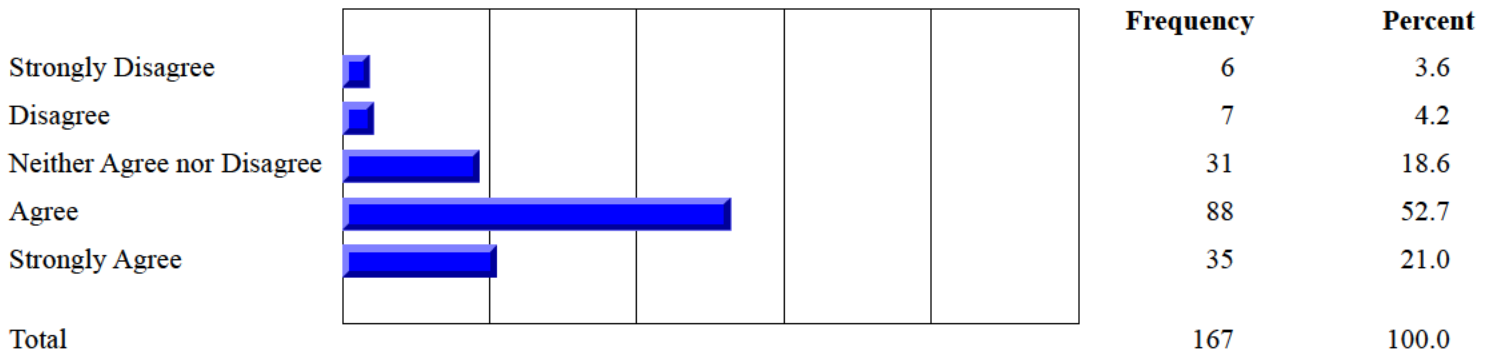
**5. Unit leadership does not tolerate hazing.**



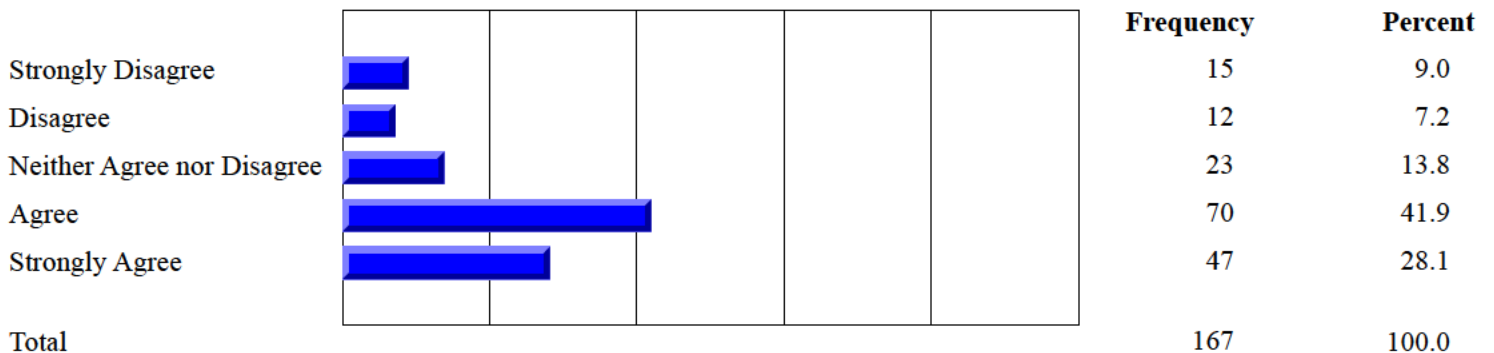
**6. Coworkers allow each other to express their opinions.**



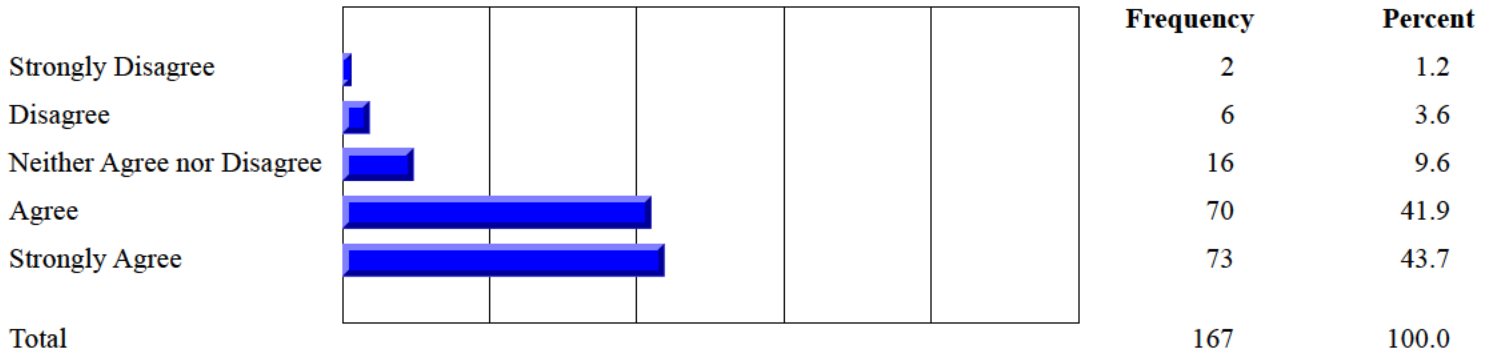
**7. My command devotes a reasonable amount of time for social activities.**



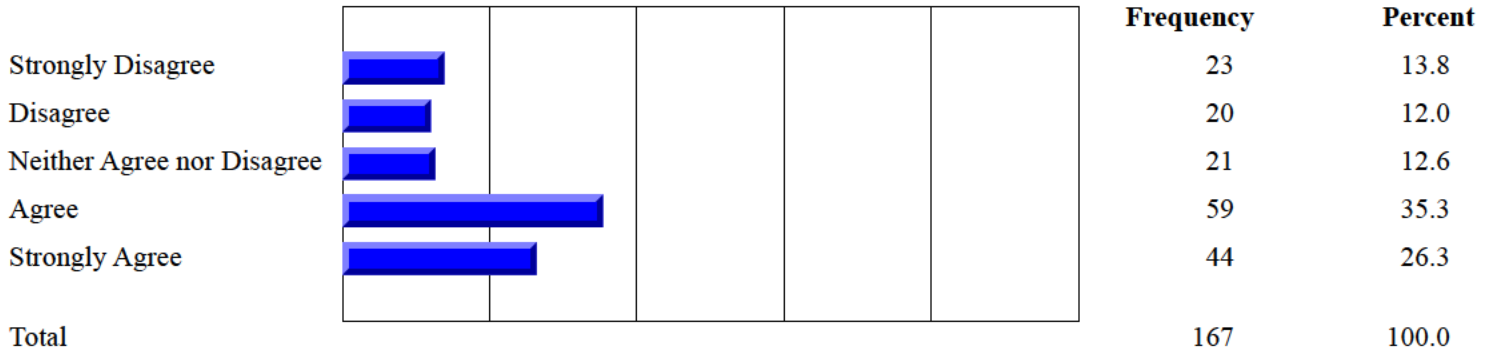
**8. I would seek the assistance of my Commander/Director.**



1002  
 9. My immediate supervisor sets the right example with his/her actions.



10. I am being fully utilized in my work center.































































































## Defense Organizational Climate Survey (DEOCS) v. 5.0

**Registration:** Ramos 02.05.2021  
**Unit/Organization:** 5th SFG(A)  
**Unit/Organization Leader:** (b) (3) / (b) (6)  
**Survey Dates:** 02/16/2021 - 03/30/2021  
**Subgroup:** Overall Unit/Organization

Overview.....	2
Making Climate Assessment Results Work for Your Organization.....	2
Assessment to Solutions .....	2
Contact Information .....	2
SUMMARY .....	3
PROTECTIVE FACTORS .....	5
RISK FACTORS .....	17
CUSTOM ITEMS .....	29
ITEM SUMMARY.....	31

## Overview

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The Defense Organizational Climate Survey (DEOCS) provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this report. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.

Additional methods, such as focus groups, observations, and reviews of records can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.

In order to protect an individual's confidentiality, results are only reported if there are five or more responses to a question or set of questions; in addition, results are only reported for demographic groups if five or more individuals in a group responded to the question. For example, if only four women responded to a question, results will not be reported for women or men.

Only respondents who completed at least half of the DEOCS questions are included in this report; incomplete surveys where fewer than half of the questions were answered are not included. All percentages displayed are out of the total number responding to a question or set of questions; missing responses are excluded from the calculations. Comments and responses to custom short answer questions (or SAQs) are not included in this report, but are in a separate report available in the dashboard for surveys with at least 16 respondents.

The Quick Links tab in the dashboard also contains informational documents that may help as you view your results, including how factors are calculated and how results are interpreted.

Finally, the text displayed in this report reflects the military and civilian versions of the DEOCS 5.0. It does not match what cadets and midshipmen from the Military Service Academies saw when they completed their DEOCS. Refer to the Quick Links tab in the DEOCS dashboard for a document that compares the dashboard and report text to what cadets and midshipmen saw when completing the survey.

## Making Climate Assessment Results Work for Your Organization

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

## Assessment to Solutions

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: <https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home>.

Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

## Contact Information

The DEOCS HelpDesk is available to assist you and can be reached at:

- [deocs@datarecognitioncorp.com](mailto:deocs@datarecognitioncorp.com)
- 1-833-867-5674

## 5<sup>th</sup> SFG(A) UIC Breakdown

WDSMAA --- GSB

WDSMD0 --- ASC

WH03AA --- HHC

WH04AA --- 1<sup>st</sup> BN

WH05AA --- 2<sup>nd</sup> BN

WH06AA --- 3<sup>rd</sup> BN

WJQ3AA --- 4<sup>th</sup> BN

**SUMMARY**

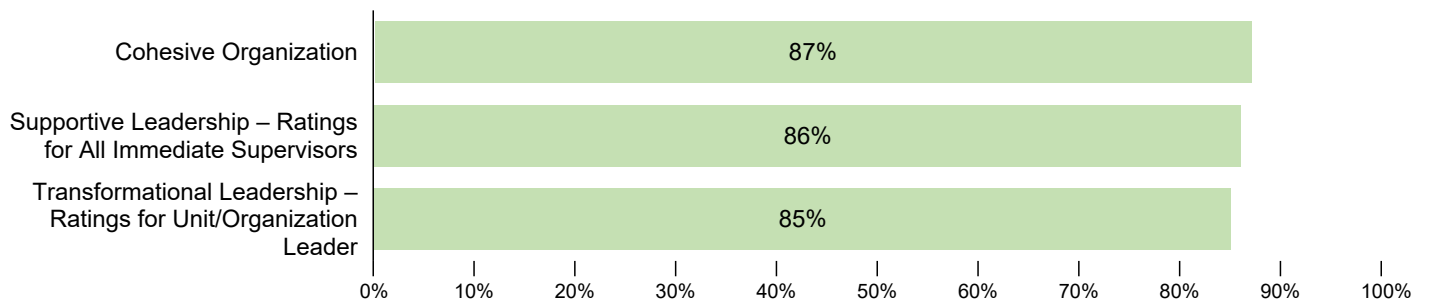
**Response Rates**

Group	Response Rate	Total Registered	Total Surveys Returned	Total Incomplete Surveys
Overall Unit	28%	2488	689	148
WDSMAA	32%	436	141	21
WDSMD0	15%	41	6	1
WH03AA	21%	219	45	9
WH04AA	27%	524	140	32
WH05AA	23%	499	114	28
WH06AA	38%	511	195	36
WJQ3AA	18%	244	45	21

Note: The total number registered is based on the number of people listed in the roster provided by the survey administrator at time of registration. Response rates may be above 100% if more people returned a survey than the total number included in the roster.

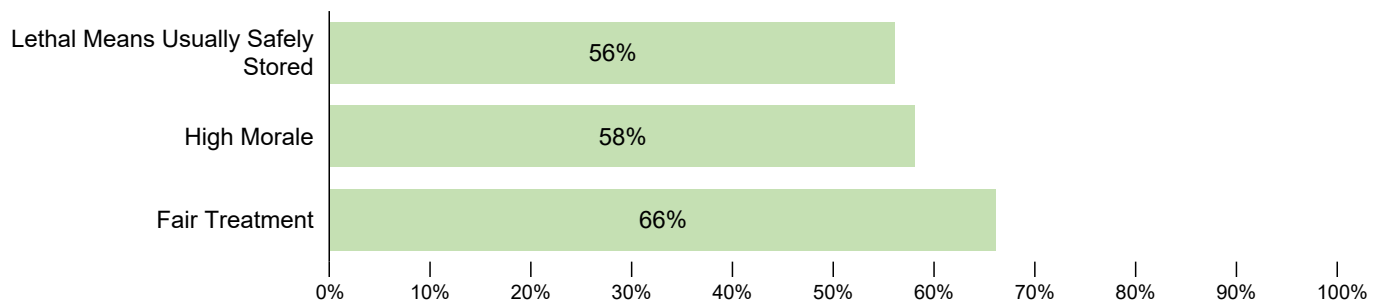
**Top 3 – Protective Factors With the Highest Favorability Ratings**

Your highest-scoring protective factors are below; you are doing well in these areas. Higher scores for these factors are linked to more positive outcomes.



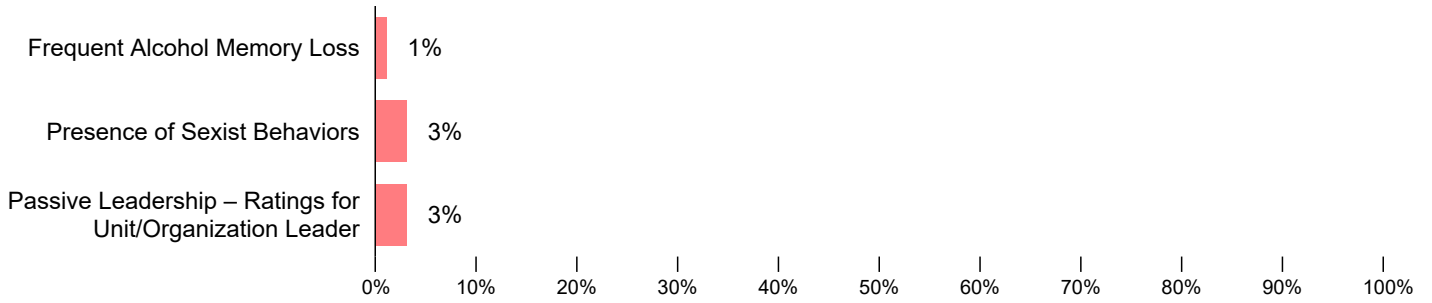
**Bottom 3 – Protective Factors With the Lowest Favorability Ratings**

Your lowest-scoring protective factors are below; improvement can be made to these areas. Lower scores for these factors are linked to more negative outcomes.



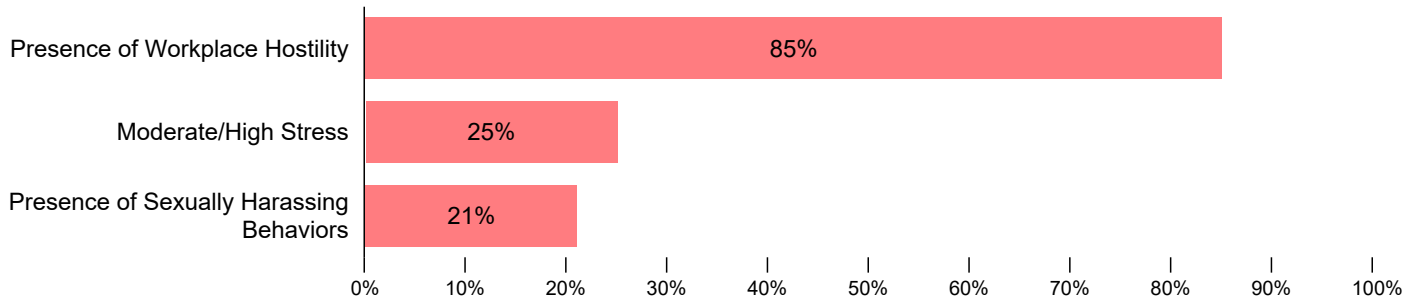
### Top 3 – Risk Factors With the Lowest Unfavorability Ratings

Your lowest-scoring risk factors are below; you are doing well in these areas. Lower scores for these factors are linked to more positive outcomes.



### Bottom 3 – Risk Factors With the Highest Unfavorability Ratings for Overall Unit

Your highest-scoring risk factors are below; improvement can be made to these areas. Higher scores for these factors are linked to more negative outcomes.



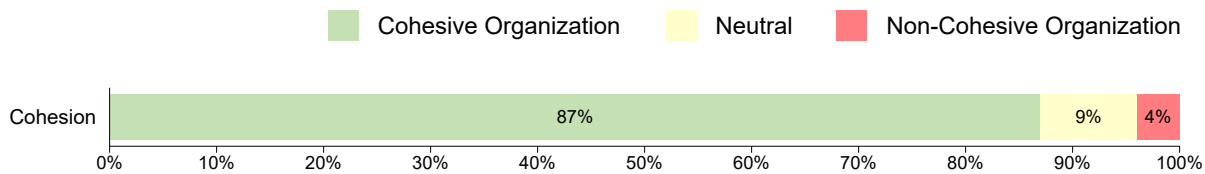
**PROTECTIVE FACTORS**

These factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher favorable scores on protective factors are linked to a higher likelihood of positive outcomes, such as improved performance or readiness and higher retention and are also linked to a lower likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault. This section shows the overall results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority).

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the favorable ratings by various demographic categories.

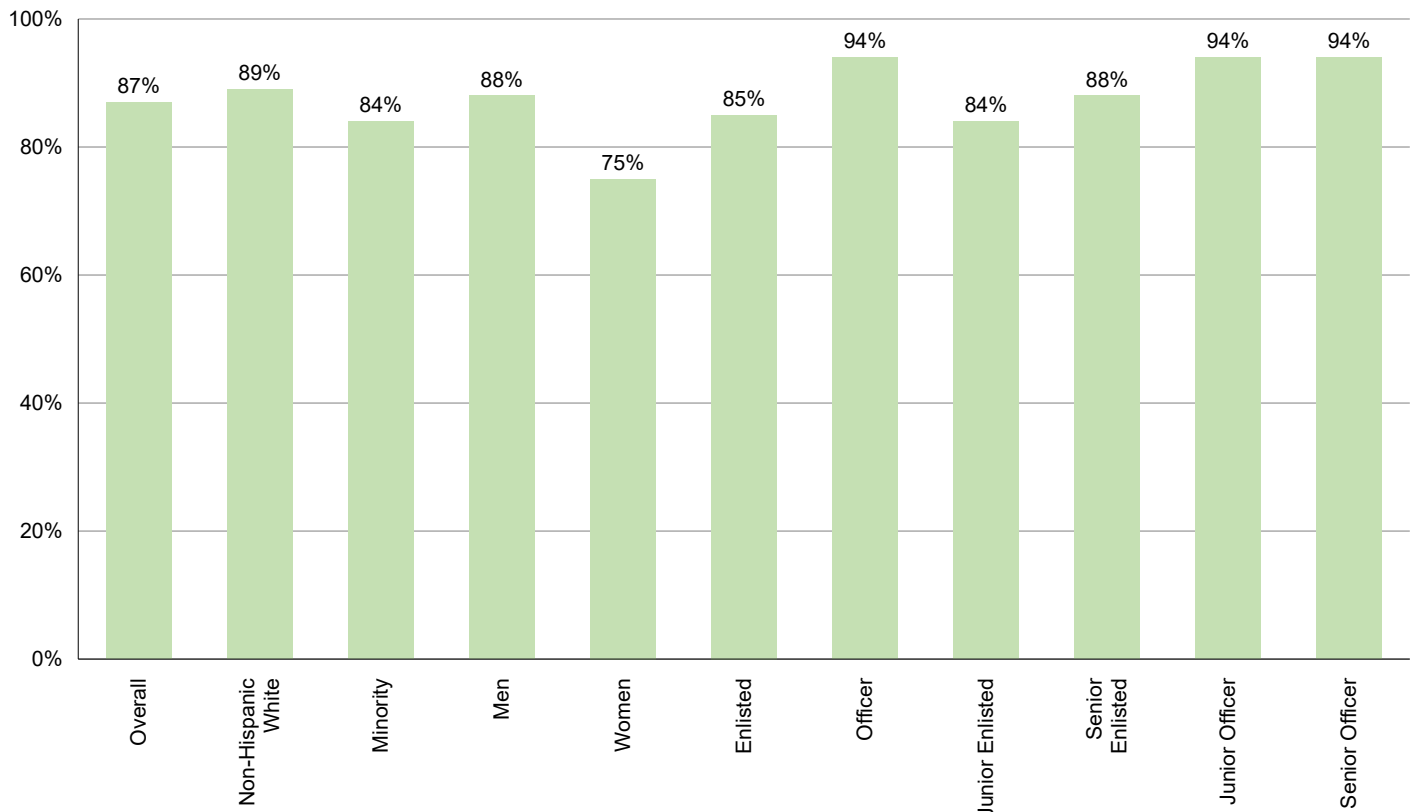
**Cohesion**

Cohesion assesses whether individuals in a workplace care about each other, share the same goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.



**Cohesive Organization by Demographic Category**

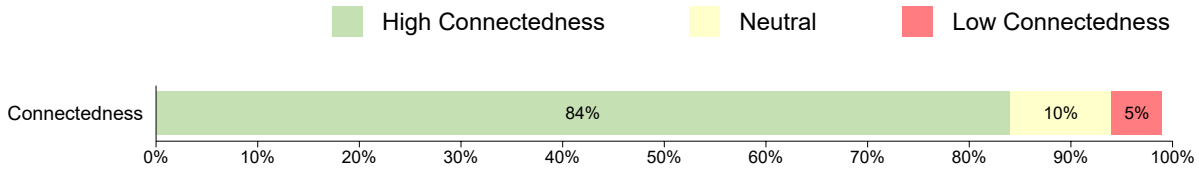
This graph displays the percentage of responses that indicated the organization is cohesive.





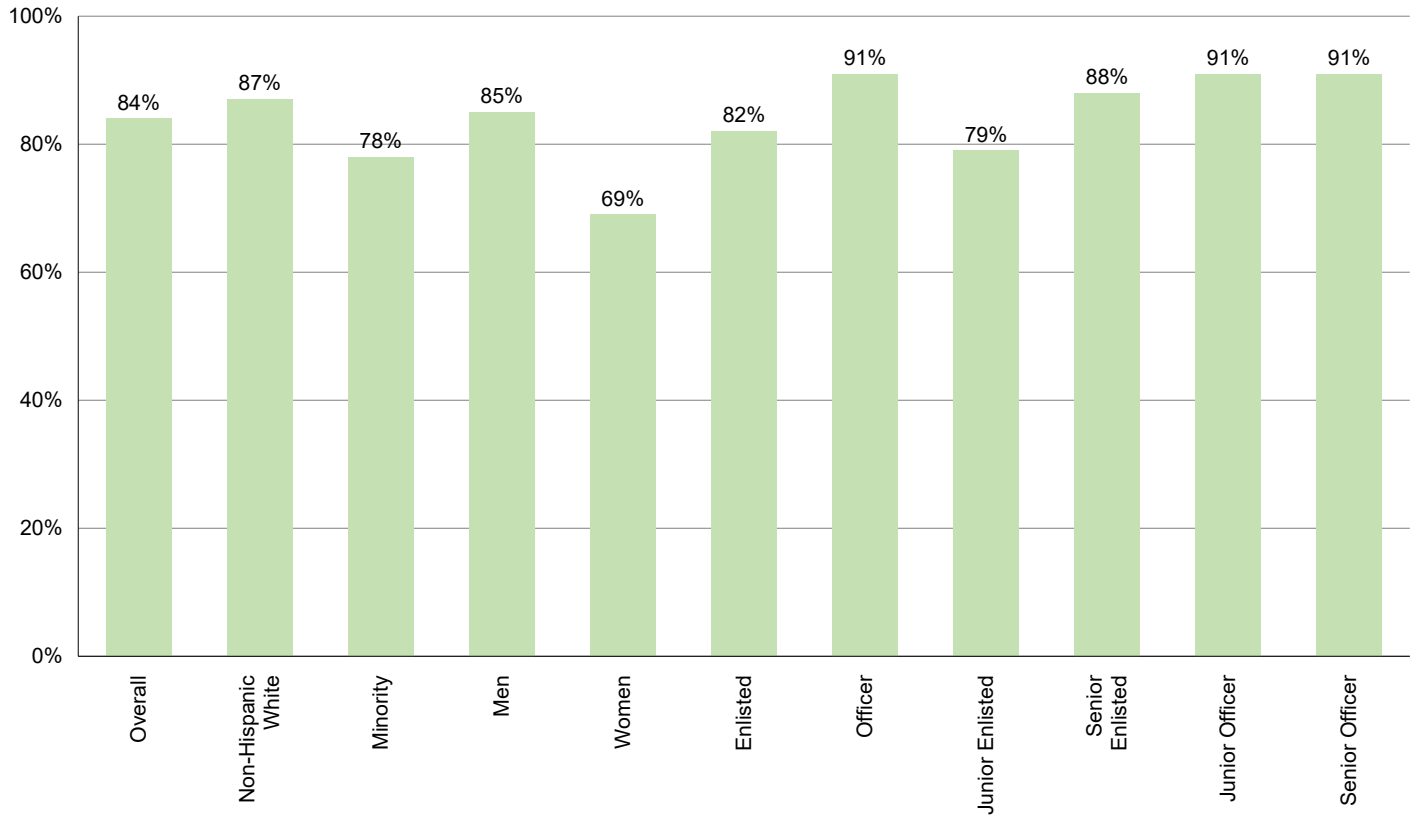
### Connectedness

Connectedness measures perceptions of closeness to a group and satisfaction with one's relationship to others in the group. Higher connectedness is linked to a lower likelihood of suicidal ideation.



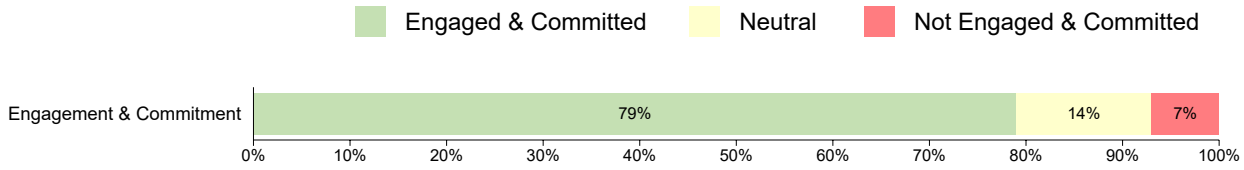
### High Connectedness by Demographic Category

This graph displays the percentage of responses that indicated high connectedness.



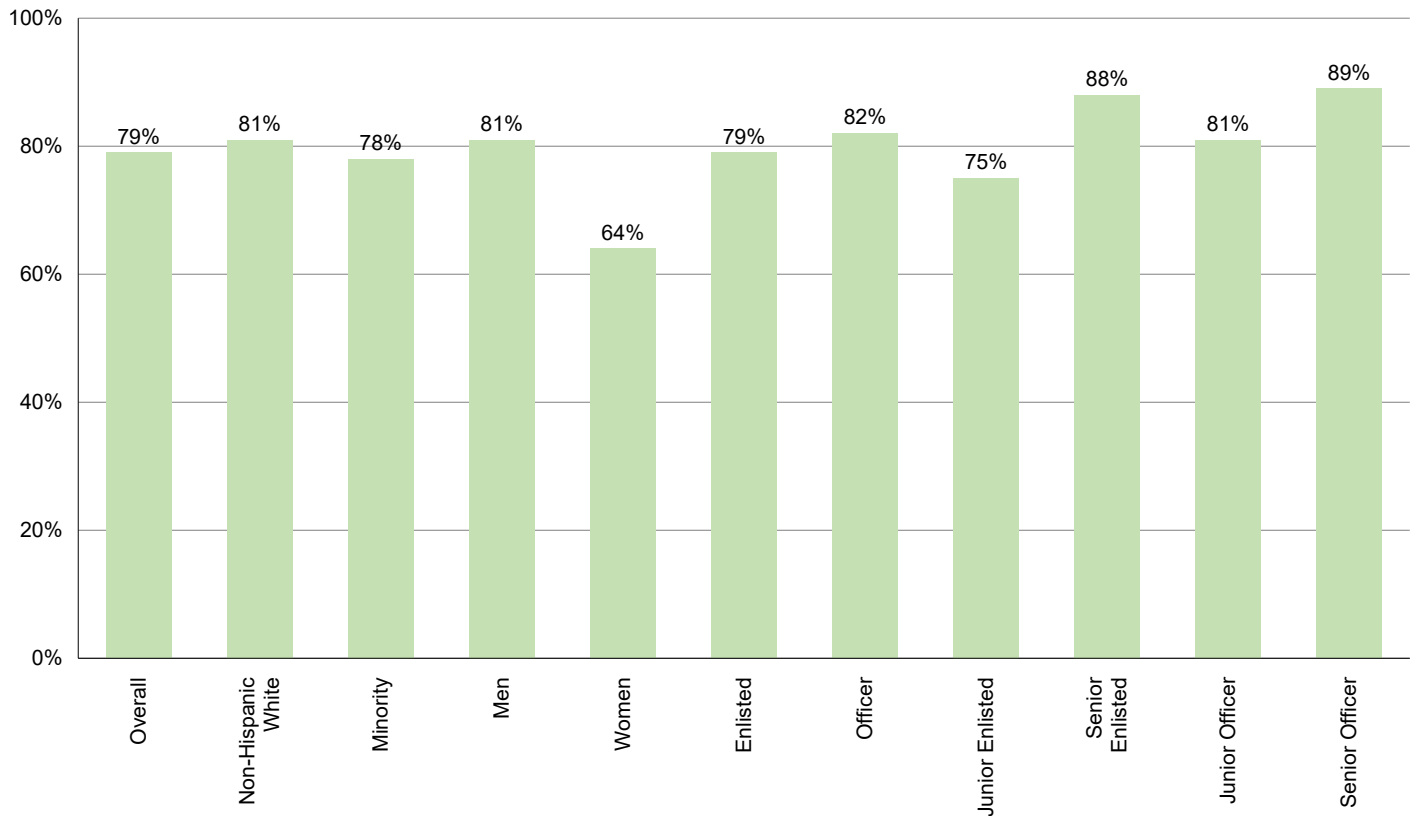
## Engagement & Commitment

This factor measures one’s vigor, dedication, and absorption in work and commitment to the job and organization. Higher levels of engagement and commitment are linked to higher levels of readiness, performance, and retention, and a lower likelihood of suicide.



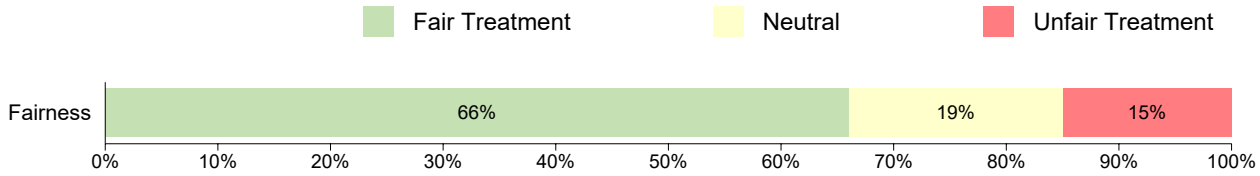
## Engaged & Committed by Demographic Category

This graph displays the percentage of responses that indicated engagement and commitment to the organization.



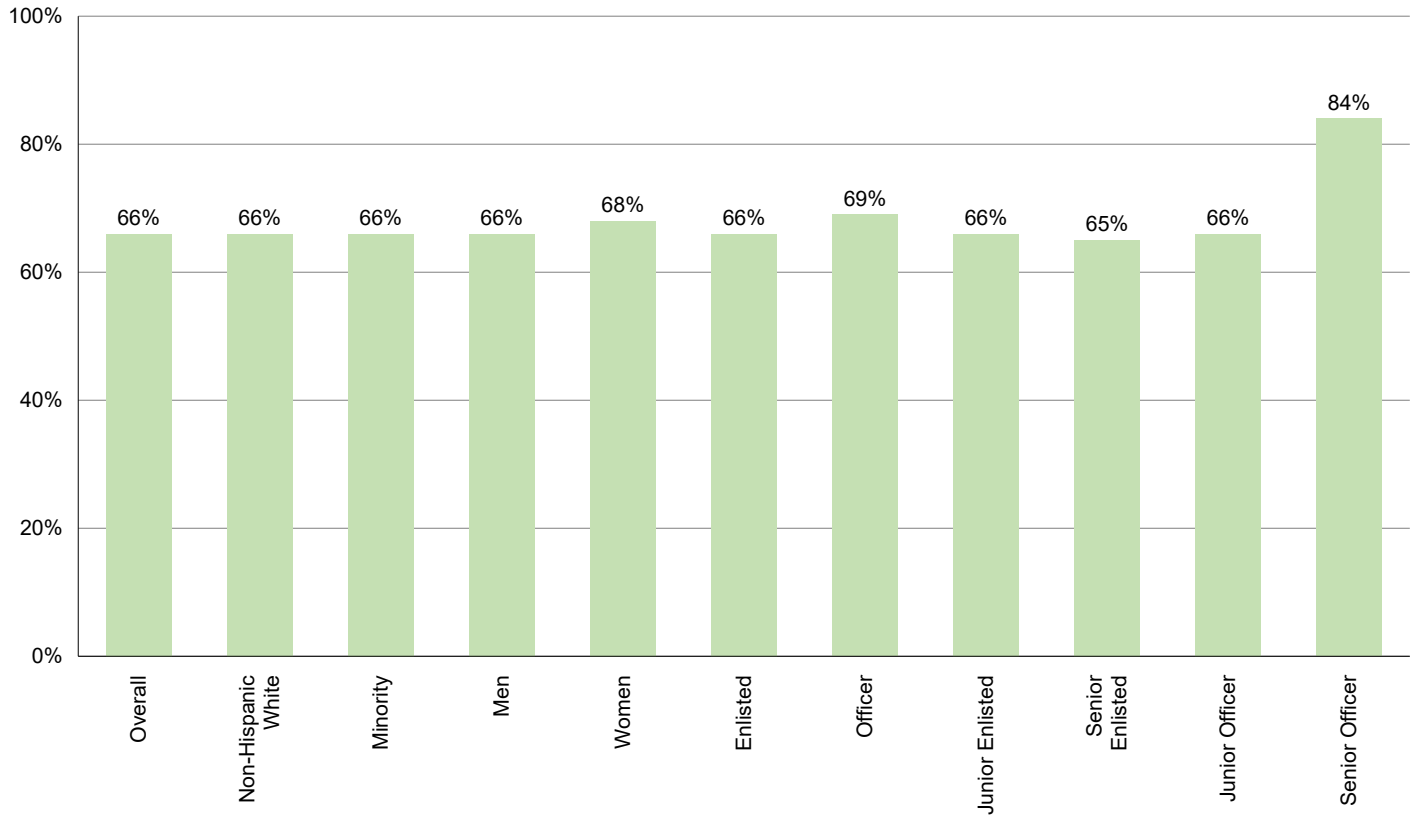
### Fairness

Fairness is the perception that organizational policies, practices, and procedures, both formal and informal, regarding information sharing, job opportunities, promotions, and discipline are based on merit, inclusion, equality, and respect. Fair organizations are linked to higher retention and lower levels of racial and ethnic discrimination.



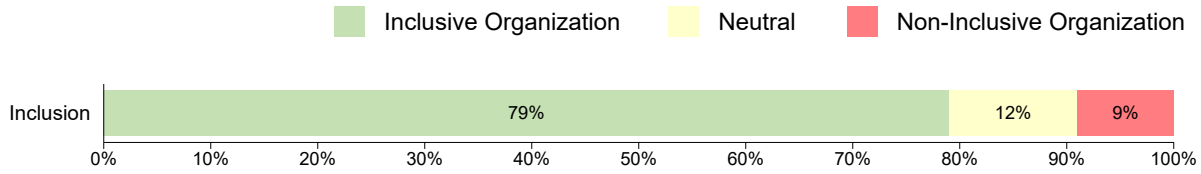
### Fair Treatment by Demographic Category

This graph displays the percentage of responses that indicated fair treatment in the organization.



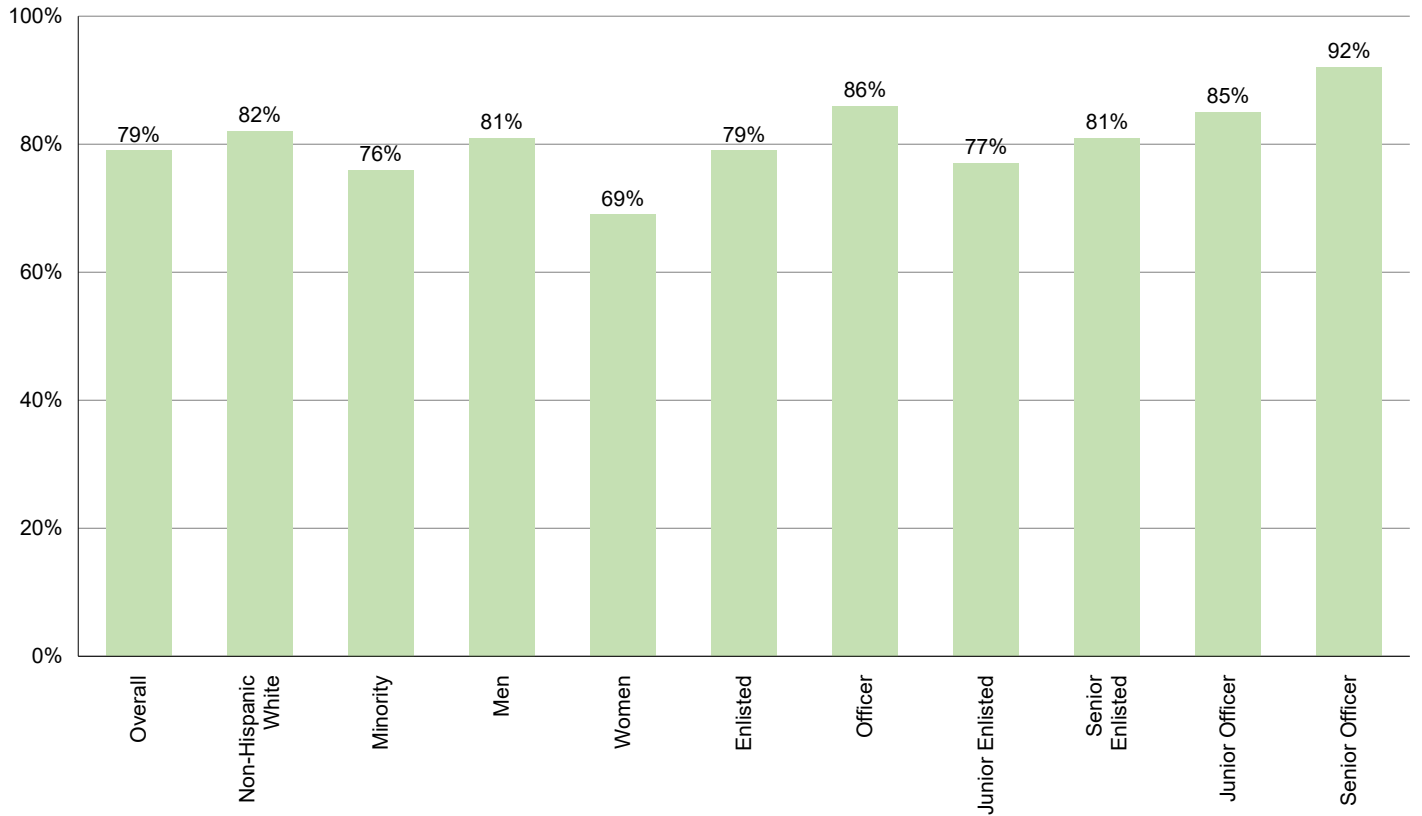
### Inclusion

Inclusion indicates whether organization members feel valued and respected by their peers and leadership, and if they feel involved in decision-making and information-sharing. Inclusive organizations are linked to lower rates of discrimination and higher readiness.



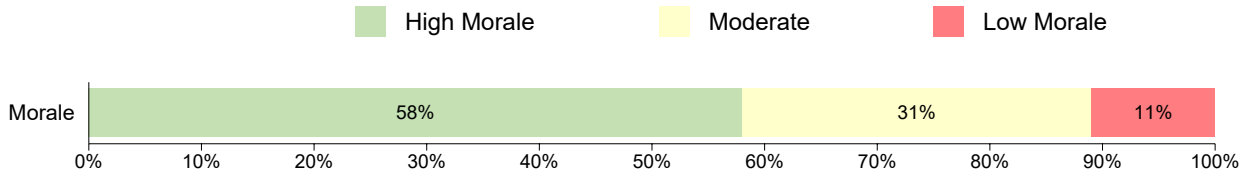
### Inclusive Organization by Demographic Category

This graph displays the percentage of responses that indicated the organization is inclusive.



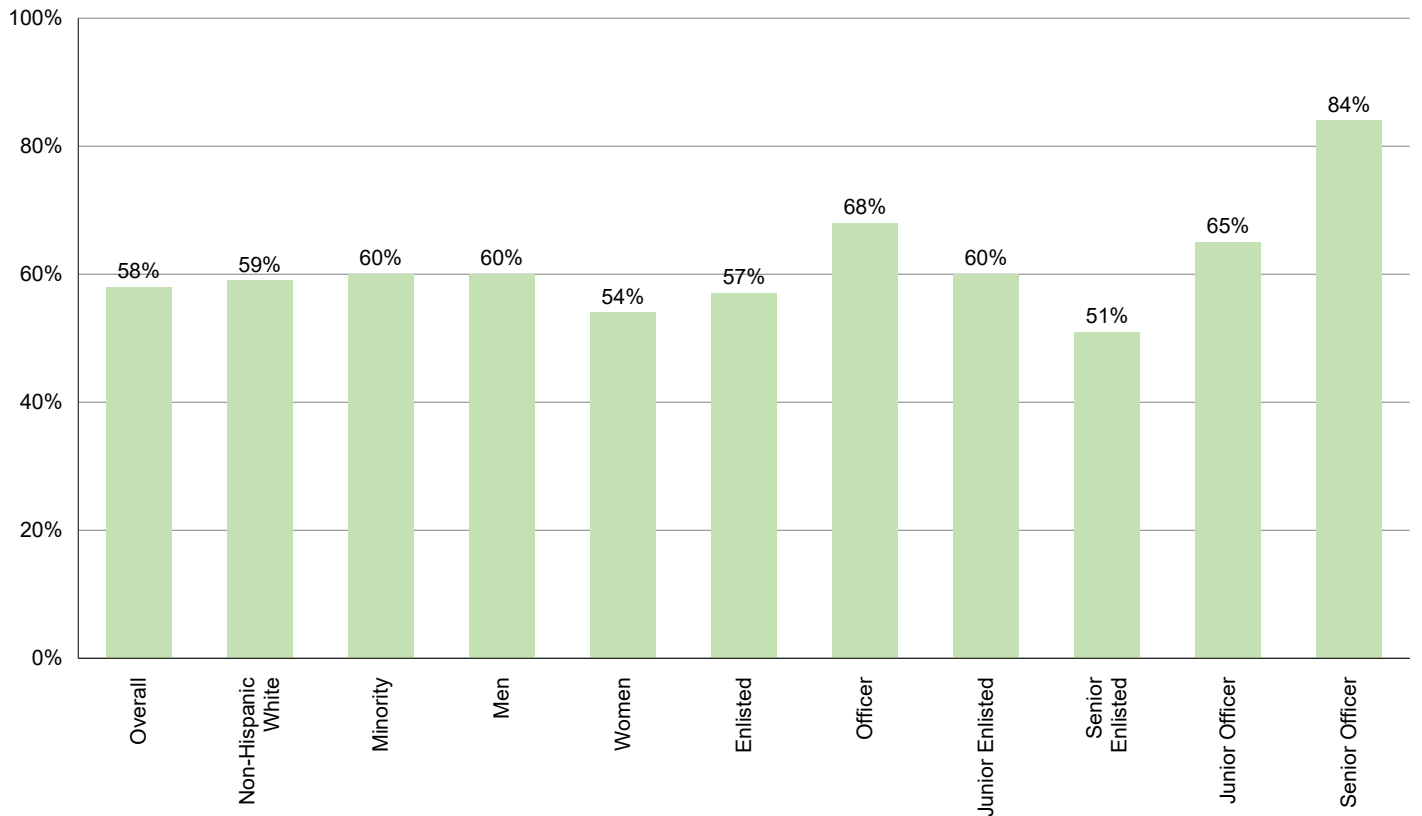
**Morale**

Morale measures whether organizations or units complete tasks with enthusiasm and confidence in the mission. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.



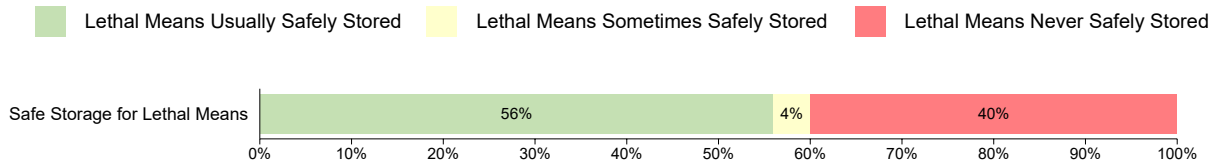
**High Morale by Demographic Category**

This graph displays the percentage of responses that indicated high morale in the organization.



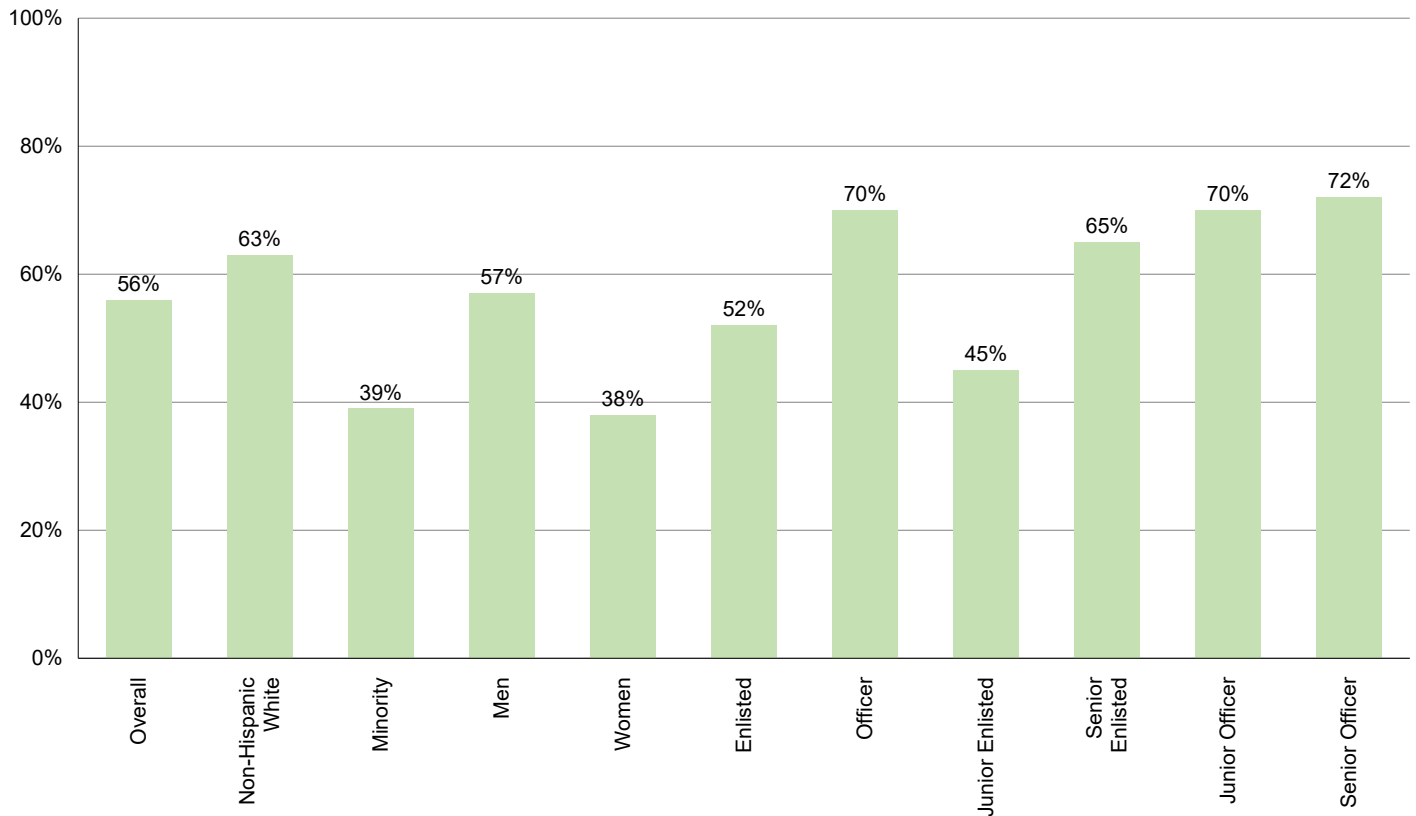
### Safe Storage for Lethal Means

Safe storage for lethal means measures how often one keeps objects that can be used to hurt themselves or others, such as firearms and medication, safely stored in their living space. Keeping lethal means safely stored more often is linked to a lower likelihood of suicide.



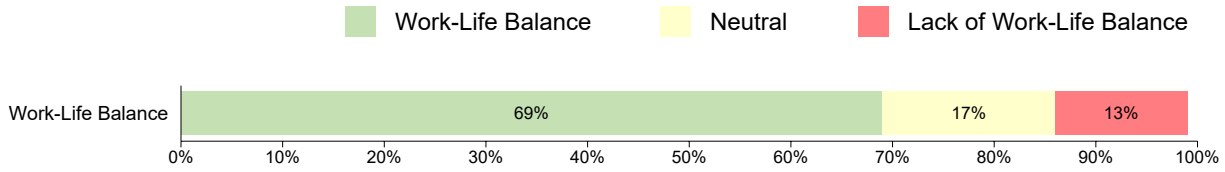
### Safe Storage for Lethal Means by Demographic Category

This graph displays the percentage who reported lethal means are usually safely stored.



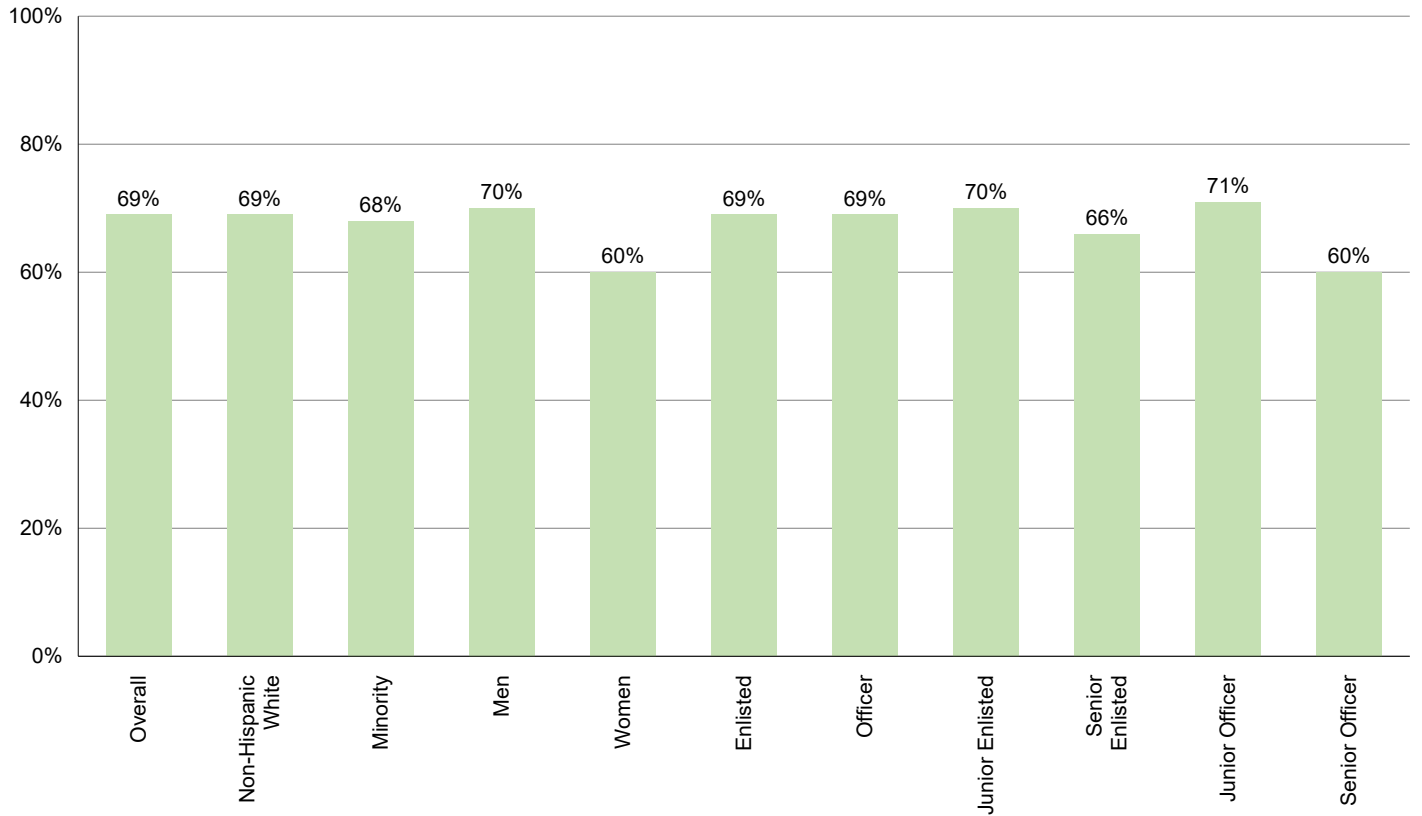
### Work-Life Balance

This factor measures one’s perception that the demands of their work and personal life are compatible. A work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicidal ideation.



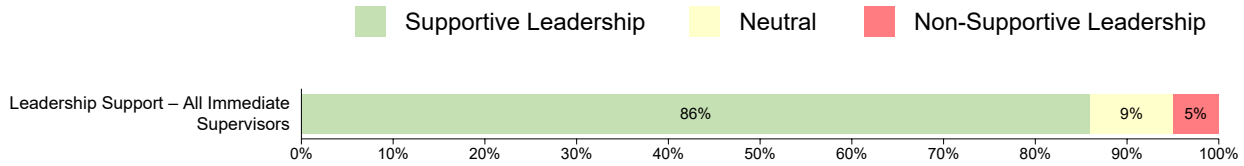
### Work-Life Balance by Demographic Category

This graph displays the percentage who reported having a work-life balance.



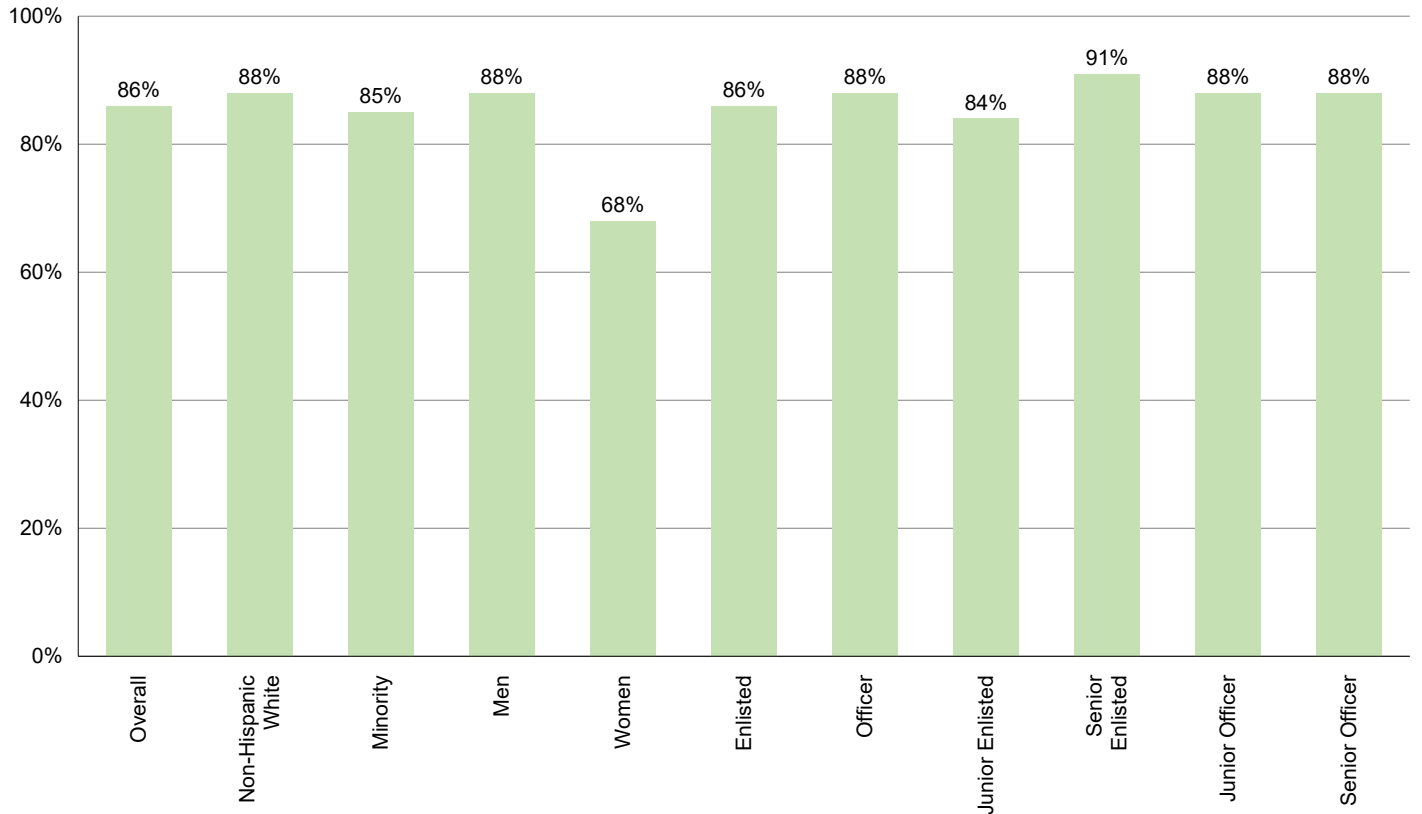
### Leadership Support – Ratings for All Immediate Supervisors

Leadership support is the perception of support for individual goals (including career goals), perceptions about leadership communication, and trust in leadership. Organizations with supportive leaders are linked to improved readiness, higher retention, and a lower likelihood of suicidal ideation.



### Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

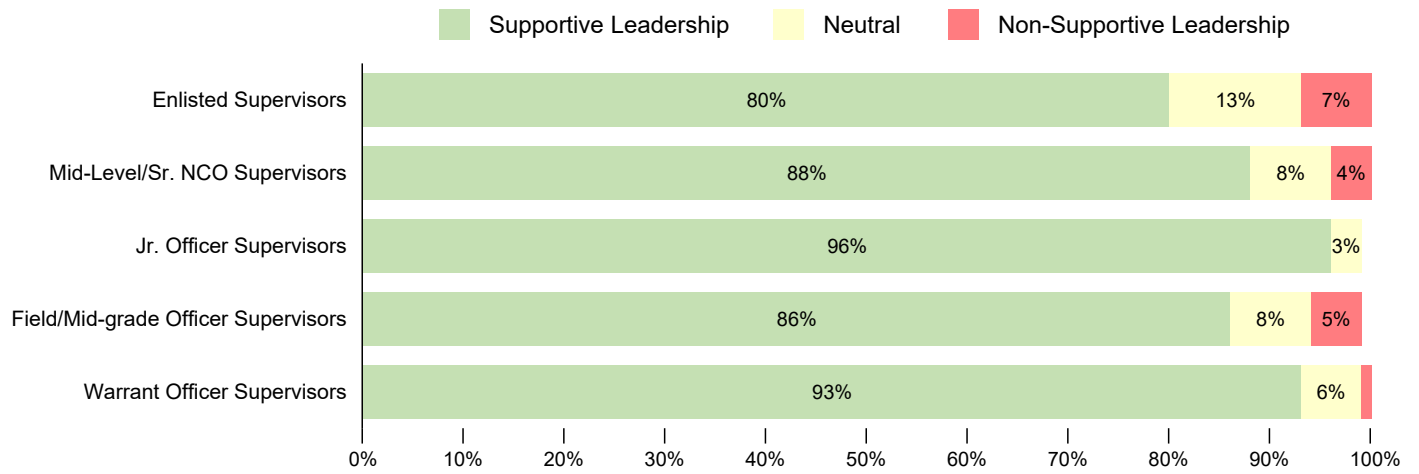
This graph displays the percentage of responses that indicated the immediate supervisor is a supportive leader.





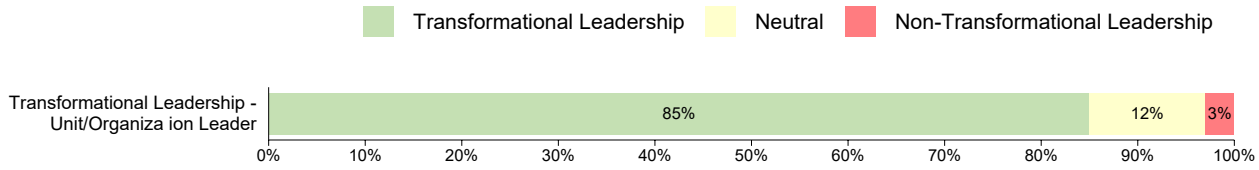
### Leadership Support – Ratings by Paygrade of Immediate Supervisor

This graph displays supportive and non-supportive leadership ratings by paygrade of immediate supervisor.



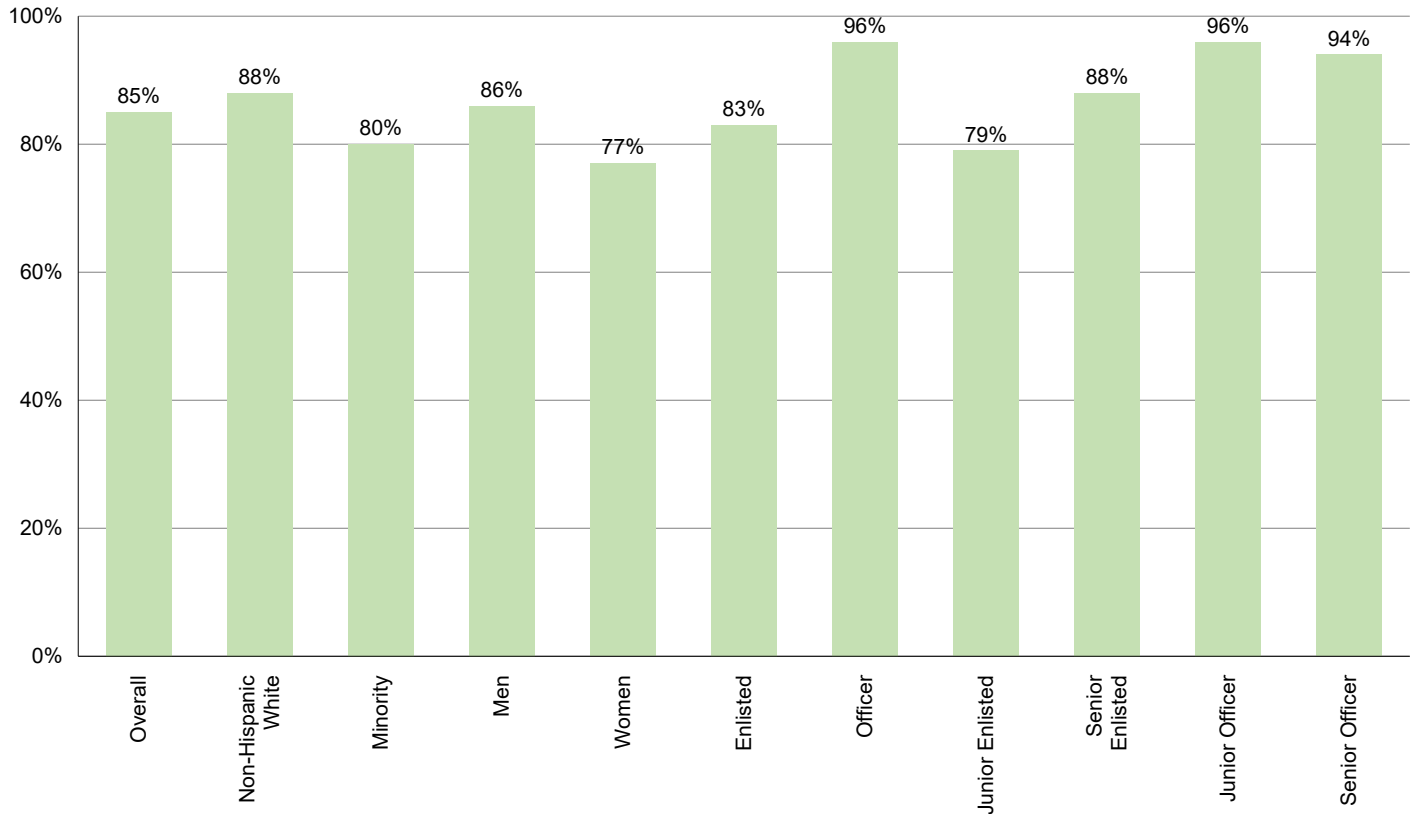
### Transformational Leadership – Ratings for Unit/Organization Leader

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals’ unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.



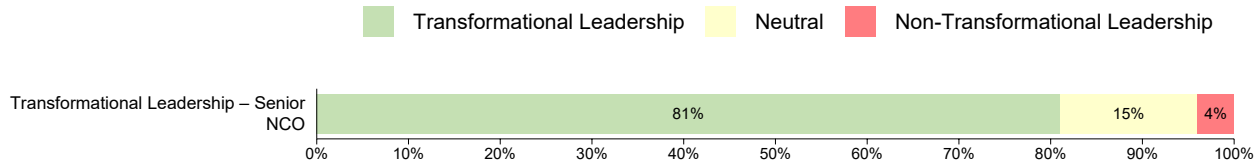
### Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a transformational leader.



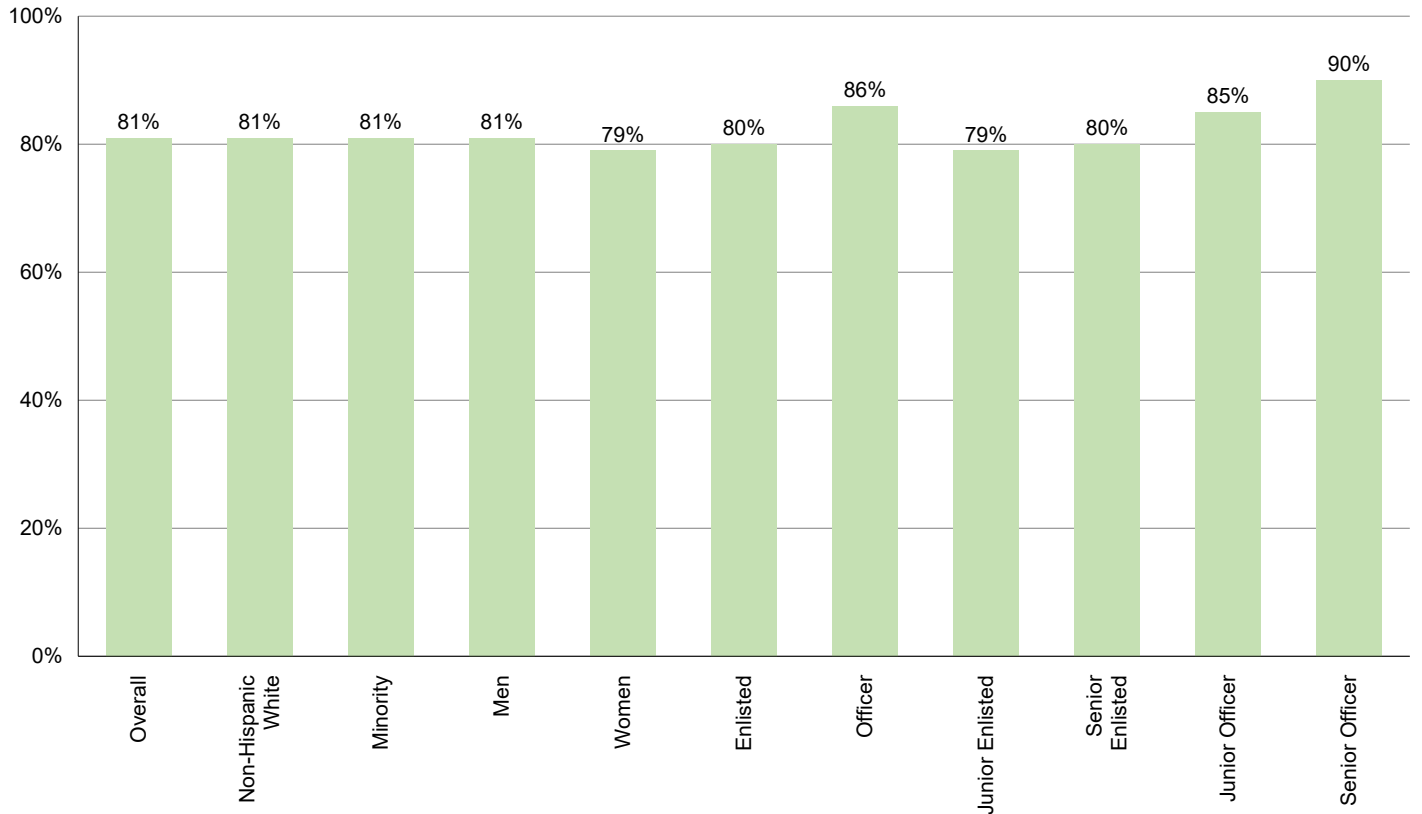
### Transformational Leadership – Ratings for Senior NCO

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals' unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.



### Transformational Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a transformational leader.



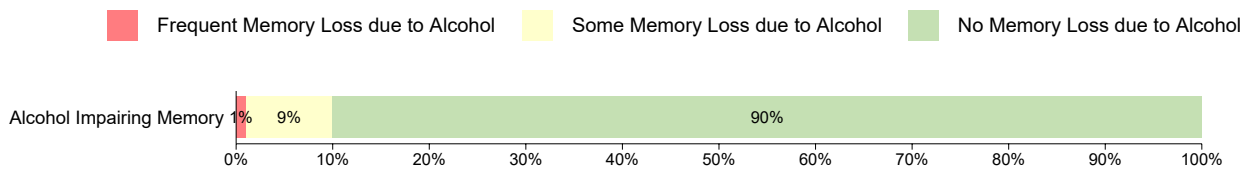
## RISK FACTORS

These factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher unfavorable scores on risk factors are linked to a higher likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault and are also linked to a lower likelihood of positive outcomes, such as higher performance, readiness, and retention. This section shows the overall results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority).

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the unfavorable ratings by various demographic categories.

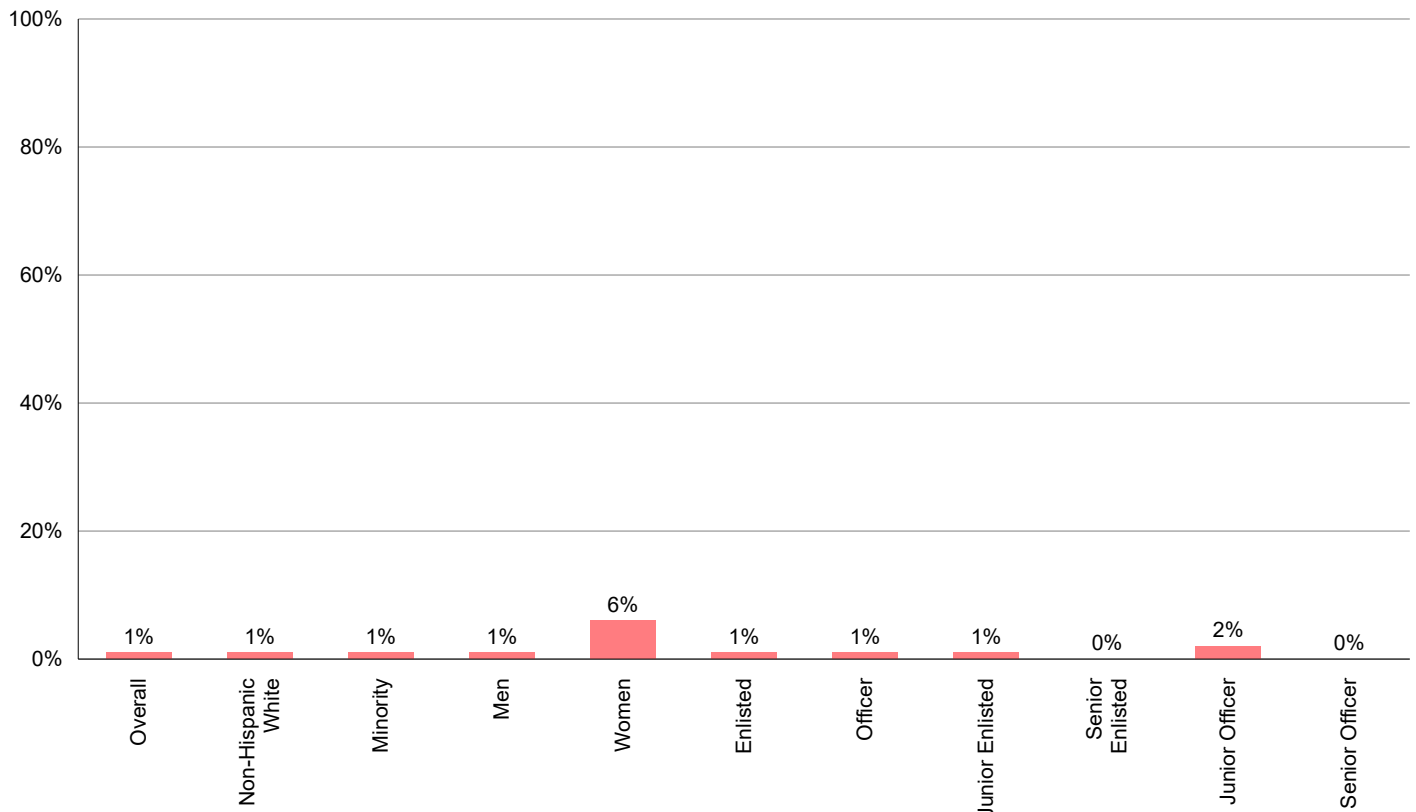
### Alcohol Impairing Memory

Alcohol impairing memory measures how often, during the last 12 months, one was unable to remember what happened the night before due to drinking alcohol. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual assault and suicide.



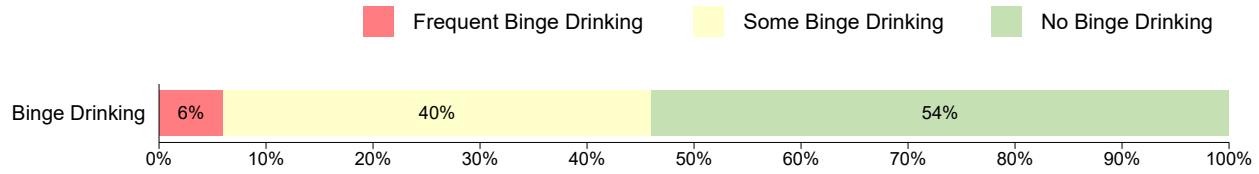
### Frequent Alcohol Memory Loss by Demographic Category

This graph displays the percentage who reported frequent memory loss during the past 12 months due to alcohol consumption.



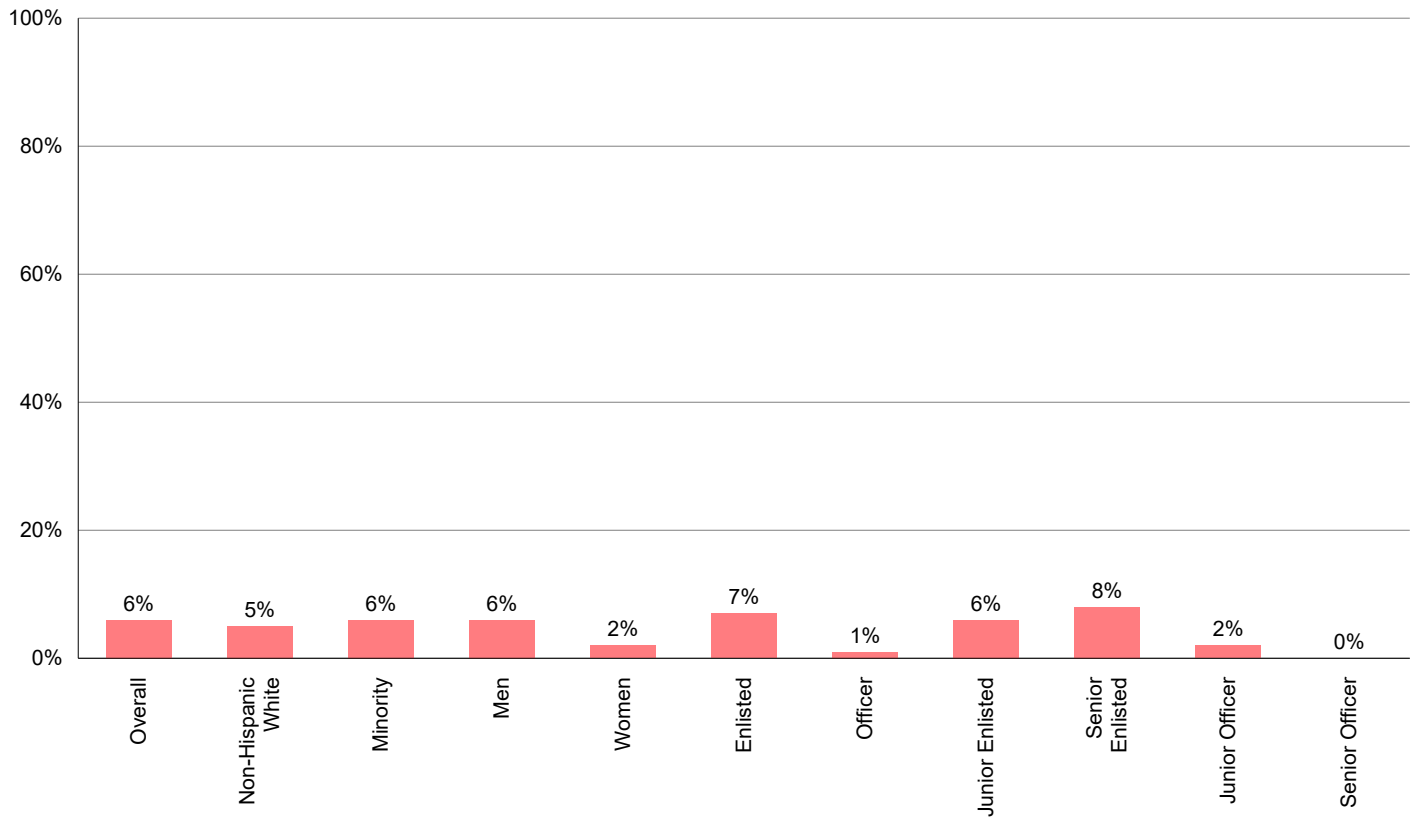
### Binge Drinking

Binge drinking measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) on one occasion. Frequent binge drinking is linked to a higher likelihood of sexual assault and suicide.



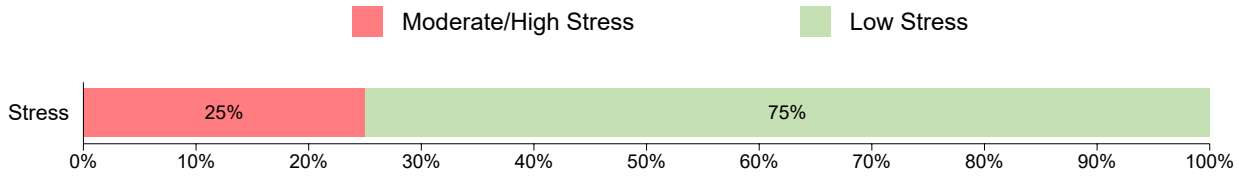
### Frequent Binge Drinking by Demographic Category

This graph displays the percentage who reported frequent binge drinking.



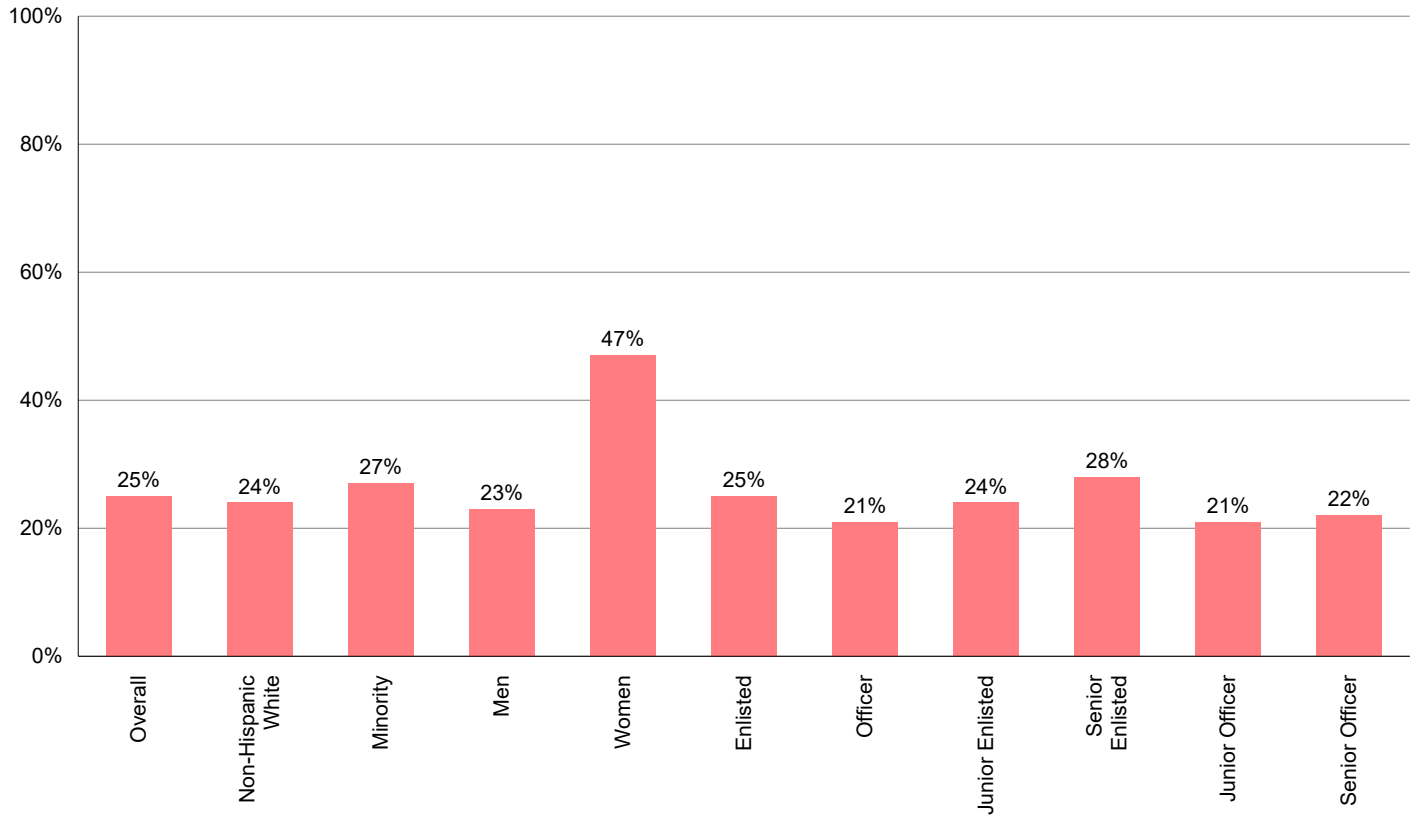
### Stress

Stress measures the feeling of emotional strain or pressure. Higher levels of stress are linked to higher likelihood of suicide and suicidal ideation, and lower levels of readiness and retention.



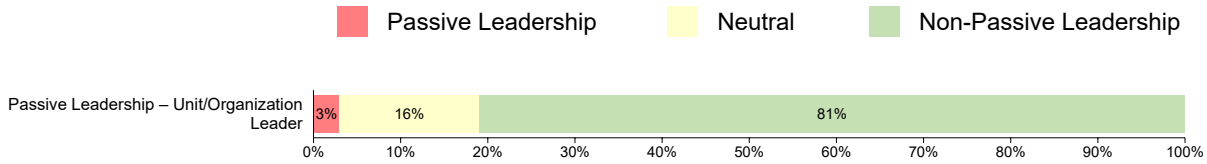
### Moderate/High Stress by Demographic Category

This graph displays the percentage of responses that indicated moderate or high stress.



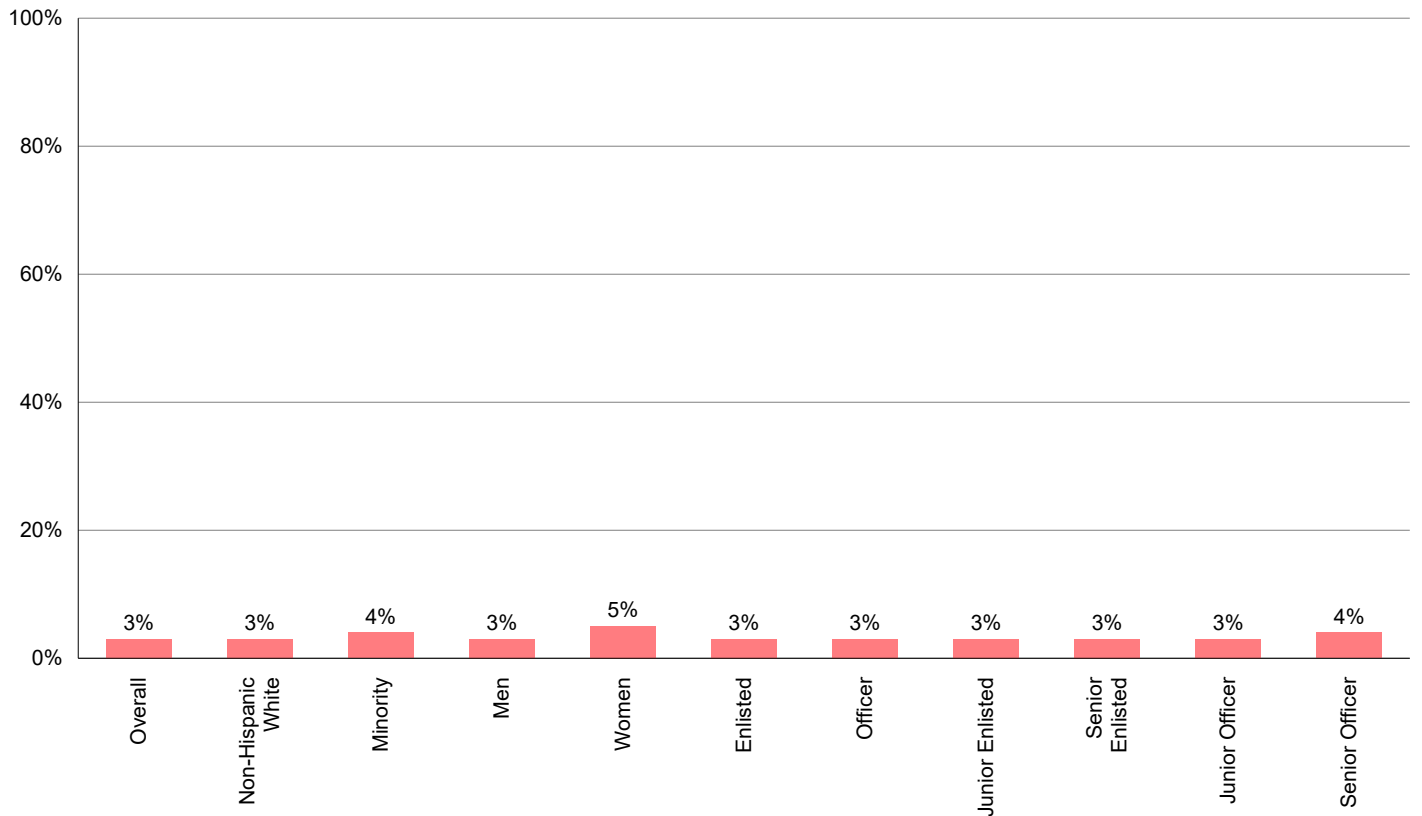
### Passive Leadership - Ratings for Unit/Organization Leader

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.



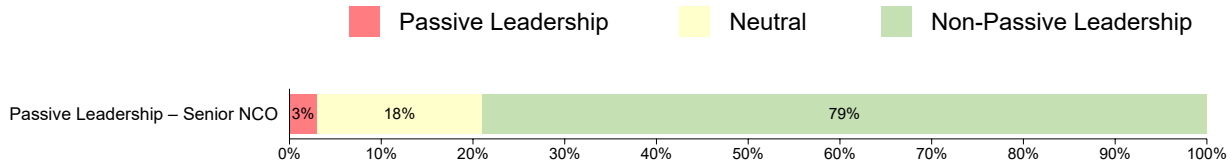
### Passive Leadership - Ratings for Unit/Organization Leader Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a passive leader.



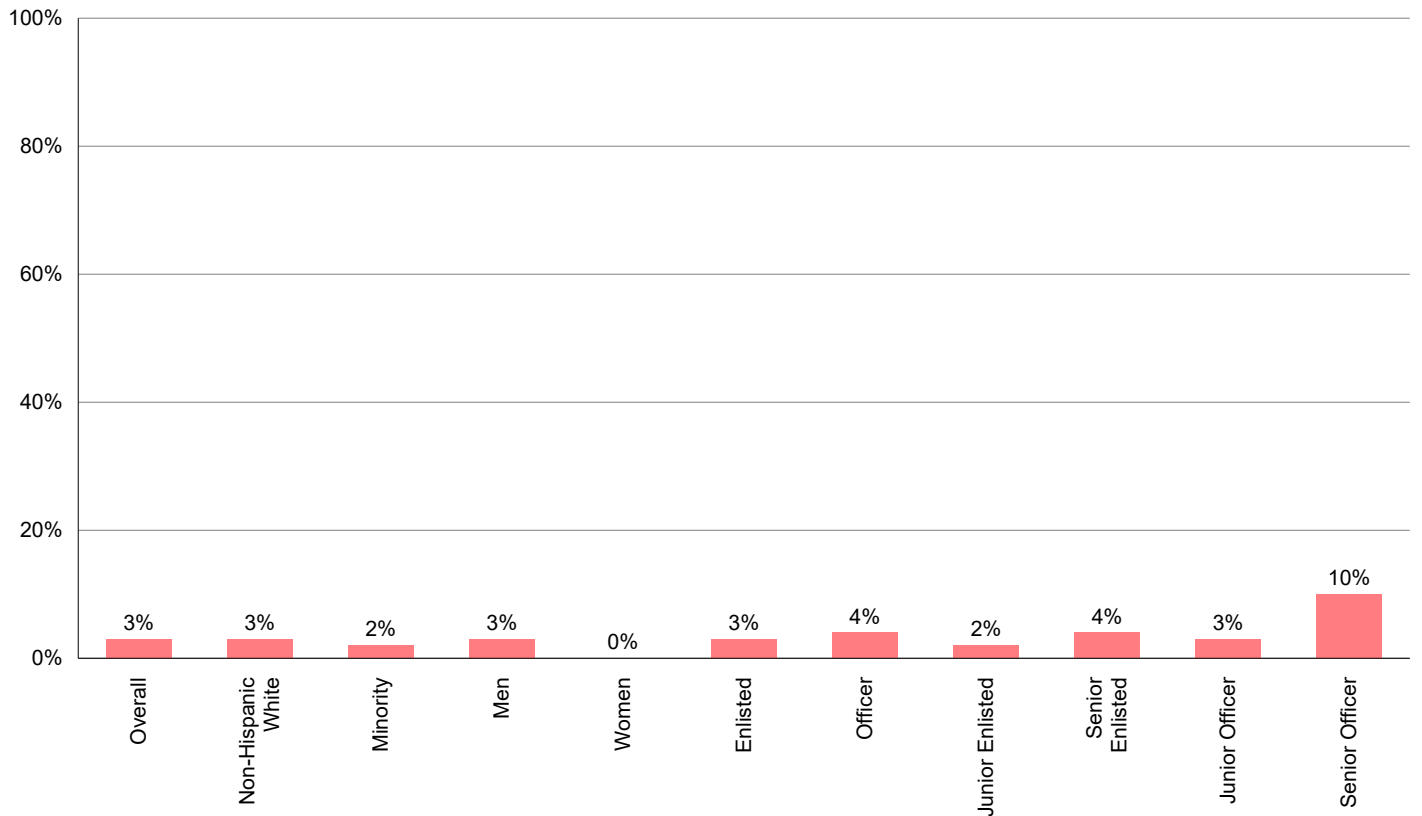
### Passive Leadership - Ratings for Senior NCO

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.



### Passive Leadership – Ratings for Senior NCO by Demographic Category

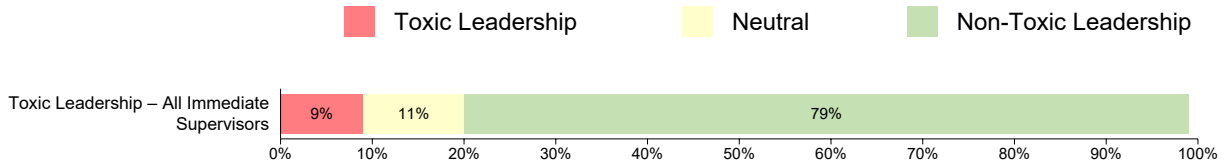
This graph displays the percentage of responses that indicated the Senior NCO is a passive leader.





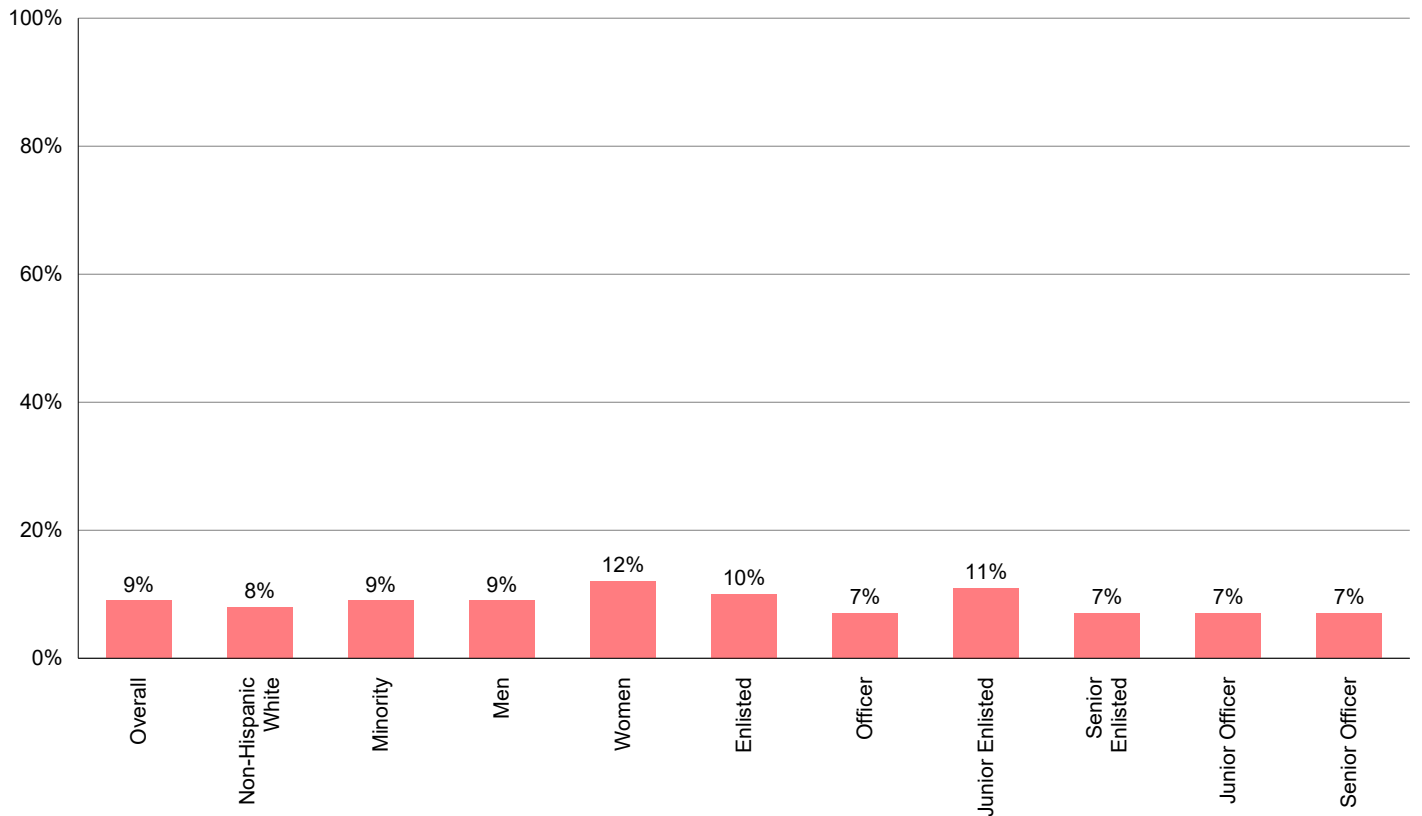
### Toxic Leadership - Ratings for All Immediate Supervisors

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.



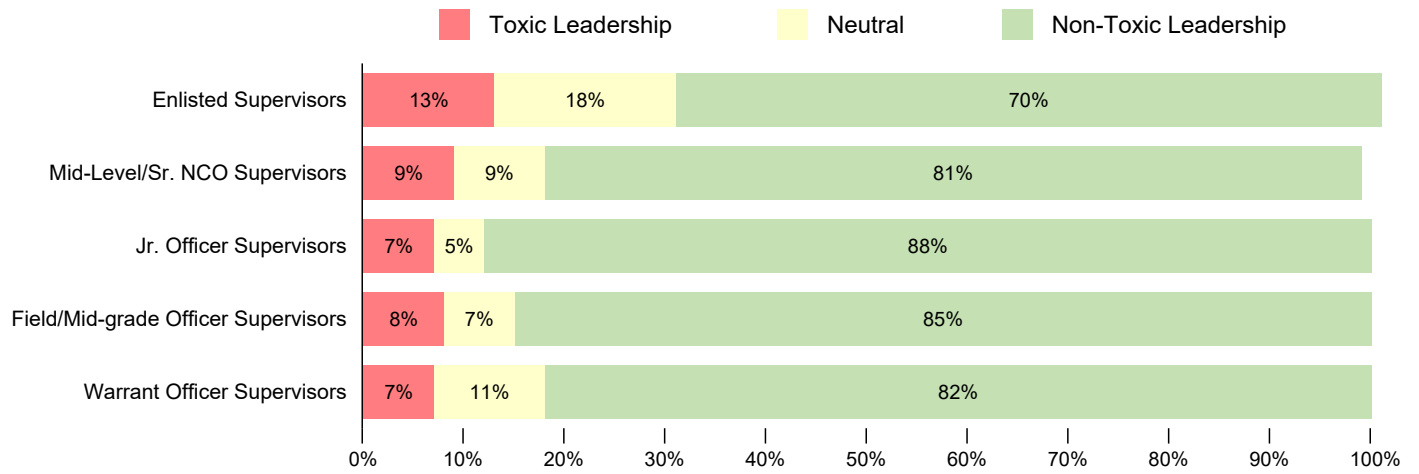
### Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a toxic leader.



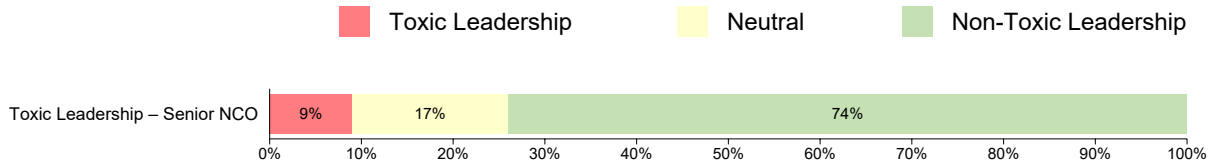
### Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

This graph displays toxic and non-toxic leadership ratings by paygrade of immediate supervisor.



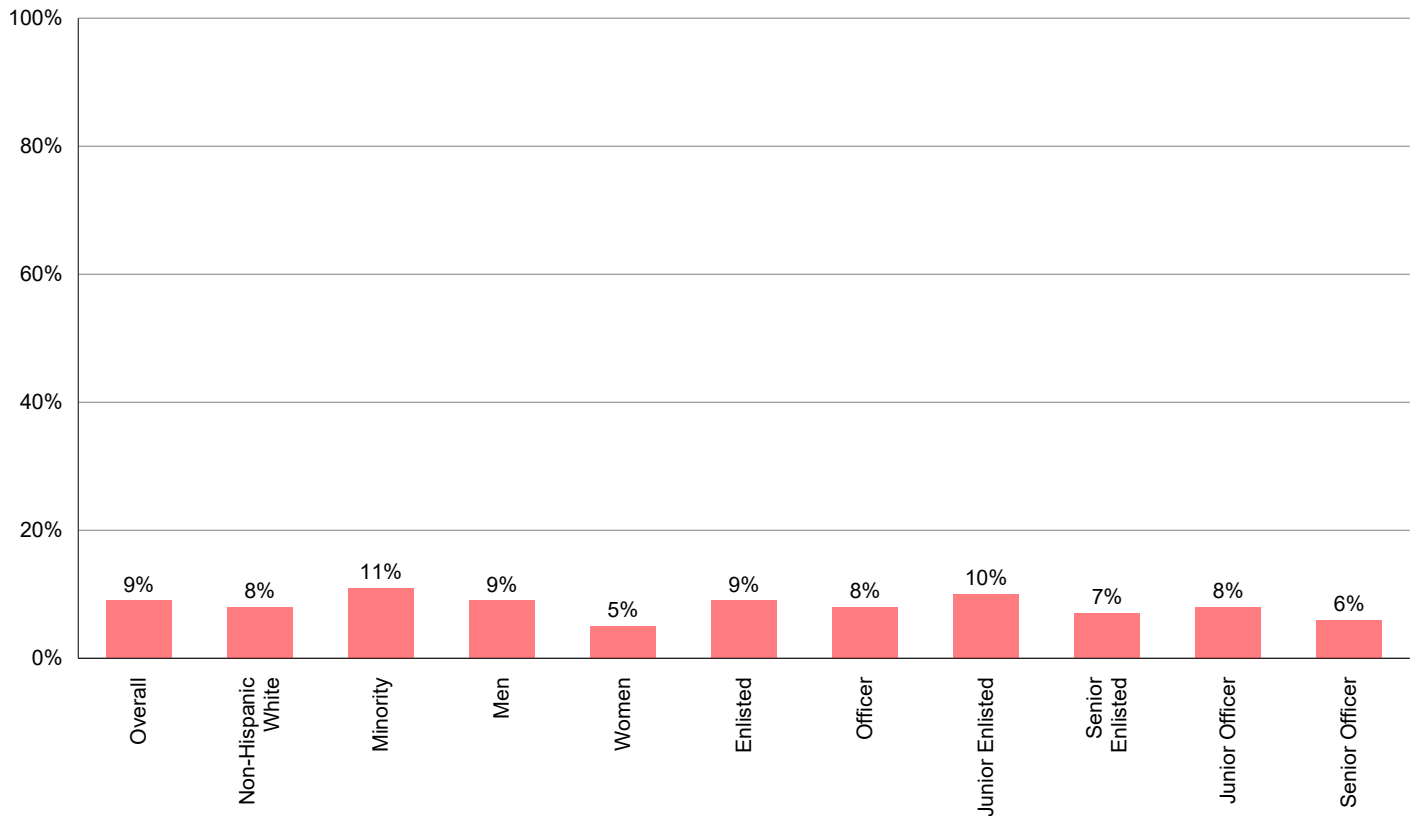
### Toxic Leadership - Ratings for Senior NCO

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.



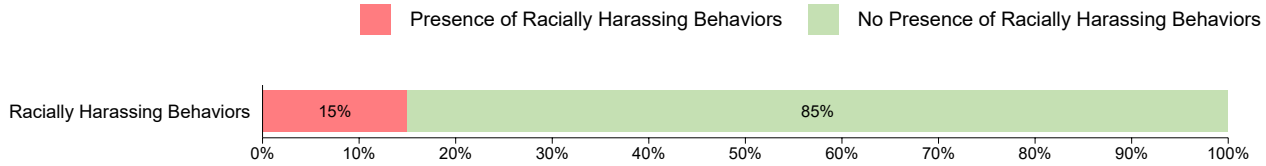
### Toxic Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a toxic leader.



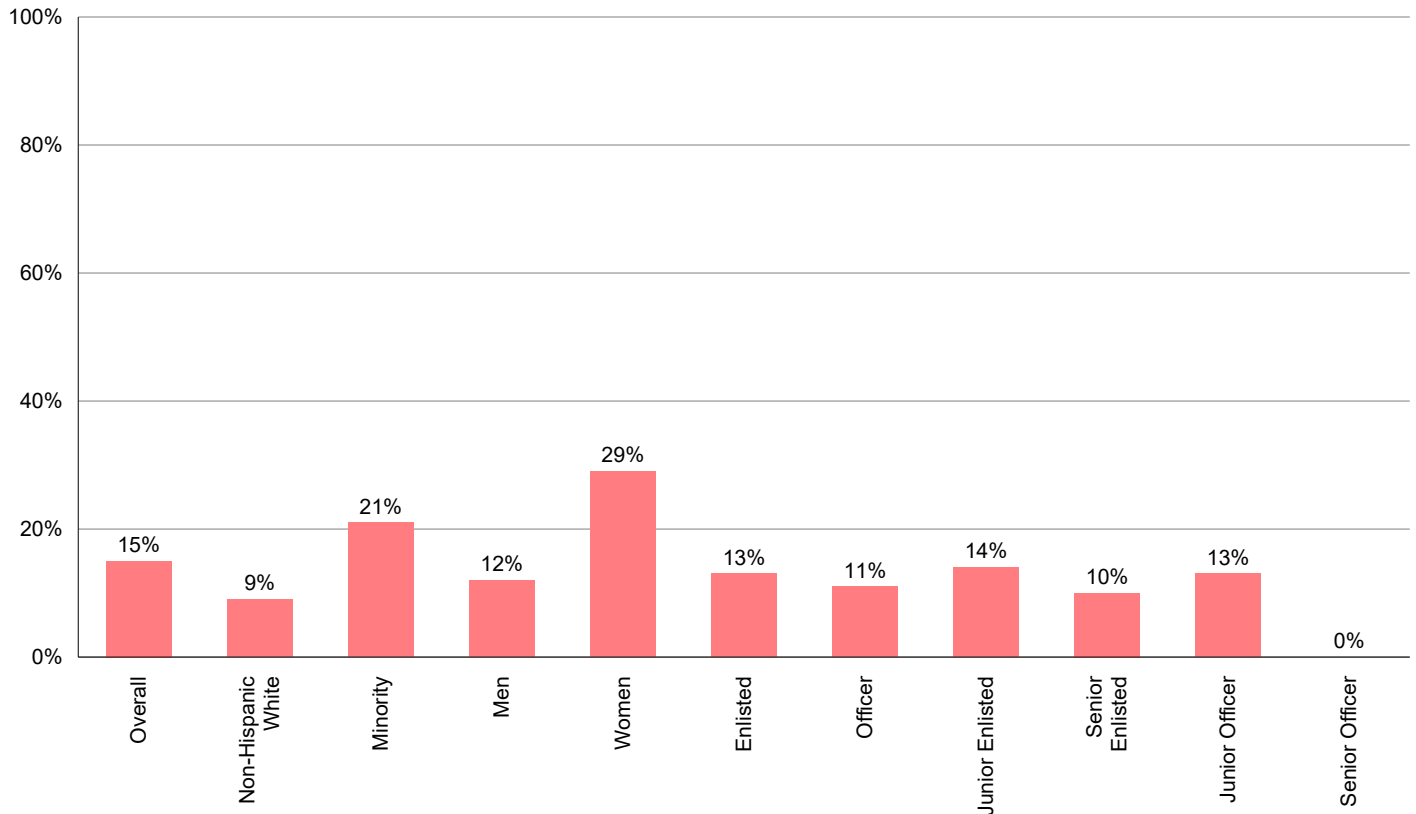
### Racially Harassing Behaviors

These behaviors describe unwelcome or offensive experiences of organization members based on their race or ethnicity. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of racially harassing behaviors in organizations is linked to higher rates of legally-defined racial/ethnic harassment (in which the behaviors are sufficiently persistent and severe), as well as lower levels of readiness and retention.



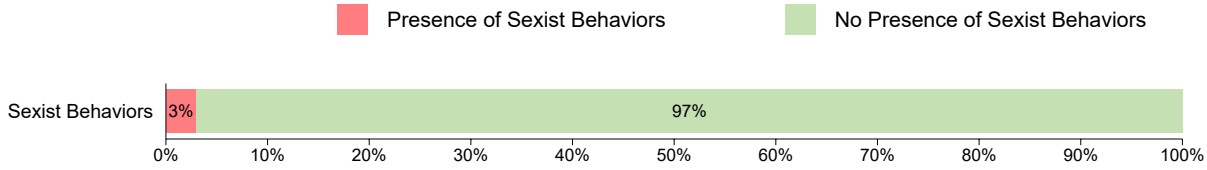
### Presence of Racially Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of racially harassing behaviors in their organization.



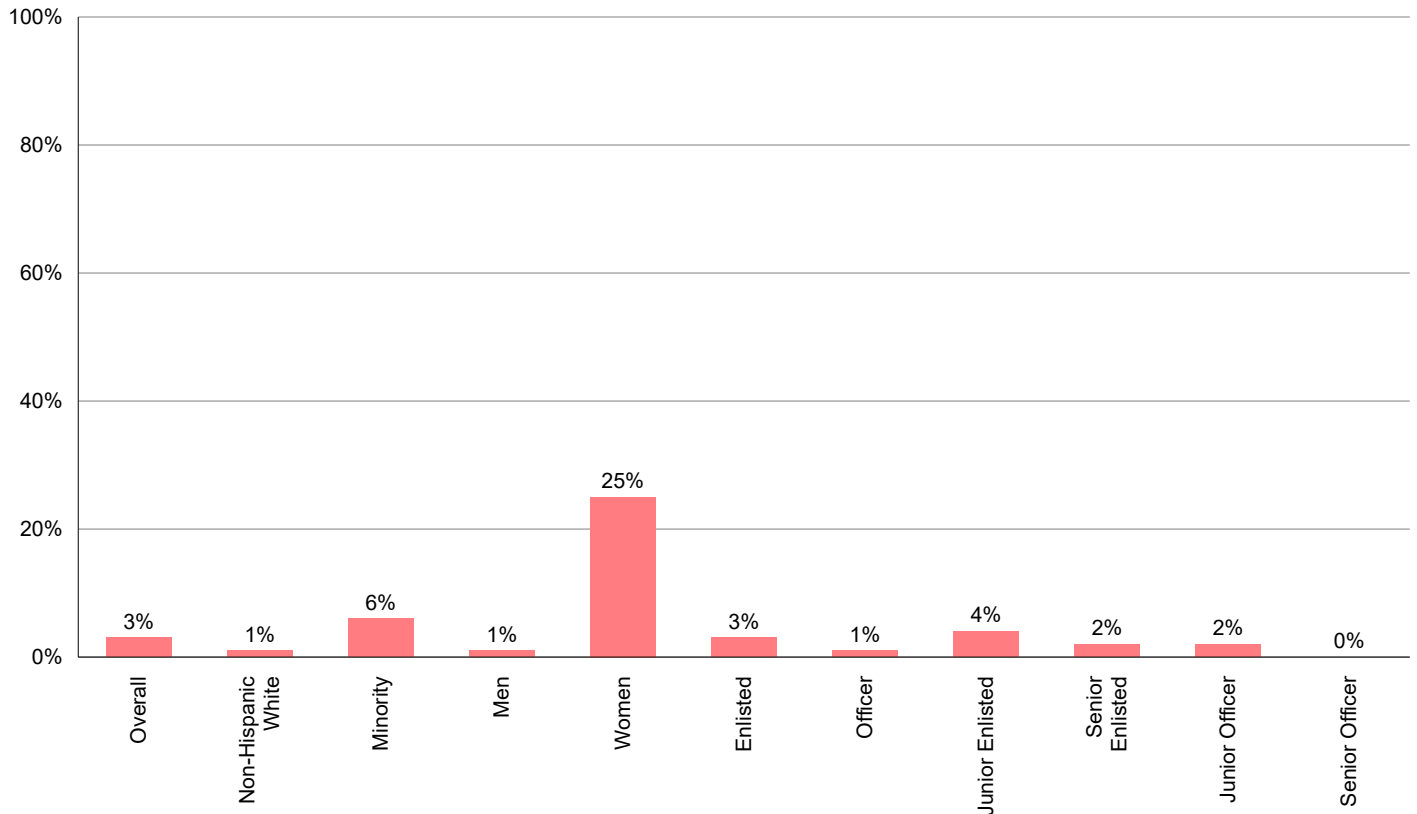
### Sexist Behaviors

These behaviors describe situations where someone is mistreated or excluded based on their sex or gender. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexist behaviors in organizations is linked to higher rates of legally-defined gender discrimination (in which the experiences harmed or limited their career) and sexual assault, as well as lower levels of readiness.



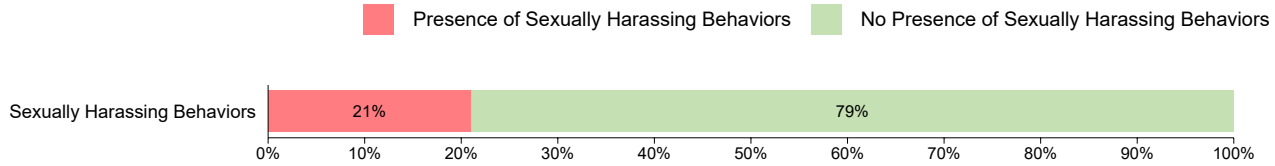
### Presence of Sexist Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexist behaviors in their organization.



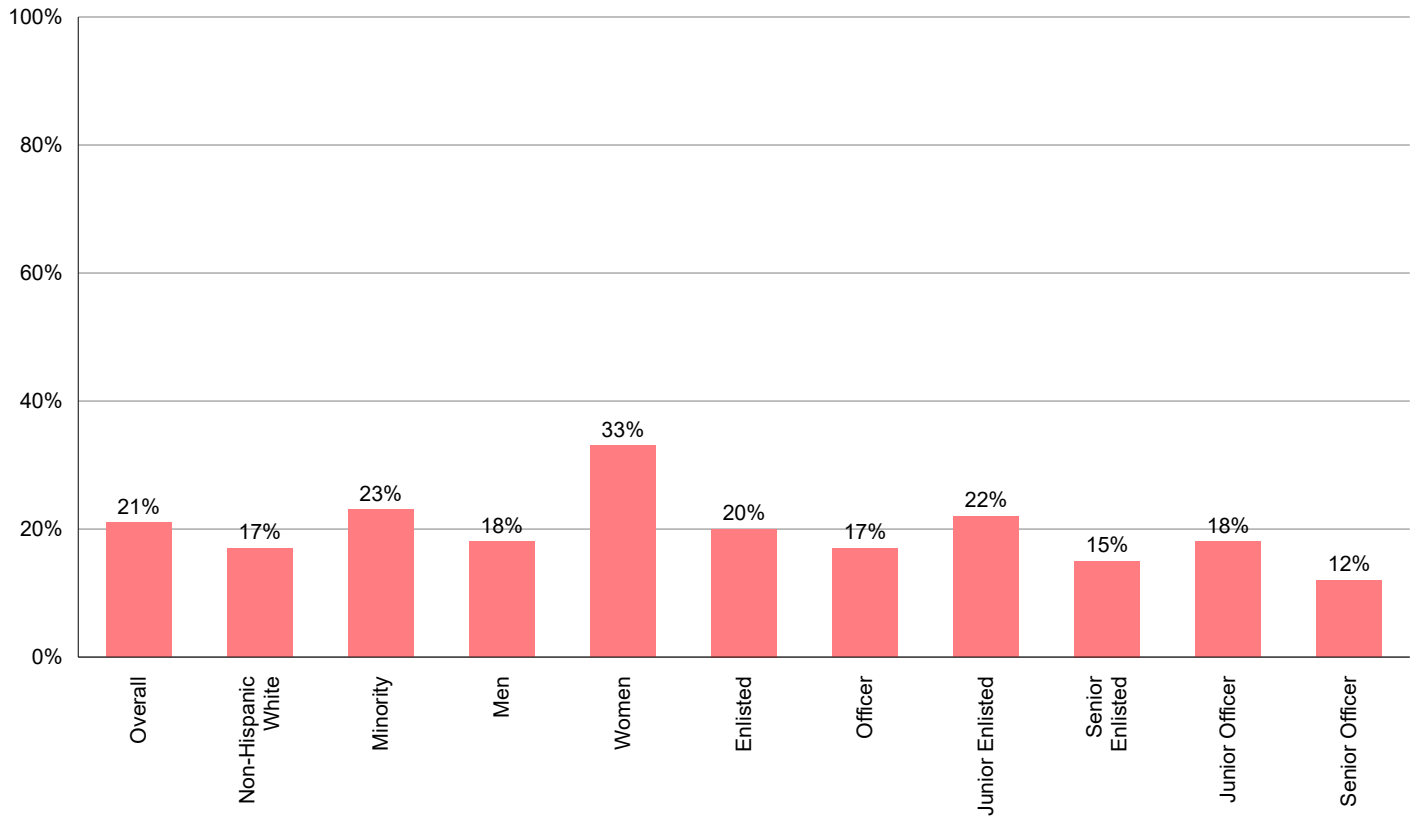
### Sexually Harassing Behaviors

Sexually harassing behaviors assesses the presence of unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of legally-defined sexual harassment (in which the behaviors are sufficiently persistent and severe), gender discrimination, sexual assault, suicide, and lower levels of readiness.



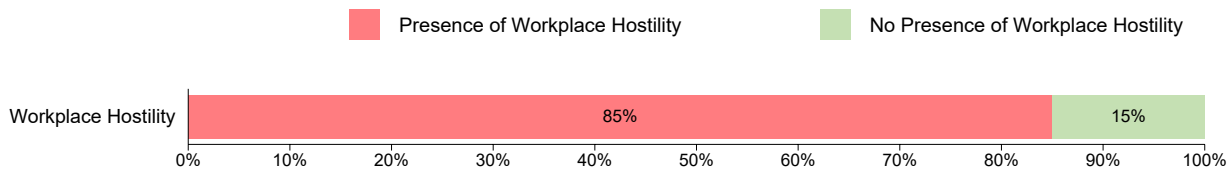
### Presence of Sexually Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexually harassing behaviors in their organization.



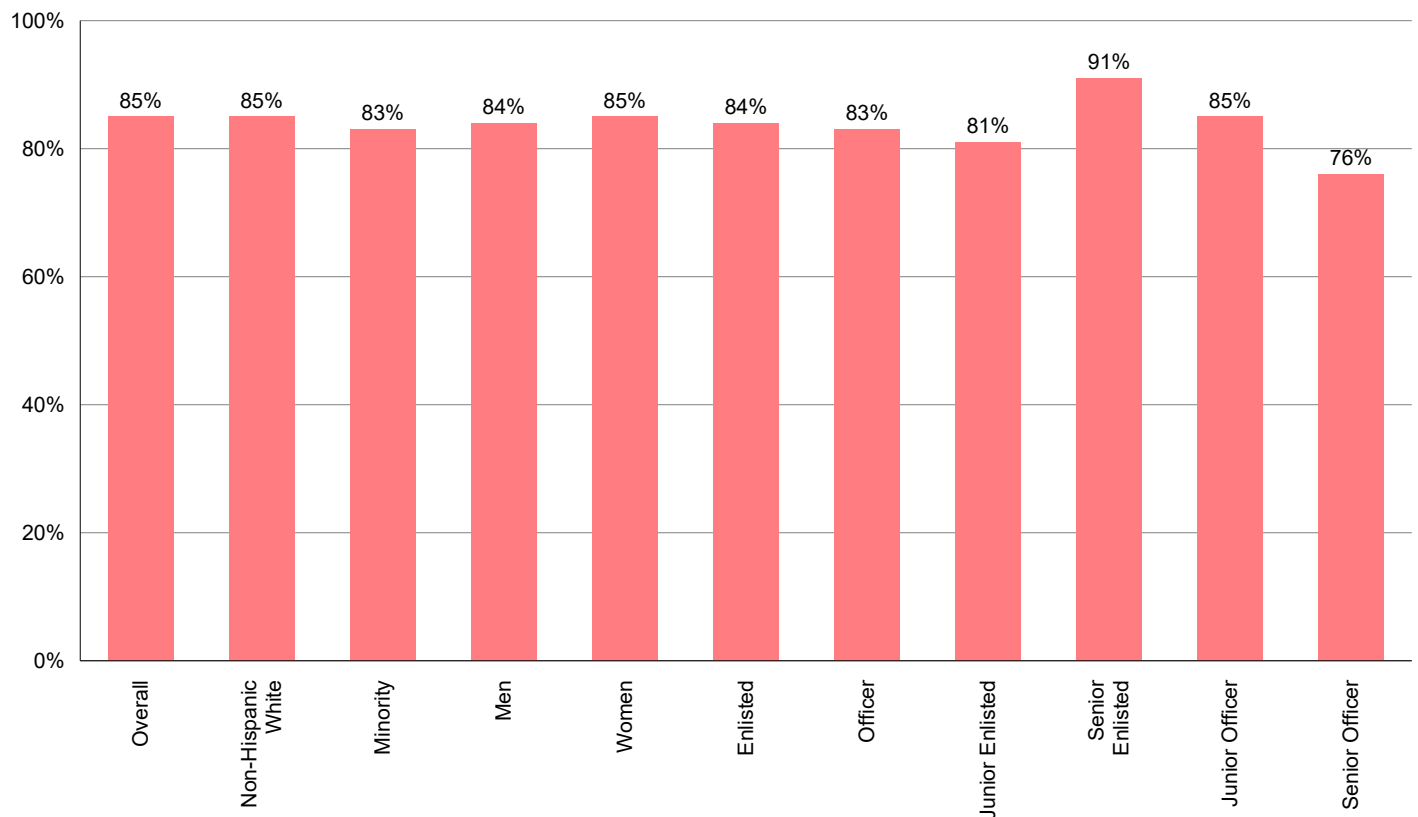
## Workplace Hostility

Workplace hostility measures the presence of aggressive behaviors directed at another individual while at work. This aggression includes: physical intimidation, verbal intimidation, spreading rumors or negative comments about a person to undermine their status, and persistent criticism of work or effort. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. Organizations with workplace hostility are linked to lower performance, lower levels of readiness, and a higher likelihood of sexual harassment, sexual assault, and racial/ethnic discrimination.



## Presence of Workplace Hostility by Demographic Category

This graph displays the percentage who reported the presence of workplace hostility in their organization.

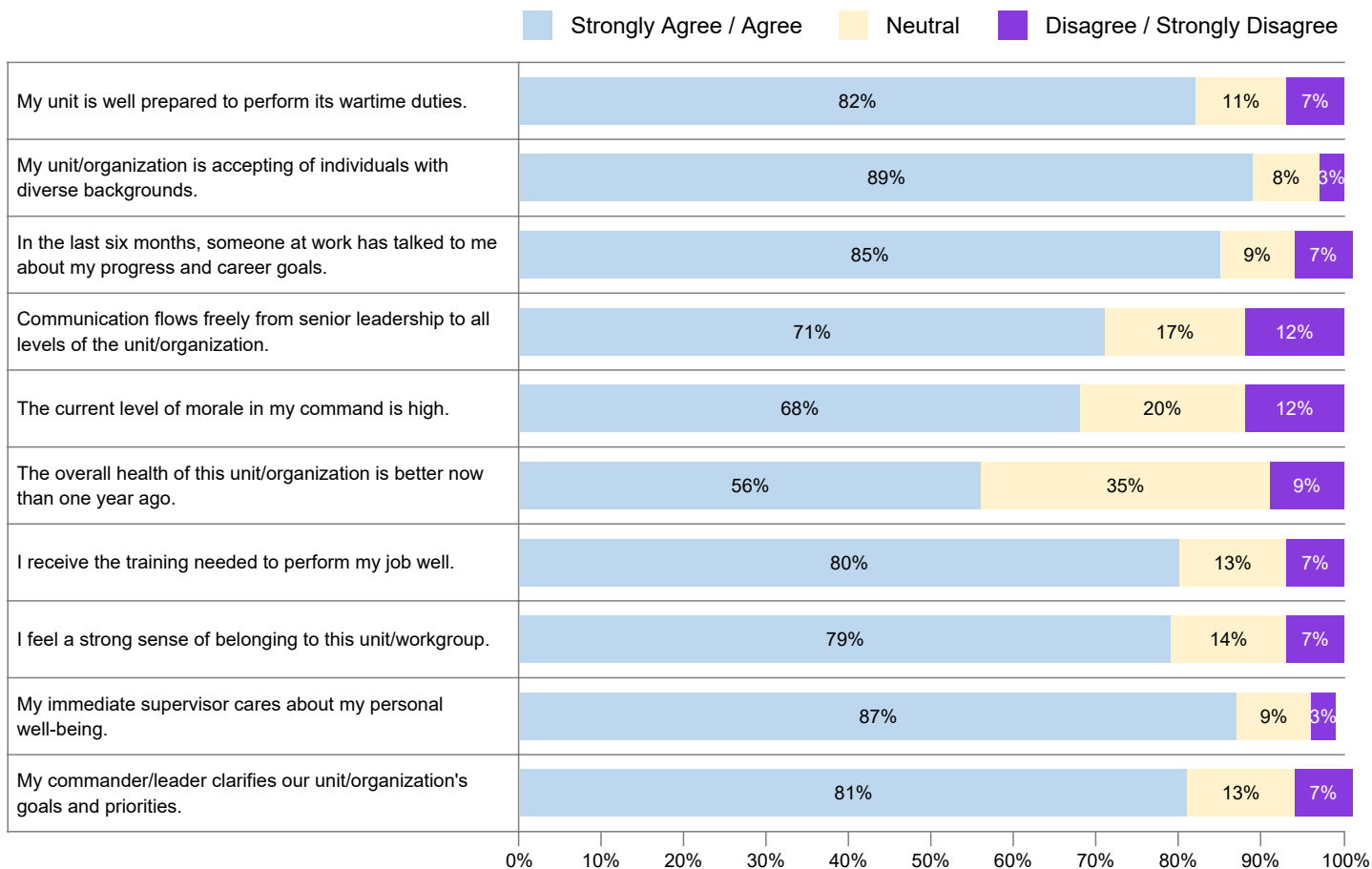


**CUSTOM ITEMS**

This section contains optional questions that may be on your organization's DEOCS.

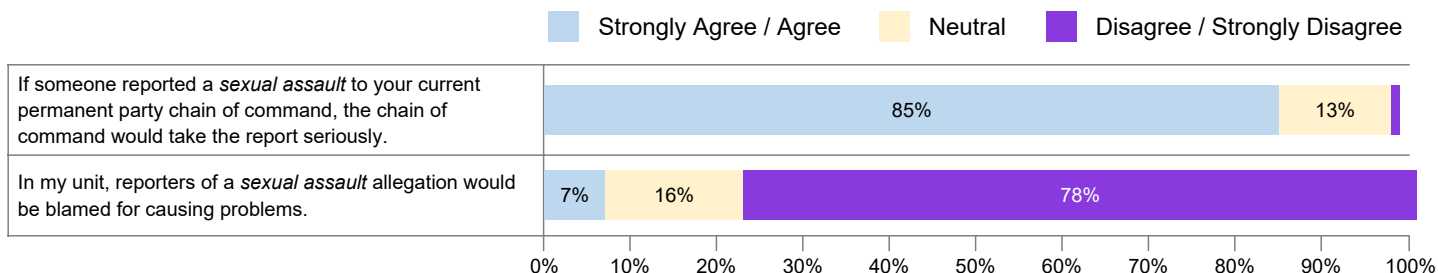
**Custom Multiple-Choice Items**

Your organization's custom multiple-choice questions (i.e., locally developed questions or LDQs) are displayed below.



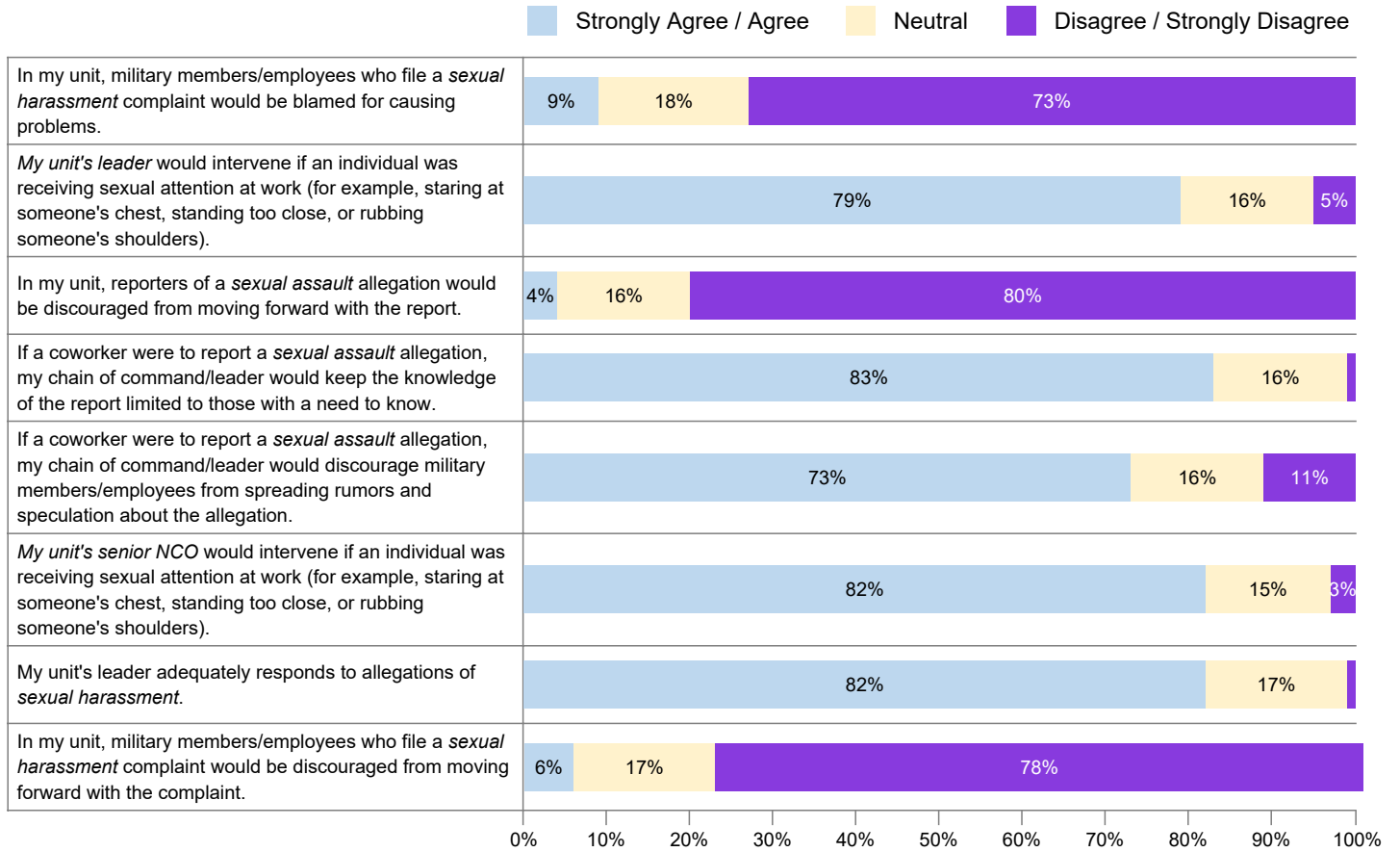
**Service-Specific Items**

The questions below were only asked to organizations from your Service component. All questions were on a scale of strongly agree to strongly disagree.





Service-Specific Items (Continued)



## ITEM SUMMARY

This section contains more detailed results for the questions related to protective factors, risk factors, custom multiple-choice items (or LDQs), Service-specific items, and Academy-specific items on your DEOCS. Examine these items to better understand what may be driving your overall factor results. Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

## Protective Factor: Cohesion

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with work well as a team.	1% (10)	3% (21)	7% (50)	41% (285)	47% (321)	100% (687)
The people I work with trust each other.	1% (10)	3% (19)	10% (72)	43% (293)	43% (294)	100% (688)
	4%		9%	87%		

## Protective Factor: Connectedness

\* Questions with an asterisk are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
These days, I feel like I belong.	2% (10)	6% (36)	12% (80)	37% (239)	44% (283)	100% (648)
These days, I feel that there are people I can turn to in times of need.	1% (9)	3% (18)	8% (49)	37% (240)	51% (333)	100% (649)
Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
These days, I think I make things worse for the people in my life. *	4% (23)	4% (28)	12% (77)	31% (198)	50% (323)	100% (649)
My future seems dark to me. *	1% (8)	1% (9)	10% (63)	27% (172)	61% (395)	100% (647)
	5%		10%	84%		

## Protective Factor: Engagement &amp; Commitment

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I am proud of my work.	2% (12)	1% (10)	10% (66)	41% (284)	46% (317)	100% (689)
My work has a great deal of personal meaning to me.	2% (14)	3% (24)	11% (74)	35% (238)	49% (338)	100% (688)
I am committed to making the military my career.	6% (40)	7% (47)	18% (126)	24% (163)	45% (312)	100% (688)
I feel like "part of the family" among the people I work with.	3% (19)	4% (27)	16% (110)	41% (281)	37% (252)	100% (689)
	7%		14%	79%		

**Protective Factor: Fairness**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	7% (49)	12% (85)	21% (143)	35% (243)	24% (168)	100% (688)
Discipline and criticism are administered fairly.	4% (30)	7% (48)	17% (114)	43% (297)	29% (196)	100% (685)
	15%		19%	66%		

**Protective Factor: Inclusion**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).	2% (13)	2% (14)	9% (59)	36% (247)	52% (356)	100% (689)
The people I work with believe that everyone has worth and value, regardless of their occupation and rank, grade or Class year.	3% (20)	5% (33)	9% (62)	40% (271)	44% (300)	100% (686)
The people I work with build on each other's ideas and thoughts during the decision-making process.	1% (9)	6% (41)	9% (60)	45% (312)	38% (264)	100% (686)
The people I work with would speak up if someone is being excluded.	3% (18)	6% (44)	16% (109)	42% (289)	33% (229)	100% (689)
Among the people I work with, the quality of ideas matters more than who expresses them.	2% (17)	8% (55)	12% (81)	38% (262)	40% (273)	100% (688)
Communication goes both up and down the chain of command.	4% (26)	10% (71)	18% (121)	38% (262)	30% (208)	100% (688)
	9%		12%	79%		

**Protective Factor: Morale**

Question	Very low	Low	Moderate	High	Very high	Total
Overall, how would you rate the current level of morale in your unit or organization?	2% (17)	8% (54)	34% (236)	37% (252)	19% (130)	100% (689)
Overall, how would you rate your own current level of morale?	3% (24)	8% (54)	28% (194)	37% (255)	24% (162)	100% (689)
	11%		31%	58%		

### Protective Factor: Safe Storage for Lethal Means

Question	Never	Rarely	Sometimes	Often	Always	Total
In general, the hazards in my living space that may be deliberately or accidentally used to harm others or myself, such as poisons, medications, and firearms, are safely stored (for example, locked in a cabinet, unloaded).	40% (258)	2% (10)	2% (16)	5% (34)	51% (328)	100% (646)
	40%	4%		56%		

### Protective Factor: Work-Life Balance

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I can easily balance the demands of my work and personal life (or Academy life).	2% (15)	11% (75)	17% (120)	45% (309)	24% (168)	100% (687)
	13%	17%	69%			

### Protective Factor: Leadership Support – Ratings for All Immediate Supervisors

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I have trust and confidence in my immediate supervisor.	3% (19)	4% (26)	9% (65)	25% (174)	59% (401)	100% (685)
My immediate supervisor listens to what I have to say.	2% (12)	3% (23)	9% (61)	30% (201)	56% (384)	100% (681)
My immediate supervisor treats me with respect.	1% (7)	1% (5)	8% (53)	27% (182)	64% (433)	100% (680)
My immediate supervisor cares about my personal well-being.	1% (8)	3% (17)	8% (57)	29% (196)	59% (402)	100% (680)
My immediate supervisor provides me with opportunities to demonstrate my leadership skills.	1% (10)	3% (18)	10% (66)	29% (198)	57% (389)	100% (681)
My immediate supervisor provides me with constructive suggestions to improve my performance.	2% (15)	4% (27)	10% (70)	29% (200)	54% (366)	100% (678)
My immediate supervisor supports my career development.	2% (12)	2% (14)	10% (67)	29% (200)	57% (385)	100% (678)
If needed, I can go to my immediate supervisor to address my concerns without fear of reprisal.	3% (17)	3% (21)	6% (41)	28% (192)	60% (405)	100% (676)
My immediate supervisor puts the interests of subordinates and subordinates' families above their personal interests.	2% (12)	3% (17)	12% (82)	31% (206)	53% (357)	100% (674)
	5%	9%	86%			

### Protective Factor: Transformational Leadership – Ratings for Unit/Organization Leader

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader communicates a clear and motivating vision of the future.	1% (8)	4% (25)	15% (99)	35% (232)	45% (298)	100% (662)

**Protective Factor: Transformational Leadership – Ratings for Unit/Organization Leader (Continued)**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader takes actions that are consistent with my Service's values.	1% (4)	1% (5)	9% (60)	33% (221)	56% (372)	100% (662)
My unit's or organization's leader supports and encourages the development of others.	0% (3)	1% (9)	11% (70)	32% (211)	56% (367)	100% (660)
My unit's or organization's leader encourages their subordinates to think about problems in new ways.	0% (2)	2% (10)	13% (88)	30% (199)	54% (355)	100% (654)
	3%		12%	85%		

**Protective Factor: Transformational Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader communicates a clear and motivating vision of the future.	2% (10)	4% (28)	18% (118)	34% (219)	42% (268)	100% (643)
My unit's senior NCO/senior enlisted leader takes actions that are consistent with my Service's values.	1% (4)	1% (7)	13% (82)	34% (217)	52% (331)	100% (641)
My unit's senior NCO/senior enlisted leader supports and encourages the development of people in my unit.	1% (6)	3% (21)	14% (90)	29% (188)	52% (334)	100% (639)
My unit's senior NCO/senior enlisted leader encourages people in my unit to think about problems in new ways.	1% (6)	3% (21)	16% (102)	32% (204)	48% (307)	100% (640)
	4%		15%	81%		

**Risk Factor: Alcohol Impairing Memory**

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
During the past 12 months, how often have you been unable to remember what happened the night before because you had been drinking?	90% (585)	7% (43)	2% (13)	1% (4)	0% (2)	100% (647)
	90%	9%	1%			

**Risk Factor: Binge Drinking**

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
How often do you have four or more drinks (if you are a woman) or five or more drinks (if you are a man) on one occasion?	54% (352)	30% (195)	10% (64)	5% (33)	0% (3)	100% (647)
	54%	40%	6%			

**Risk Factor: Stress**

Question	Never	Rarely	Sometimes	Often	Total
In the past month, how often have you felt nervous or stressed?	27% (174)	33% (215)	27% (177)	13% (86)	100% (652)
In the past month, how often have you felt that you were unable to control the important things in your life?	51% (333)	28% (185)	15% (100)	5% (33)	100% (651)
In the past month, how often have you been angered because of things that were outside of your control?	42% (274)	30% (197)	21% (135)	7% (43)	100% (649)
In the past month, how often have you found that you could not cope with all of the things you had to do?	68% (444)	21% (136)	8% (54)	2% (15)	100% (649)
	75%		25%		

**Risk Factor: Passive Leadership – Ratings for Unit/Organization Leader**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader takes early action in addressing problems.	1% (4)	4% (23)	17% (113)	31% (201)	48% (316)	100% (657)
My unit's or organization's leader addresses problems when they are brought to their attention.	1% (5)	2% (12)	15% (97)	32% (210)	51% (332)	100% (656)
	3%		16%	81%		

**Risk Factor: Passive Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader takes early action in addressing problems.	1% (7)	3% (17)	19% (122)	31% (199)	46% (295)	100% (640)
My unit's senior NCO/senior enlisted leader addresses problems when brought to their attention.	1% (8)	1% (8)	16% (104)	32% (202)	50% (317)	100% (639)
	3%		18%	79%		

**Risk Factor: Toxic Leadership – Ratings for All Immediate Supervisors**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor ridicules subordinates.	52% (351)	26% (177)	12% (79)	4% (26)	6% (38)	100% (671)
My immediate supervisor has explosive outbursts.	61% (406)	24% (162)	9% (58)	3% (22)	3% (23)	100% (671)
My immediate supervisor has a sense of personal entitlement.	52% (347)	24% (164)	13% (87)	6% (42)	5% (32)	100% (672)
My immediate supervisor acts only in the best interest of their own advancement.	53% (358)	27% (178)	10% (70)	5% (33)	5% (32)	100% (671)

**Risk Factor: Toxic Leadership – Ratings for All Immediate Supervisors (Continued)**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor ignores ideas that are contrary to their own.	50% (339)	28% (186)	12% (83)	6% (39)	4% (25)	100% (672)
	79%		11%	9%		

**Risk Factor: Toxic Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader acts only in the best interest of their next promotion.	38% (244)	25% (160)	20% (126)	8% (48)	9% (59)	100% (637)
My unit's senior NCO/senior enlisted leader ridicules people in my unit.	50% (322)	29% (188)	14% (87)	3% (20)	3% (22)	100% (639)
My unit's senior NCO/senior enlisted leader has explosive outbursts.	53% (341)	26% (166)	16% (100)	3% (20)	2% (13)	100% (640)
My unit's senior NCO/senior enlisted leader has a sense of personal entitlement.	51% (326)	24% (155)	16% (104)	6% (39)	3% (16)	100% (640)
My unit's senior NCO/senior enlisted leader ignores ideas that are contrary to their own.	48% (309)	25% (159)	19% (122)	5% (33)	3% (17)	100% (640)
	74%		17%	9%		

**Risk Factor: Racially Harassing Behaviors**

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell racial/ethnic jokes that make you uncomfortable, angry, or upset?	91% (629)	5% (36)	3% (19)	1% (5)	100% (689)
How often does someone from your unit or organization express stereotypes about your racial/ethnic group that make you uncomfortable, angry, or upset?	91% (625)	6% (42)	2% (17)	1% (4)	100% (688)
How often does someone from your unit or organization use offensive racial/ethnic terms that make you uncomfortable, angry, or upset?	90% (619)	7% (46)	3% (18)	1% (5)	100% (688)
How often does someone from your unit or organization make insults about racial/ethnic groups that make you uncomfortable, angry, or upset?	90% (619)	7% (47)	2% (14)	1% (7)	100% (687)
How often does someone from your unit or organization show you a lack of respect because of your race/ethnicity?	93% (639)	5% (33)	2% (11)	1% (6)	100% (689)
	85%		15%		

### Risk Factor: Sexist Behaviors

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization mistreat, ignore, exclude, or insult you because of your gender?	97% (665)	2% (12)	1% (5)	1% (5)	100% (687)
	97%	3%			

### Risk Factor: Sexually Harassing Behaviors

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell sexual jokes that make you uncomfortable, angry, or upset?	85% (586)	11% (74)	3% (18)	1% (10)	100% (688)
How often does someone from your unit or organization embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	87% (597)	9% (60)	3% (24)	1% (8)	100% (689)
How often does someone from your unit or organization display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset? Do not include materials you may have received as part of your professional duties (for example, as a criminal investigator).	95% (655)	3% (24)	1% (8)	0% (2)	100% (689)
How often does someone from your unit or organization ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?	94% (649)	4% (26)	2% (12)	0% (2)	100% (689)
How often does someone from your unit or organization make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	95% (652)	4% (25)	1% (5)	1% (4)	100% (686)
How often does someone from your unit or organization make attempts to establish unwanted romantic or sexual relationships with you? These attempts could range from asking you out on a date to asking you for sex or a "hookup."	97% (668)	2% (14)	1% (4)	0% (1)	100% (687)
How often does someone from your unit or organization intentionally touch you in unwanted sexual ways?	98% (677)	1% (7)	0% (3)	0% (1)	100% (688)
	79%	21%			



## Risk Factor: Workplace Hostility

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization intentionally interfere with your work performance?	50% (344)	33% (226)	13% (88)	4% (31)	100% (689)
How often does someone from your unit or organization take credit for work or ideas that were yours?	50% (346)	30% (205)	15% (100)	5% (37)	100% (688)
How often does someone from your unit or organization gossip or talk about you?	49% (335)	33% (224)	14% (94)	5% (34)	100% (687)
How often does someone from your unit or organization use insults, sarcasm, or gestures to humiliate you?	69% (475)	21% (145)	6% (43)	3% (22)	100% (685)
How often does someone from your unit or organization not provide you with information and assistance when needed?	42% (287)	29% (198)	17% (116)	13% (87)	100% (688)
How often does someone from your unit or organization yell when they are angry?	41% (285)	39% (266)	15% (102)	5% (34)	100% (687)
	15%	85%			

## Custom Multiple-Choice Items

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The overall health of this unit/organization is better now than one year ago.	3% (17)	7% (42)	35% (221)	27% (172)	29% (186)	100% (638)
My commander/leader clarifies our unit/organization's goals and priorities.	2% (11)	5% (32)	13% (80)	40% (255)	41% (262)	100% (640)
Communication flows freely from senior leadership to all levels of the unit/organization.	4% (26)	8% (49)	17% (110)	35% (224)	36% (231)	100% (640)
My unit/organization is accepting of individuals with diverse backgrounds.	1% (5)	2% (12)	8% (52)	33% (212)	56% (360)	100% (641)
The current level of morale in my command is high.	3% (20)	9% (58)	20% (130)	36% (231)	32% (203)	100% (642)
My immediate supervisor cares about my personal well-being.	1% (8)	2% (14)	9% (59)	36% (228)	52% (331)	100% (640)
My unit is well prepared to perform its wartime duties.	2% (10)	5% (34)	11% (71)	37% (236)	45% (292)	100% (643)
In the last six months, someone at work has talked to me about my progress and career goals.	3% (21)	3% (22)	9% (56)	37% (239)	47% (303)	100% (641)
I receive the training needed to perform my job well.	2% (13)	5% (34)	13% (84)	41% (265)	38% (245)	100% (641)
I feel a strong sense of belonging to this unit/workgroup.	3% (18)	5% (29)	14% (90)	37% (239)	42% (267)	100% (643)

# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization: 5th SFG**

**Commander/Director: (b) (3) / (b)(6)**

**Admin Number: 1707113**

**Wednesday, November 01, 2017**

**Defense Equal Opportunity Management Institute  
Directorate of Research  
Patrick AFB, FL**

Management or disciplinary actions should not be taken based solely  
on the results of this report.

**RCS: DD-P&R (AR) 2338**

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	<b>30</b>
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	<b>33</b>
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	<b>109</b>

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary, Section IV, Climate Factor Subgroup Comparison, Section V, DEOCS Summary of Survey Item Responses*, along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

Individual Service instructions typically require organizations to use multiple approaches, including individual interviews and/or focus groups, to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For additional information regarding climate factors, focus group/interview questions, or action planning, please visit DEOCS.net **Assessment to Solutions:**

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions must be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>5th SFG</b>	<b>Number</b>	<b>Percent</b>
Majority	230	57.4%
Minority	109	27.2%
Declined to Respond	62	15.5%
American Indian or Alaskan Native	4	1.0%
Asian	8	2.0%
Black	38	9.5%
Native Hawaiian or Other Pacific Islander	4	1.0%
White	263	65.6%
Selected Multiple Races	17	4.2%
Declined to Respond	67	16.7%
Hispanic	48	12.0%
Not Hispanic	297	74.1%
Declined to Respond	56	14.0%
Women	32	8.0%
Men	369	92.0%
Junior Enlisted (E1 - E6)	255	63.6%
Senior Enlisted (E7 - E9)	84	20.9%
Warrant Officer (WO1 - CW5)	18	4.5%
Junior Officer (O1 - O3)	23	5.7%
Senior Officer (O4 - Above)	17	4.2%
Junior Federal Civilian (Grades 1 - 12)	1	0.2%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	3	0.7%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	1	100.0%

Total

401

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

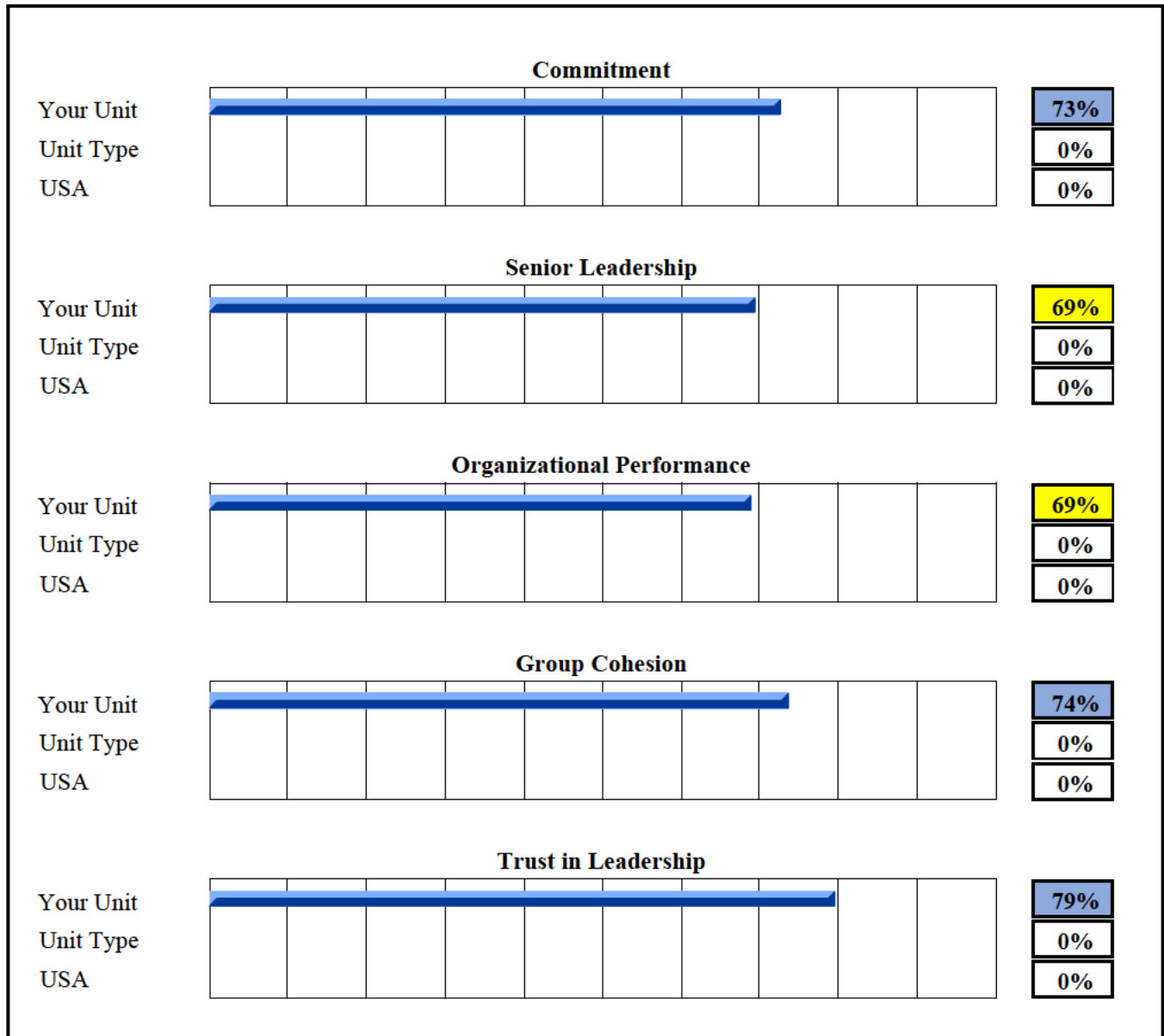
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figures below compare your organization's favorability ratings for each climate factor against units in your Service with similar functions, and to your parent Service. Similar function units and Service favorability ratings are updated on a bi-annual basis. The box to the right of each figure displaying your organization's favorability rating will be color-coded red, yellow, blue or green. Please refer to **How to Interpret DEOCS Color Coding** (pg. 4) for more information regarding the color-coding. Percentages for Unit Type and Service will not be available until a representative sample can be obtained to

Figure 2: Unit Summaries

Unit Type = Special Forces



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

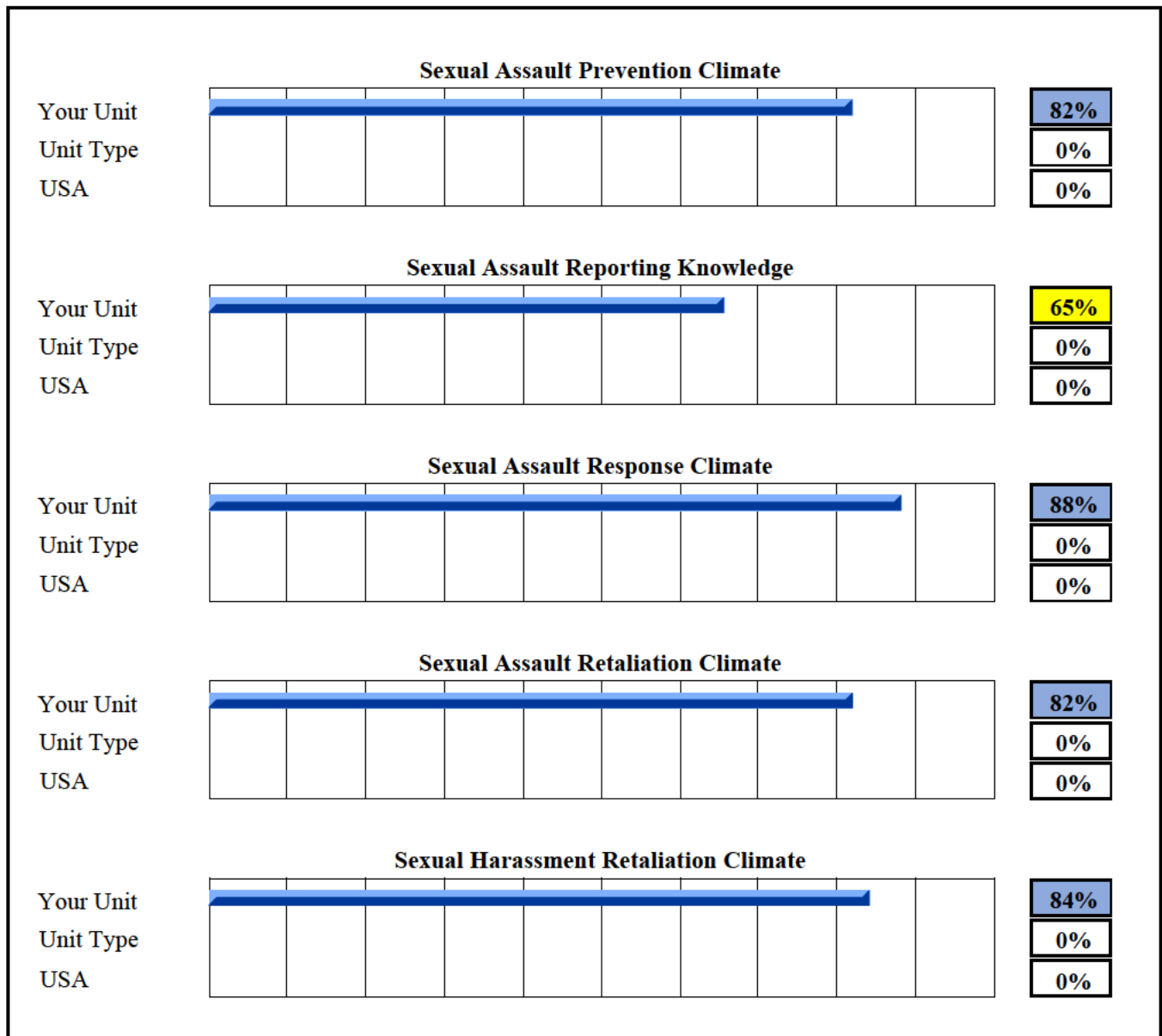
Unit Type = Special Forces





Figure 2 (cont): Unit Summaries

Unit Type = Special Forces



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

		<b>5th SFG</b>							
		<b>Organizational Effectiveness</b>							
		<b>Commit</b>	<b>Senior Leader</b>	<b>Org Perform</b>	<b>Group Cohesion</b>	<b>Trust in Leader</b>	<b>Job Satisfact</b>	<b>Org Process</b>	<b>Engage</b>
Minority		73%	74%	73%	74%	80%	72%	72%	80%
Majority		76%	73%	72%	78%	82%	70%	74%	81%
Women		60%	59%	59%	63%	70%	50%	56%	70%
Men		74%	70%	70%	75%	80%	70%	72%	79%
Enlisted		71%	67%	68%	72%	78%	67%	69%	77%
Officer		83%	84%	74%	80%	90%	76%	80%	83%
Junior Enlisted		69%	67%	68%	71%	77%	65%	68%	75%
Senior Enlisted		76%	68%	67%	76%	81%	73%	72%	85%
Junior Officer		79%	80%	73%	74%	87%	71%	76%	80%
Senior Officer		92%	96%	76%	94%	97%	88%	90%	88%
Military		73%	69%	69%	74%	80%	68%	70%	78%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		73%	69%	69%	74%	79%	68%	70%	78%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
--	--	---	---

**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<u>5th SFG</u>							
		<u>EO/EEO/Fair Treatment</u>				<u>SAPR</u>			
		Inclusion	Discrim	SH	SH Retaliatio	SA Prevent	SA Report Knowledge	SA Response	SA Retaliatio
Minority		73%	67%	75%	81%	78%	64%	83%	80%
Majority		75%	76%	83%	87%	85%	66%	93%	85%
Women		54%	53%	66%	66%	74%	65%	75%	62%
Men		73%	73%	80%	86%	82%	66%	89%	84%
Enlisted		70%	70%	78%	83%	80%	65%	87%	80%
Officer		80%	76%	88%	93%	91%	70%	96%	93%
Junior Enlisted		68%	68%	75%	80%	80%	65%	86%	77%
Senior Enlisted		77%	77%	87%	92%	82%	64%	91%	89%
Junior Officer		77%	72%	85%	90%	90%	72%	95%	91%
Senior Officer		86%	86%	94%	99%	94%	66%	99%	97%
Military		71%	71%	79%	84%	82%	66%	88%	82%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		71%	71%	79%	84%	82%	65%	88%	82%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are present

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	20 (5%)	27 (7%)	18 (4%)	50 (12%)	50 (12%)	158 (39%)	78 (19%)
This workgroup has a great deal of personal meaning to me.	16 (4%)	19 (5%)	7 (2%)	59 (15%)	43 (11%)	149 (37%)	108 (27%)
I feel a strong sense of belonging to this workgroup.	18 (4%)	19 (5%)	17 (4%)	60 (15%)	39 (10%)	151 (38%)	97 (24%)
<b>Total</b>	4%	5%	3%	14%	<b>11%</b>	<b>38%</b>	<b>24%</b>
		<b>13%</b>				<b>73%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	21 (5%)	19 (5%)	19 (5%)	55 (14%)	55 (14%)	158 (39%)	74 (18%)
My senior leader clarifies our organization's goals and priorities.	20 (5%)	24 (6%)	18 (4%)	52 (13%)	40 (10%)	154 (38%)	93 (23%)
My senior leader communicates a clear vision for the future.	23 (6%)	30 (7%)	19 (5%)	57 (14%)	45 (11%)	146 (36%)	81 (20%)
My senior leader listens to the concerns of the organization's military members and employees.	23 (6%)	23 (6%)	16 (4%)	73 (18%)	36 (9%)	150 (37%)	80 (20%)
<b>Total</b>	5%	6%	4%	15%	<b>11%</b>	<b>38%</b>	<b>20%</b>
		<b>16%</b>				<b>69%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	22 (5%)	30 (7%)	14 (3%)	57 (14%)	58 (14%)	146 (36%)	74 (18%)
My organization's performance, compared to similar organizations, is high.	16 (4%)	18 (4%)	16 (4%)	68 (17%)	34 (8%)	143 (36%)	106 (26%)
My organization makes good use of available resources to accomplish its mission.	26 (6%)	29 (7%)	25 (6%)	54 (13%)	47 (12%)	143 (36%)	77 (19%)
<b>Total</b>	5%	6%	5%	15%	<b>12%</b>	<b>36%</b>	<b>21%</b>
		<b>16%</b>				<b>69%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	16 (4%)	16 (4%)	15 (4%)	56 (14%)	49 (12%)	164 (41%)	85 (21%)
We all take responsibility for the performance of the workgroup.	17 (4%)	20 (5%)	18 (4%)	50 (12%)	49 (12%)	167 (42%)	80 (20%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	19 (5%)	21 (5%)	14 (3%)	56 (14%)	61 (15%)	153 (38%)	77 (19%)
<b>Total</b>	4%	5%	4%	13%	<b>13%</b>	<b>40%</b>	<b>20%</b>
		<b>13%</b>				<b>74%</b>	

**Table 2.5 Trust in Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	19 (5%)	9 (2%)	10 (2%)	41 (10%)	29 (7%)	167 (42%)	126 (31%)
My immediate supervisor follows through with commitments he or she makes.	15 (4%)	11 (3%)	7 (2%)	44 (11%)	33 (8%)	161 (40%)	130 (32%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	22 (5%)	14 (3%)	16 (4%)	48 (12%)	29 (7%)	159 (40%)	113 (28%)
My immediate supervisor treats me fairly.	11 (3%)	11 (3%)	3 (1%)	48 (12%)	23 (6%)	154 (38%)	151 (38%)
<b>Total</b>	4%	3%	2%	11%	7%	40%	32%
		9%				79%	

**Table 2.6 Job Satisfaction**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	24 (6%)	31 (8%)	21 (5%)	46 (11%)	46 (11%)	143 (36%)	90 (22%)
I feel satisfied with my current job.	28 (7%)	31 (8%)	24 (6%)	49 (12%)	54 (13%)	134 (33%)	81 (20%)
I am happy with my current job.	28 (7%)	35 (9%)	23 (6%)	41 (10%)	53 (13%)	138 (34%)	83 (21%)
<b>Total</b>	7%	8%	6%	11%	13%	34%	21%
		20%				68%	

**Table 2.7 Organizational Processes**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	13 (3%)	19 (5%)	18 (4%)	50 (12%)	64 (16%)	168 (42%)	69 (17%)
Discipline is administered fairly.	22 (5%)	36 (9%)	21 (5%)	54 (13%)	51 (13%)	156 (39%)	61 (15%)
Decisions are made after reviewing relevant information.	20 (5%)	24 (6%)	19 (5%)	61 (15%)	54 (13%)	161 (40%)	62 (15%)

1095  
Total

5%

7%

5%

14%

14%

40%

16%

16%

70%

Table 2.8 Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	3 (1%)	2 (0%)	5 (1%)	39 (10%)	31 (8%)	175 (44%)	146 (36%)
I am enthusiastic about my work.	18 (4%)	17 (4%)	16 (4%)	51 (13%)	48 (12%)	155 (39%)	96 (24%)
Time flies when I am working.	23 (6%)	23 (6%)	14 (3%)	54 (13%)	46 (11%)	133 (33%)	108 (27%)
<b>Total</b>	4%	3%	3%	12%	<b>10%</b>	<b>38%</b>	<b>29%</b>
		<b>10%</b>				<b>78%</b>	



Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	12 (3%)	20 (5%)	10 (2%)	54 (13%)	37 (9%)	181 (45%)	85 (21%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	16 (4%)	20 (5%)	11 (3%)	53 (13%)	42 (10%)	159 (40%)	98 (24%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	19 (5%)	13 (3%)	13 (3%)	53 (13%)	55 (14%)	167 (42%)	79 (20%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	39 (10%)	32 (8%)	15 (4%)	75 (19%)	45 (11%)	135 (34%)	58 (14%)
The decision-making processes that impact my workgroup are fair.	20 (5%)	20 (5%)	21 (5%)	72 (18%)	47 (12%)	153 (38%)	66 (16%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	6 (1%)	20 (5%)	11 (3%)	53 (13%)	16 (4%)	129 (32%)	164 (41%)
<b>Total</b>	5%	5%	3%	15%	<b>10%</b>	<b>38%</b>	<b>23%</b>
		<b>13%</b>				<b>71%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on</b>							
<b>Race/Color/National Origin</b>	31 (8%)	12 (3%)	3 (1%)	38 (9%)	9 (2%)	113 (28%)	193 (48%)
<b>Religion</b>	31 (8%)	16 (4%)	3 (1%)	41 (10%)	6 (1%)	115 (29%)	187 (47%)
<b>Sex</b>	32 (8%)	21 (5%)	8 (2%)	45 (11%)	9 (2%)	105 (26%)	179 (45%)
<b>Sexual Orientation</b>	33 (8%)	14 (3%)	4 (1%)	61 (15%)	4 (1%)	110 (27%)	173 (43%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	11 (3%)	9 (2%)	7 (2%)	53 (13%)	17 (4%)	153 (38%)	149 (37%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	36 (9%)	42 (10%)	19 (5%)	64 (16%)	9 (2%)	93 (23%)	136 (34%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	35 (9%)	42 (10%)	14 (3%)	69 (17%)	13 (3%)	97 (24%)	129 (32%)
<b>Total</b>	7%	6%	2%	13%	<b>2%</b>	<b>28%</b>	<b>41%</b>
	<b>15%</b>				<b>71%</b>		

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response.

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplac	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	46 (11%)	38 (9%)	315 (79%)
<b>Religion</b>	50 (12%)	41 (10%)	308 (77%)
<b>Sex</b>	61 (15%)	45 (11%)	293 (73%)
<b>Sexual Orientation</b>	51 (13%)	61 (15%)	287 (72%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	2 (0%)	4 (1%)	2 (0%)	81 (20%)	8 (2%)	146 (36%)	156 (39%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	3 (1%)	4 (1%)	2 (0%)	60 (15%)	16 (4%)	155 (39%)	159 (40%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	10 (2%)	19 (5%)	9 (2%)	65 (16%)	11 (3%)	113 (28%)	172 (43%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	5 (1%)	11 (3%)	1 (0%)	49 (12%)	0 (0%)	77 (19%)	256 (64%)
<b>Total</b>	1%	2%	1%	16%	<b>2%</b>	<b>31%</b>	<b>46%</b>
		<b>4%</b>				<b>79%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	8 (2%)	9 (2%)	2 (0%)	38 (9%)	25 (6%)	150 (37%)	168 (42%)
My immediate supervisor promotes responsible alcohol use.	5 (1%)	8 (2%)	4 (1%)	49 (12%)	15 (4%)	165 (41%)	154 (38%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	8 (2%)	12 (3%)	2 (0%)	54 (13%)	20 (5%)	155 (39%)	149 (37%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	6 (1%)	5 (1%)	4 (1%)	66 (16%)	28 (7%)	150 (37%)	141 (35%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	3 (1%)	2 (0%)	2 (0%)	47 (12%)	12 (3%)	163 (41%)	171 (43%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	16 (4%)	17 (4%)	2 (0%)	63 (16%)	12 (3%)	140 (35%)	150 (37%)

1100  
Total

2%

2%

1%

13%

5%

38%

39%

5%

82%

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	2 (0%)	1 (0%)	2 (0%)	35 (9%)	9 (2%)	130 (32%)	221 (55%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	3 (1%)	1 (0%)	3 (1%)	42 (10%)	14 (3%)	136 (34%)	201 (50%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	5 (1%)	5 (1%)	2 (0%)	47 (12%)	12 (3%)	137 (34%)	192 (48%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	1 (0%)	0 (0%)	0 (0%)	39 (10%)	13 (3%)	140 (35%)	207 (52%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	2 (0%)	2 (0%)	1 (0%)	41 (10%)	14 (3%)	143 (36%)	197 (49%)
<b>Total</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>10%</b>	<b>3%</b>	<b>34%</b>	<b>51%</b>
		<b>1%</b>				<b>88%</b>	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/

**Table 2.15 Sexual Assault Retaliation Climate**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>In my work group, reporters of sexual assault would be excluded from the social interactions or conversations.</b>	174 (43%)	117 (29%)	10 (2%)	63 (16%)	9 (2%)	17 (4%)	10 (2%)
<b>In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.</b>	194 (48%)	126 (31%)	10 (2%)	50 (12%)	6 (1%)	8 (2%)	6 (1%)
<b>In my work group, reporters of sexual assault would be blamed for causing problems.</b>	191 (48%)	128 (32%)	9 (2%)	52 (13%)	7 (2%)	9 (2%)	4 (1%)
<b>In my work group, reporters of sexual assault would be denied career opportunities.</b>	198 (49%)	122 (30%)	14 (3%)	51 (13%)	5 (1%)	7 (2%)	3 (1%)
<b>In my work group, reporters of sexual assault would be disciplined or given other corrective action.</b>	204 (51%)	125 (31%)	8 (2%)	48 (12%)	2 (0%)	10 (2%)	3 (1%)
<b>In my work group, reporters of sexual assault would be discouraged from moving forward with the report.</b>	207 (52%)	125 (31%)	8 (2%)	49 (12%)	1 (0%)	7 (2%)	3 (1%)
<b>Total</b>	<b>49%</b>	<b>31%</b>	<b>2%</b>	13%	1%	2%	1%
		<b>82%</b>				<b>5%</b>	

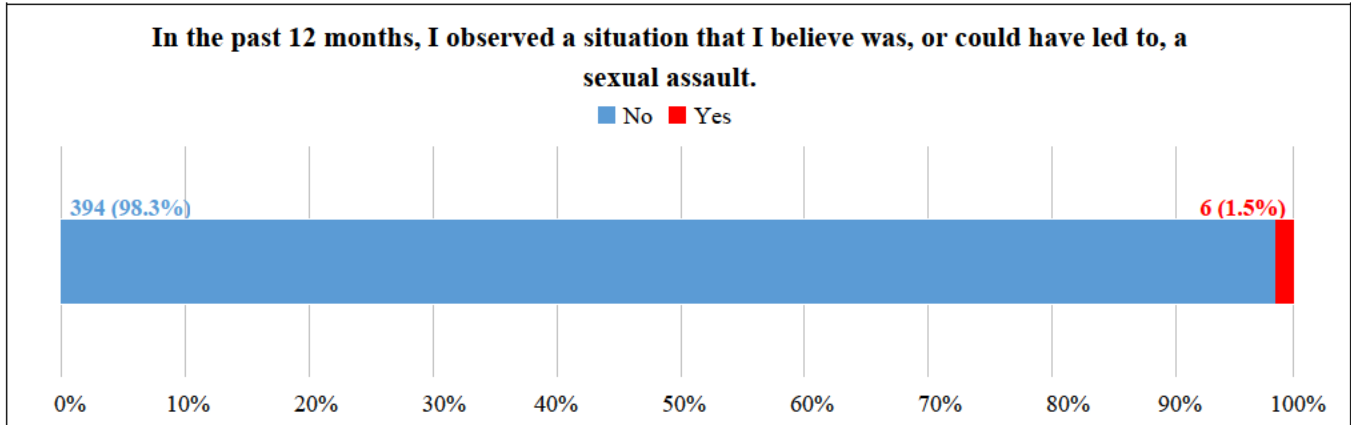
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from the social interactions or conversations.	193 (48%)	131 (33%)	6 (1%)	49 (12%)	8 (2%)	9 (2%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	201 (50%)	125 (31%)	10 (2%)	51 (13%)	3 (1%)	8 (2%)	2 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	199 (50%)	135 (34%)	6 (1%)	45 (11%)	5 (1%)	6 (1%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	200 (50%)	126 (31%)	10 (2%)	53 (13%)	3 (1%)	6 (1%)	2 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	205 (51%)	128 (32%)	7 (2%)	50 (12%)	3 (1%)	5 (1%)	2 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	204 (51%)	127 (32%)	8 (2%)	49 (12%)	3 (1%)	7 (2%)	2 (0%)
<b>Total</b>	<b>50%</b>	<b>32%</b>	<b>2%</b>	12%	1%	2%	1%
		<b>84%</b>				<b>3%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	2	33.3%
I asked the person who appeared to be at risk if they needed help.	2	33.3%
I confronted the person who appeared to be causing the situation.	0	0.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	1	16.7%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	1	16.7%
<b>Total</b>	<b>6</b>	<b>100.0%</b>

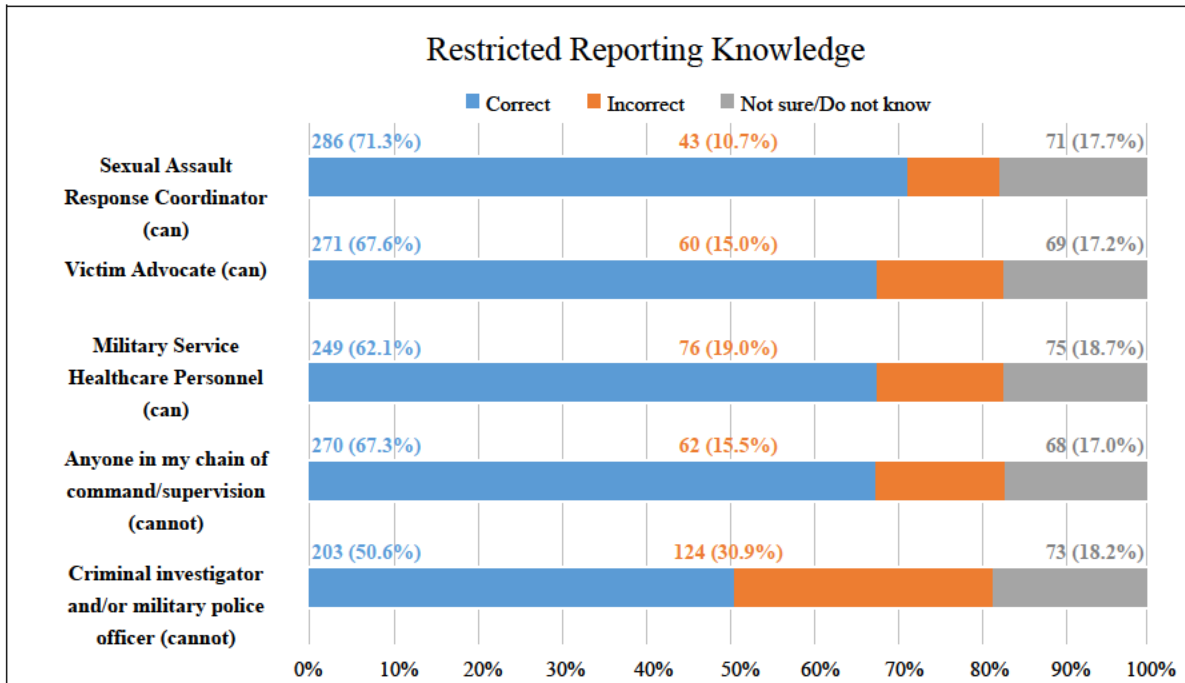


## Sexual Assault Reporting Knowledge

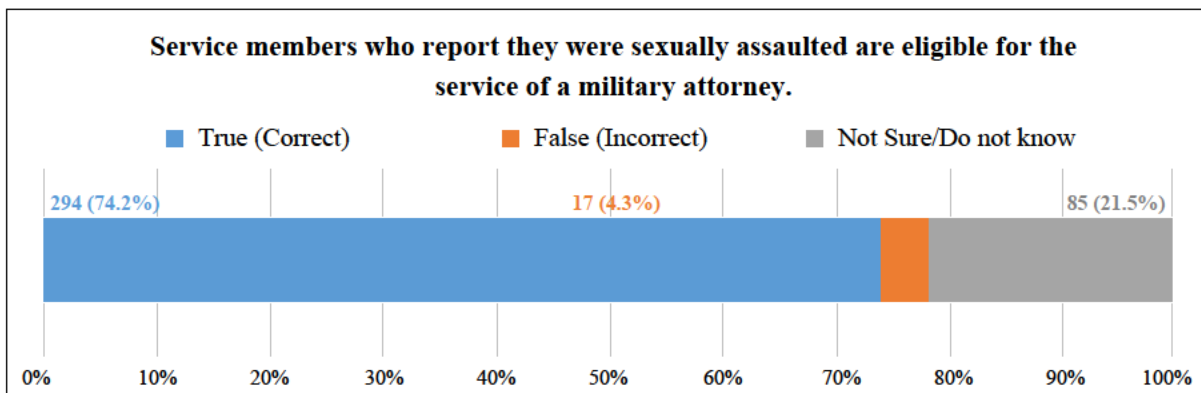
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



## Unwanted Workplace Experiences

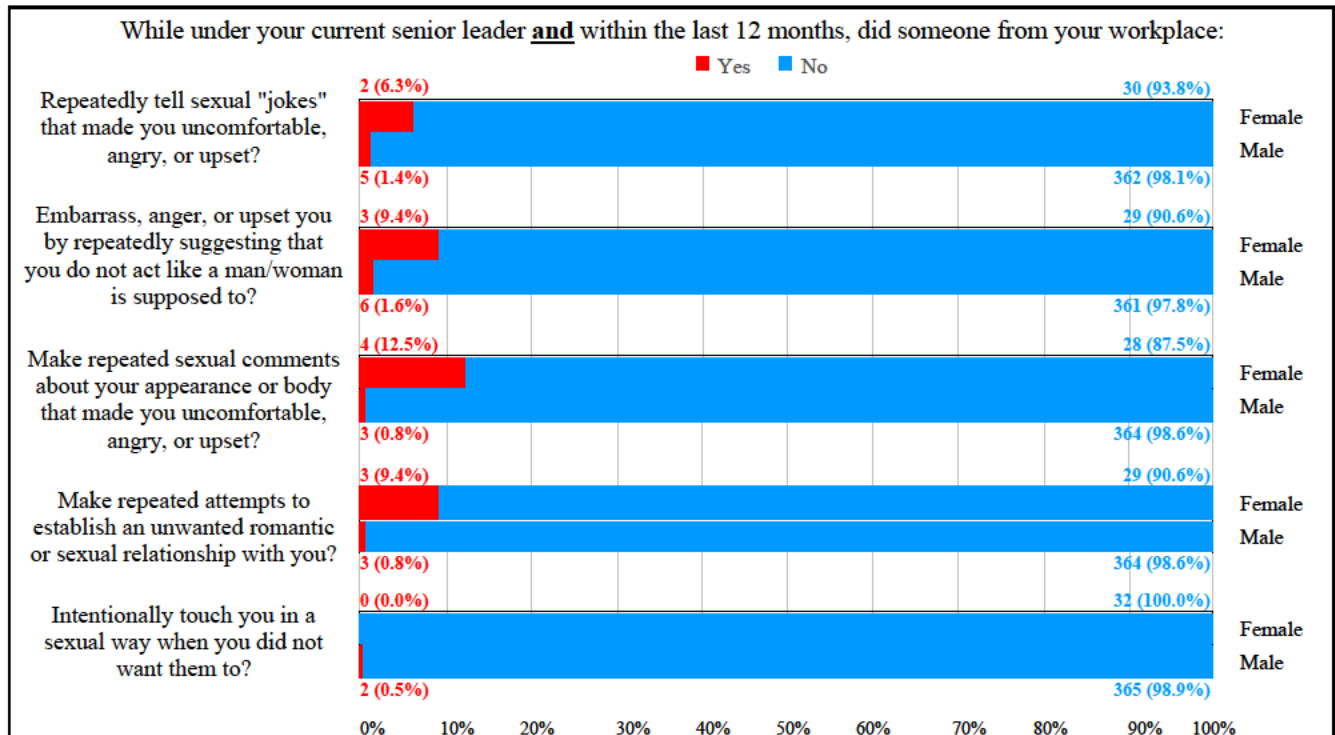
Respondents were asked five questions that address whether they have endured unwanted workplace experiences. These items measure the sexual harassment risk within the organization. The items contain behaviors associated with the increased probability that sexual harassment could be occurring. Note: No data are displayed in cases where fewer than five people in a subgroup complete the survey.

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	7	1.7%	392	97.8%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	9	2.2%	390	97.3%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	7	1.7%	392	97.8%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	6	1.5%	393	98.0%
Intentionally touch you in a sexual way when you did not want them to?	2	0.5%	397	99.0%

**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**

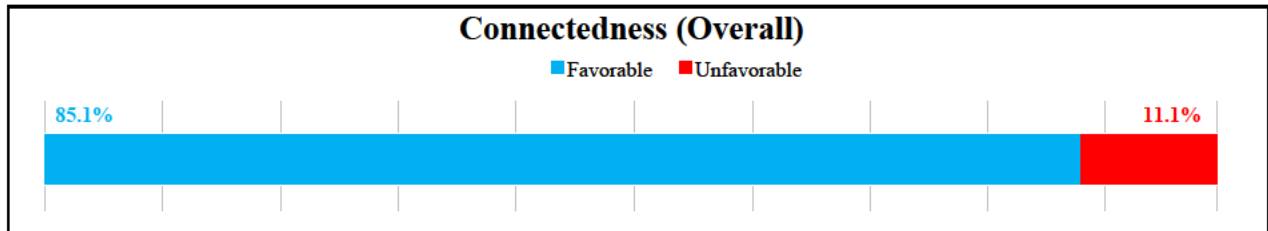


Note. Of those who responded, 1.1% of men and 12.5% of women answered these items in such a way that they would likely have experienced Sexual Harassment under their current senior leader and within the last 12 months. A strict criteria was used for scoring to ensure a higher level of confidence in providing rates. In order to meet the criteria, an individual would have to answer "yes" to multiple items, or "yes" to the last item within the Unwanted Workplace Experience factor. However, it is important to note that the behaviors above, whether or not they rise to the level of sexual harassment, are serious and can degrade unit climate and should be addressed.

## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	11 (3%)	19 (5%)	19 (5%)	61 (15%)	11 (3%)	126 (31%)	154 (38%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	5 (1%)	7 (2%)	16 (4%)	-	14 (3%)	106 (26%)	253 (63%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	22 (5%)	24 (6%)	22 (5%)	-	63 (16%)	169 (42%)	101 (25%)
These days, I feel that there are people I can turn to in times of need.	9 (2%)	12 (3%)	12 (3%)	-	61 (15%)	167 (42%)	140 (35%)
<b>Total*</b>	3%	4%	4%	-	9%	35%	40%
		11%				85%	

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	33	8.2%
Attempted	20	5.0%
Died by Suicide	40	10.0%
Thought of, Attempted	21	5.2%
Attempted, Died by Suicide	3	0.7%
Thought of, Died by Suicide	5	1.2%
Thought of, Attempted, Died by Suicide	17	4.2%
None of the above	262	65.3%

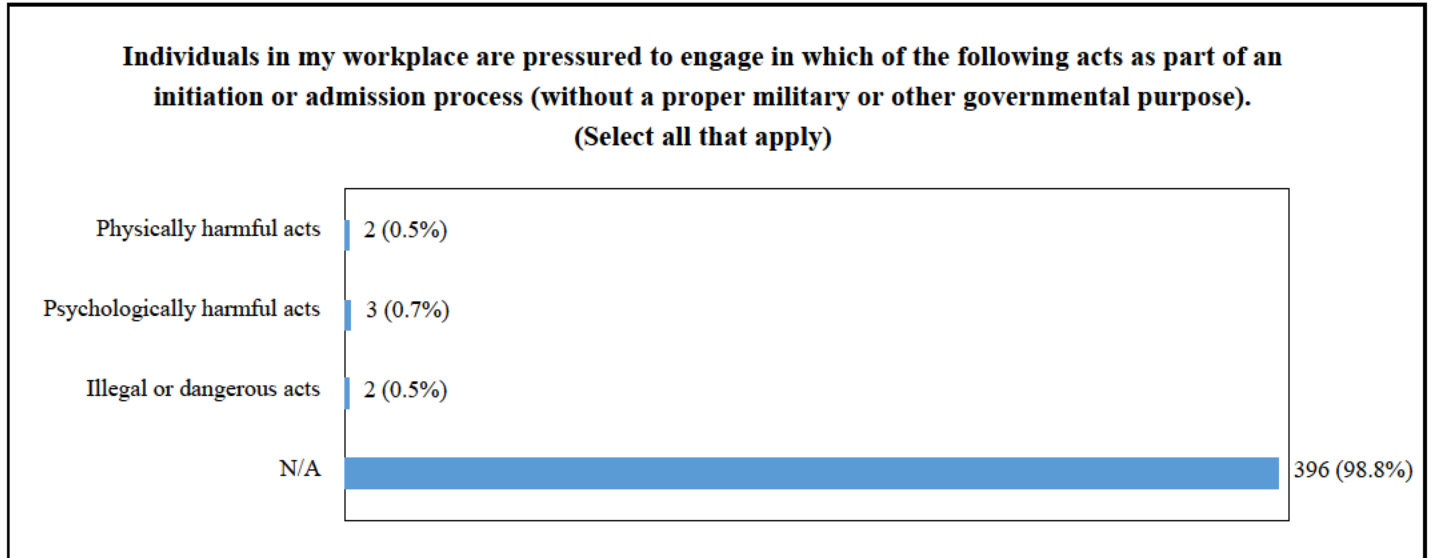
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

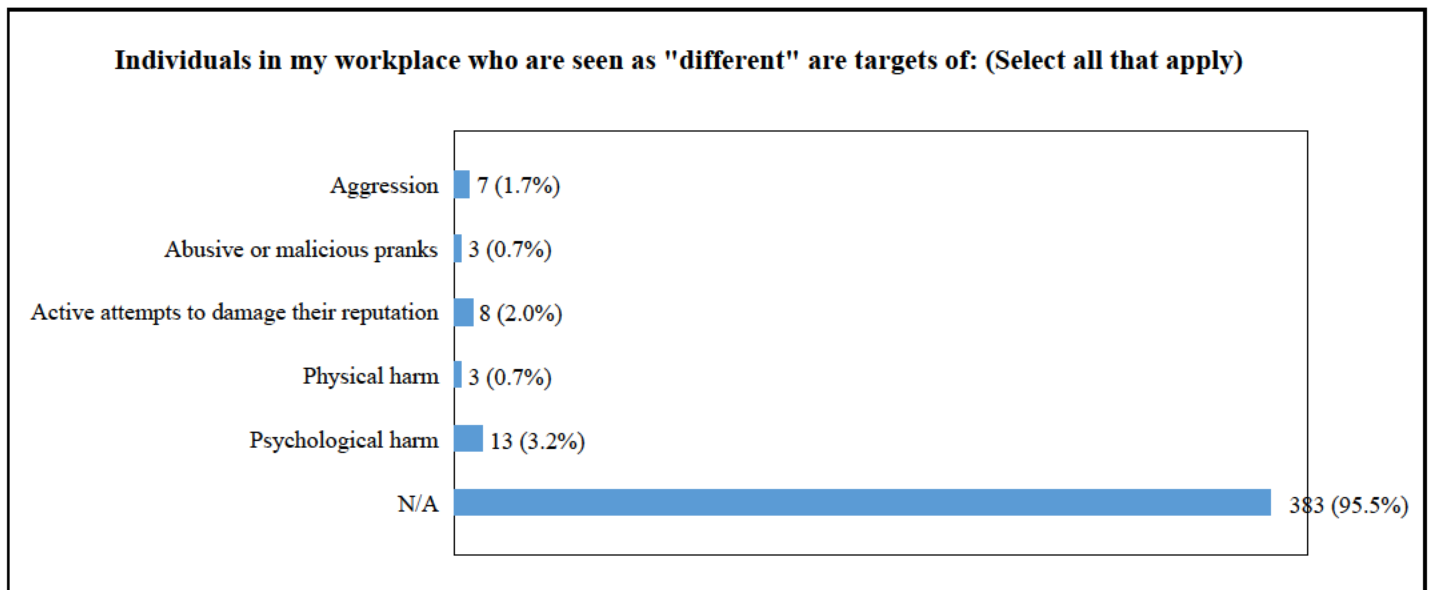
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

## ASSESSMENT TO SOLUTIONS

The Assessment to Solutions section of [deomi.org](http://deomi.org) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

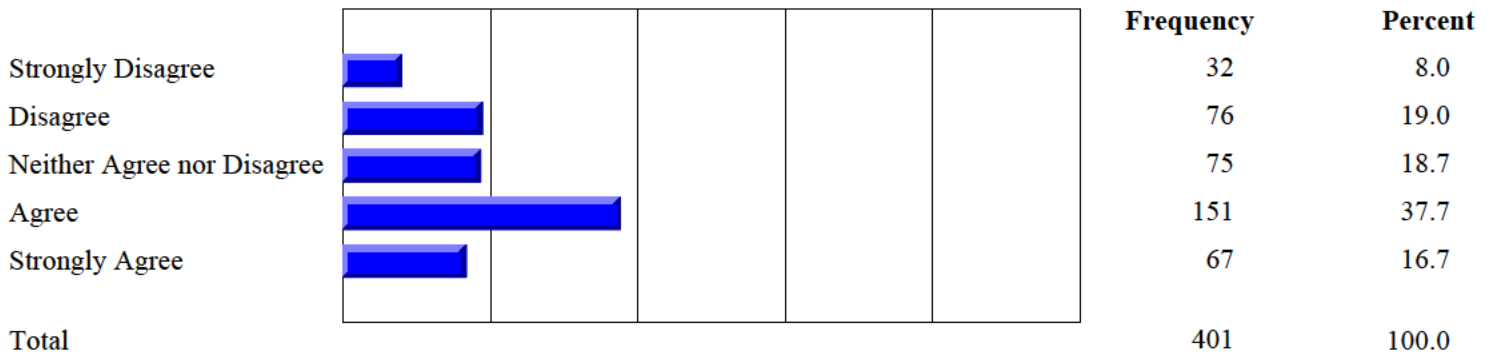
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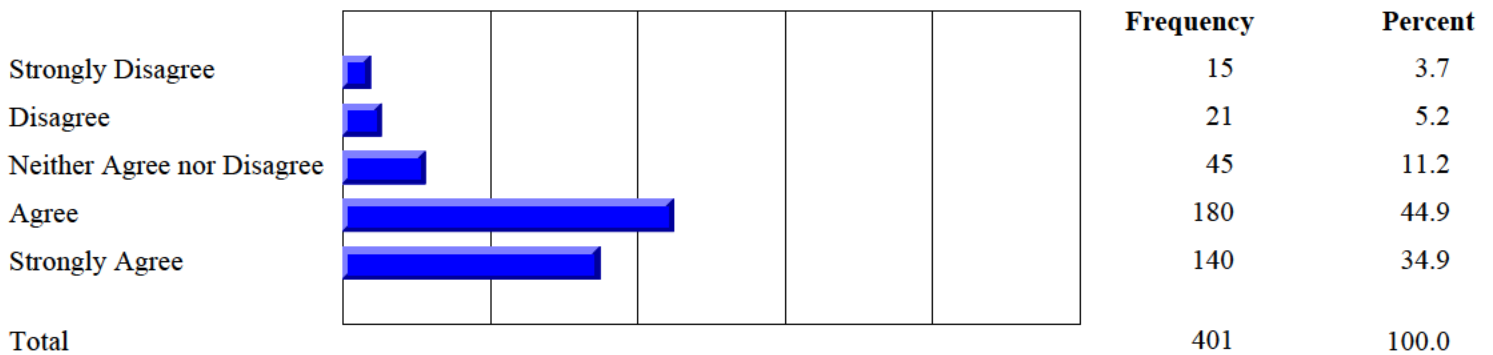
[support@deocs.net](mailto:support@deocs.net)

## Appendix A: Your Locally Developed Questions

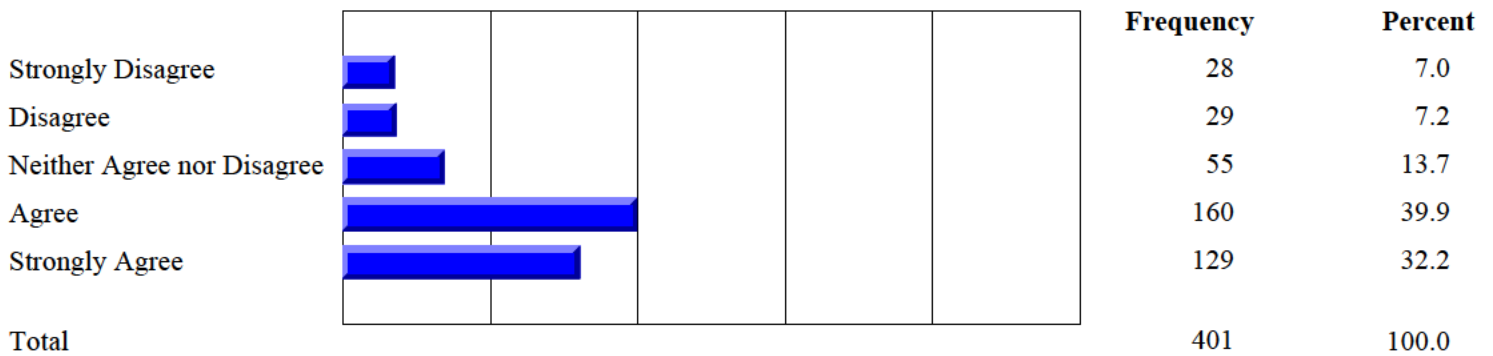
**1. Communication flows freely from senior leadership to all levels of organization.**



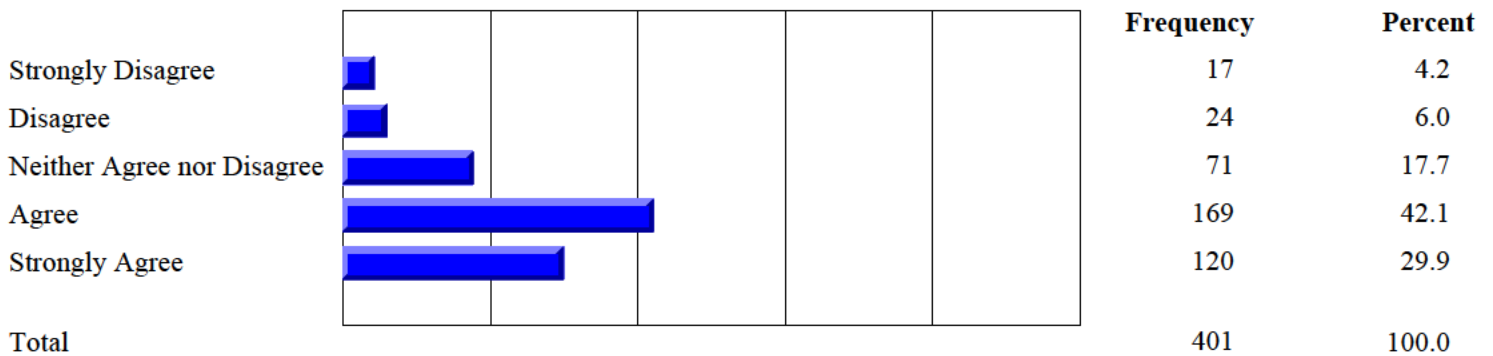
**2. My immediate supervisor explains things clearly to me.**



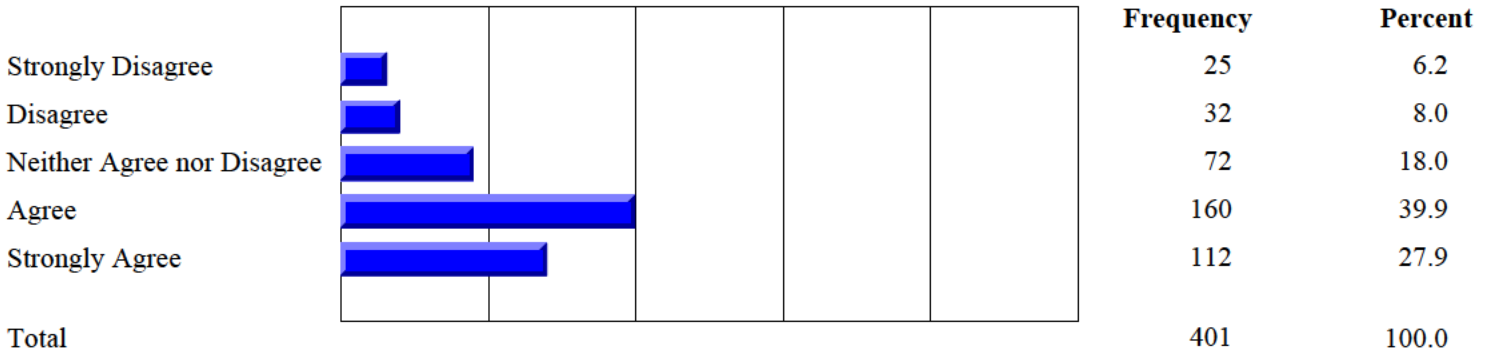
**3. The leaders in my command show a real interest in the welfare of families.**



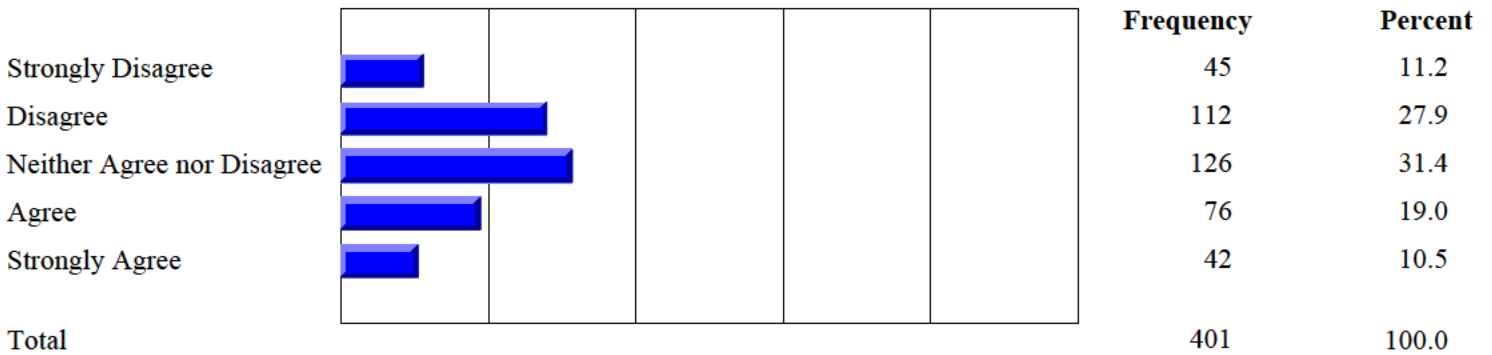
**4. The Commander shows an interest in my welfare.**



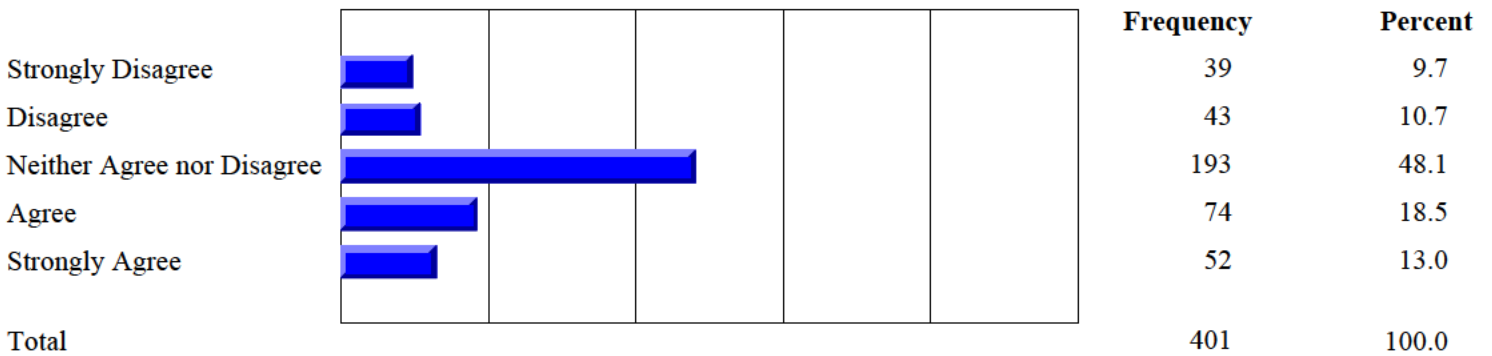
5. I feel that the Commander/Director will use the information from this survey to improve the command.



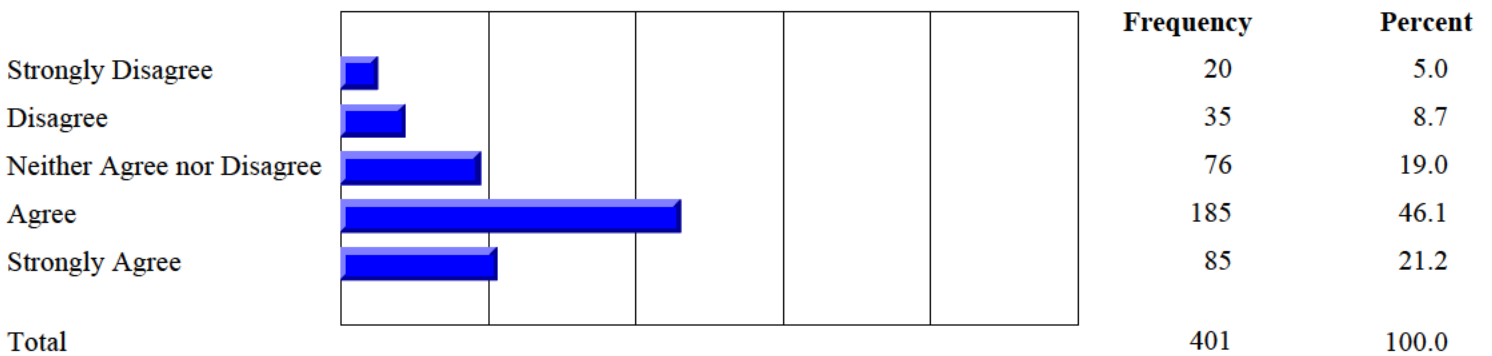
6. I experience a high level of stress in this command.



7. The overall health of the unit is better now than one year ago.








8. I receive the training needed to perform my job well.










1113  
 9. When I get up in the morning, I feel like going to work.

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					44	11.0
Disagree					53	13.2
Neither Agree nor Disagree					82	20.4
Agree					142	35.4
Strongly Agree					80	20.0
Total					401	100.0

10. I feel emotionally worn out.

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					73	18.2
Disagree					123	30.7
Neither Agree nor Disagree					104	25.9
Agree					60	15.0
Strongly Agree					41	10.2
Total					401	100.0













































































































































































































































































# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization:** 5th SFG(A)

**Commander/Director:** (b) (3) / (b)(6)

**Admin Number:** 1812217

**Wednesday, November 21, 2018**

**Defense Equal Opportunity Management Institute  
Climate Enhancement Department  
Patrick AFB, FL**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	28
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	31
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	67

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

**HOW TO INTERPRET DEOCS COLOR CODING**

<b>Color Coding</b>	<b>Category</b>	<b>Criteria</b>	<b>General Interpretation</b>
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>5th SFG(A)</b>	<b>Number</b>	<b>Percent</b>
Majority	84	70.6%
Minority	17	14.3%
Declined to Respond	18	15.1%
American Indian or Alaskan Native	1	0.8%
Asian	2	1.7%
Black	4	3.4%
Native Hawaiian or Other Pacific Islander	1	0.8%
White	88	73.9%
Selected Multiple Races	4	3.4%
Declined to Respond	19	16.0%
Hispanic	6	5.0%
Not Hispanic	96	80.7%
Declined to Respond	17	14.3%
Women	9	7.6%
Men	110	92.4%
Junior Enlisted (E1 - E6)	13	10.9%
Senior Enlisted (E7 - E9)	32	26.9%
Warrant Officer (WO1 - CW5)	15	12.6%
Junior Officer (O1 - O3)	40	33.6%
Senior Officer (O4 - Above)	19	16.0%
Junior Federal Civilian (Grades 1 - 12)	0	0.0%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	0	0.0%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	0	0.0%

Total

119

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

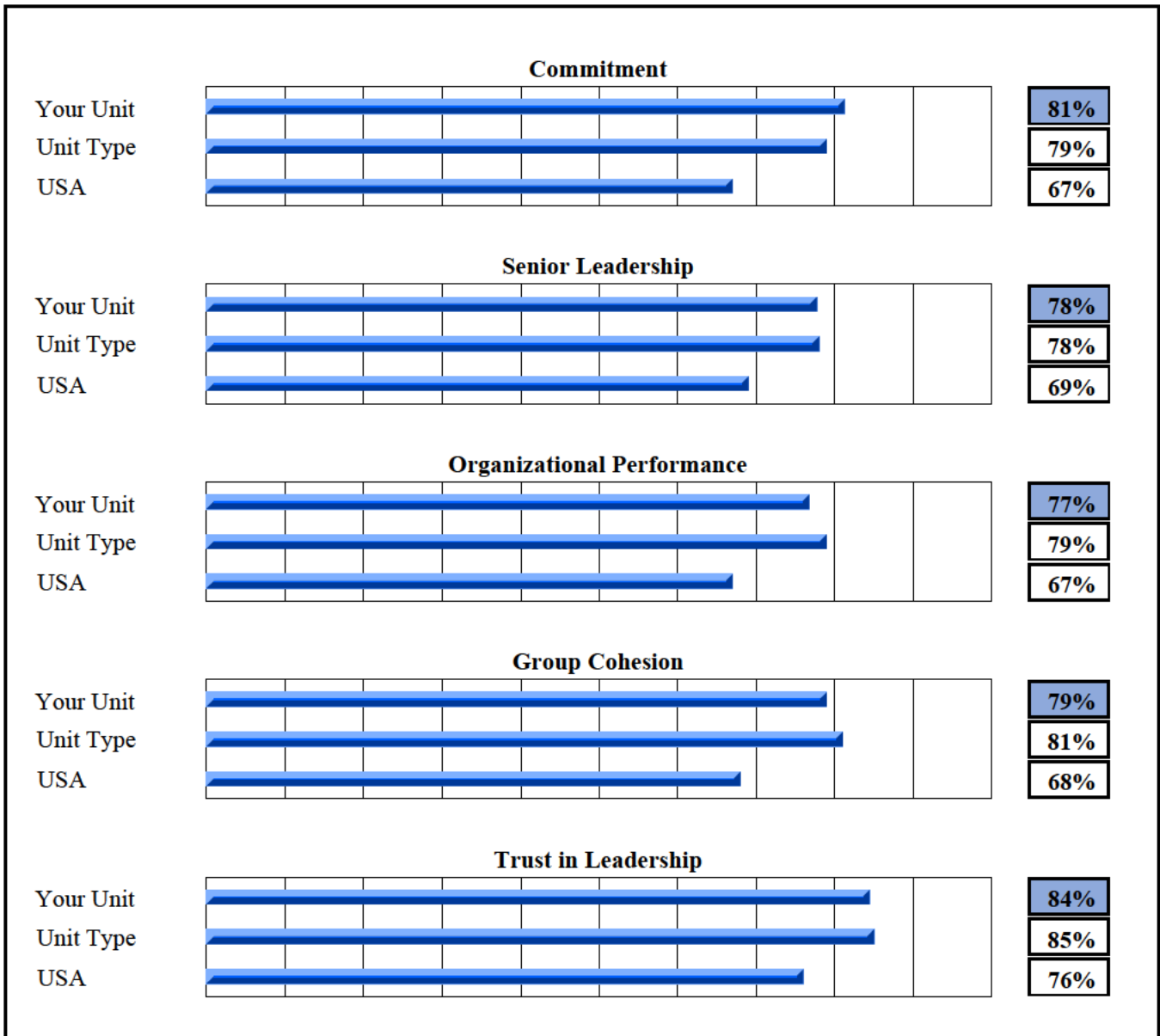
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

**Figure 2: Unit Summaries**

**Unit Type = Special Forces**



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

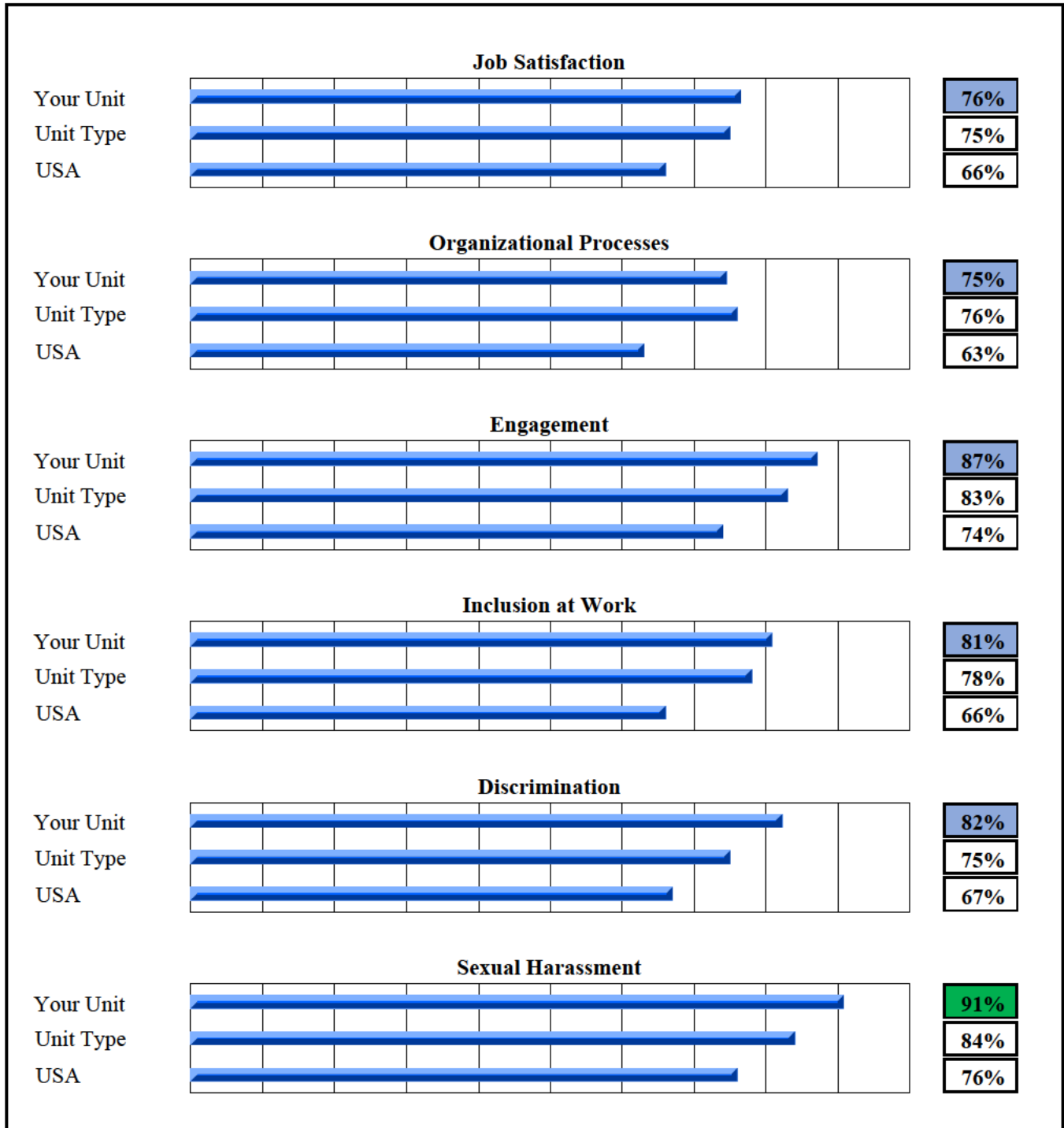
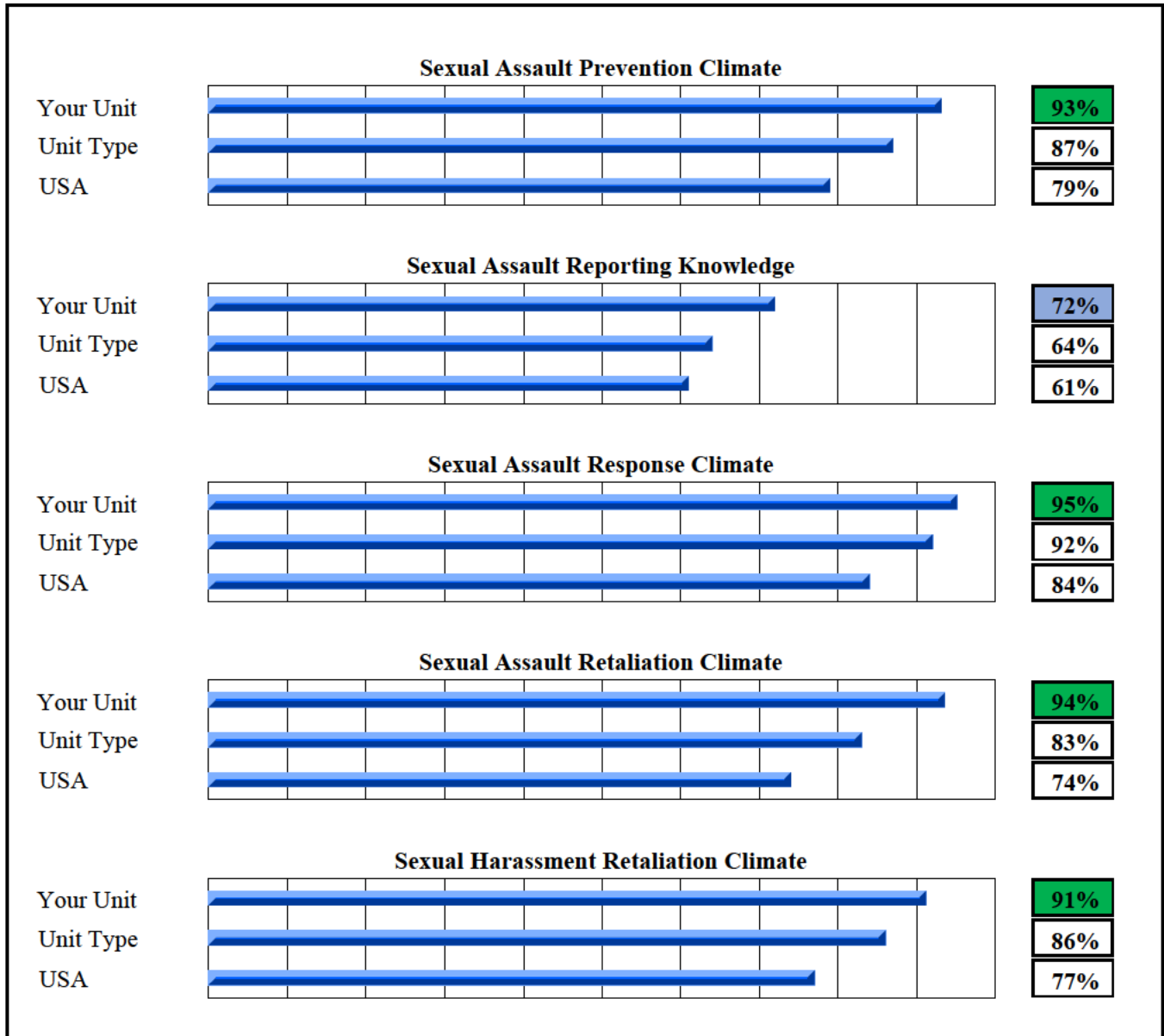


Figure 2 (cont): Unit Summaries

Unit Type = Special Forces





## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

<b>5th SFG(A)</b>								
<b>Organizational Effectiveness</b>								
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority	94%	94%	80%	94%	97%	88%	80%	90%
Majority	81%	78%	78%	77%	84%	77%	77%	88%
Women	26%	56%	78%	44%	50%	44%	44%	70%
Men	86%	80%	77%	82%	87%	79%	77%	88%
Enlisted	79%	71%	68%	73%	89%	73%	68%	88%
Officer	83%	82%	82%	82%	82%	78%	78%	86%
Junior Enlisted	64%	48%	46%	62%	88%	59%	56%	85%
Senior Enlisted	84%	80%	77%	78%	89%	79%	73%	90%
Junior Officer	82%	80%	82%	82%	82%	79%	80%	86%
Senior Officer	86%	89%	82%	82%	82%	77%	74%	88%
Military	81%	78%	77%	79%	84%	76%	75%	87%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	81%	78%	77%	79%	84%	76%	75%	87%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

5th SFG(A)								
EO/EEO/Fair Treatment				SAPR				
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Minority	93%	70%	96%	100%	94%	75%	99%	100%
Majority	82%	84%	90%	91%	93%	71%	94%	93%
Women	54%	57%	92%	56%	80%	80%	80%	72%
Men	83%	84%	91%	94%	94%	71%	96%	95%
Enlisted	77%	77%	90%	90%	93%	69%	95%	92%
Officer	83%	85%	91%	92%	93%	74%	95%	94%
Junior Enlisted	68%	73%	90%	82%	92%	54%	86%	83%
Senior Enlisted	80%	79%	90%	94%	94%	74%	98%	96%
Junior Officer	81%	84%	90%	91%	92%	73%	96%	94%
Senior Officer	90%	88%	96%	95%	95%	76%	94%	95%
Military	81%	82%	91%	91%	93%	72%	95%	94%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	81%	82%	91%	91%	93%	72%	95%	94%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	5 (4%)	9 (8%)	6 (5%)	6 (5%)	10 (8%)	55 (46%)	27 (23%)
This workgroup has a great deal of personal meaning to me.	2 (2%)	6 (5%)	4 (3%)	4 (3%)	8 (7%)	51 (43%)	43 (36%)
I feel a strong sense of belonging to this workgroup.	4 (3%)	8 (7%)	6 (5%)	4 (3%)	16 (13%)	45 (38%)	35 (29%)
<b>Total</b>	3%	6%	4%	4%	<b>10%</b>	<b>42%</b>	<b>29%</b>
		<b>14%</b>				<b>81%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	2 (2%)	7 (6%)	6 (5%)	4 (3%)	16 (13%)	50 (42%)	33 (28%)
My senior leader clarifies our organization's goals and priorities.	5 (4%)	3 (3%)	9 (8%)	9 (8%)	13 (11%)	43 (36%)	36 (30%)
My senior leader communicates a clear vision for the future.	5 (4%)	7 (6%)	6 (5%)	11 (9%)	14 (12%)	43 (36%)	32 (27%)
My senior leader listens to the concerns of the organization's military members and employees.	7 (6%)	5 (4%)	5 (4%)	11 (9%)	15 (13%)	39 (33%)	36 (30%)
<b>Total</b>	4%	5%	5%	7%	<b>12%</b>	<b>37%</b>	<b>29%</b>
		<b>14%</b>				<b>78%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	5 (4%)	8 (7%)	8 (7%)	11 (9%)	18 (15%)	38 (32%)	30 (25%)
My organization's performance, compared to similar organizations, is high.	3 (3%)	4 (3%)	2 (2%)	9 (8%)	15 (13%)	41 (34%)	44 (37%)
My organization makes good use of available resources to accomplish its mission.	5 (4%)	7 (6%)	6 (5%)	12 (10%)	16 (13%)	44 (37%)	28 (24%)
<b>Total</b>	4%	5%	4%	9%	<b>14%</b>	<b>34%</b>	<b>29%</b>
		<b>13%</b>				<b>77%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	4 (3%)	6 (5%)	3 (3%)	9 (8%)	17 (14%)	46 (39%)	33 (28%)
We all take responsibility for the performance of the workgroup.	4 (3%)	8 (7%)	5 (4%)	9 (8%)	17 (14%)	44 (37%)	31 (26%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	2 (2%)	6 (5%)	6 (5%)	10 (8%)	22 (18%)	45 (38%)	27 (23%)
<b>Total</b>	3%	6%	4%	8%	<b>16%</b>	<b>38%</b>	<b>25%</b>
		<b>12%</b>				<b>79%</b>	

**Table 2.5 Trust in Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	3 (3%)	4 (3%)	1 (1%)	4 (3%)	11 (9%)	49 (41%)	46 (39%)
My immediate supervisor follows through with commitments he or she makes.	2 (2%)	4 (3%)	2 (2%)	9 (8%)	12 (10%)	43 (36%)	46 (39%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	6 (5%)	9 (8%)	7 (6%)	6 (5%)	7 (6%)	47 (39%)	36 (30%)
My immediate supervisor treats me fairly.	2 (2%)	3 (3%)	1 (1%)	7 (6%)	5 (4%)	50 (42%)	50 (42%)
<b>Total</b>	<b>3%</b>	<b>4%</b>	<b>2%</b>	<b>5%</b>	<b>7%</b>	<b>40%</b>	<b>37%</b>
		<b>9%</b>				<b>84%</b>	

**Table 2.6 Job Satisfaction**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	5 (4%)	7 (6%)	6 (5%)	6 (5%)	18 (15%)	40 (34%)	36 (30%)
I feel satisfied with my current job.	5 (4%)	14 (12%)	3 (3%)	7 (6%)	20 (17%)	40 (34%)	29 (24%)
I am happy with my current job.	6 (5%)	10 (8%)	3 (3%)	9 (8%)	20 (17%)	37 (31%)	33 (28%)
<b>Total</b>	<b>4%</b>	<b>9%</b>	<b>3%</b>	<b>6%</b>	<b>16%</b>	<b>33%</b>	<b>27%</b>
		<b>17%</b>				<b>76%</b>	

**Table 2.7 Organizational Processes**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	2 (2%)	9 (8%)	5 (4%)	11 (9%)	16 (13%)	51 (43%)	24 (20%)
Discipline is administered fairly.	4 (3%)	8 (7%)	6 (5%)	14 (12%)	9 (8%)	52 (44%)	25 (21%)
Decisions are made after reviewing relevant information.	5 (4%)	9 (8%)	4 (3%)	11 (9%)	20 (17%)	46 (39%)	23 (19%)
<b>Total</b>	<b>3%</b>	<b>7%</b>	<b>4%</b>	<b>10%</b>	<b>13%</b>	<b>42%</b>	<b>20%</b>
		<b>15%</b>				<b>75%</b>	

**Table 2.8 Engagement**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>At my workplace, I am mentally resilient.</b>	0 (0%)	1 (1%)	1 (1%)	1 (1%)	11 (9%)	51 (43%)	53 (45%)
<b>I am enthusiastic about my work.</b>	4 (3%)	2 (2%)	4 (3%)	9 (8%)	14 (12%)	49 (41%)	36 (30%)
<b>Time flies when I am working.</b>	2 (2%)	7 (6%)	1 (1%)	11 (9%)	13 (11%)	43 (36%)	41 (34%)
<b>Total</b>	2%	3%	2%	6%	<b>11%</b>	<b>40%</b>	<b>36%</b>
		<b>6%</b>				<b>87%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	2 (2%)	7 (6%)	3 (3%)	9 (8%)	11 (9%)	52 (44%)	35 (29%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	2 (2%)	1 (1%)	6 (5%)	4 (3%)	14 (12%)	48 (40%)	44 (37%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	6 (5%)	6 (5%)	4 (3%)	8 (7%)	17 (14%)	48 (40%)	30 (25%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	8 (7%)	8 (7%)	3 (3%)	11 (9%)	17 (14%)	42 (35%)	30 (25%)
The decision-making processes that impact my workgroup are fair.	6 (5%)	6 (5%)	4 (3%)	14 (12%)	19 (16%)	44 (37%)	26 (22%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	1 (1%)	8 (7%)	3 (3%)	7 (6%)	3 (3%)	43 (36%)	54 (45%)
<b>Total</b>	4%	5%	3%	7%	<b>11%</b>	<b>39%</b>	<b>31%</b>
		<b>12%</b>				<b>81%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	4 (3%)	2 (2%)	4 (3%)	3 (3%)	0 (0%)	33 (28%)	73 (61%)
<b>Religion</b>	6 (5%)	4 (3%)	0 (0%)	5 (4%)	1 (1%)	29 (24%)	74 (62%)
<b>Sex</b>	6 (5%)	3 (3%)	5 (4%)	4 (3%)	5 (4%)	33 (28%)	63 (53%)
<b>Sexual Orientation</b>	5 (4%)	5 (4%)	2 (2%)	5 (4%)	5 (4%)	32 (27%)	65 (55%)
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	3 (3%)	5 (4%)	2 (2%)	3 (3%)	5 (4%)	45 (38%)	56 (47%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	12 (10%)	8 (7%)	5 (4%)	9 (8%)	3 (3%)	33 (28%)	49 (41%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	9 (8%)	11 (9%)	9 (8%)	9 (8%)	6 (5%)	29 (24%)	46 (39%)
<b>Total</b>	5%	5%	3%	5%	<b>3%</b>	<b>28%</b>	<b>51%</b>
		<b>13%</b>				<b>82%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	10 (8%)	3 (3%)	106 (89%)
<b>Religion</b>	10 (8%)	5 (4%)	104 (87%)
<b>Sex</b>	14 (12%)	4 (3%)	101 (85%)
<b>Sexual Orientation</b>	12 (10%)	5 (4%)	102 (86%)



Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	0 (0%)	0 (0%)	0 (0%)	14 (12%)	1 (1%)	40 (34%)	64 (54%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	0 (0%)	0 (0%)	0 (0%)	10 (8%)	6 (5%)	38 (32%)	65 (55%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	2 (2%)	2 (2%)	1 (1%)	7 (6%)	4 (3%)	46 (39%)	57 (48%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	2 (2%)	1 (1%)	0 (0%)	5 (4%)	0 (0%)	22 (18%)	89 (75%)
<b>Total</b>	1%	1%	0%	8%	<b>2%</b>	<b>31%</b>	<b>58%</b>
		<b>2%</b>				<b>91%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	1 (1%)	1 (1%)	3 (3%)	3 (3%)	0 (0%)	44 (37%)	67 (56%)
My immediate supervisor promotes responsible alcohol use.	2 (2%)	1 (1%)	0 (0%)	3 (3%)	3 (3%)	48 (40%)	62 (52%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	5 (4%)	1 (1%)	0 (0%)	7 (6%)	3 (3%)	42 (35%)	61 (51%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	0 (0%)	0 (0%)	0 (0%)	7 (6%)	7 (6%)	46 (39%)	59 (50%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	0 (0%)	0 (0%)	1 (1%)	5 (4%)	2 (2%)	43 (36%)	68 (57%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	3 (3%)	2 (2%)	0 (0%)	4 (3%)	3 (3%)	38 (32%)	69 (58%)
<b>Total</b>	2%	1%	1%	4%	<b>3%</b>	<b>37%</b>	<b>54%</b>
		<b>3%</b>				<b>93%</b>	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0 (0%)	0 (0%)	0 (0%)	2 (2%)	1 (1%)	32 (27%)	84 (71%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	4 (3%)	1 (1%)	2 (2%)	2 (2%)	1 (1%)	34 (29%)	75 (63%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	1 (1%)	0 (0%)	4 (3%)	4 (3%)	2 (2%)	33 (28%)	75 (63%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0 (0%)	1 (1%)	0 (0%)	2 (2%)	1 (1%)	37 (31%)	78 (66%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	0 (0%)	1 (1%)	0 (0%)	5 (4%)	2 (2%)	36 (30%)	75 (63%)
<b>Total</b>	1%	1%	1%	3%	1%	29%	65%
		2%				95%	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, reporters of sexual assault would be excluded from social interactions or conversations.	70 (59%)	36 (30%)	2 (2%)	7 (6%)	1 (1%)	2 (2%)	1 (1%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	75 (63%)	37 (31%)	1 (1%)	5 (4%)	1 (1%)	0 (0%)	0 (0%)
In my work group, reporters of sexual assault would be blamed for causing problems.	77 (65%)	31 (26%)	3 (3%)	7 (6%)	1 (1%)	0 (0%)	0 (0%)
In my work group, reporters of sexual assault would be denied career opportunities.	78 (66%)	32 (27%)	1 (1%)	8 (7%)	0 (0%)	0 (0%)	0 (0%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	79 (66%)	33 (28%)	1 (1%)	6 (5%)	0 (0%)	0 (0%)	0 (0%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	74 (62%)	35 (29%)	3 (3%)	7 (6%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>63%</b>	<b>29%</b>	<b>2%</b>	<b>6%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
		<b>94%</b>				<b>1%</b>	

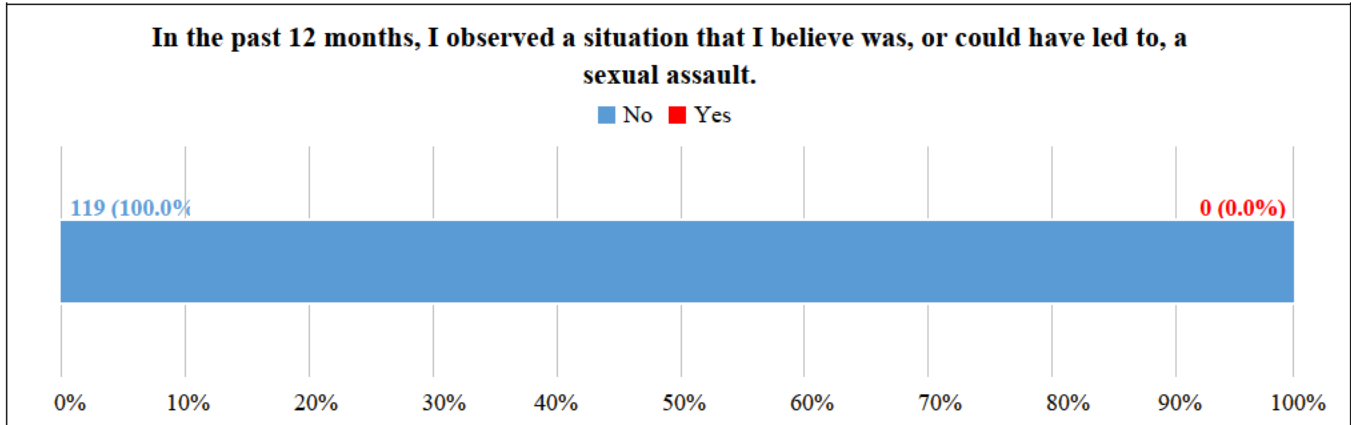
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	75 (63%)	32 (27%)	2 (2%)	6 (5%)	1 (1%)	2 (2%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	75 (63%)	32 (27%)	0 (0%)	8 (7%)	2 (2%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	74 (62%)	32 (27%)	2 (2%)	8 (7%)	0 (0%)	2 (2%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	76 (64%)	33 (28%)	1 (1%)	8 (7%)	1 (1%)	0 (0%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	79 (66%)	31 (26%)	0 (0%)	9 (8%)	0 (0%)	0 (0%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	76 (64%)	30 (25%)	1 (1%)	11 (9%)	0 (0%)	1 (1%)	0 (0%)
<b>Total</b>	<b>64%</b>	<b>27%</b>	<b>1%</b>	7%	1%	1%	0%
		<b>91%</b>				<b>2%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

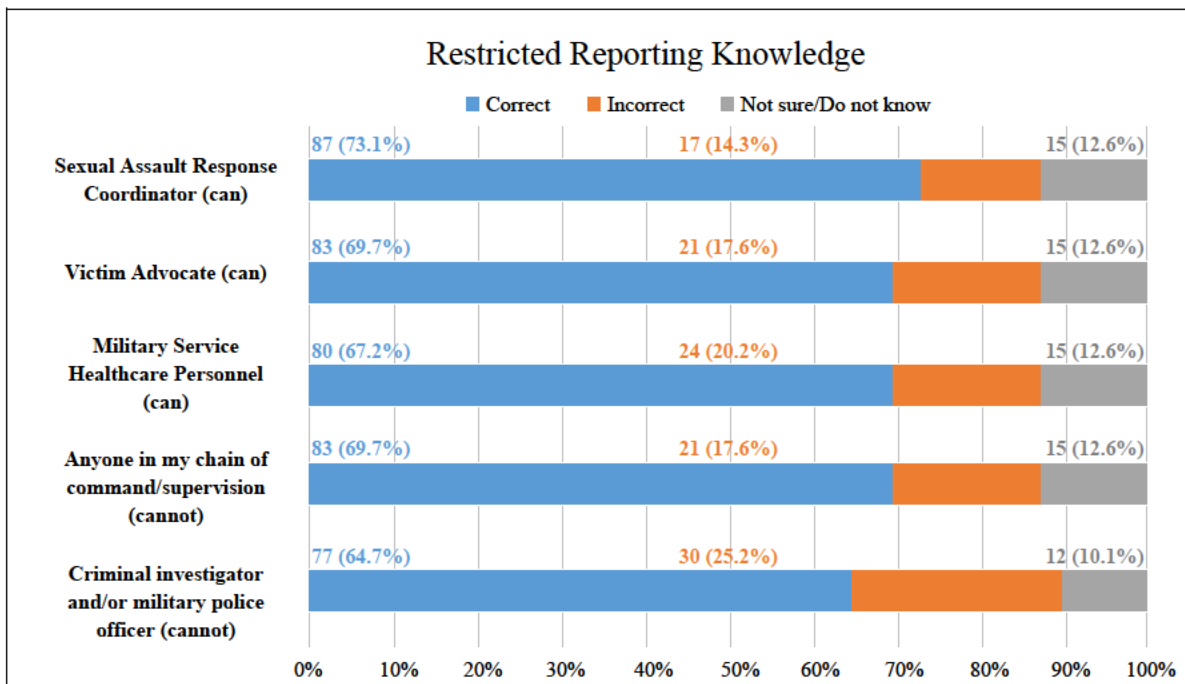
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	0	0.0%
I asked the person who appeared to be at risk if they needed help.	0	0.0%
I confronted the person who appeared to be causing the situation.	0	0.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	0	0.0%
<b>Total</b>	0	0.0%

### Sexual Assault Reporting Knowledge

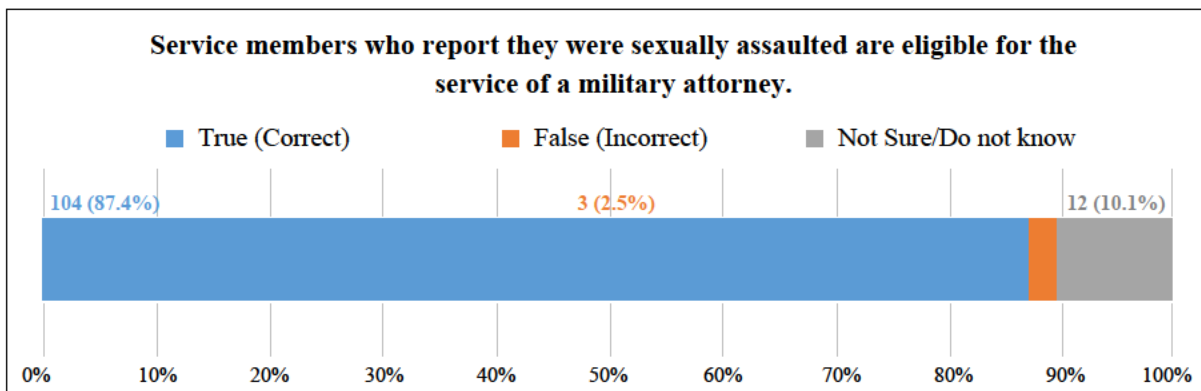
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



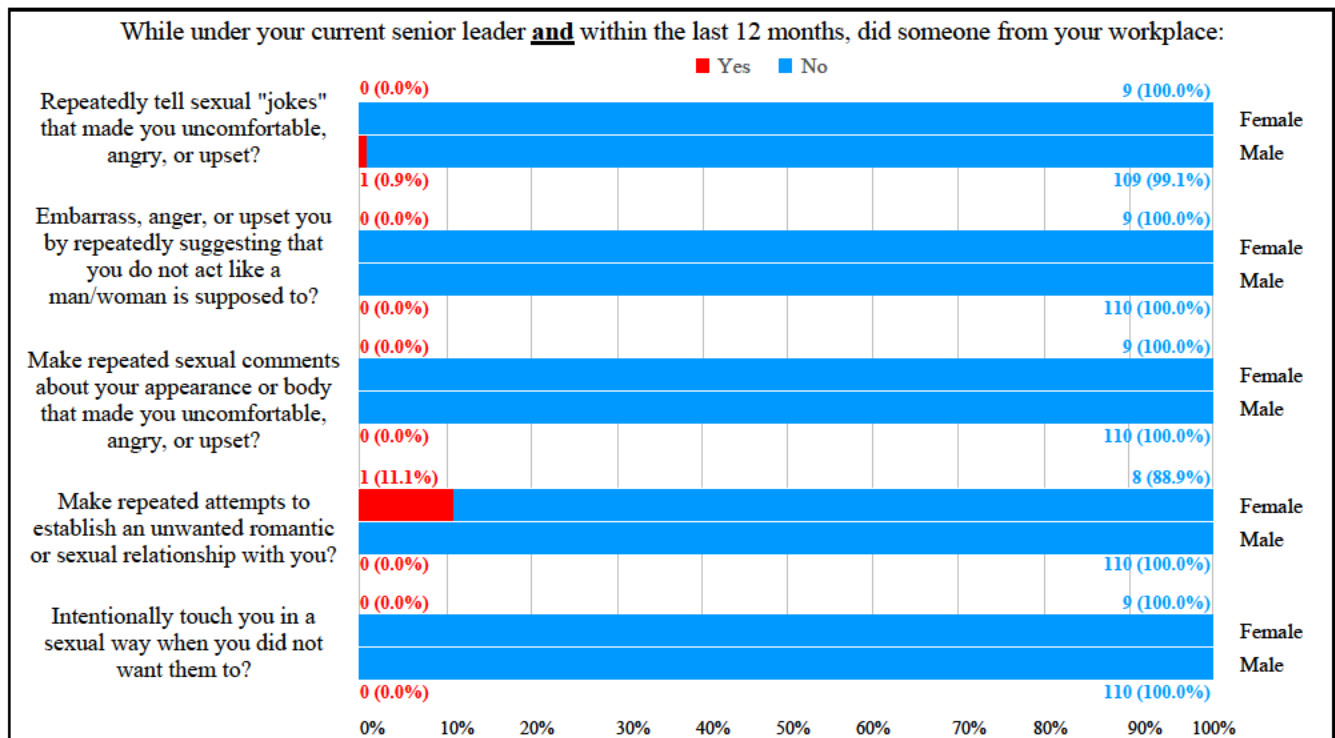
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	1	0.8%	118	99.2%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	0	0.0%	119	100.0%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	0	0.0%	119	100.0%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	1	0.8%	118	99.2%
Intentionally touch you in a sexual way when you did not want them to?	0	0.0%	119	100.0%

**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



### Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

Figure 9. Percentage of Respondents' Overall Connectedness

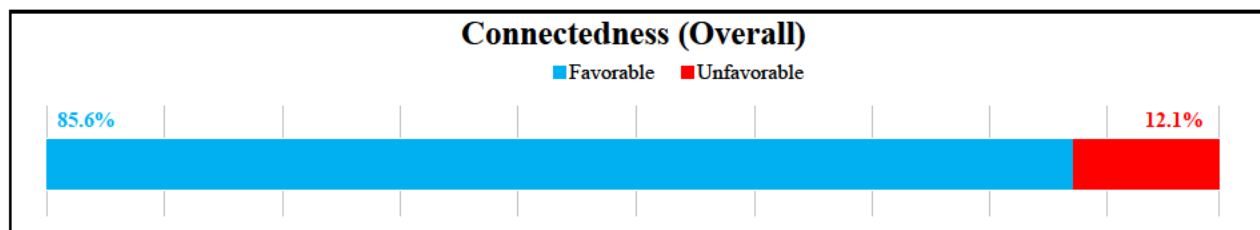


Table 5. Respondents' Connectedness Responses

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	7 (6%)	2 (2%)	9 (8%)	11 (9%)	3 (3%)	27 (23%)	59 (50%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	1 (1%)	3 (3%)	4 (3%)	-	1 (1%)	21 (18%)	88 (75%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	4 (3%)	7 (6%)	11 (9%)	-	15 (13%)	50 (42%)	31 (26%)
These days, I feel that there are people I can turn to in times of need.	2 (2%)	4 (3%)	3 (3%)	-	11 (9%)	42 (36%)	56 (47%)
<b>Total*</b>	3%	3%	6%	-	6%	30%	50%
	12%				86%		

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	24	20.3%
Attempted	4	3.4%
Died by Suicide	24	20.3%
Thought of, Attempted	1	0.8%
Attempted, Died by Suicide	1	0.8%
Thought of, Died by Suicide	3	2.5%
Thought of, Attempted, Died by Suicide	6	5.1%
None of the above	55	46.6%

Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

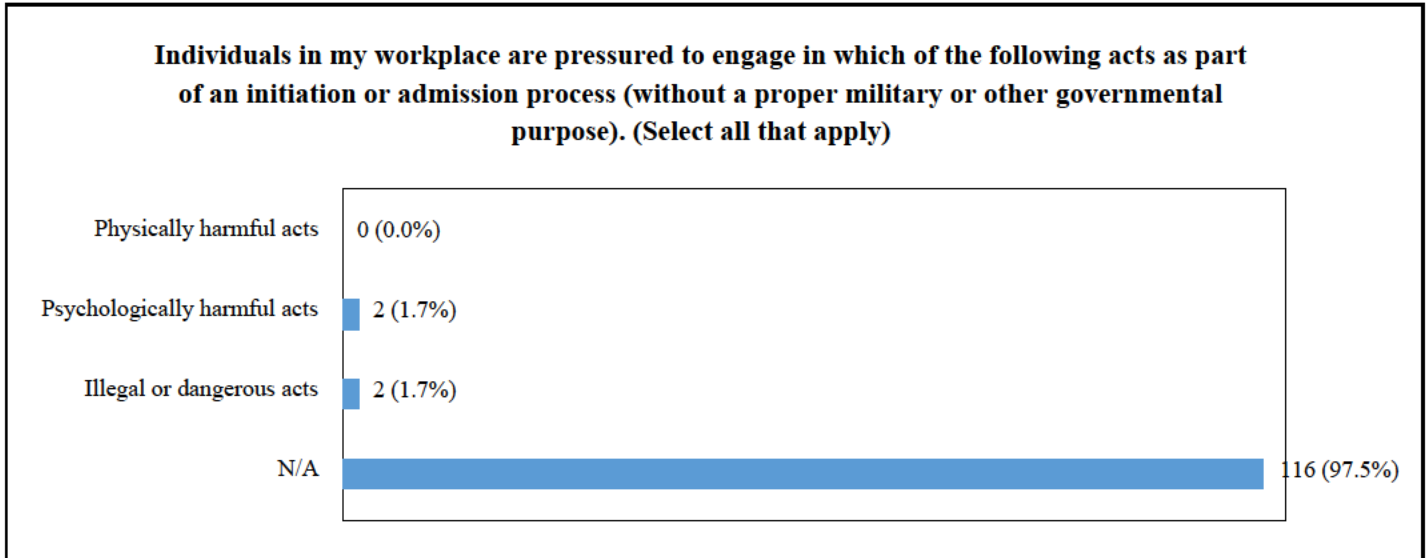


The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

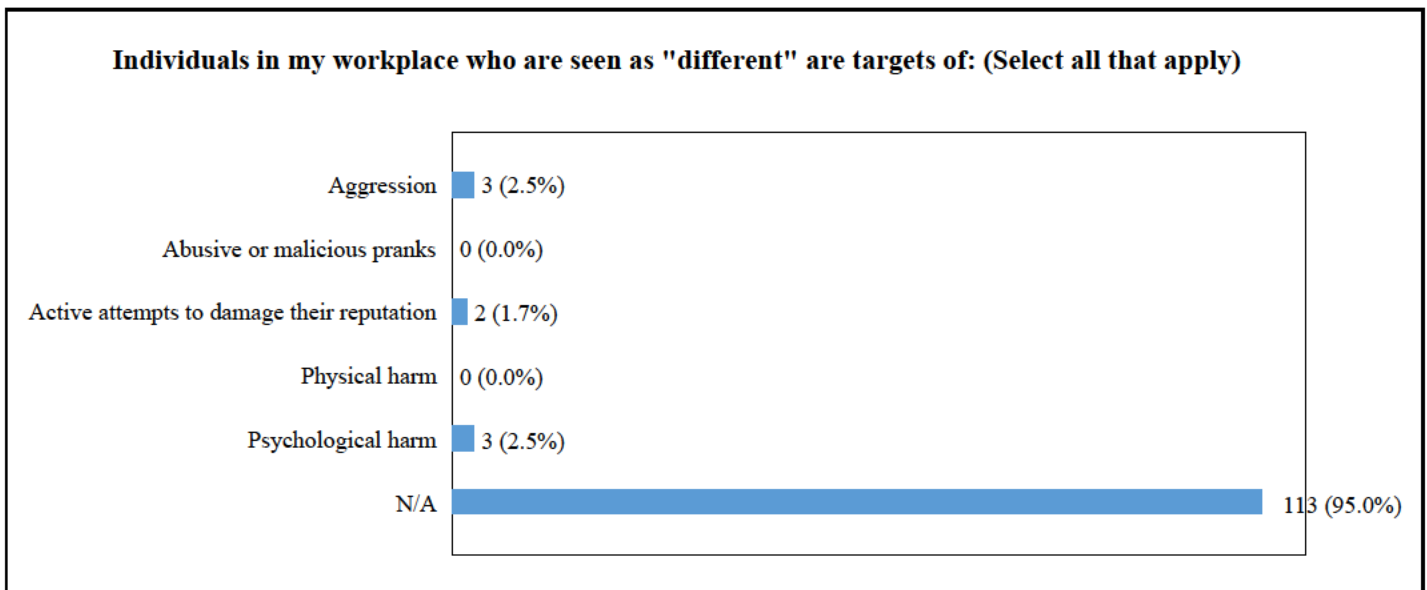
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

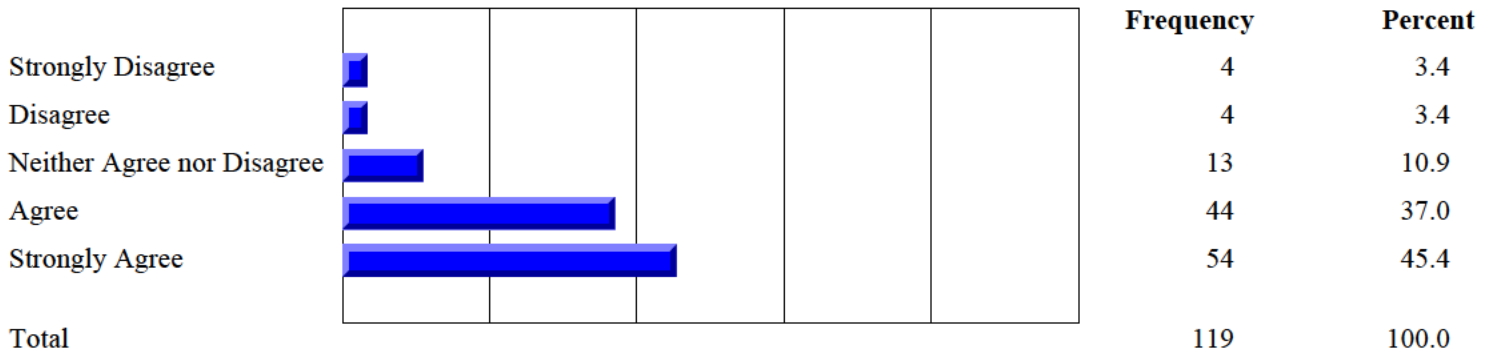
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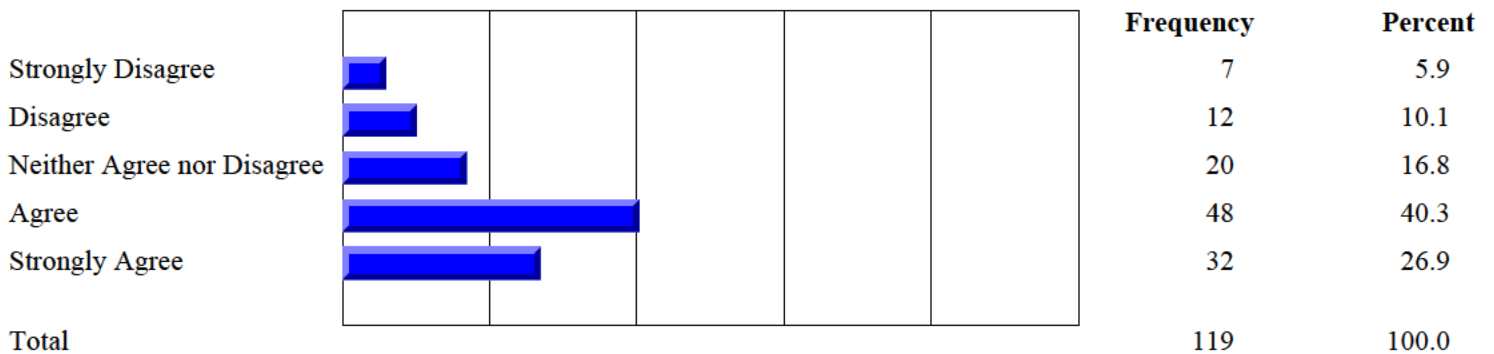
[support@deocs.net](mailto:support@deocs.net)

## Appendix A: Your Locally Developed Questions

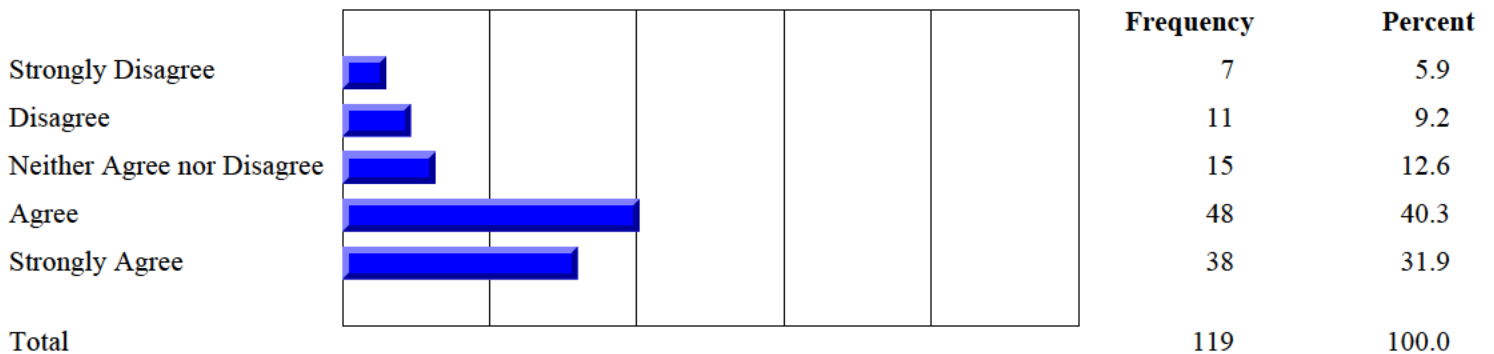
**1. I am treated with dignity and respect in this command.**



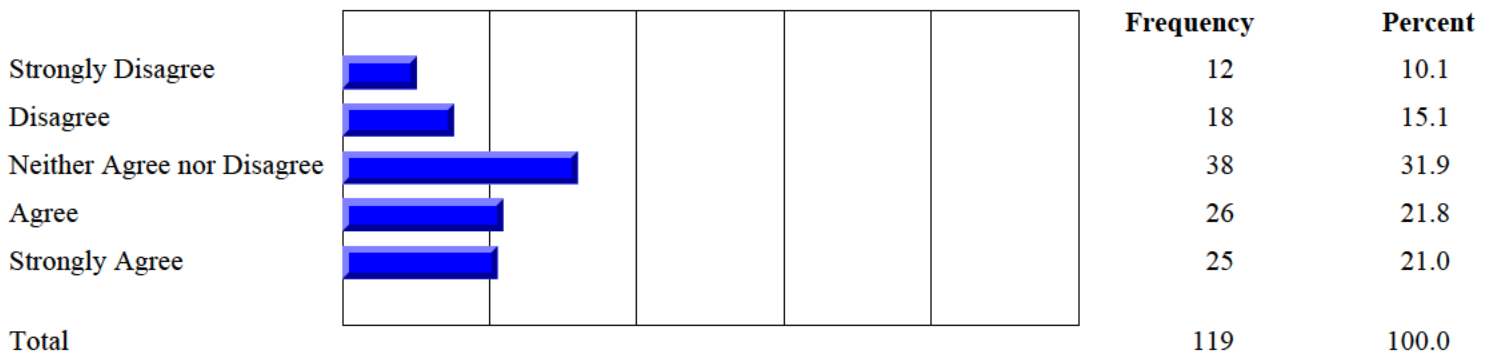
**2. Important information moves freely up and down the chain.**



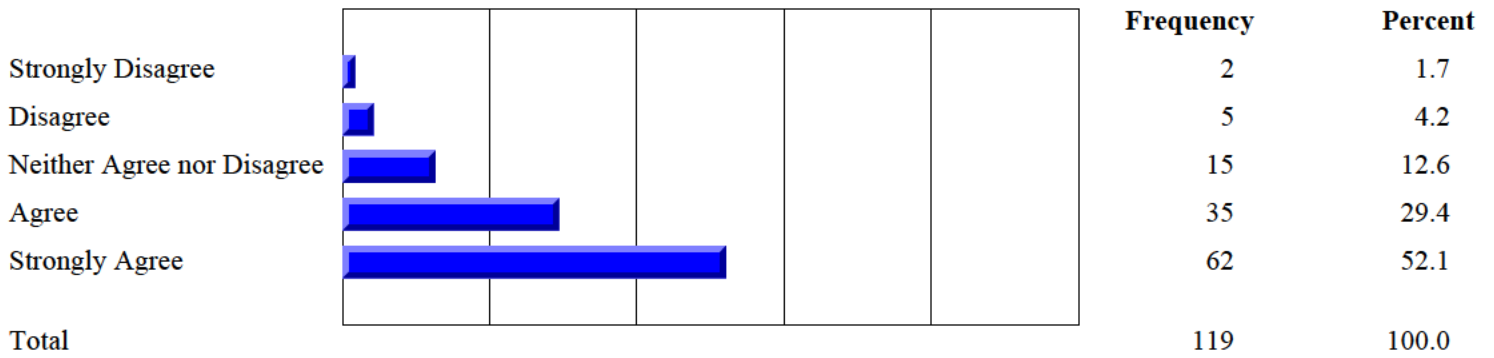
**3. I am provided with the tools, equipment, or supplies necessary to perform my job.**



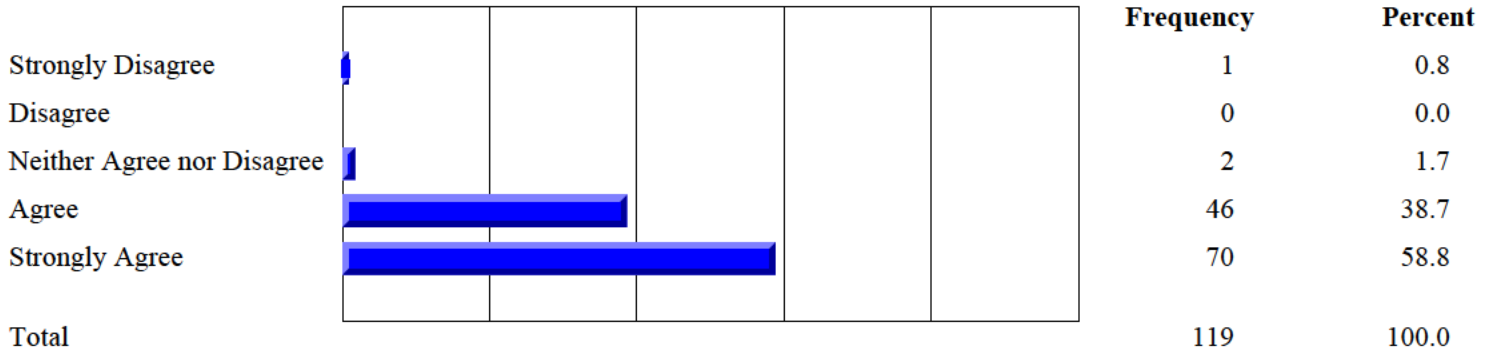
**4. The overall health of this unit is better now than one year ago.**



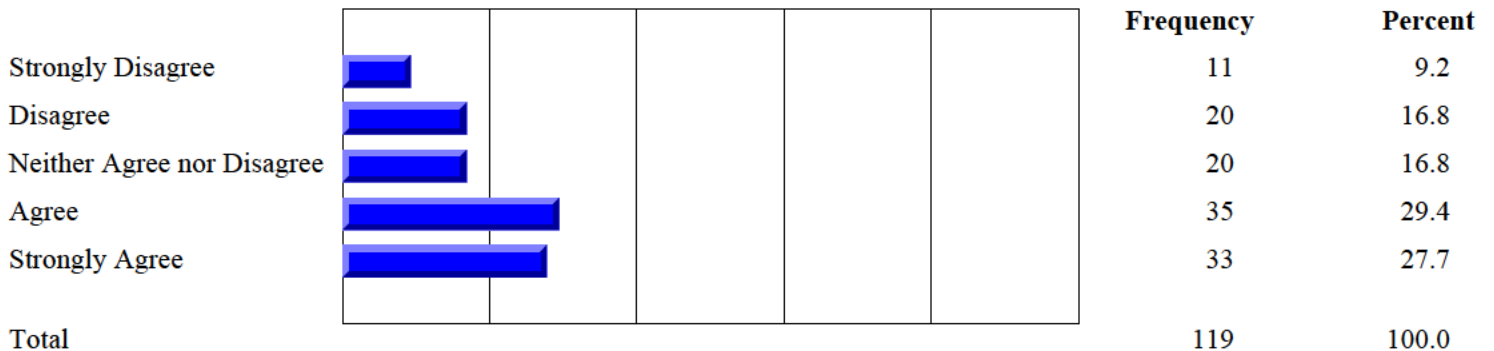
**5. Innovative ideas are highly encouraged.**



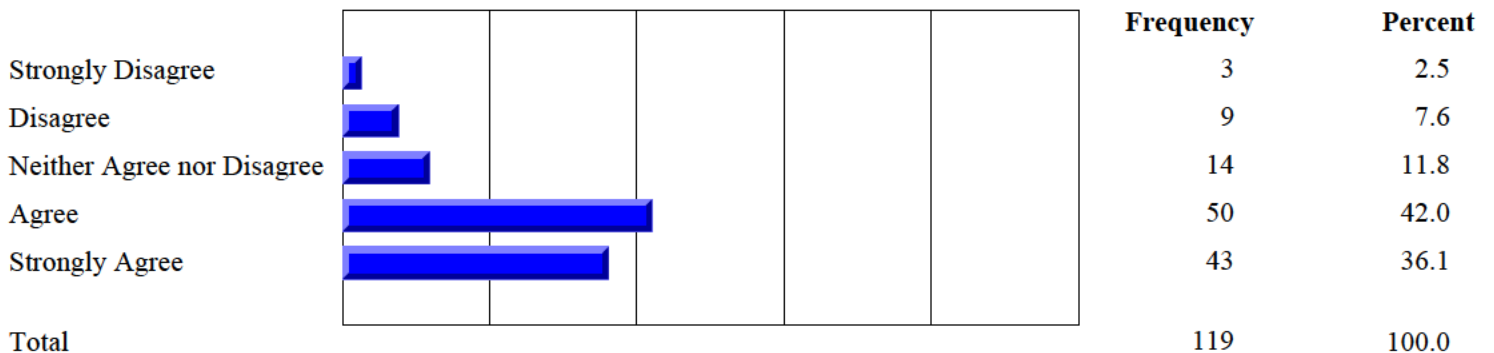
**6. I know what actions to take if someone expresses a desire to do harm to themselves or others.**



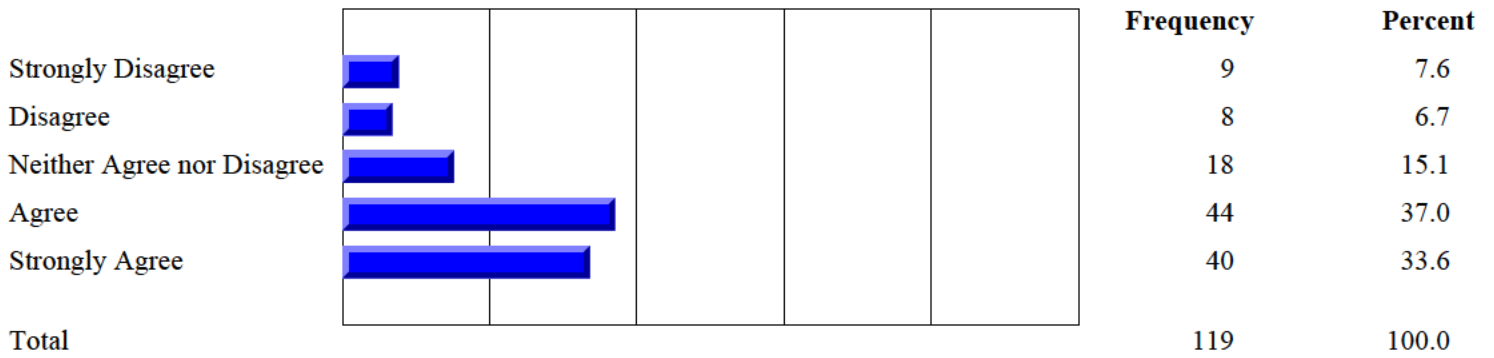
**7. My present assignment motivates me to continue a career in the military.**



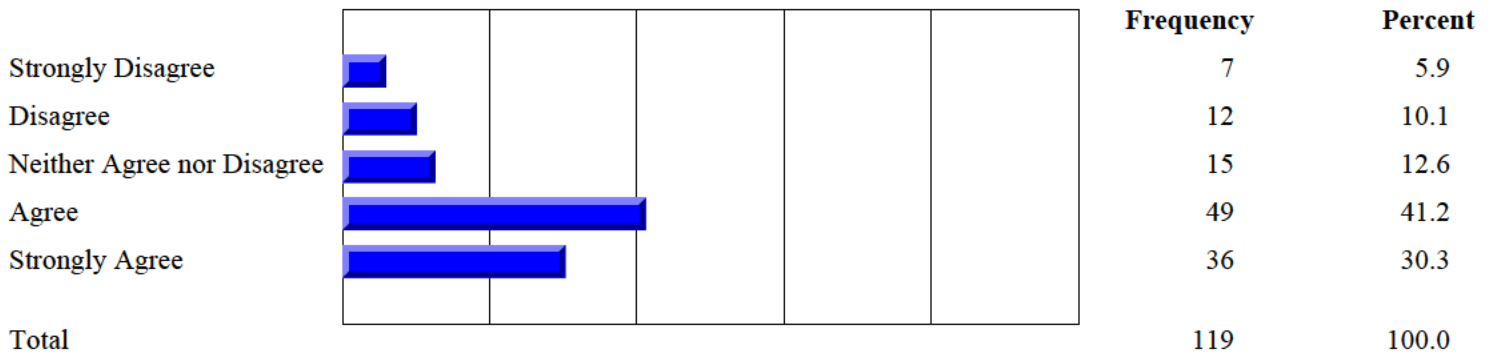
**8. My command is well prepared to perform its wartime duties.**



1262  
 9. The leaders in my command show a real interest in the welfare of families.



10. The leaders in my command deal effectively with adversity or conflict within the command.





























































































































# Defense Organizational Climate Survey (DEOCS)

PDF Download

09/11/2020

Unit: 8th POG (A) | Survey Date: 08/10/2020 - 09/10/2020 | Report: Overall Unit



# About 1318

Heading	Description	
Overview	Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.	
	The Defense Organizational Climate Survey (DEOCS) dashboard provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this dashboard. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.	
	Additional methods, such as focus groups, observations, and reviews of records, can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.	
Navigating the Dashboard	While the DEOCS is open, use the Response Rate tab to monitor the number of people that have completed the survey to date. This tab will display an up-to-date response rate, the number of completed surveys by day, and a table of current and historical response rates for all surveys you have administered.	
	Once the DEOCS is closed and your results are generated, start by reviewing the Summary and Primary Climate Factors tabs for an overall picture of your organization's results. These tabs will display results for the three main climate factors measured on the DEOCS: organizational effectiveness, equal opportunity (EO) / equal employment opportunity (EEO) / fair treatment, and sexual assault prevention and response (SAPR).	
	The Primary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the primary climate factors, as well as the Demographic Comparisons, which will display results by key demographic categories (e.g., men/women, enlisted/officer, and supervisory/non-supervisory). Use these results to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.	
	Use the Secondary Climate Factors tab to explore additional results related to connectedness, sexual assault reporting knowledge, bystander intervention, unwanted workplace experiences, hazing, and bullying.	
	The Secondary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the secondary climate factors, as well as the LDQ questions, which will display results for any custom multiple choice questions that were included on your DEOCS.	
	The Quick Links button provides more information about most of these tabs and also contains links to resources on <a href="http://deocs.net">deocs.net</a> .	
	Review the Item Summary tab to find more detailed results for the questions related to the primary climate factors on your DEOCS.	
	The Download tab contains three options that allow you to download an overall unit report, executive report (includes overall unit results and subgroup results in one report), and subgroup/subunit reports, if applicable. Use the "Report" filter on this tab to select the type of report you need.	
	The Comments Download tab allows you to download a PDF copy of all comments and custom short answer questions that may have been included. Comment reports can be generated for the overall unit or for subgroups. Use the "Report" filter on this tab to select the type of report you need.	
	The blue Quick Links button provides more information about most of these tabs and also contains links to resources on <a href="https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home">https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home</a>	
	For more help navigating the dashboard or to find information on the features and functionality of the dashboard, go to the home page of the DEOCS portal and click on the question mark icon in the upper, right corner of the screen.	
Index	Additional information for many of the tables and graphs in this report can be found on the last page in the Index table. Each applicable table or graph will have an Index number above it. Match this Index number to its description in the Index Reference Table on the very last page of the report to find more detailed information about what is shown.	
Making Climate Assessment Results Work for Your Organization	1. Share the results with members of your organization.	
	2. Involve key leaders; let members know you are acting on their feedback.	

25 rows total

Heading	1319	Description
		4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.
Assessment to Solutions		For information regarding climate factors, focus group/Interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: <a href="https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home">https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home</a>
		Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.
		The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include organizational effectiveness, EO/EEO/fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.
Contact Information		The DEOCS HelpDesk is available to assist you and can be reached at:
		<a href="mailto:deocs@datarecognitioncorp.com">deocs@datarecognitioncorp.com</a>
		1-833-867-5674

Response Rate

47%

Total in Unit

628

Total Surveys Returned

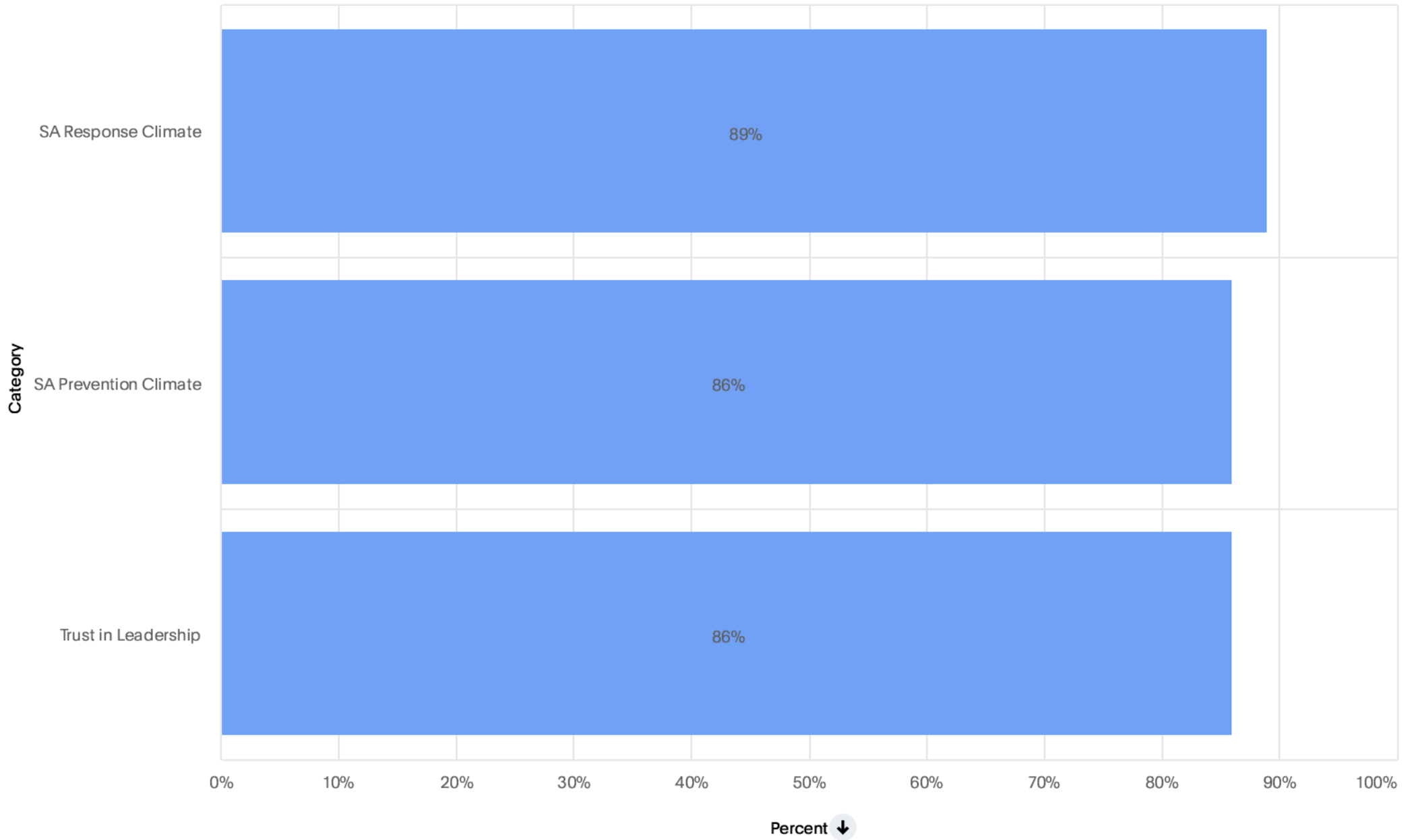
293

Total Incomplete Surveys

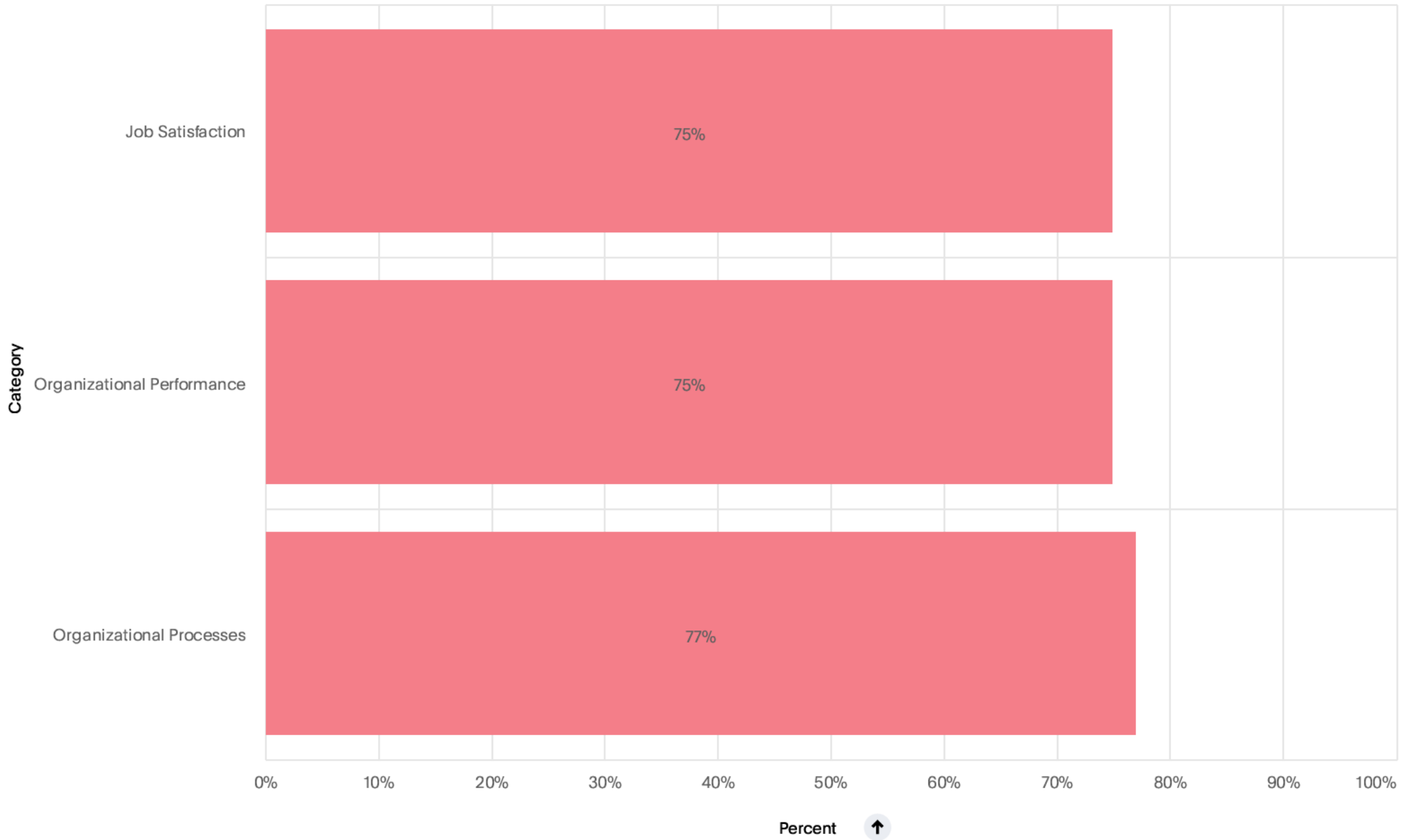
43



### Top 3 - 1321 Climate Factors with Highest Favorability Ratings

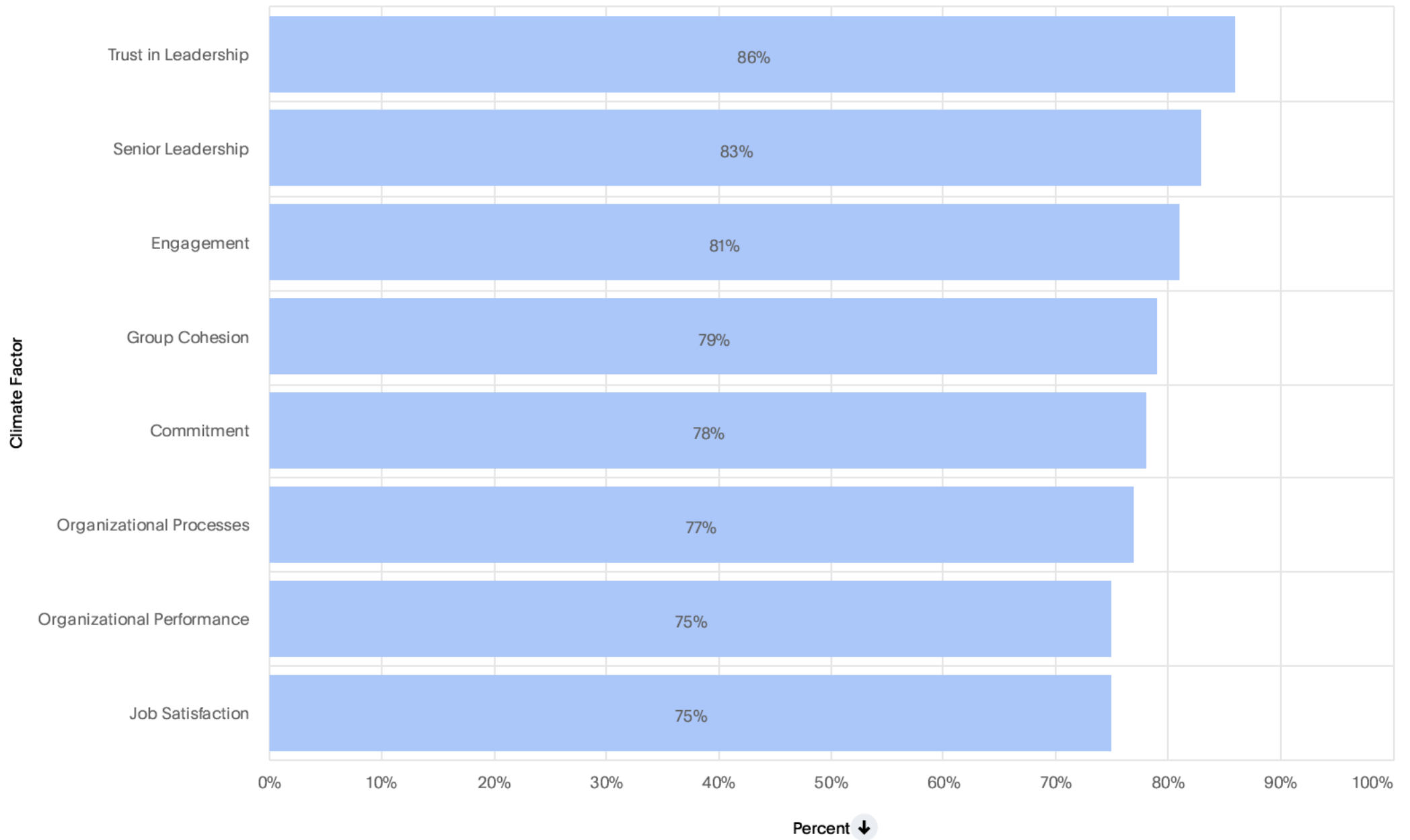


# Bottom 132 Climate Factors with Lowest Favorability Ratings



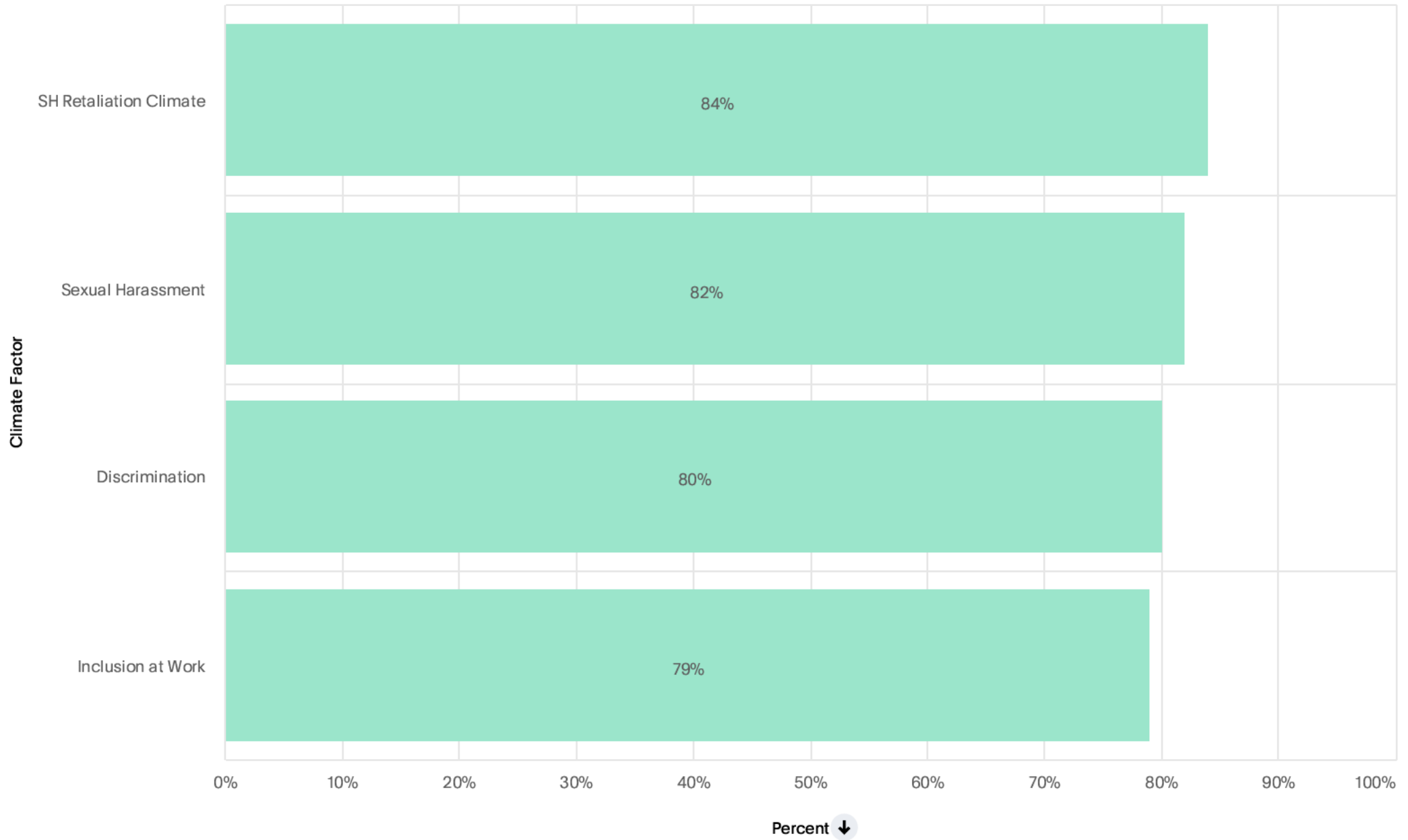
# Organizational Effectiveness

Your unit's overall favorability ratings for Organizational Effectiveness are displayed below. See Index 1.1 for more info.



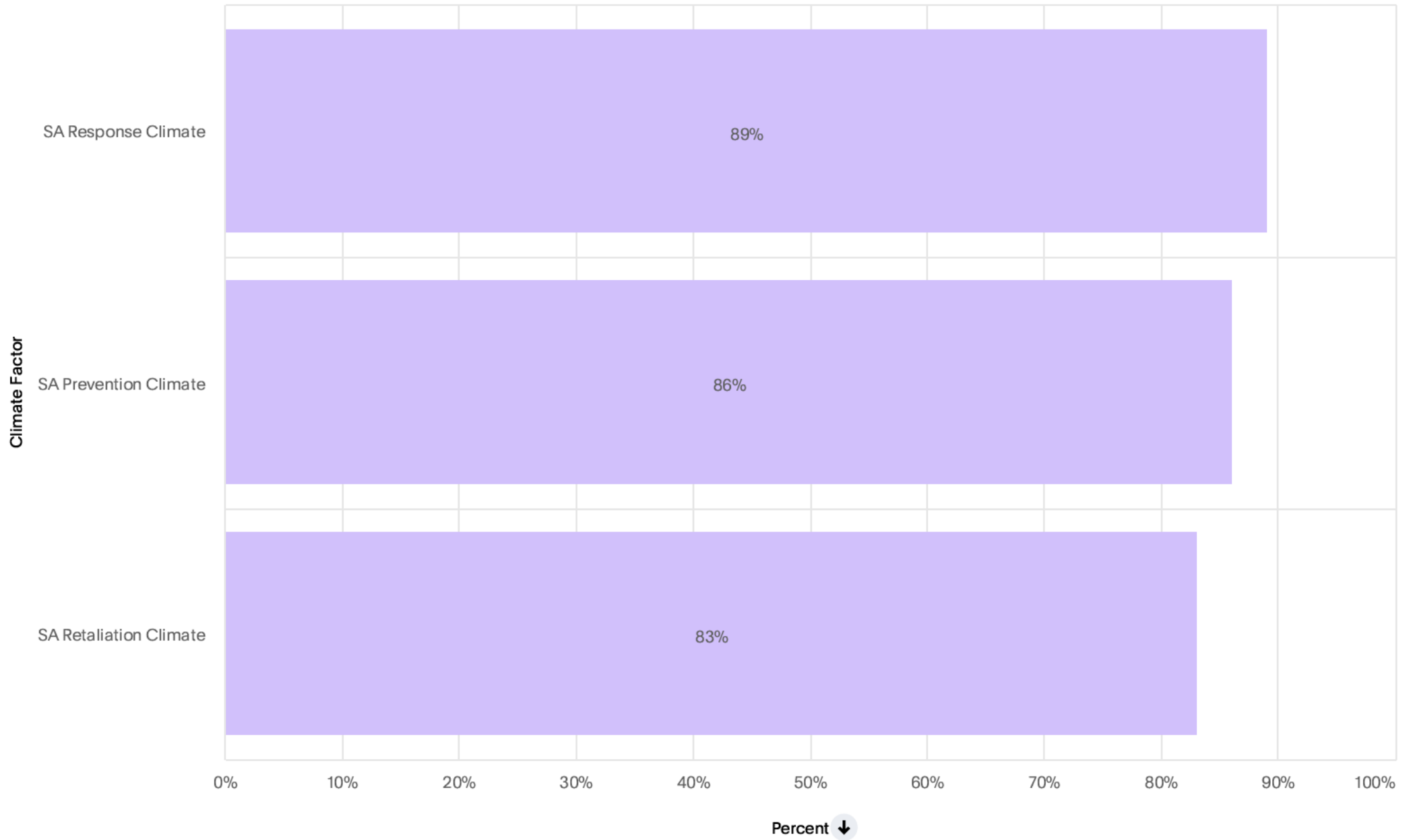
# EO/EE/FA Treatment

Your unit's overall favorability ratings for EO / EEO / Fair Treatment are displayed below. See Index 1.2 for more info.



# Sexual Assault Prevention & Response

Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed below. See Index 1.3 for more info.



# How to Interpret Color Coding

	Improvement Needed	Caution	Adequate	Excellent	Data Not Reportable	
Low Range	0%	50%	70%	90%	-99%	
High Range	49%	69%	89%	100%	-99%	

2 rows total

# Organizational Effectiveness

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.1 for more info.

Category	Commitment	Senior Leadership	Organization Performance	Group Cohesion	Trust in Leadership	Job Satisfaction	Organization Process	Engagement
Overall	78%	83%	75%	79%	86%	75%	77%	81%
Majority	80%	83%	79%	82%	86%	75%	79%	83%
Minority	83%	88%	80%	85%	92%	84%	84%	86%
Women	69%	76%	77%	74%	77%	73%	74%	76%
Men	80%	84%	74%	80%	88%	76%	77%	82%
Enlisted	74%	80%	74%	77%	84%	72%	75%	79%
Officer	93%	94%	78%	87%	91%	84%	82%	91%
Junior Enlisted	72%	78%	73%	76%	84%	69%	74%	76%
Senior Enlisted	82%	88%	78%	80%	88%	84%	78%	91%
Junior Officer	93%	92%	75%	86%	88%	84%	74%	90%
Senior Officer	92%	97%	83%	88%	96%	85%	93%	92%
Military	78%	83%	75%	79%	86%	75%	77%	81%
Civilian	100%	100%	67%	100%	90%	93%	67%	100%
Junior Civilian	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Non-Supervisor	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%

# Equal Opportunity / Equal Employment Opportunity / Fair Treatment

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.2 for more info.

Category	Inclusion	Discrimination	Sexual Harassment	Sexual Harassment Retaliation Composite
Overall	79%	80%	82%	84%
Majority	81%	-99%	85%	90%
Minority	84%	-99%	84%	80%
Women	75%	-99%	79%	66%
Men	79%	-99%	82%	87%
Enlisted	76%	78%	80%	82%
Officer	88%	88%	90%	90%
Junior Enlisted	75%	77%	79%	81%
Senior Enlisted	83%	83%	83%	89%
Junior Officer	86%	85%	88%	86%
Senior Officer	91%	91%	93%	96%
Military	79%	80%	82%	-99%
Civilian	80%	88%	70%	-99%
Junior Civilian	-99%	-99%	-99%	-99%
Non-Supervisor	-99%	-99%	-99%	-99%



# Sexual Assault Prevention & Response

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.3 for more info.

Category	Sexual Assault Prevention Climate	Sexual Assault Response Climate	Sexual Assault Retention Climate
Overall	86%	89%	83%
Majority	86%	91%	89%
Minority	91%	92%	80%
Women	81%	81%	65%
Men	87%	91%	86%
Enlisted	84%	87%	82%
Officer	94%	98%	90%
Junior Enlisted	82%	86%	80%
Senior Enlisted	92%	94%	88%
Junior Officer	92%	97%	85%
Senior Officer	95%	98%	96%
Military	86%	89%	-99%
Civilian	83%	100%	-99%
Junior Civilian	-99%	-99%	-99%
Non-Supervisor	-99%	-99%	-99%

## Connectedness

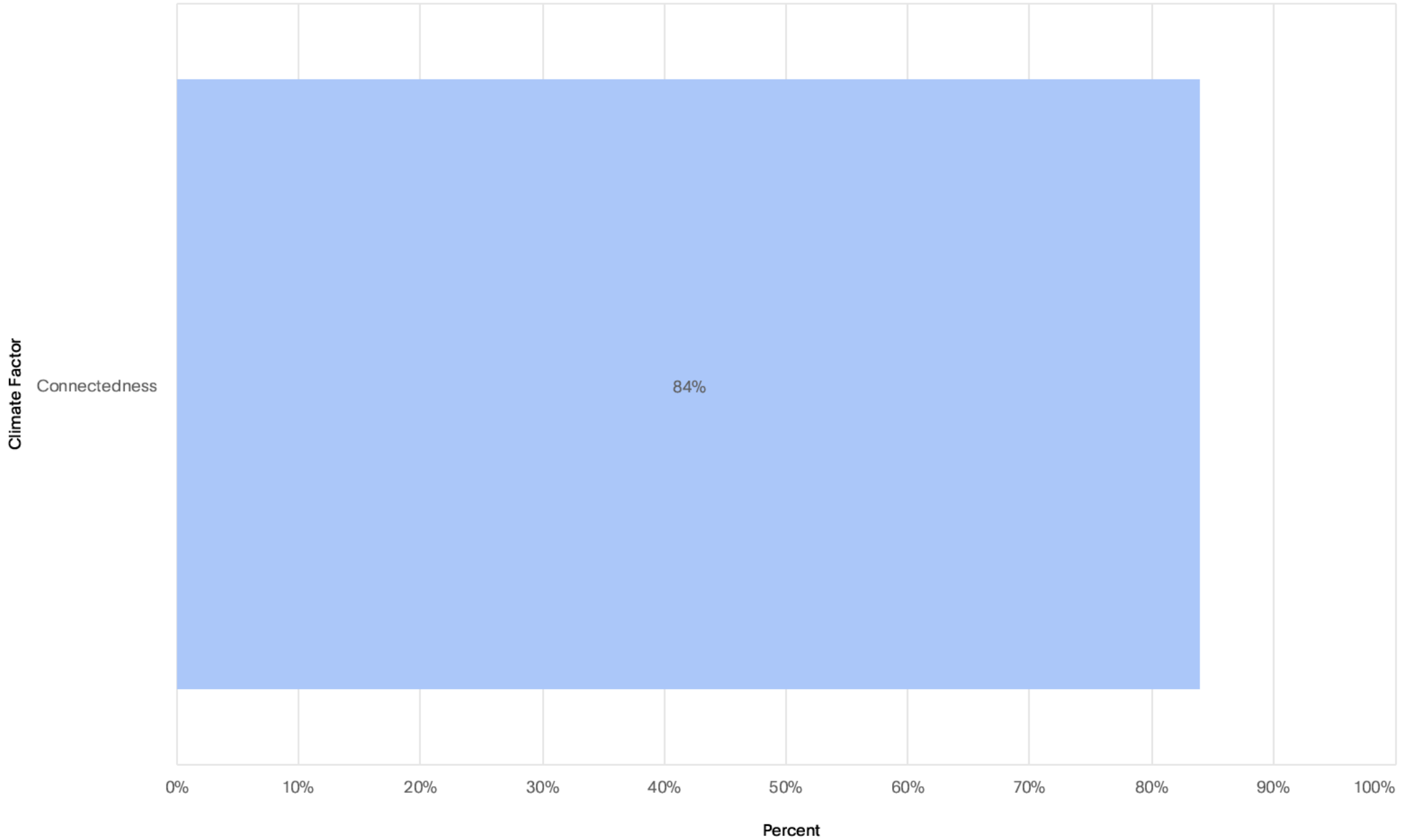
Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.4 for more info.

Category	Connectedness	
Overall	84%	
Majority	84%	
Minority	88%	
Women	78%	
Men	84%	
Enlisted	81%	
Officer	92%	
Junior Enlisted	80%	
Senior Enlisted	85%	
Junior Officer	90%	
Senior Officer	95%	
Military	84%	
Civilian	95%	
Junior Civilian	-99%	
Non-Supervisor	-99%	

15 rows total

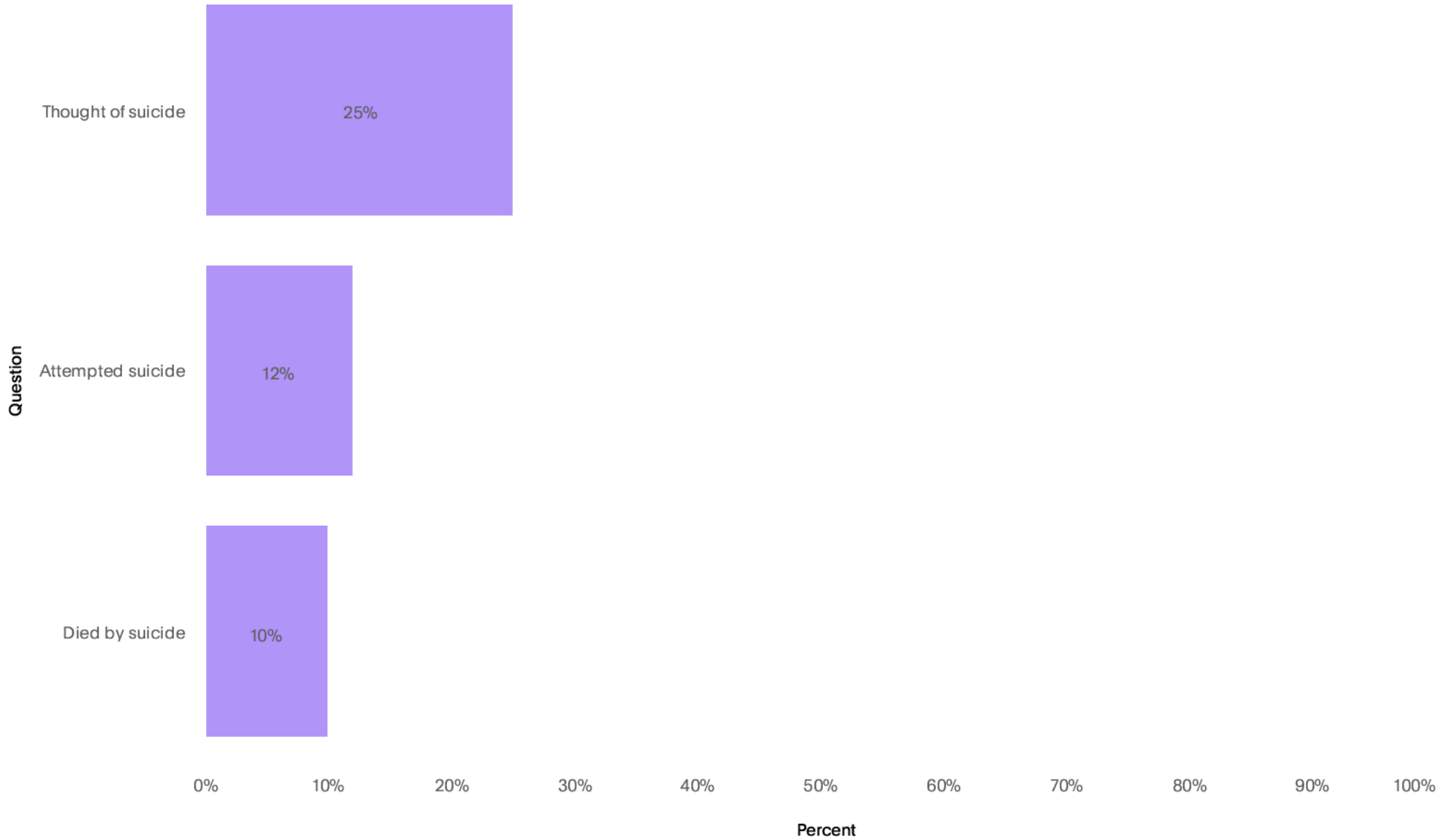
# Connectedness (Overall)

Your unit's overall favorability rating of connectedness is displayed below. See Index 2.5 for more info.



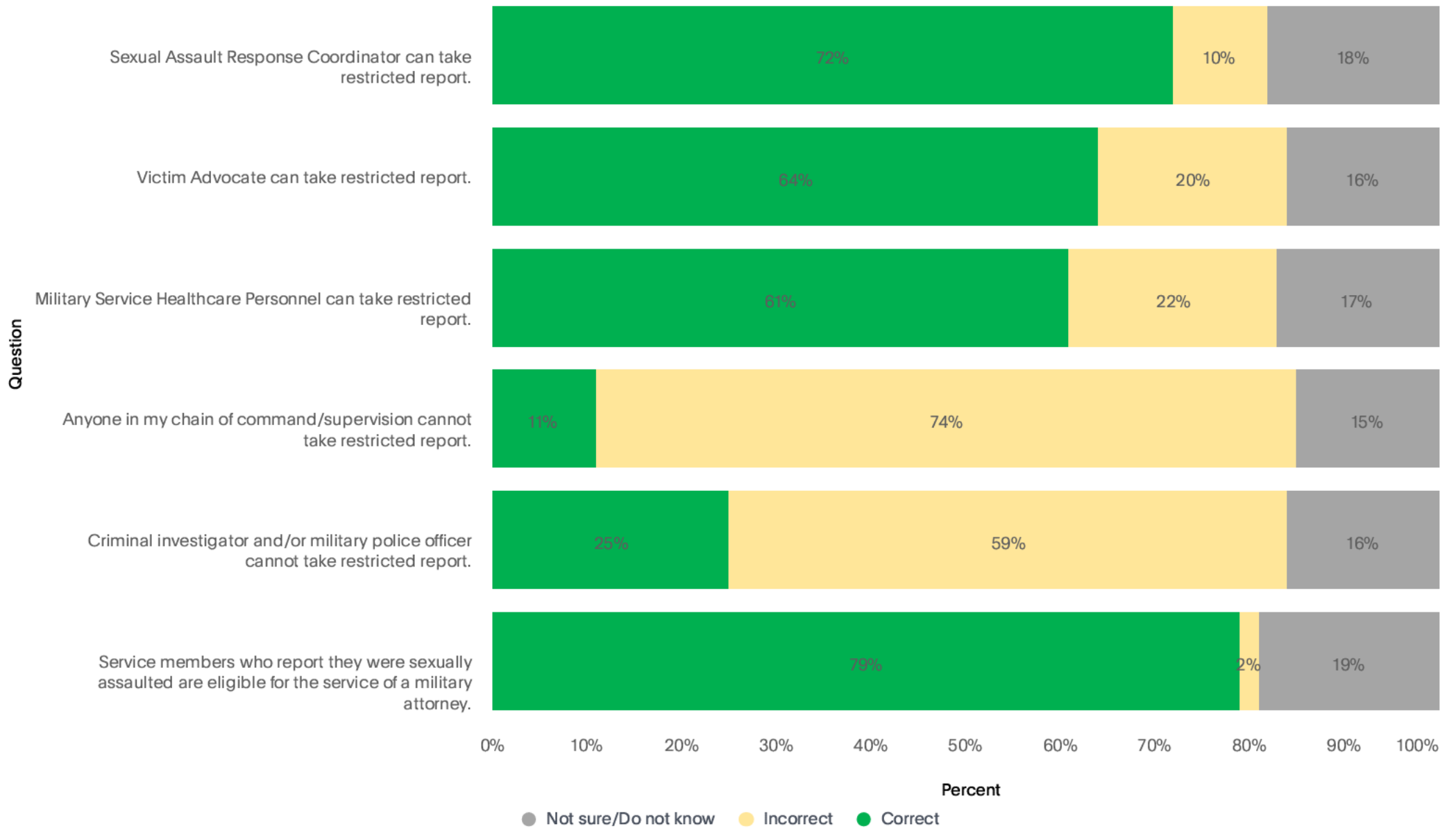
# Knowledge of Suicide Ideation, Attempts & Death

I know someone in my organization who has...



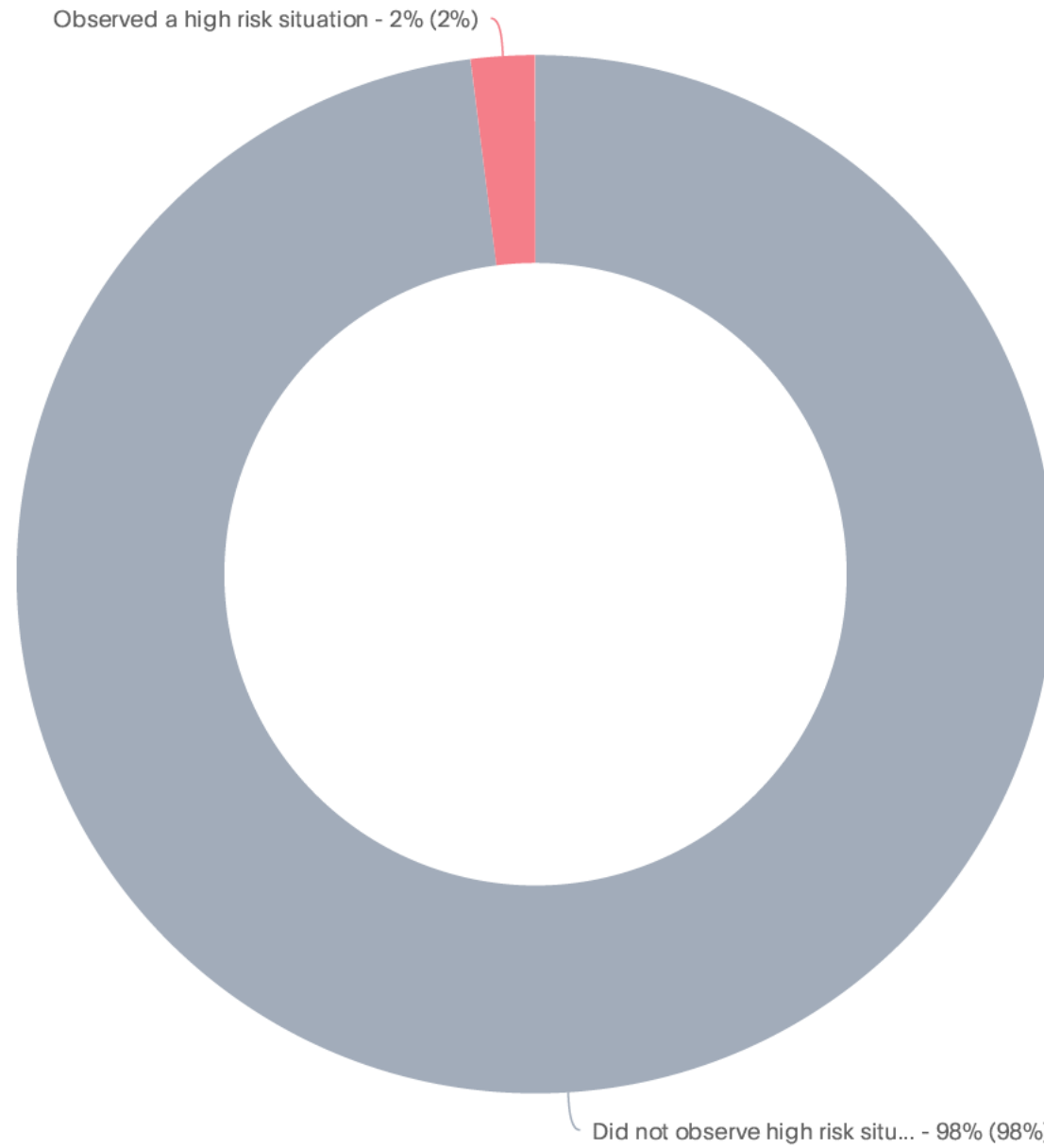
# Sexual Assault Reporting Knowledge

The graph below displays the percentage of respondents who correctly or incorrectly answered each item. See Index 2.6 for more info.



## Bystander Intervention

1834  
Respondents who observed a high risk situation (i.e., one they believed was, or could have led to a sexual assault) within the past 12 months



## Reported Actions Taken Following High Risk Situation

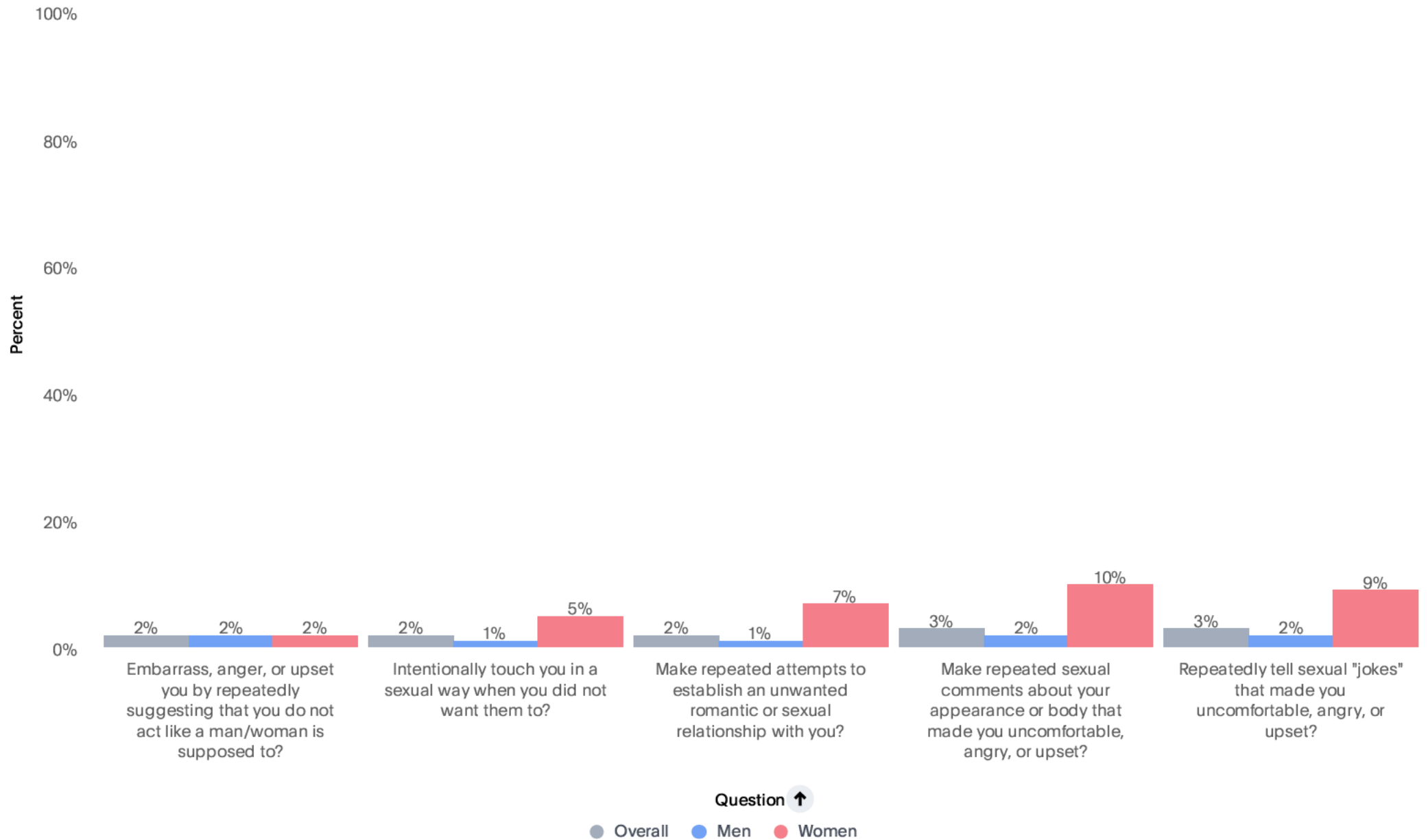
For those individuals who observed a high risk situation, they were asked to choose the response that most closely resembled their actions.

Response	Percent	
I decided not to take any action.	33%	
I stepped in and separated people involved in the situation.	33%	
I created a distraction to cause one or more of the people to disengage from the situation.	17%	
I confronted the person who appeared to be causing the situation.	17%	

4 rows total

# Unwanted Workplace Experiences

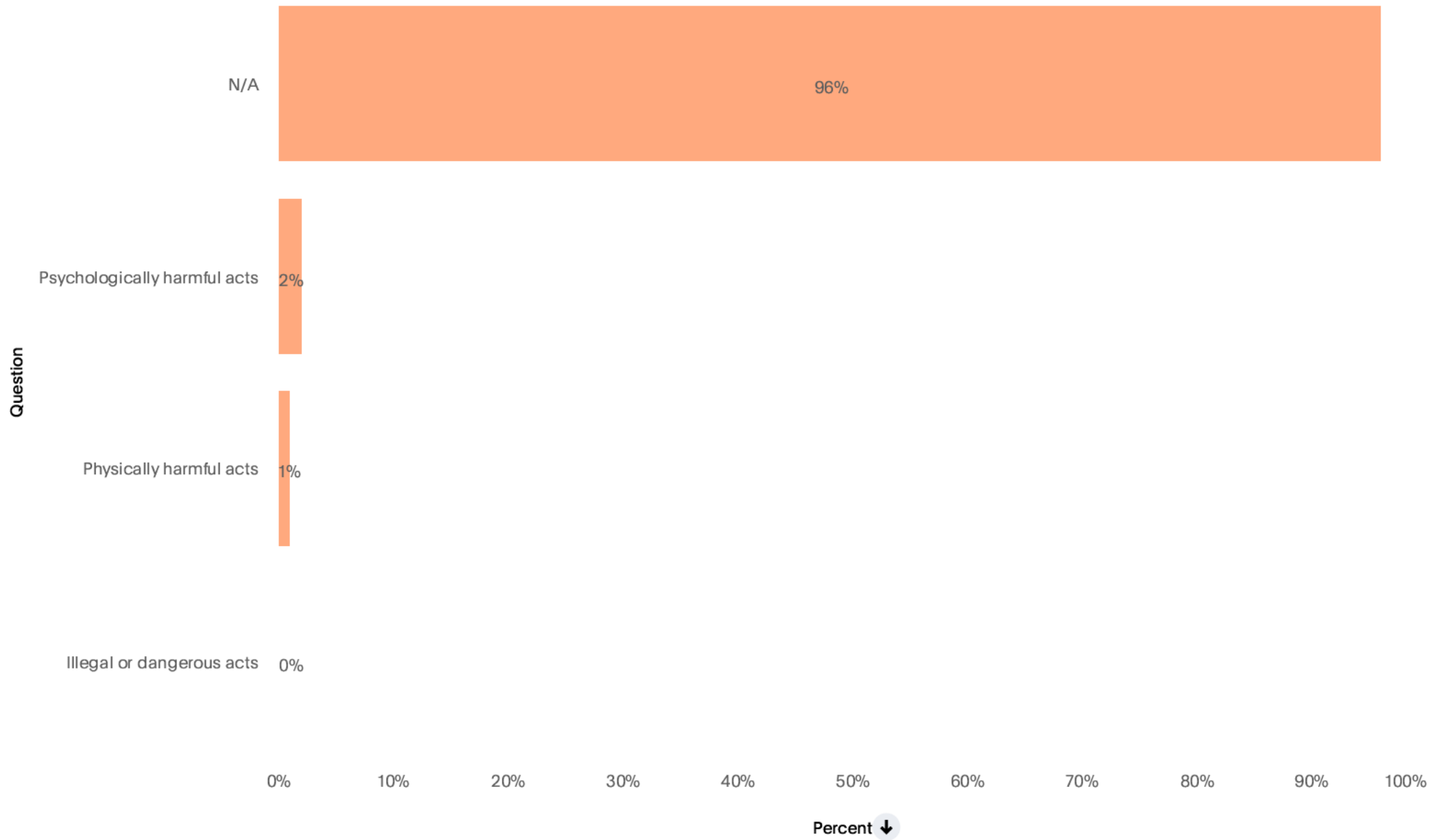
The graph shows the percentage who said that someone from their workplace did any of the following actions to them. See Index 2.7 for more info.





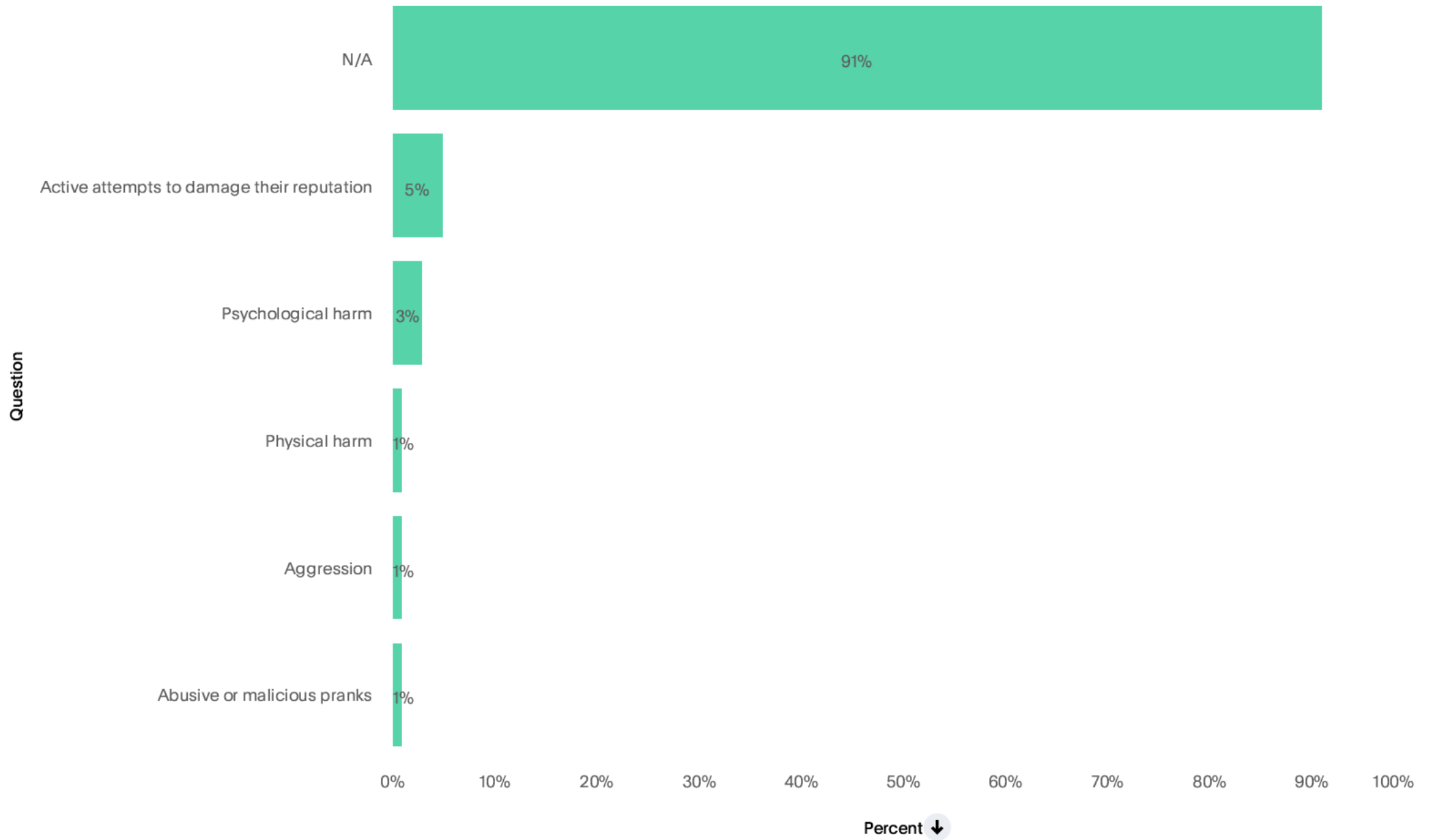
# Hazing1337

Percentage who said individuals are pressured to do the following acts as an initiation process at their workplace. See Index 2.8 for more info.



# Bullying338

Percentage who said individuals in their workplace who are seen as "different" are targets of the following. See index 2.9 for more info.



## Custom 1369 Multiple-Choice Questions (Locally Developed Questions or LDQs)

Category Name	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	
Communication/Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	6% (16)	7% (20)	17% (48)	36% (99)	34% (95)	100% (278)	
Fairness	Favoritism does not occur in my work area.	8% (23)	8% (22)	20% (55)	30% (84)	34% (93)	100% (277)	
Interpersonal Relations/Social Interactions	My work environment is free from unprofessional behavior.	4% (11)	8% (22)	18% (50)	41% (115)	29% (81)	100% (279)	
Leadership Accessibility/Openness	I would feel comfortable asking my Commander/Director for help.	5% (13)	3% (7)	12% (33)	35% (99)	46% (127)	100% (279)	
Leadership Accessibility/Openness	I would feel comfortable asking my immediate supervisor for help.	1% (4)	4% (10)	9% (24)	38% (106)	48% (134)	100% (278)	
Respect for Individuals	I am treated with dignity and respect in this command.	1% (4)	3% (8)	13% (35)	39% (109)	44% (122)	100% (278)	
Physical Health/Well-being	The overall health of this unit is better now than one year ago.	4% (12)	3% (9)	34% (96)	27% (76)	31% (86)	100% (279)	
Enforcement/Obedience of Rules	Rules, regulations and policies are enforced in this command.	3% (9)	4% (12)	15% (41)	36% (99)	42% (116)	100% (277)	
Hazing	I have not experienced or witnessed hazing while assigned to this command.	4% (11)	3% (9)	9% (26)	31% (85)	53% (147)	100% (278)	
Leadership Effectiveness	I feel that the Commander/Director will use the information from this survey to improve the command.	4% (11)	7% (20)	15% (41)	29% (79)	45% (125)	100% (276)	

10 rows total

## Organizational Effectiveness: Commitment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I feel like "part of the family" in this workgroup.	3% (8)	3% (10)	3% (9)	11% (31)	15% (45)	35% (103)	30% (87)	100% (293)	
This workgroup has a great deal of personal meaning to me.	3% (9)	3% (10)	4% (11)	12% (36)	15% (45)	35% (103)	27% (79)	100% (293)	
I feel a strong sense of belonging to this workgroup.	5% (14)	4% (11)	3% (10)	11% (32)	17% (51)	34% (100)	25% (74)	100% (292)	

3 rows total

## Organizational Effectiveness: Senior Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	4% (11)	1% (4)	2% (5)	9% (26)	9% (25)	39% (115)	37% (107)	100% (293)	
My senior leader clarifies our organization's goals and priorities.	3% (8)	1% (4)	2% (6)	9% (26)	11% (31)	38% (110)	37% (108)	100% (293)	
My senior leader communicates a clear vision for the future.	3% (10)	2% (6)	4% (12)	9% (27)	9% (27)	36% (106)	36% (104)	100% (292)	
My senior leader listens to the concerns of the organization's military members/employees.	3% (8)	2% (6)	2% (6)	12% (34)	8% (23)	37% (107)	37% (109)	100% (293)	

4 rows total

## Organizational Effectiveness: Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	6% (18)	3% (9)	3% (8)	12% (34)	15% (43)	35% (104)	26% (77)	100% (293)	
My organization's performance, compared to similar organizations, is high.	3% (10)	4% (13)	6% (18)	12% (34)	11% (32)	36% (104)	27% (80)	100% (291)	
My organization makes good use of available resources to accomplish its mission.	5% (14)	6% (17)	7% (19)	10% (29)	11% (32)	38% (110)	24% (71)	100% (292)	

3 rows total

## Organizational Effectiveness: Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My workgroup is united in trying to reach its goals for performance.	3% (10)	3% (8)	4% (11)	10% (30)	14% (41)	39% (113)	27% (79)	100% (292)	
We all take responsibility for the performance of the workgroup.	4% (12)	3% (9)	3% (8)	11% (31)	15% (44)	39% (114)	26% (75)	100% (293)	
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	4% (11)	4% (13)	2% (7)	12% (34)	16% (48)	35% (102)	27% (78)	100% (293)	

3 rows total

## Organizational Effectiveness: Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I can rely on my immediate supervisor to act in my organization's best interest.	2% (6)	2% (6)	2% (7)	6% (19)	7% (21)	36% (105)	44% (129)	100% (293)	
My immediate supervisor follows through with commitments he or she makes.	3% (8)	2% (5)	1% (4)	6% (17)	7% (20)	38% (110)	44% (129)	100% (293)	
I feel comfortable sharing my work difficulties with my immediate supervisor.	3% (9)	3% (9)	4% (13)	10% (29)	12% (36)	35% (102)	32% (95)	100% (293)	
My immediate supervisor treats me fairly.	1% (2)	1% (4)	1% (4)	8% (22)	3% (8)	34% (101)	52% (152)	100% (293)	

4 rows total



## Organizational Effectiveness: Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I like my current job.	5% (14)	4% (12)	5% (14)	10% (29)	11% (32)	33% (96)	33% (96)	100% (293)	
I feel satisfied with my current job.	9% (25)	4% (13)	3% (10)	9% (27)	14% (41)	33% (98)	27% (79)	100% (293)	
I am happy with my current job.	7% (20)	4% (13)	4% (13)	10% (28)	14% (40)	33% (98)	28% (81)	100% (293)	

3 rows total

## Organizational Effectiveness: Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Programs are in place to address military members'/employees' concerns.	1% (4)	2% (5)	3% (8)	12% (35)	13% (38)	41% (119)	29% (84)	100% (293)	
Discipline is administered fairly.	6% (19)	4% (11)	3% (10)	15% (44)	8% (23)	39% (114)	25% (72)	100% (293)	
Decisions are made after reviewing relevant information.	3% (9)	4% (11)	3% (10)	13% (39)	13% (37)	40% (118)	24% (69)	100% (293)	

3 rows total

# Organizational Effectiveness: Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
At my work place, I am mentally resilient.	1% (2)	0% (0)	1% (3)	7% (21)	9% (27)	37% (109)	45% (130)	100% (292)	
I am enthusiastic about my work.	3% (8)	4% (12)	4% (13)	12% (34)	14% (40)	35% (101)	29% (84)	100% (292)	
Time flies when I am working.	4% (11)	5% (15)	4% (13)	11% (31)	12% (34)	34% (101)	30% (88)	100% (293)	

3 rows total

## EO/EE-0348 Treatment: Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Coworkers are treated as valued members of the team without losing their unique identities.	1% (3)	1% (4)	2% (7)	13% (37)	11% (33)	44% (128)	27% (80)	100% (292)	
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	1% (4)	4% (12)	2% (7)	10% (28)	15% (45)	38% (111)	29% (85)	100% (292)	
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	2% (5)	2% (7)	3% (8)	11% (31)	13% (39)	43% (127)	26% (75)	100% (292)	
Outcomes (e.g., training opportunities, awards and recognition) are fairly distributed among military members/employees of my workgroup.	6% (17)	2% (7)	8% (22)	11% (32)	14% (41)	37% (109)	22% (64)	100% (292)	
The decision-making processes that impact my workgroup are fair.	2% (5)	2% (7)	2% (6)	14% (41)	12% (36)	44% (128)	23% (68)	100% (291)	

5 rows total

## EO/EE-0349 Treatment: Inclusion at Work

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
I feel excluded by my workgroup because I am different.	2% (6)	4% (12)	5% (14)	17% (50)	4% (13)	32% (94)	35% (104)	100% (293)	

1 rows total

# EO/EEOP-50 Treatment: Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
Discrimination based on race/color/national origin does not occur in my workplace.	2% (6)	4% (11)	2% (6)	9% (25)	3% (10)	26% (75)	53% (153)	100% (286)
Discrimination based on religion does not occur in my workplace.	1% (4)	3% (10)	1% (3)	10% (30)	3% (8)	25% (72)	56% (162)	100% (289)
Discrimination based on sex does not occur in my workplace.	3% (8)	5% (14)	2% (7)	9% (26)	3% (10)	25% (71)	53% (153)	100% (289)
Discrimination based on sexual orientation does not occur in my workplace.	3% (8)	2% (7)	1% (4)	12% (35)	3% (10)	24% (70)	54% (155)	100% (289)
Discrimination based on age does not occur in my workplace. (Data displayed are for civilians only.)	0% (0)	0% (0)	0% (0)	40% (2)	0% (0)	40% (2)	20% (1)	100% (5)
Discrimination based on disability does not occur in my workplace. (Data displayed are for civilians only.)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	60% (3)	20% (1)	100% (5)
Discrimination based on equal pay does not occur in my workplace. (Data displayed are for civilians only.)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	20% (1)	60% (3)	100% (5)
Discrimination based on genetic information does not occur in my workplace. (Data displayed are for civilians only.)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	40% (2)	40% (2)	100% (5)
Discrimination based on pregnancy does not occur in my workplace. (Data displayed are for civilians only.)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	40% (2)	40% (2)	100% (5)
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.	3% (8)	2% (7)	2% (6)	8% (23)	7% (21)	32% (93)	46% (135)	100% (293)

10 rows total

## EO/EEOP Fair Treatment: Discrimination

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
Racial slurs, comments, and/or jokes are used in my workplace.	4% (12)	6% (18)	4% (11)	11% (33)	5% (16)	29% (84)	41% (119)	100% (293)	
Sexist slurs, comments, and/or jokes are used in my workplace.	4% (13)	6% (18)	4% (13)	11% (32)	4% (12)	27% (80)	43% (125)	100% (293)	

2 rows total

EO/EEOP-152 Treatment: Sexual Harrassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Sightly Agree	Agree	Strongly Agree	Total
My chain of command/supervision adequately responds to allegations of sexual harassment.	1% (4)	2% (6)	0% (1)	17% (49)	4% (12)	29% (85)	46% (135)	100% (292)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	1% (3)	2% (5)	1% (2)	14% (40)	3% (10)	34% (99)	45% (132)	100% (291)

2 rows total



## EO/EE-0358 Treatment: Sexual Harassment

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
Individuals from my workplace use offensive gestures that are sexual in nature.	4% (11)	2% (7)	3% (9)	12% (35)	3% (8)	36% (105)	40% (117)	100% (292)	
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.	1% (3)	1% (3)	1% (2)	12% (34)	1% (2)	23% (66)	62% (181)	100% (291)	

2 rows total

## EO/EEOP-54 Treatment: Sexual Harassment Retaliation Climate

In my work group, military members or employees who file a sexual harassment complaint would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Excluded from social interactions or conversations.	56% (153)	23% (64)	2% (5)	11% (30)	3% (8)	2% (6)	3% (7)	100% (273)	
Disciplined or given other corrective action.	58% (160)	25% (69)	1% (4)	12% (33)	1% (2)	1% (2)	1% (4)	100% (274)	
Blamed for causing problems.	58% (158)	24% (65)	1% (4)	11% (31)	1% (4)	1% (4)	2% (5)	100% (271)	
Discouraged from moving forward with the complaint.	58% (159)	25% (68)	2% (6)	11% (29)	1% (3)	1% (4)	2% (5)	100% (274)	
Subjected to insulting or disrespectful remarks or jokes.	58% (159)	23% (63)	1% (3)	11% (31)	2% (5)	2% (6)	2% (5)	100% (272)	
Denied career opportunities (e.g., denied training, awards or promotions).	57% (154)	25% (67)	2% (6)	11% (30)	2% (6)	1% (3)	1% (4)	100% (270)	

6 rows total

## SAPR: 1355 | Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My immediate supervisor models respectful behavior.	0% (1)	1% (3)	1% (2)	7% (19)	3% (9)	34% (98)	54% (153)	100% (285)	
My immediate supervisor promotes responsible alcohol use.	1% (4)	2% (5)	0% (1)	14% (39)	2% (6)	35% (101)	45% (129)	100% (285)	
My immediate supervisor would correct individuals who refer to coworkers as "honey," "babe," "sweetie," or use other unprofessional language at work.	4% (12)	4% (11)	1% (4)	9% (27)	2% (7)	32% (91)	47% (133)	100% (285)	
My immediate supervisor would stop individuals who are talking about sexual topics at work.	1% (2)	1% (3)	2% (6)	8% (23)	5% (13)	36% (103)	47% (135)	100% (285)	
My immediate supervisor would intervene if an individual was receiving sexual attention at work (e.g., staring at someone's chest, standing too close, rubbing someone's shoulders).	1% (2)	0% (1)	1% (3)	7% (21)	4% (10)	32% (92)	55% (156)	100% (285)	
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes (e.g., sexual assault, violence, or suicide).	2% (7)	4% (12)	1% (2)	11% (32)	1% (4)	34% (97)	46% (130)	100% (284)	

6 rows total

SAPR: 1356 | Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0% (1)	0% (0)	0% (1)	7% (19)	2% (7)	25% (71)	65% (183)	100% (282)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	2% (7)	1% (3)	1% (2)	7% (21)	2% (7)	24% (67)	62% (174)	100% (281)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members/employees from spreading rumors and speculation about the allegation.	3% (8)	1% (3)	1% (3)	8% (22)	2% (5)	28% (79)	57% (161)	100% (281)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0% (1)	0% (0)	1% (2)	8% (23)	2% (6)	26% (73)	63% (176)	100% (281)
If a coworker were to report a sexual assault, my chain of command/supervision would support the individual for speaking up.	1% (3)	0% (1)	1% (2)	9% (26)	2% (7)	24% (68)	62% (174)	100% (281)

5 rows total

## SAPR: 13571 Assault Retaliation Climate

In my work group, reporters of sexual assault would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Excluded from social interactions or conversations.	54% (148)	25% (68)	2% (5)	12% (34)	2% (5)	3% (9)	3% (7)	100% (276)	
Subjected to insulting or disrespectful remarks or jokes.	56% (155)	24% (67)	2% (6)	12% (34)	1% (3)	1% (4)	3% (7)	100% (276)	
Blamed for causing problems.	56% (154)	25% (70)	2% (6)	12% (33)	2% (5)	1% (2)	2% (6)	100% (276)	
Denied career opportunities (e.g., denied training, awards or promotions).	57% (156)	24% (66)	3% (7)	12% (34)	1% (4)	1% (2)	2% (5)	100% (274)	
Disciplined or given other corrective action.	59% (161)	23% (64)	1% (4)	13% (36)	0% (1)	1% (4)	1% (4)	100% (274)	
Discouraged from moving forward with the complaint.	58% (159)	25% (69)	2% (5)	12% (33)	0% (1)	1% (4)	1% (4)	100% (275)	

6 rows total

## Connecticut: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
My future seems dark to me.	5% (15)	3% (9)	4% (11)	14% (40)	2% (6)	29% (84)	44% (128)	100% (293)	

1 rows total

## Connecticut: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Very true for me	True for me	Somewhat true for me	Somewhat untrue for me	Untrue for me	Not at all true for me	Total	
These days, I think I am a burden on people in my life.	2% (6)	2% (6)	6% (18)	5% (16)	24% (69)	61% (177)	100% (292)	

1 rows total

## Connecticut: Belongingness

Question	Not at all true for me	Untrue for me	Somewhat untrue for me	Somewhat true for me	True for me	Very true for me	Total	
These days, I feel like I belong.	5% (15)	5% (15)	8% (23)	15% (43)	39% (114)	28% (82)	100% (292)	
These days, I feel that there are people I can turn to in times of need.	2% (7)	3% (9)	6% (18)	11% (31)	37% (108)	40% (117)	100% (290)	

2 rows total



# Index Reference

Use this table to find out more information about the visuals in this report.

Report	Visual	Index	Description
Primary Climate Factor Results	Organizational Effectiveness	1.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings for Organizational Effectiveness are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Primary Climate Factor Results	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	1.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings for EO / EEO / Fair Treatments are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Primary Climate Factor Results	Sexual Assault Prevention & Response	1.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.
Demographic Comparisons	Organizational Effectiveness	2.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve organizational effectiveness in your unit.
Demographic Comparisons	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	2.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve EO / EEO / fair treatment in your unit.
Demographic Comparisons	Sexual Assault Prevention & Response	2.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve sexual assault prevention and response in your unit.
Demographic Comparisons	Connectedness	2.4	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve connectedness in your organization.
Secondary Climate Factor Results	Connectedness	2.5	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability rating of connectedness is displayed in this graph.
Secondary Climate Factor Results	Sexual Assault Reporting Knowledge	2.6	Knowledge of sexual assault reporting was assessed by asking several questions about who can/cannot receive unrestricted reports and eligibility for a military attorney. This graph shows each item, worded as a true statement. The percentage of respondents who correctly endorsed the statement as being true are shown in green (i.e., "Correct"), the percentage who did not endorse the statement as being true are shown in yellow (i.e., "Incorrect"), and the percentage who indicated they did not know are shown in gray (i.e., "Don't know").
Secondary Climate Factor Results	Unwanted Workplace Experiences	2.7	Respondents were asked whether, under their current senior leader and within the last 12 months, someone from their workplace did any of the following actions to them. Percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question or less than five men or women responded to a question.
Secondary Climate Factor Results	Hazing	2.8	The definitions of hazing was obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace are pressured to engage in any of the following acts as part of an initiation or admission process (without a proper military or other governmental purpose); the percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.
Secondary Climate Factor Results	Bullying	2.9	The definitions of bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace who are seen as "different" are targets of any of the following actions; the percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.

12 rows total



## Defense Organizational Climate Survey (DEOCS) v. 5.0

**Registration:** ReyesMota 07.18.2022 ef706b6f  
**DEOCS ID:** ef706b6f  
**Unit/Organization:** 8th Psychological Operations Group (Airborne  
**Unit/Organization Leader:** (b) (3) / (b) (6)  
**Survey Dates:** 07/20/2022 - 08/19/2022  
**Subgroup:** Overall Unit/Organization

OVERVIEW .....	2
SUMMARY .....	4
PROTECTIVE FACTORS .....	7
RISK FACTORS.....	30
CUSTOM ITEMS .....	53

## OVERVIEW

The Defense Organizational Climate Survey (DEOCS) provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this report. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action. The DEOCS team does not recommend making any disciplinary decisions based solely on the survey results. Additional methods, such as focus groups, observations, and reviews of records can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.

In order to protect an individual's confidentiality, results are only reported if there are five or more responses to a question or set of questions; in addition, results are only reported for demographic categories if five or more individuals in a group responded to the question. Only participants who completed at least half of the DEOCS questions are included in this report; incomplete surveys where fewer than half of the questions were answered are not included. All percentages displayed are out of the total number responding to a question or set of questions; missing responses are excluded from the calculations. Comments and responses to custom short answer questions (or SAQs) are not included in this report, but are in a separate report available in the dashboard for surveys with at least 16 participants.

Finally, the DEOCS dashboard includes a Factor Interpretation Guide and other guides in the Quick Links menu with more detailed information that may help you understand your results, including how to interpret your results, how factors are calculated, and how to review your DEOCS results with key outcomes, such as readiness, sexual assault, and suicide, in mind. The text displayed in this report reflects the military and civilian versions of the DEOCS 5.0. It does not match what cadets and midshipmen from the Military Service Academies saw when they completed their DEOCS. The Quick Links menu contains a document that compares the dashboard and report text to what cadets and midshipmen saw when completing the survey.

## Making Climate Assessment Results Work for Your Organization

1. **Share your DEOCS results** with your leadership and members of your organization. Before sharing results, keep in mind that some information in this report is sensitive and may not be appropriate to share with members of your organization. The DEOCS team encourages commanders and leaders to share most overall factor results and results by demographic categories with their members. However, we recommend caution in sharing any results about individual people or small groups. Specifically, results for several of the leadership factors may be sensitive, because it may make certain leaders identifiable and expose potentially unfavorable evaluations of them. Similar to a performance evaluation, ratings of a specific individual should be shared with that individual and appropriate leadership in a private manner. We do **not** recommend sharing overall results or results by demographic categories for the following:

- *Leadership Support* – Ratings by Paygrade of Immediate Supervisor
- *Transformational Leadership* – Ratings for Senior NCO/SEL
- *Passive Leadership* – Ratings for Senior NCO/SEL
- *Toxic Leadership* – Ratings by Paygrade of Immediate Supervisor
- If your organization only has a small number of immediate supervisors, do not share *Leadership Support* – Ratings for All Immediate Supervisors
- If your organization only has a small number of immediate supervisors, do not share *Toxic Leadership* – Ratings for All Immediate Supervisors
- Do not share results for any custom questions added to your survey (i.e., custom multiple choice questions, Service-specific questions, or Academy-specific questions) that ask participants to evaluate unique individuals (e.g., "My unit's senior NCO cares about my personal well-being.")

We do **not** recommend sharing any comments with your organization members. The comments may contain PII or other identifying information and should not be shared beyond the leadership team. We also recommend caution before sharing any subgroup results with your organization members; if subgroups are small (e.g., fewer than 20 individuals) or show negative results, sharing these data in a public forum is also an inappropriate use of DEOCS as it may lead to stigmatization of those groups.

1364

2. **Let members know you are acting on their feedback** and explain actions you plan to take based on their feedback. If needed, establish an action team to develop and implement a plan for organizational improvement.
3. **Conduct another climate assessment** in accordance with your Service component directives to determine the effectiveness of the corrective actions and any resulting changes in DEOCS factor ratings.

## Assessment to Solutions

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit “Assessment to Solutions” at:  
<https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home>.

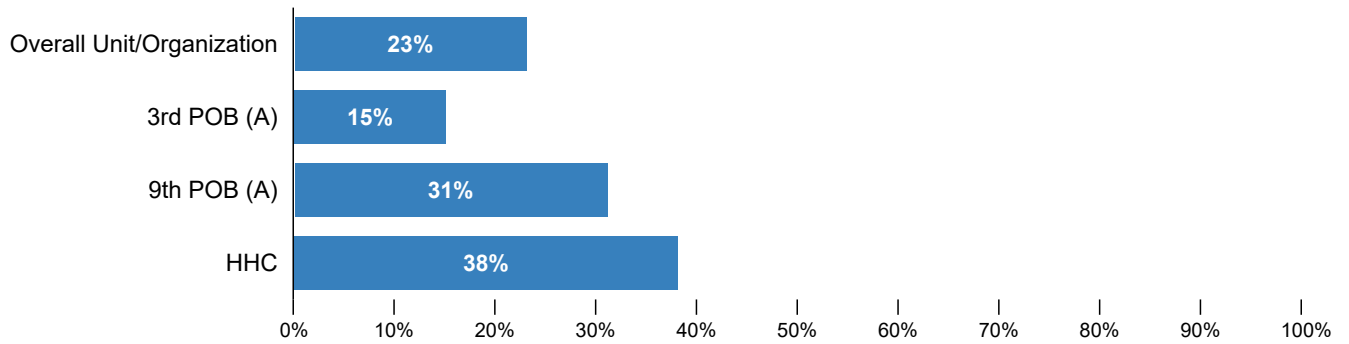
## Contact Information

The DEOCS HelpDesk is available to assist you and can be reached at:

- [deocs@datarecognitioncorp.com](mailto:deocs@datarecognitioncorp.com)
- 1-833-867-5674

**SUMMARY**

**Response Rates**

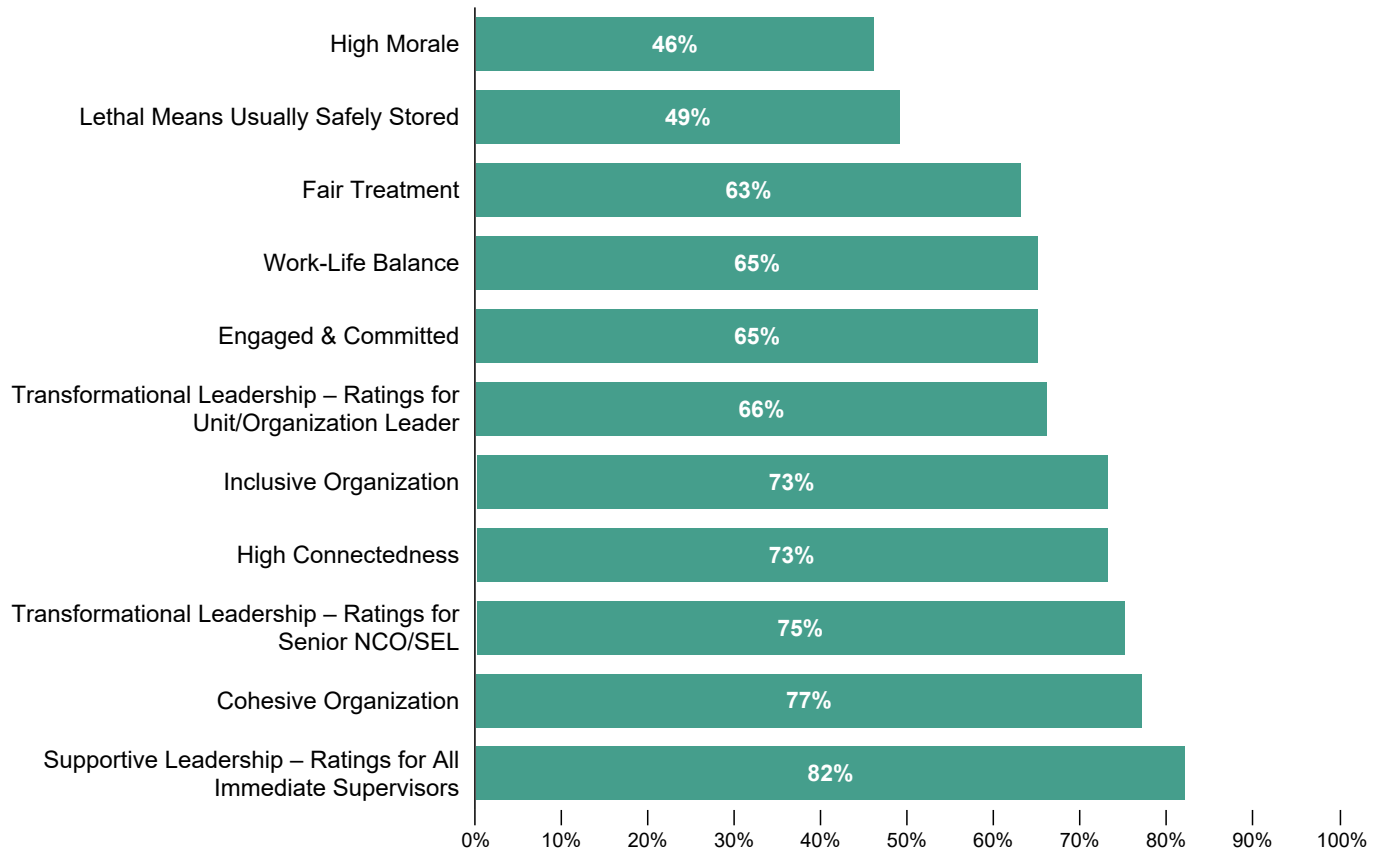


Group Name	Participants Registered	Surveys Returned	Response Rate
Overall Unit/Organization	819	192	23%
3rd POB (A)	452	67	15%
9th POB (A)	216	67	31%
HHC	151	57	38%

Note: Participants Registered is the number of unique individuals who were included in the roster and invited to complete the survey. Surveys Returned is the number of surveys that were completed. To be considered complete, a participant must have answered at least half of the questions on the survey. The Response Rate is the percentage of surveys returned divided by participants registered. Response rates may be over 100% if more individuals complete the survey than were included in the roster.

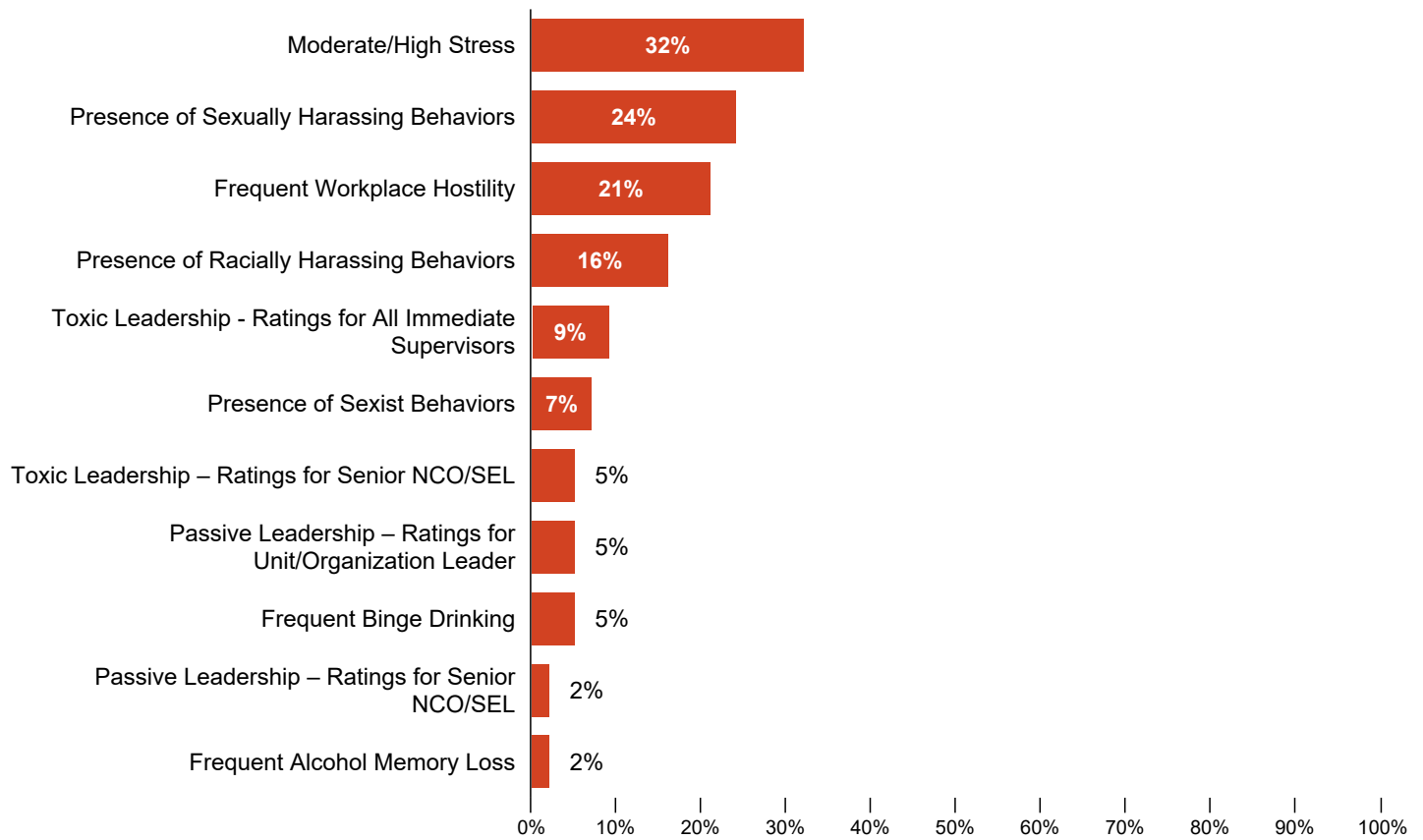
### Protective Factors - Favorable Ratings

These factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Your unit's/organization's favorable ratings for all protective factors are shown below, ordered by lowest to highest rating. Higher favorable ratings on protective factors are linked to a higher likelihood of positive outcomes.



### Risk Factors - Unfavorable Ratings

These factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Your unit's/organization's unfavorable ratings for all risk factors are shown below, ordered by highest to lowest rating. Higher unfavorable ratings on risk factors are linked to a higher likelihood of negative outcomes.

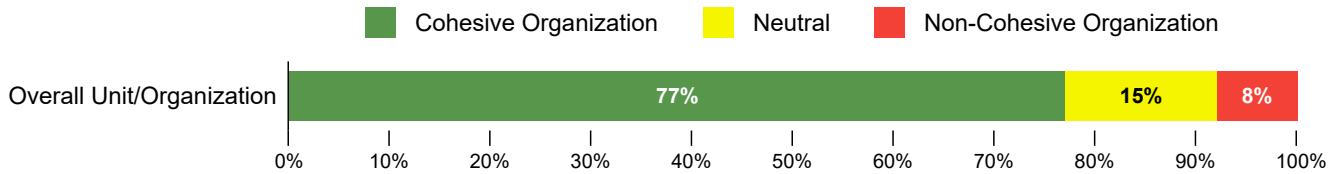


**PROTECTIVE FACTORS**

These factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher favorable ratings on protective factors are linked to a higher likelihood of positive outcomes, such as improved performance or readiness and higher retention and are also linked to a lower likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault. This section shows the results for each protective factor, including all factor ratings, favorable ratings by demographic categories (e.g., men and women, non-Hispanic White and minority), and detailed results for the questions related to each factor (i.e., item summary). You may see an alert icon for some of your factor ratings, which indicates that the favorable rating for that factor is very low compared to others in your Service component and may require action.

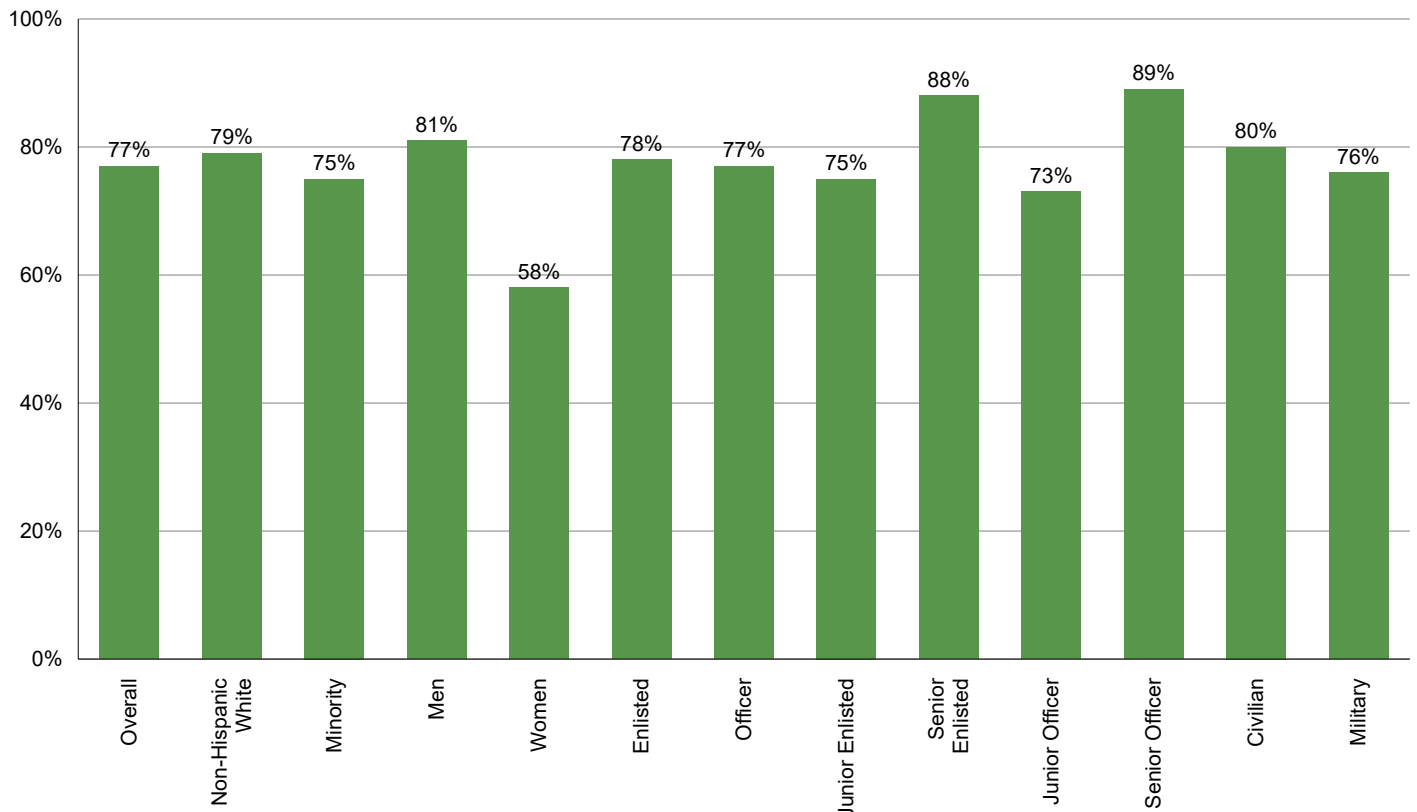
**Cohesion**

*Cohesion* assesses whether individuals in a workplace care about each other, share the same mission and goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.



**Cohesive Organization by Demographic Category**

This graph displays the percentage of responses that indicated the organization is cohesive by demographic category.





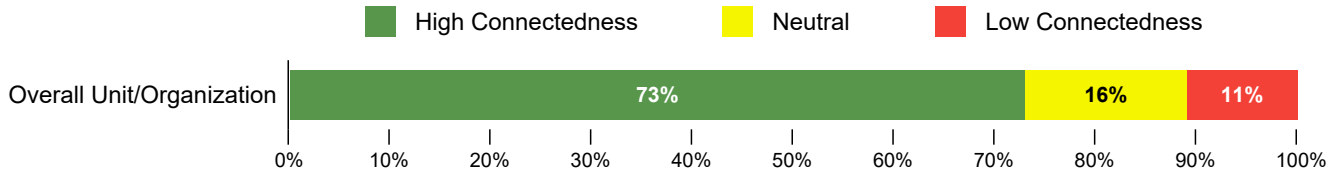
**Cohesion Item Summary**

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with work well as a team.	2% (3)	6% (11)	15% (28)	45% (87)	33% (63)	100% (192)
The people I work with trust each other.	3% (6)	6% (11)	16% (31)	43% (83)	31% (60)	100% (191)
	8%		15%	77%		

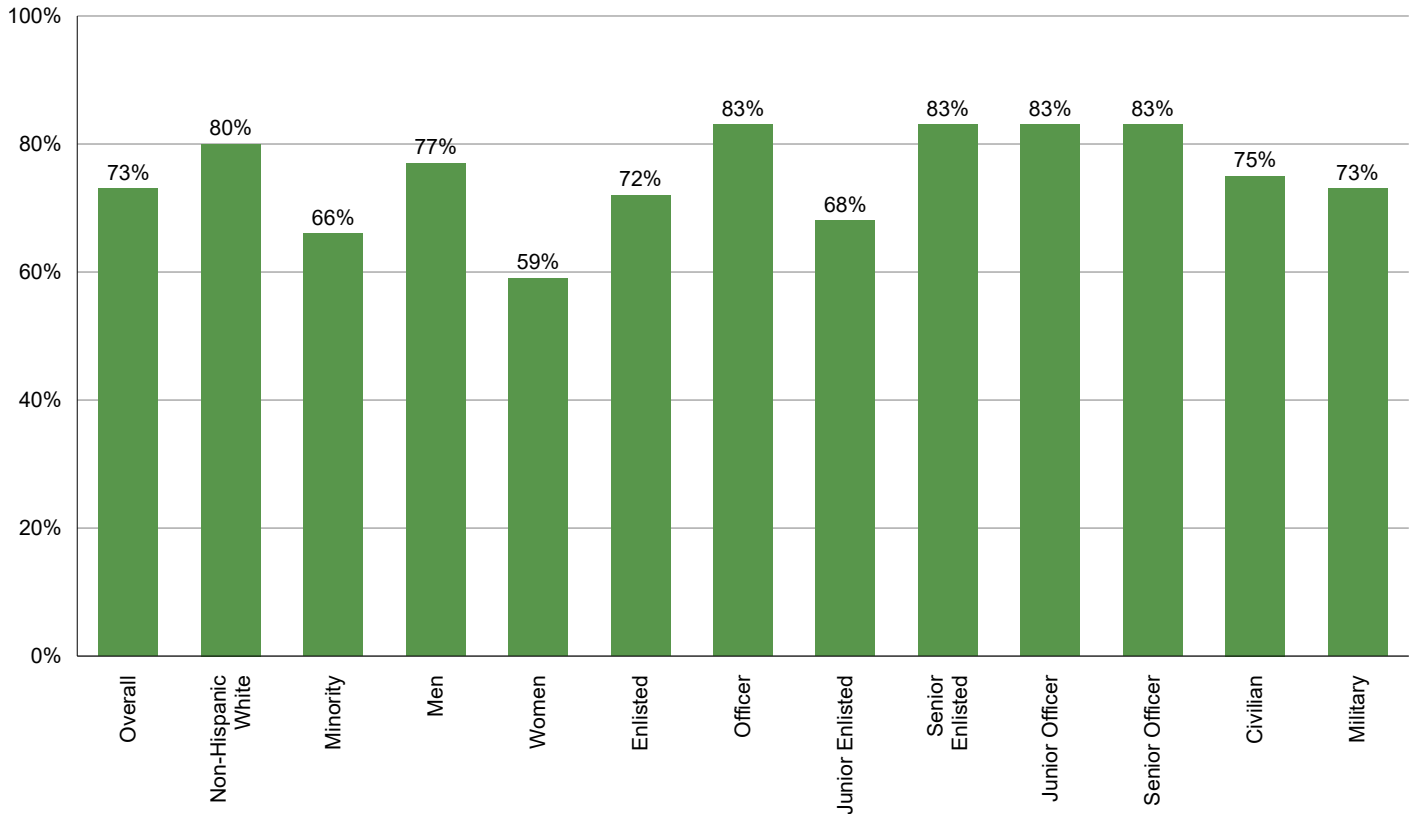
### Connectedness

Connectedness measures perceptions of closeness to a group and satisfaction with one’s relationship to others in the group. Higher connectedness is linked to improved readiness, higher retention, and a lower likelihood of suicide.



### High Connectedness by Demographic Category

This graph displays the percentage of responses that indicated high connectedness by demographic category.



## Connectedness Item Summary

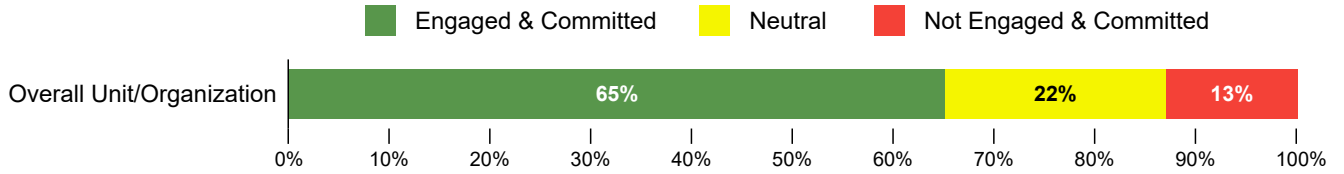
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

\* Questions with an asterisk are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
These days, I feel I belong.	5% (9)	9% (16)	20% (34)	37% (64)	28% (49)	100% (172)
These days, I feel that there are people I can turn to in times of need.	4% (7)	2% (3)	12% (21)	42% (72)	40% (68)	100% (171)
Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
These days, I think I make things worse for the people in my life. *	5% (8)	11% (18)	15% (26)	30% (52)	39% (67)	100% (171)
My future seems dark to me. *	2% (3)	5% (9)	16% (28)	30% (51)	47% (80)	100% (171)
	<b>11%</b>		<b>16%</b>	<b>73%</b>		

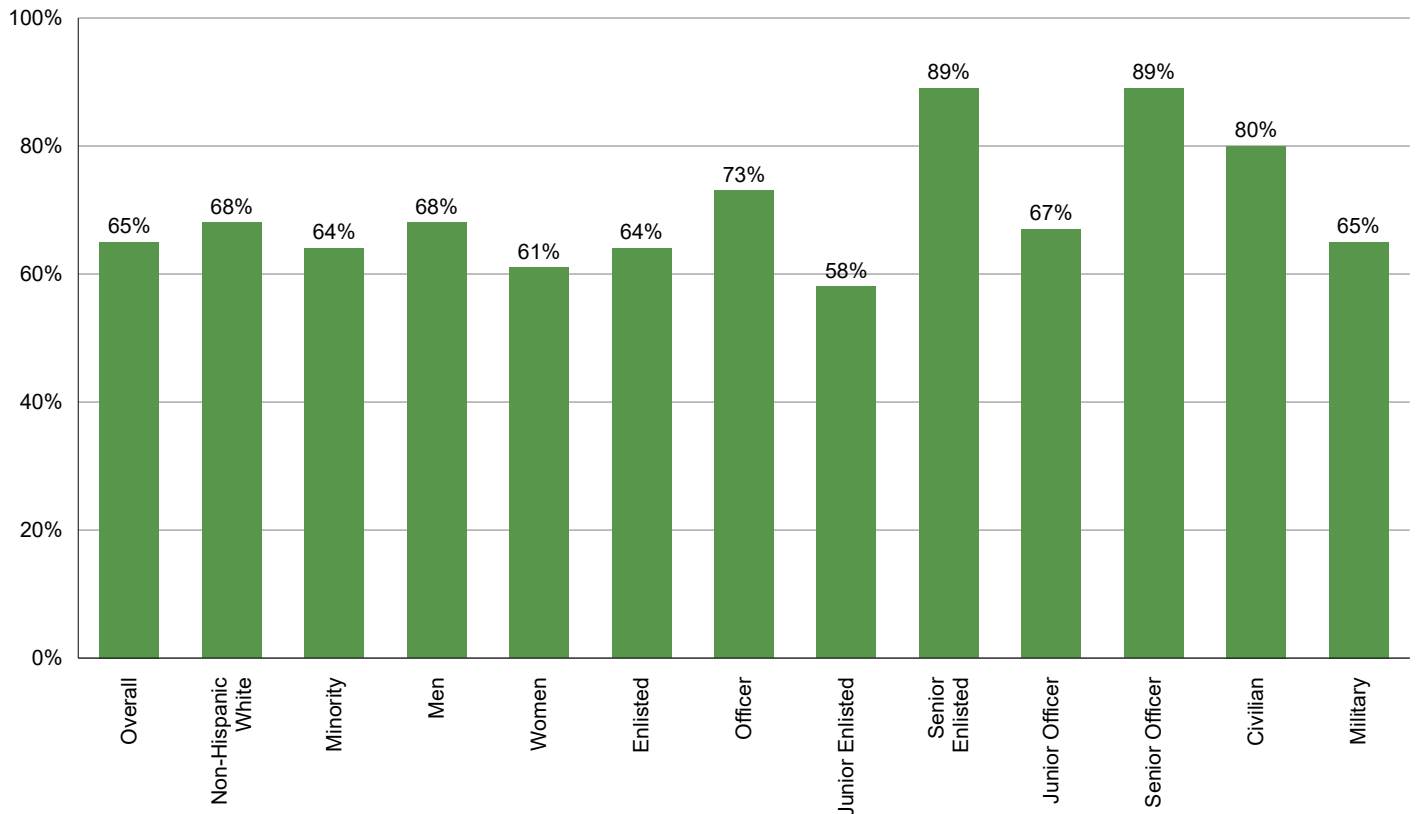
### Engagement & Commitment

This factor measures the extent to which one finds their work fulfilling and is committed to their job and organization. Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do. Higher levels of engagement and commitment are linked to improved readiness, higher retention, and a lower likelihood of suicide.



### Engaged & Committed by Demographic Category

This graph displays the percentage of responses that indicated engagement and commitment to the organization by demographic category.



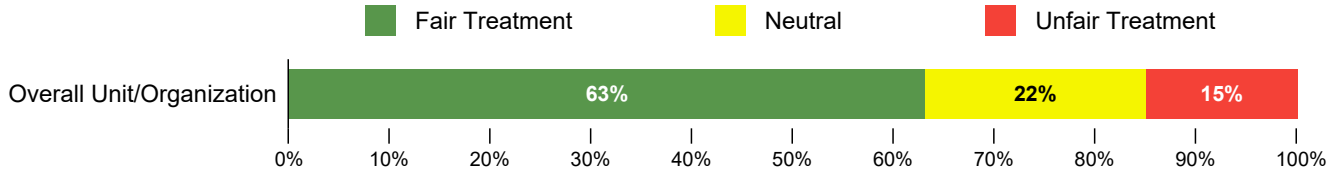
## Engagement & Commitment Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I am proud of my work.	5% (9)	3% (5)	20% (39)	40% (76)	32% (62)	100% (191)
My work has a great deal of personal meaning to me.	6% (11)	7% (13)	18% (35)	39% (74)	30% (57)	100% (190)
I am committed to making the military my career.	10% (20)	8% (15)	27% (52)	21% (41)	33% (64)	100% (192)
I feel like "part of the family" among the people I work with.	4% (8)	9% (17)	23% (44)	40% (76)	24% (47)	100% (192)
	<b>13%</b>	<b>22%</b>	<b>65%</b>			

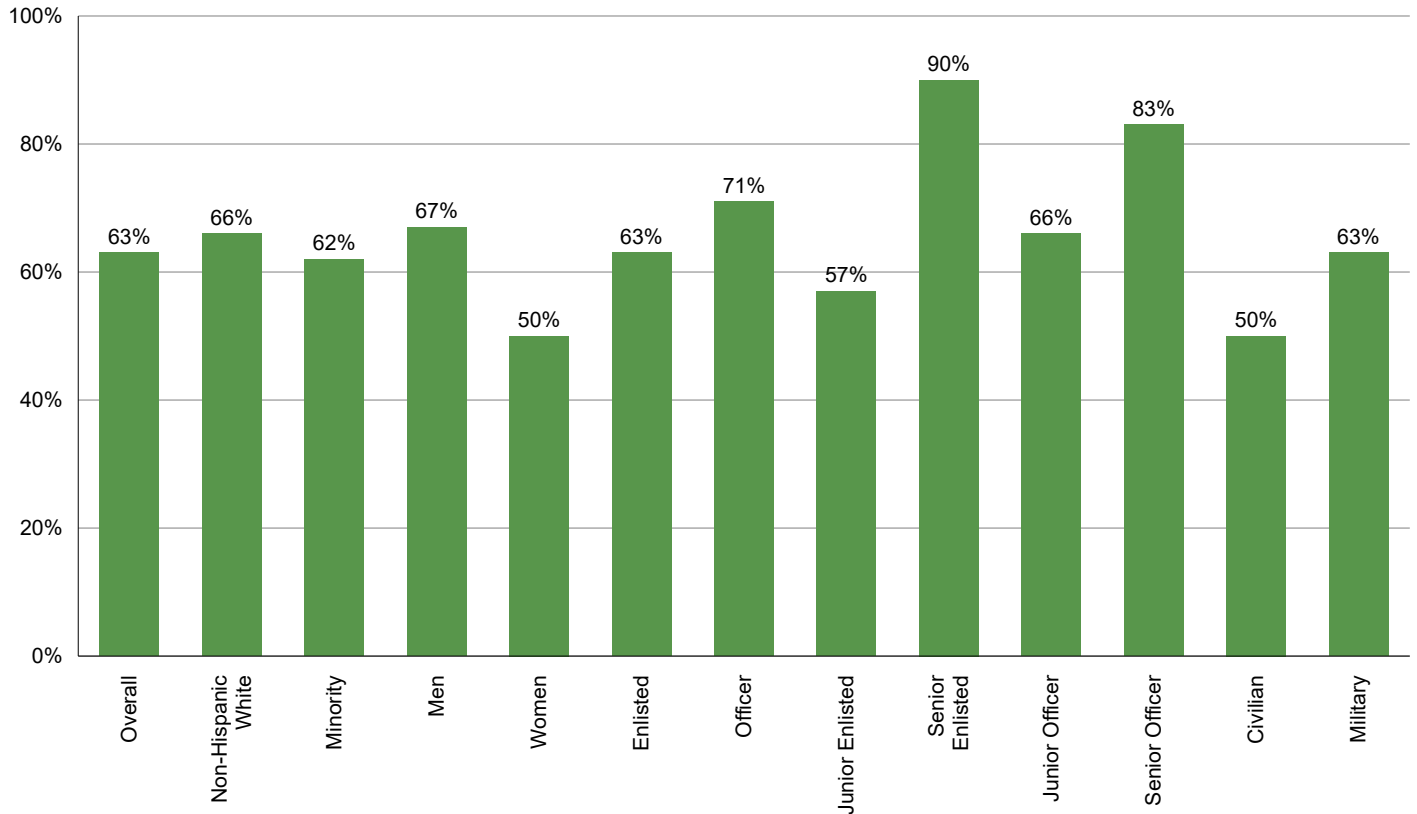
### Fairness

*Fairness* is the perception over the past three months that formal and informal organizational policies, practices, and procedures regarding information sharing, job opportunities, and promotions are based on merit, inclusion, equality, and respect. Organizations with fair treatment are linked to improved readiness, higher retention, as well as a lower likelihood of sexual harassment and racial/ethnic harassment and discrimination.



### Fair Treatment by Demographic Category

This graph displays the percentage of responses that indicated fair treatment in the organization by demographic category.



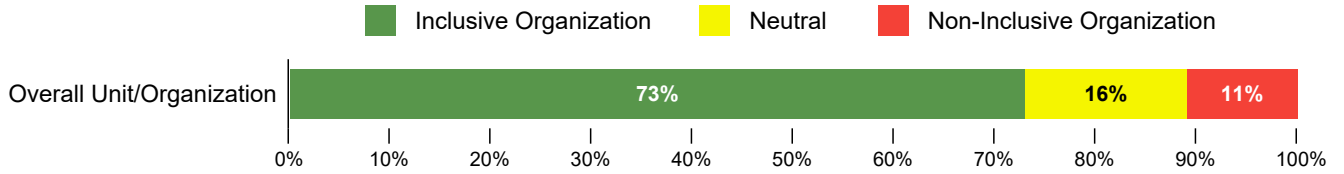
## Fairness Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	7% (13)	11% (20)	24% (45)	37% (69)	21% (40)	100% (187)
Discipline and criticism are administered fairly.	4% (7)	8% (15)	21% (39)	43% (80)	25% (46)	100% (187)
	<b>15%</b>	<b>22%</b>	<b>63%</b>			

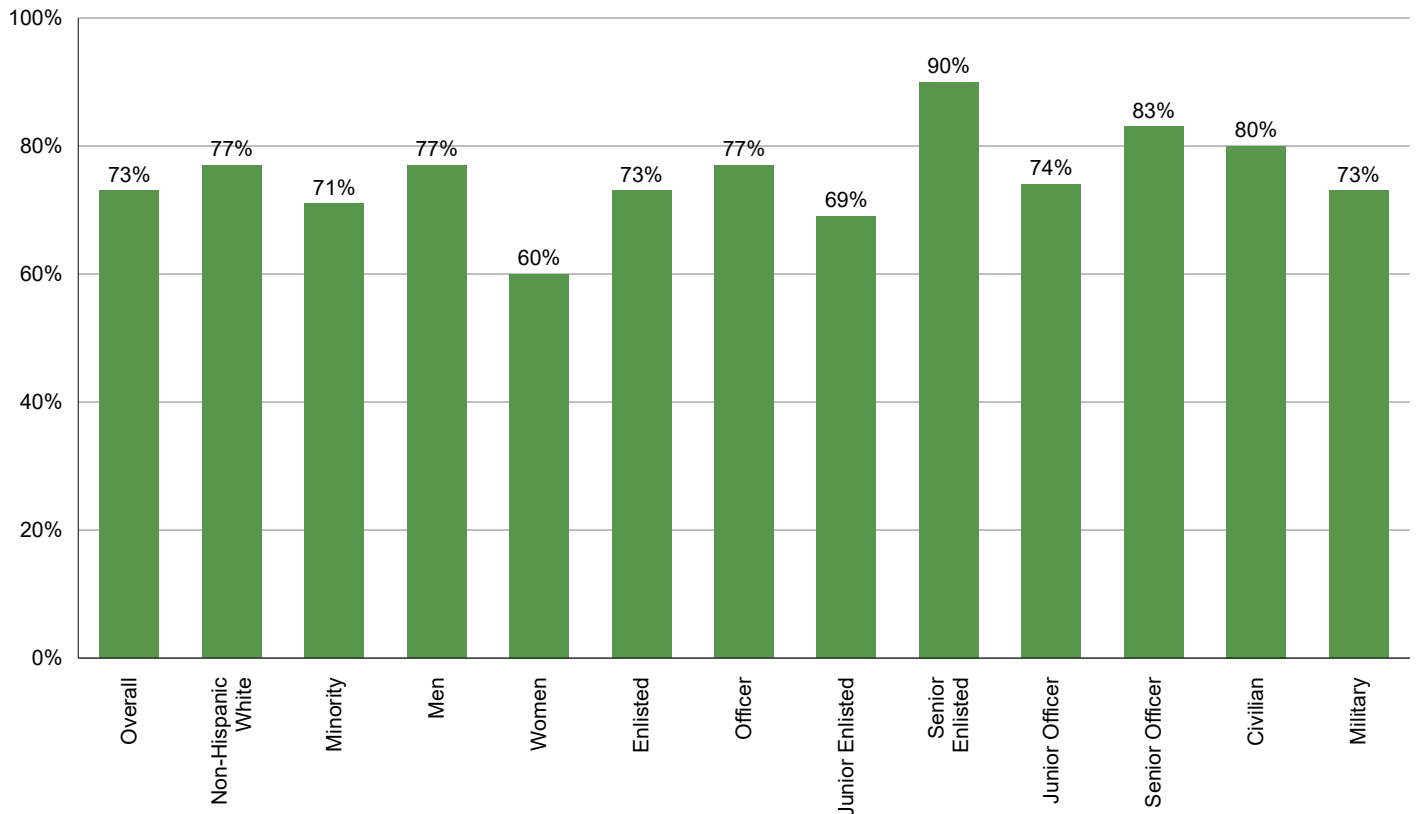
### Inclusion

*Inclusion* indicates whether individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization’s success. Inclusive work environments ensure that it is safe for an individual to voice their different opinions, perspectives, and/or suggestions. Inclusive organizations are linked to a lower likelihood of racial/ethnic harassment and discrimination, improved readiness, and higher retention.



### Inclusive Organization by Demographic Category

This graph displays the percentage of responses that indicated the organization is inclusive by demographic category.





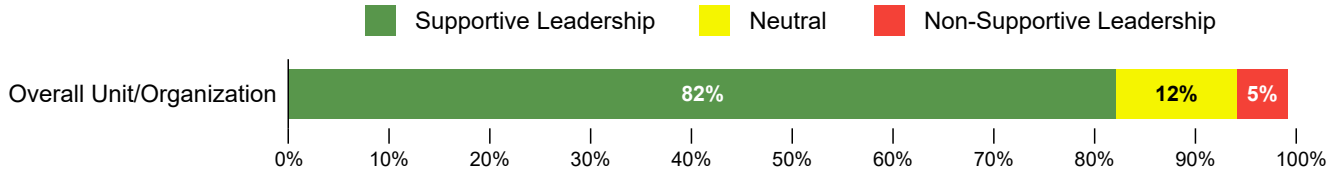
## Inclusion Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).	2% (3)	1% (2)	10% (19)	40% (77)	47% (91)	100% (192)
The people I work with believe that everyone has worth and value, regardless of their occupation and rank, grade or Class year.	4% (7)	6% (11)	12% (23)	40% (77)	38% (73)	100% (191)
The people I work with build on each other's ideas and thoughts during the decision-making process.	3% (5)	6% (12)	17% (33)	45% (86)	29% (55)	100% (191)
The people I work with would speak up if someone is being excluded.	4% (7)	6% (11)	19% (37)	42% (80)	30% (57)	100% (192)
Among the people I work with, the quality of ideas matters more than who expresses them.	4% (8)	11% (20)	15% (29)	38% (71)	32% (60)	100% (188)
Communication goes both up and down the chain of command.	10% (19)	14% (26)	20% (38)	35% (66)	21% (40)	100% (189)
	<b>11%</b>	<b>16%</b>	<b>73%</b>			

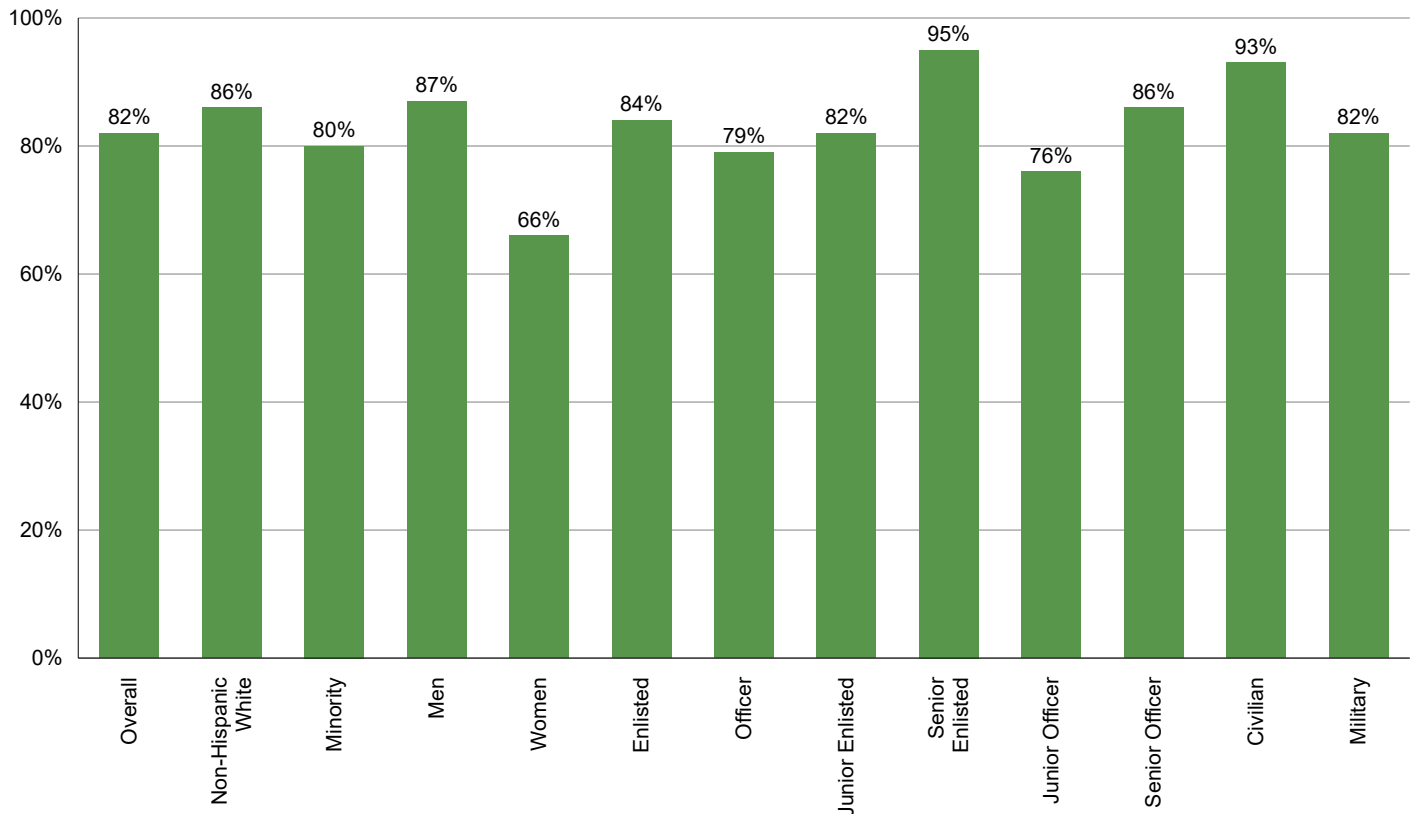
### Leadership Support – Ratings for All Immediate Supervisors

Leadership Support is the perception over the past three months that leaders build trust, encourage goal attainment and professional development, promote effective communication, and support teamwork. Organizations with supportive leaders are linked to improved readiness, higher retention, as well as a lower likelihood of sexual assault, sexual harassment, and suicide.



### Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a supportive leader by demographic category.



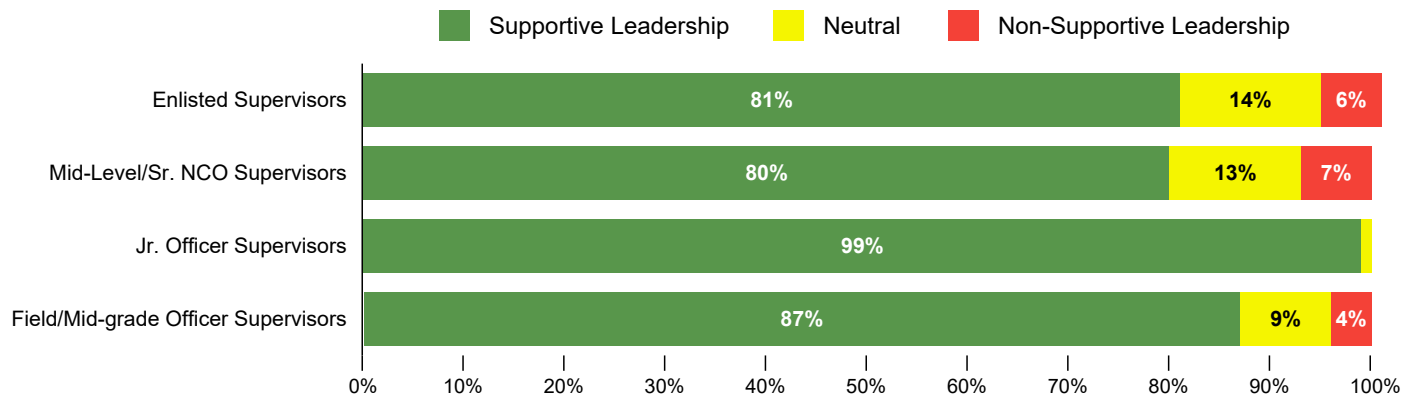
## Leadership Support – Ratings for All Immediate Supervisors Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I have trust and confidence in my immediate supervisor.	4% (8)	2% (3)	10% (19)	33% (61)	51% (95)	100% (186)
My immediate supervisor listens to what I have to say.	2% (4)	5% (9)	9% (17)	32% (60)	52% (97)	100% (187)
My immediate supervisor treats me with respect.	1% (2)	2% (4)	9% (16)	33% (61)	55% (103)	100% (186)
My immediate supervisor cares about my personal well-being.	2% (3)	2% (4)	12% (22)	30% (55)	55% (102)	100% (186)
My immediate supervisor provides me with opportunities to demonstrate my leadership skills.	1% (2)	3% (5)	15% (27)	28% (52)	53% (98)	100% (184)
My immediate supervisor provides me with constructive suggestions to improve my performance.	2% (4)	5% (10)	13% (23)	32% (58)	48% (89)	100% (184)
My immediate supervisor supports my career development.	2% (4)	2% (4)	17% (31)	28% (52)	51% (93)	100% (184)
If needed, I can go to my immediate supervisor to address my concerns without fear of reprisal.	2% (4)	5% (9)	10% (18)	32% (59)	51% (94)	100% (184)
My immediate supervisor puts the interests of subordinates and subordinates' families above their personal interests.	2% (4)	3% (6)	17% (32)	27% (50)	50% (91)	100% (183)
	<b>5%</b>		<b>12%</b>	<b>82%</b>		

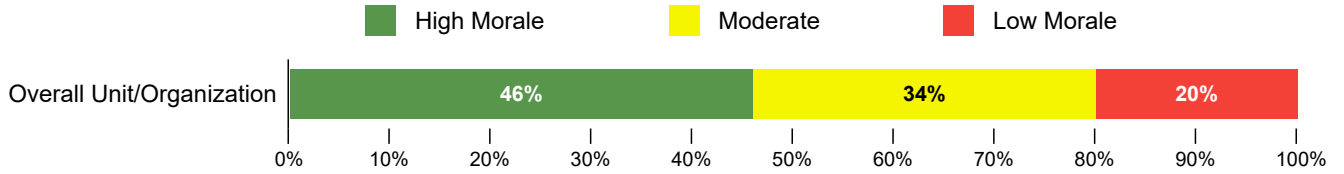
### Leadership Support – Ratings by Paygrade of Immediate Supervisor

This graph displays supportive and non-supportive leadership ratings for immediate supervisors in various paygrades. Data are only displayed if at least five participants provided ratings for supervisors in specific paygrades.



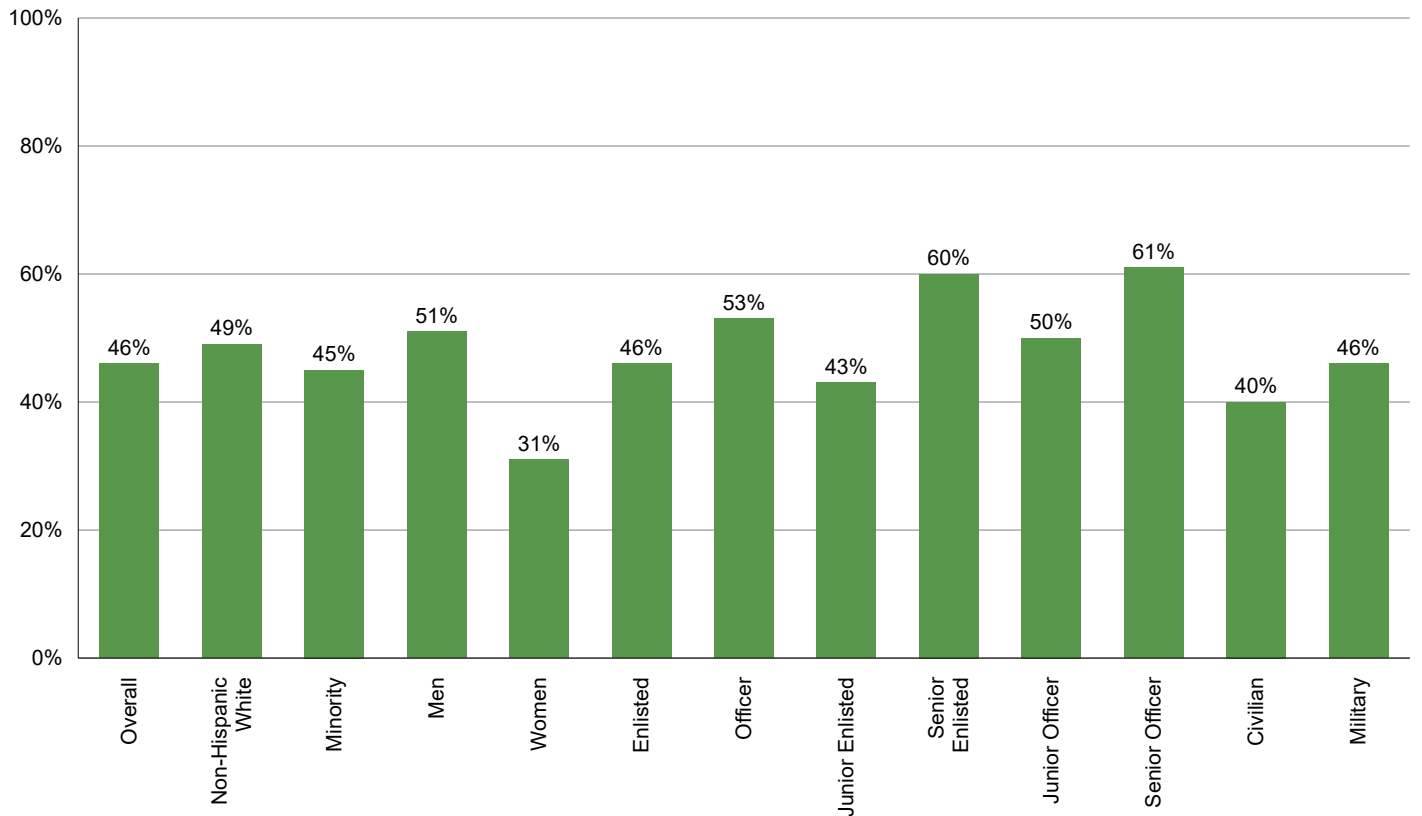
**Morale**

Morale is the confidence, enthusiasm, collective pride, and willingness to persist in the activities of the group. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.



**High Morale by Demographic Category**

This graph displays the percentage of responses that indicated high morale in the organization by demographic category.



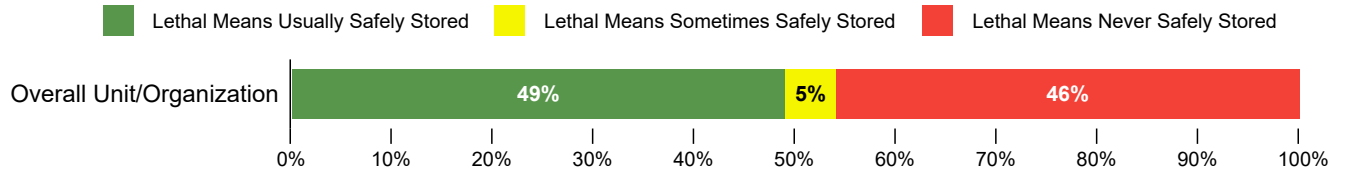
**Morale Item Summary**

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Very low	Low	Moderate	High	Very high	Total
Overall, how would you rate the current level of morale in your unit or organization?	7% (13)	10% (20)	42% (80)	33% (63)	8% (16)	100% (192)
Overall, how would you rate your own current level of morale?	9% (18)	14% (26)	26% (50)	37% (71)	14% (27)	100% (192)
	<b>20%</b>		<b>34%</b>	<b>46%</b>		

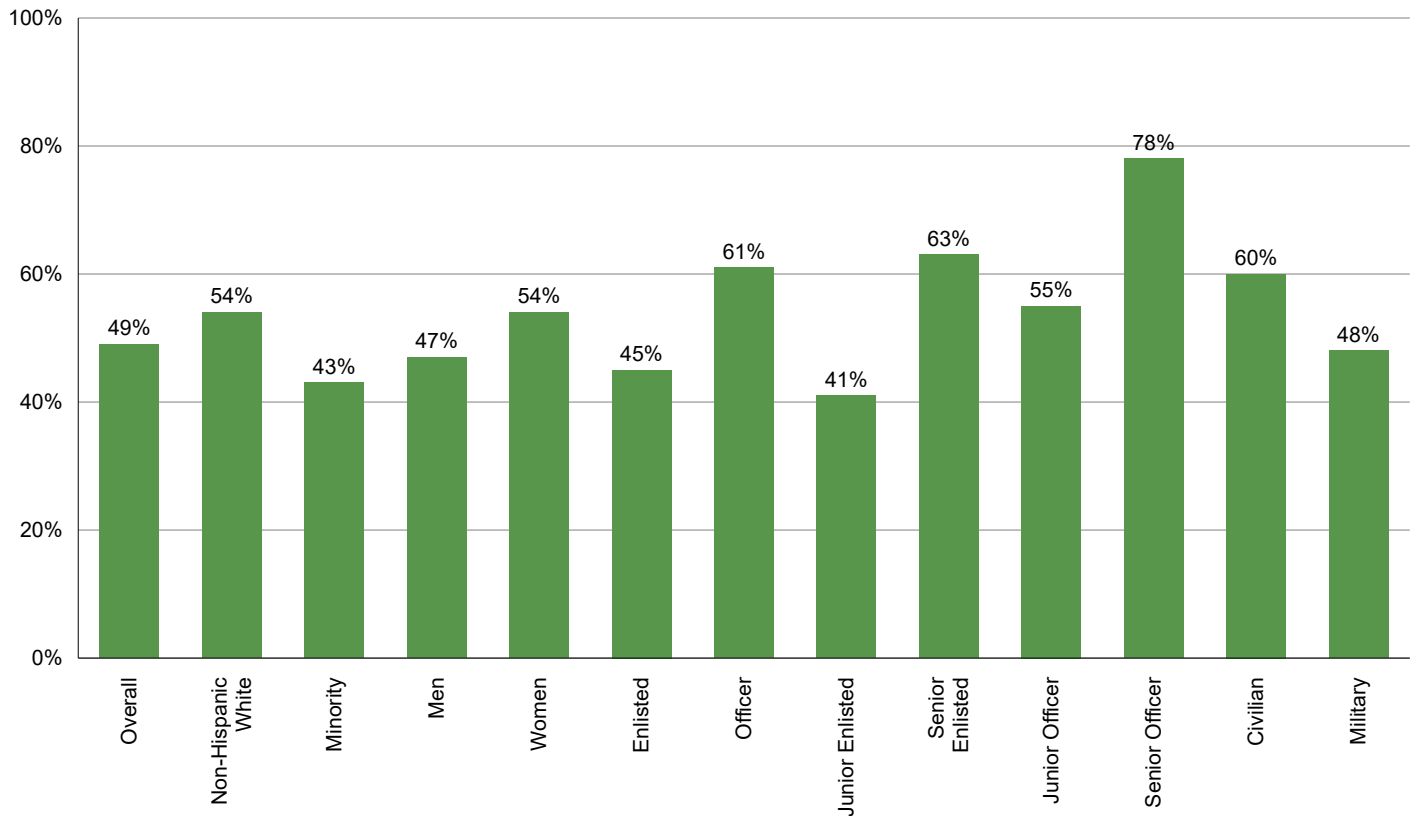
### Safe Storage for Lethal Means

*Safe Storage for Lethal Means* measures how often one keeps objects that can be used to hurt themselves or others, such as firearms and medication, safely stored in their living space. Keeping lethal means safely stored is linked to a lower likelihood of suicide.



### Lethal Means Usually Safely Stored by Demographic Category

This graph displays the percentage who reported lethal means are usually safely stored by demographic category.



### Safe Storage for Lethal Means Item Summary

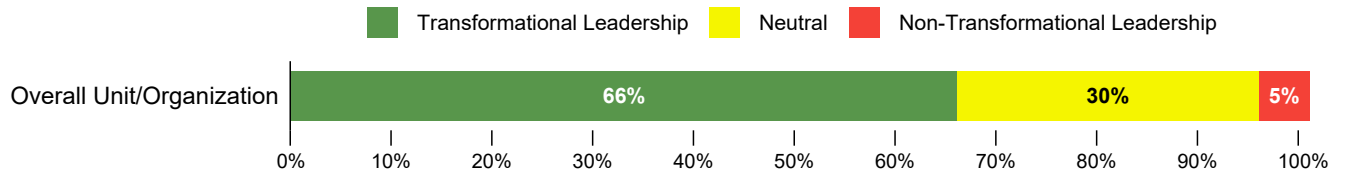
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Always	Total
In general, the hazards in my living space that may be deliberately or accidentally used to harm others or myself, such as poisons, medications, and firearms, are safely stored (for example, locked in a cabinet, unloaded).	46% (78)	2% (4)	3% (5)	6% (10)	43% (73)	100% (170)
	<b>46%</b>	<b>5%</b>		<b>49%</b>		



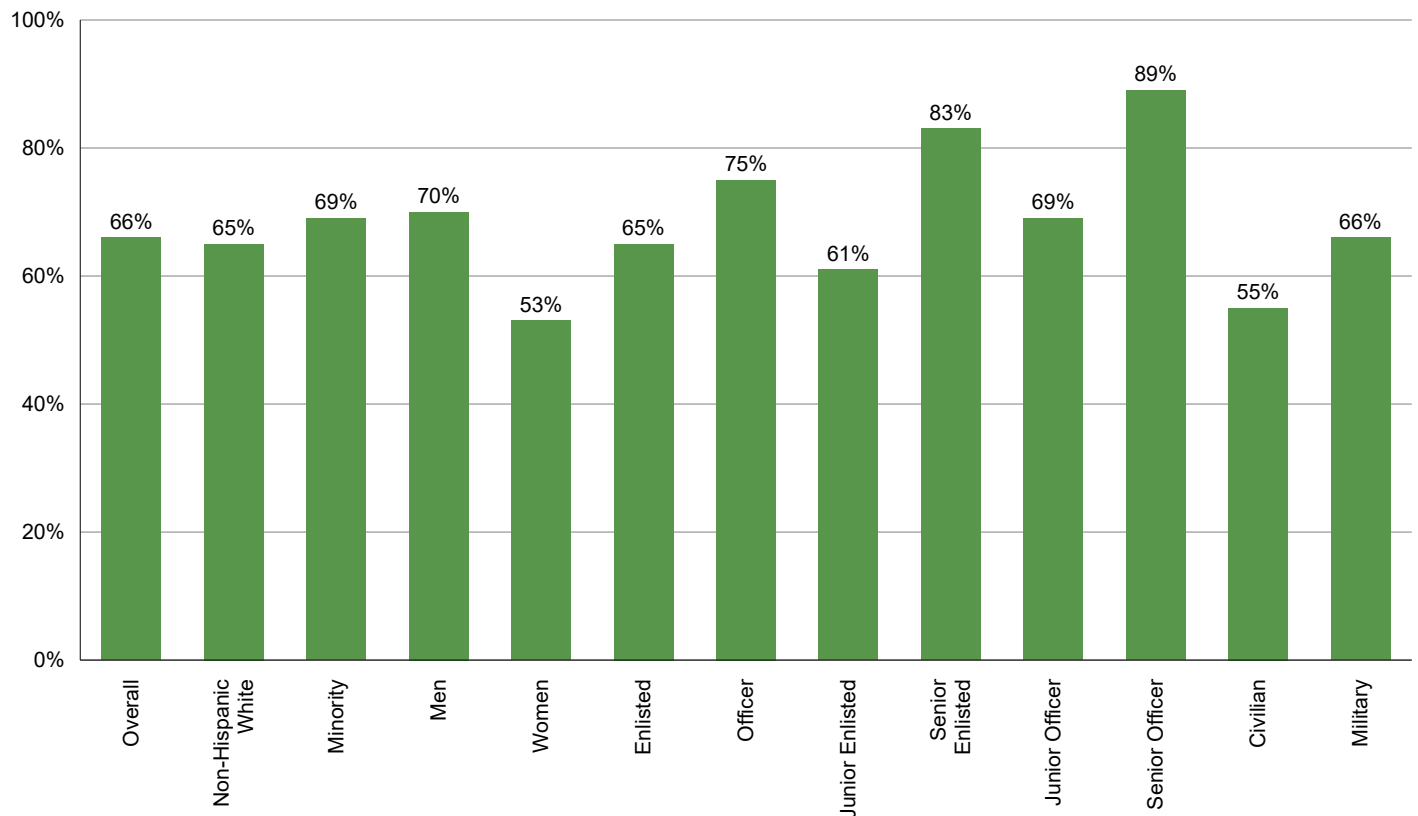
### Transformational Leadership – Ratings for Unit/Organization Leader

This factor measures the perception over the past three months that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was possible. Characteristics of a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Organizations with transformational leaders are linked to improved readiness and higher retention.



### Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a transformational leader by demographic category.



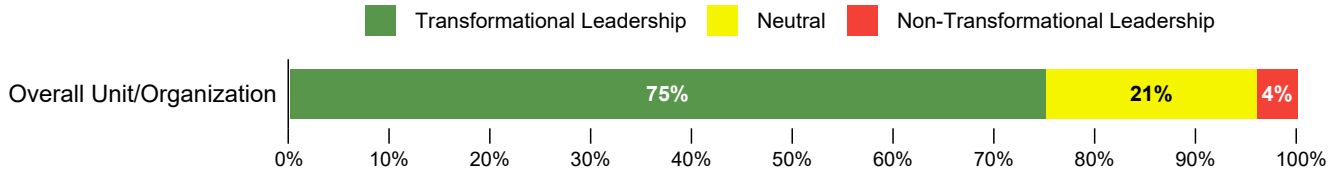
## Transformational Leadership - Ratings for Unit/Organization Leader Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader communicates a clear and motivating vision of the future.	4% (7)	4% (8)	29% (52)	38% (68)	25% (44)	100% (179)
My unit's or organization's leader takes actions that are consistent with my Service's values.	1% (2)	1% (2)	30% (53)	38% (68)	30% (53)	100% (178)
My unit's or organization's leader supports and encourages the development of others.	2% (3)	1% (2)	28% (50)	39% (69)	30% (54)	100% (178)
My unit's or organization's leader encourages their subordinates to think about problems in new ways.	3% (5)	3% (5)	32% (56)	31% (55)	31% (55)	100% (176)
	<b>5%</b>		<b>30%</b>	<b>66%</b>		

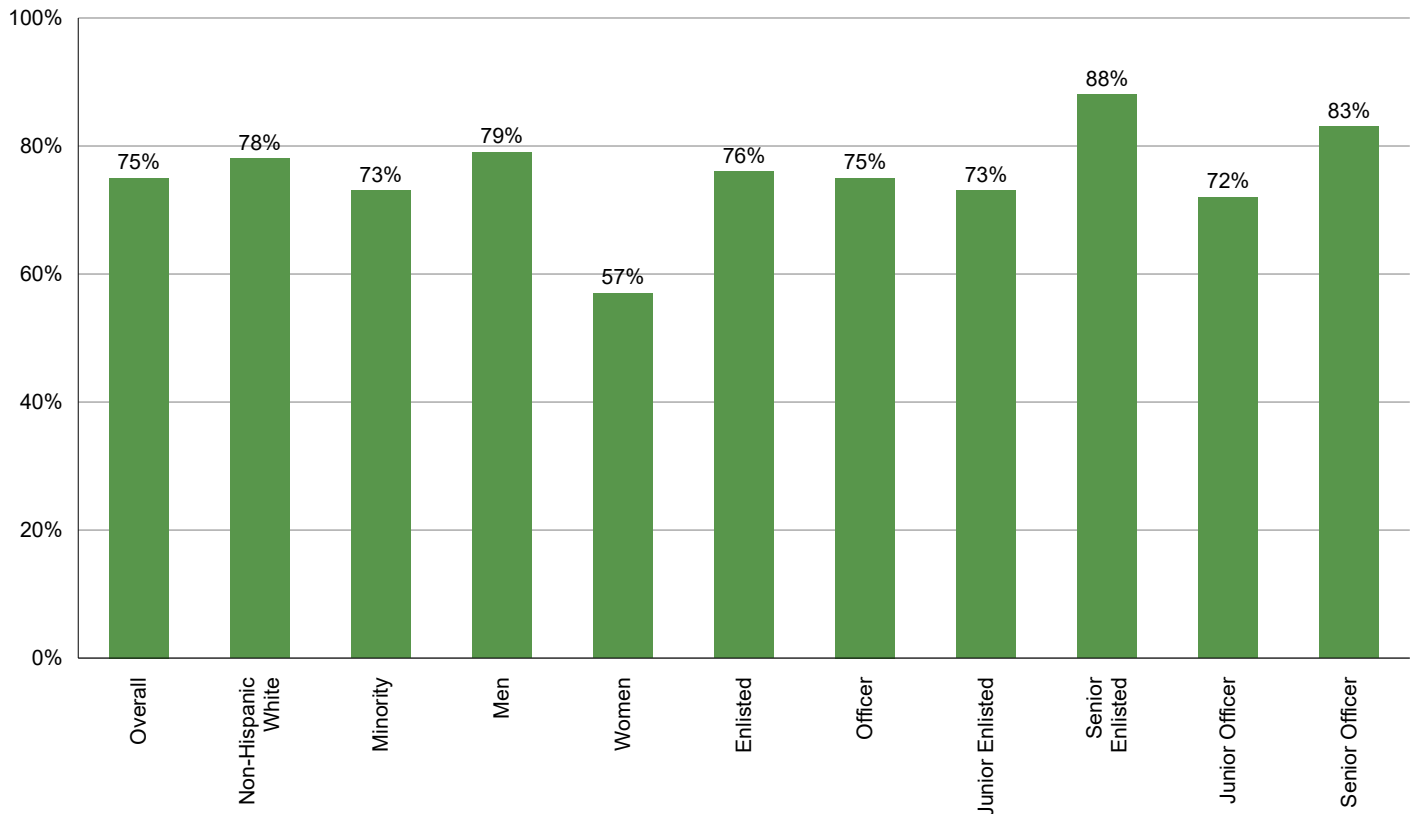
### Transformational Leadership – Ratings for Senior NCO/SEL

This factor measures the perception over the past three months that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was possible. Characteristics of a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Organizations with transformational leaders are linked to improved readiness and higher retention.



### Transformational Leadership – Ratings for Senior NCO/SEL by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO/senior enlisted leader is a transformational leader by demographic category.



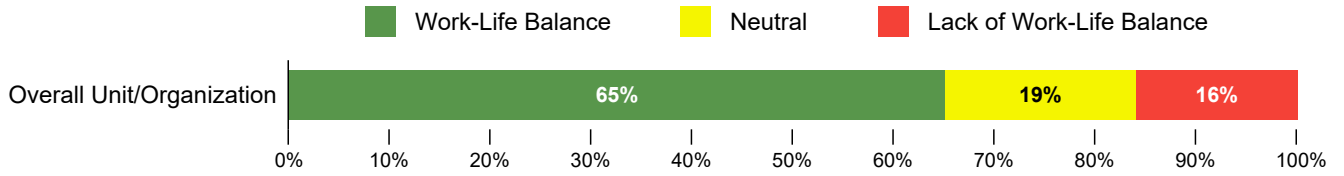
## Transformational Leadership – Ratings for Senior NCO/SEL Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/SEL communicates a clear and motivating vision of the future.	2% (4)	7% (12)	23% (37)	39% (62)	29% (46)	100% (161)
My unit's senior NCO/SEL takes actions that are consistent with my Service's values.	1% (1)	2% (3)	16% (26)	45% (72)	37% (59)	100% (161)
My unit's senior NCO/SEL supports and encourages the development of people in my unit.	1% (1)	2% (3)	19% (31)	39% (62)	39% (63)	100% (160)
My unit's senior NCO/SEL encourages people in my unit to think about problems in new ways.	0% (0)	1% (2)	26% (42)	36% (58)	36% (58)	100% (160)
	4%		21%	75%		

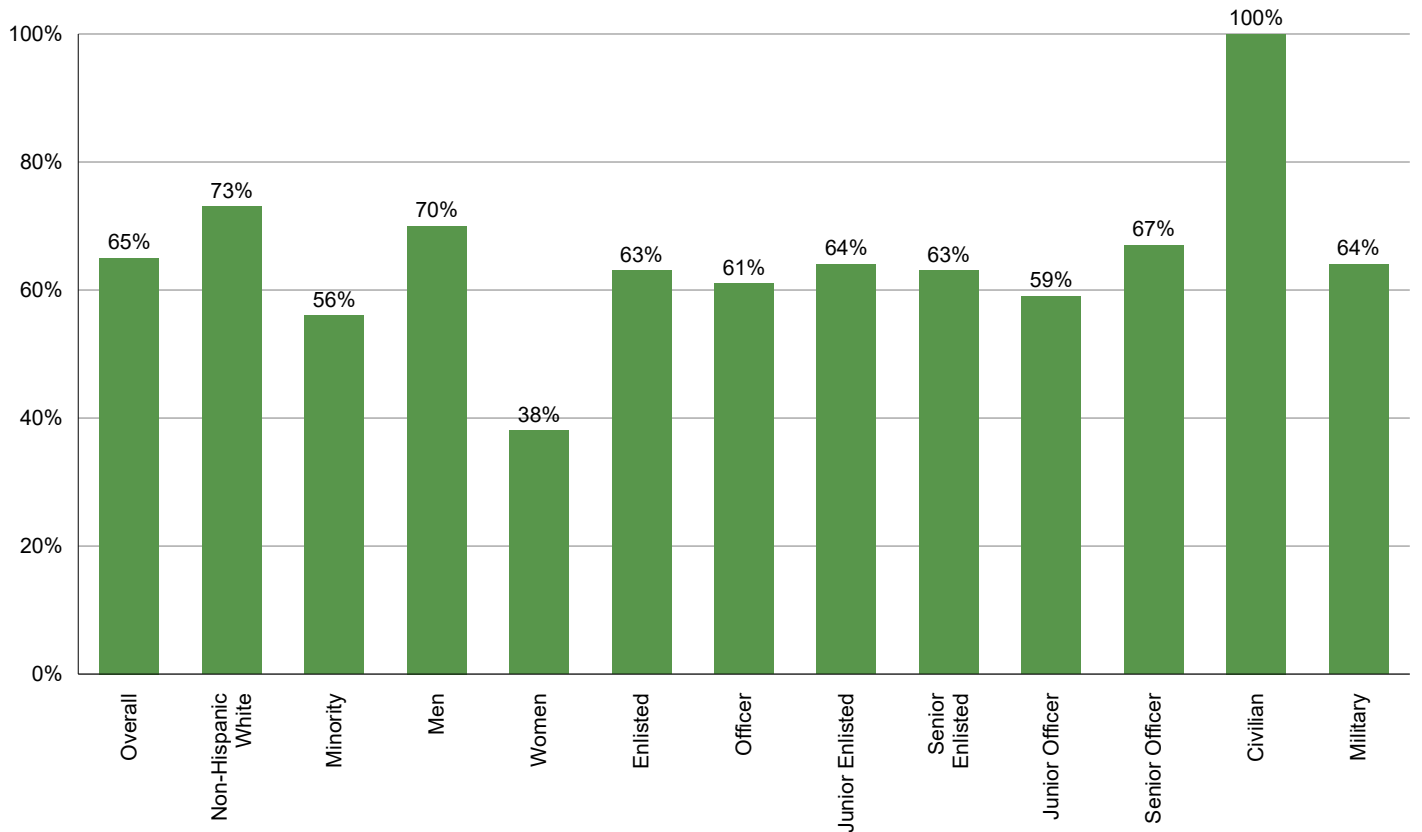
### Work-Life Balance

This factor measures one’s perception that the demands of their work and personal life are compatible. A work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicide.



### Work-Life Balance by Demographic Category

This graph displays the percentage who reported having a work-life balance by demographic category.



## Work-Life Balance Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

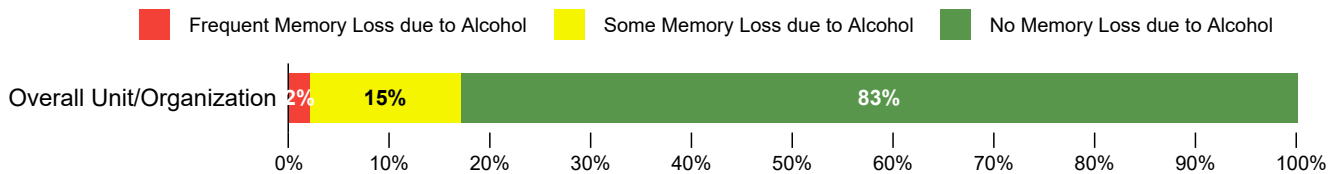
Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I can easily balance the demands of my work and personal life (or Academy/Preparatory School life).	7% (14)	8% (16)	19% (37)	44% (84)	21% (40)	100% (191)
	<b>16%</b>		<b>19%</b>	<b>65%</b>		

## RISK FACTORS

These factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher unfavorable ratings on risk factors are linked to a higher likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault and are also linked to a lower likelihood of positive outcomes, such as improved performance or readiness and higher retention. This section shows the results for each risk factor, including all factor ratings, unfavorable ratings by demographic categories (e.g., men and women, non-Hispanic White and minority), and detailed results for the questions related to each factor (i.e., item summary). You may see an alert icon for some of your factor ratings, which indicates that the unfavorable rating for that factor is very high compared to others in your Service component and may require action.

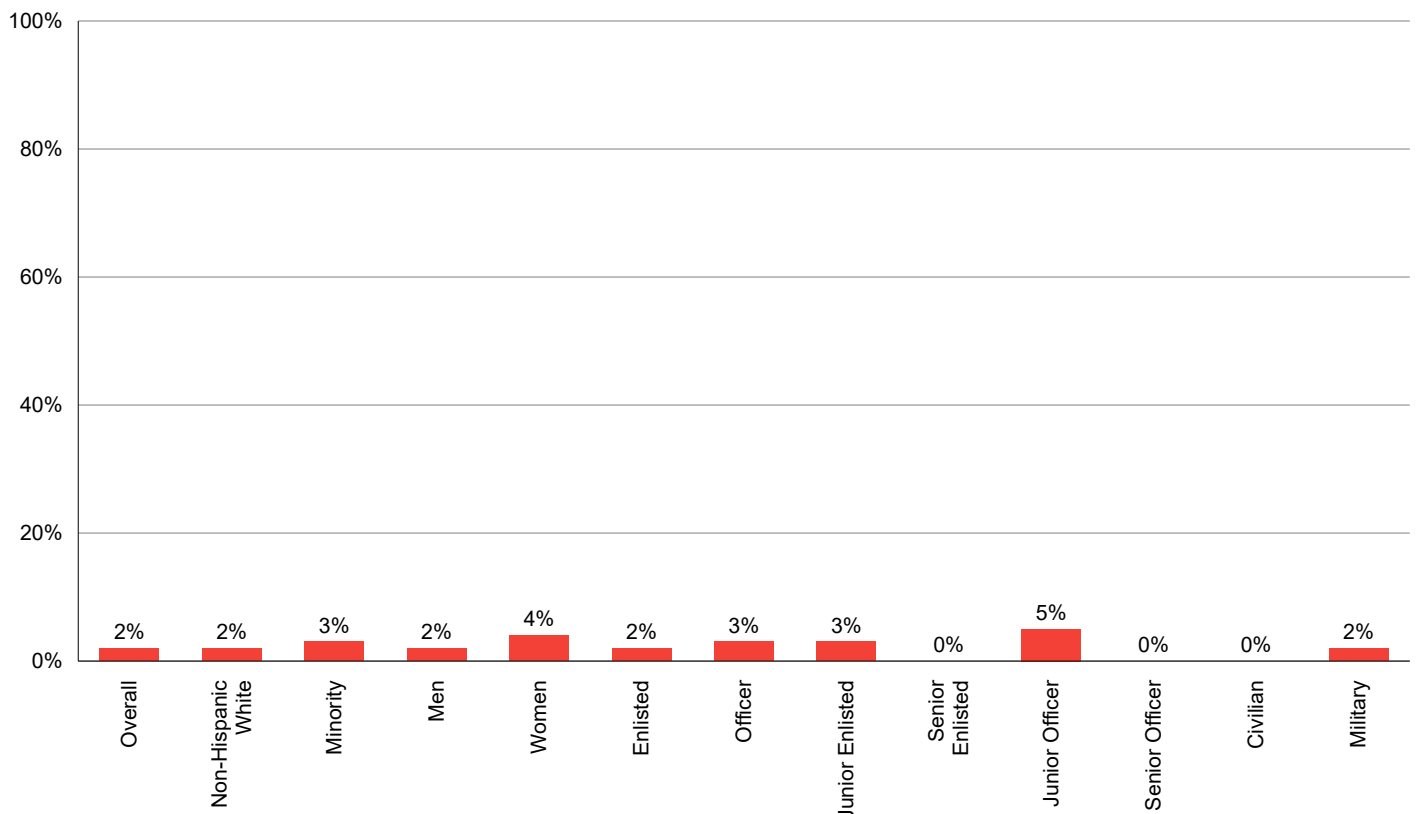
### Alcohol Impairing Memory

*Alcohol Impairing Memory* measures how often, during the last 12 months, one was unable to remember what happened the night before due to drinking alcohol. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.



### Frequent Alcohol Memory Loss by Demographic Category

This graph displays the percentage who reported frequent memory loss during the past 12 months due to alcohol consumption by demographic category.



**Alcohol Impairing Memory Item Summary**

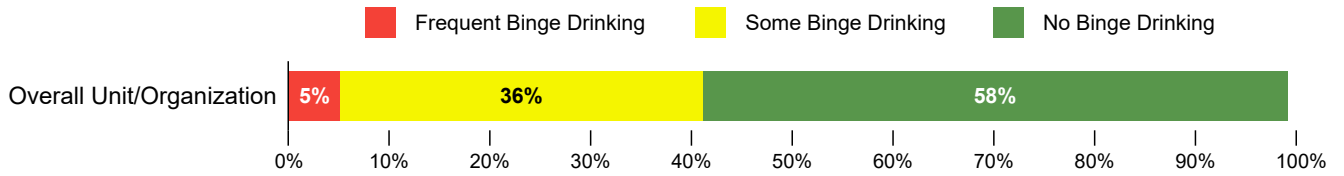
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
During the past 12 months, how often have you been unable to remember what happened the night before because you had been drinking?	83% (142)	12% (21)	2% (4)	2% (4)	0% (0)	100% (171)
	83%	15%		2%		



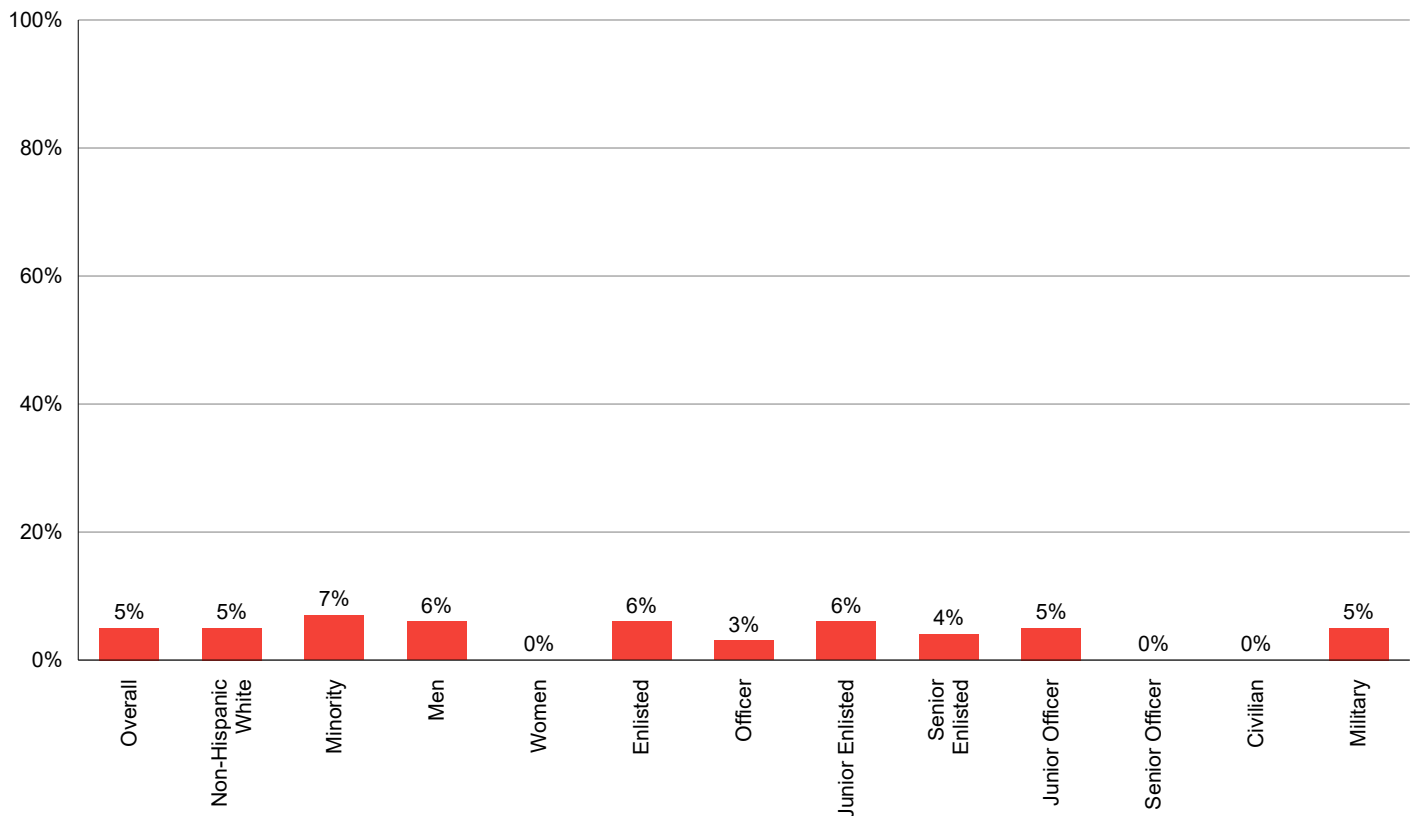
## Binge Drinking

*Binge Drinking* measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) on one occasion. This pattern of drinking alcohol within 2 hours brings blood alcohol concentration (BAC) to 0.08 percent or higher for typical adults. Frequent binge drinking is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.



## Frequent Binge Drinking by Demographic Category

This graph displays the percentage who reported frequent binge drinking by demographic category.



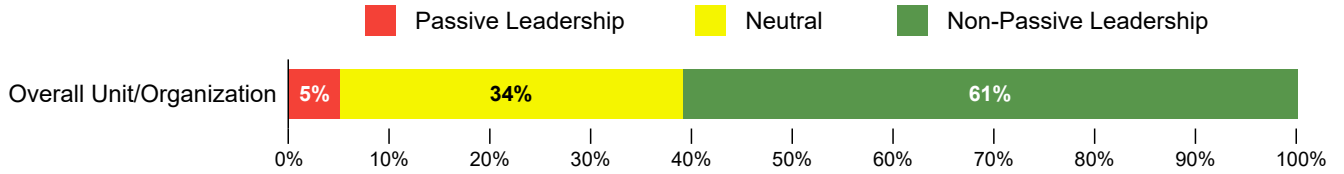
**Binge Drinking Item Summary**

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
How often do you have four or more drinks (if you are a woman) or five or more drinks (if you are a man) on one occasion?	58% (100)	27% (47)	9% (15)	5% (9)	0% (0)	100% (171)
	<b>58%</b>	<b>36%</b>		<b>5%</b>		

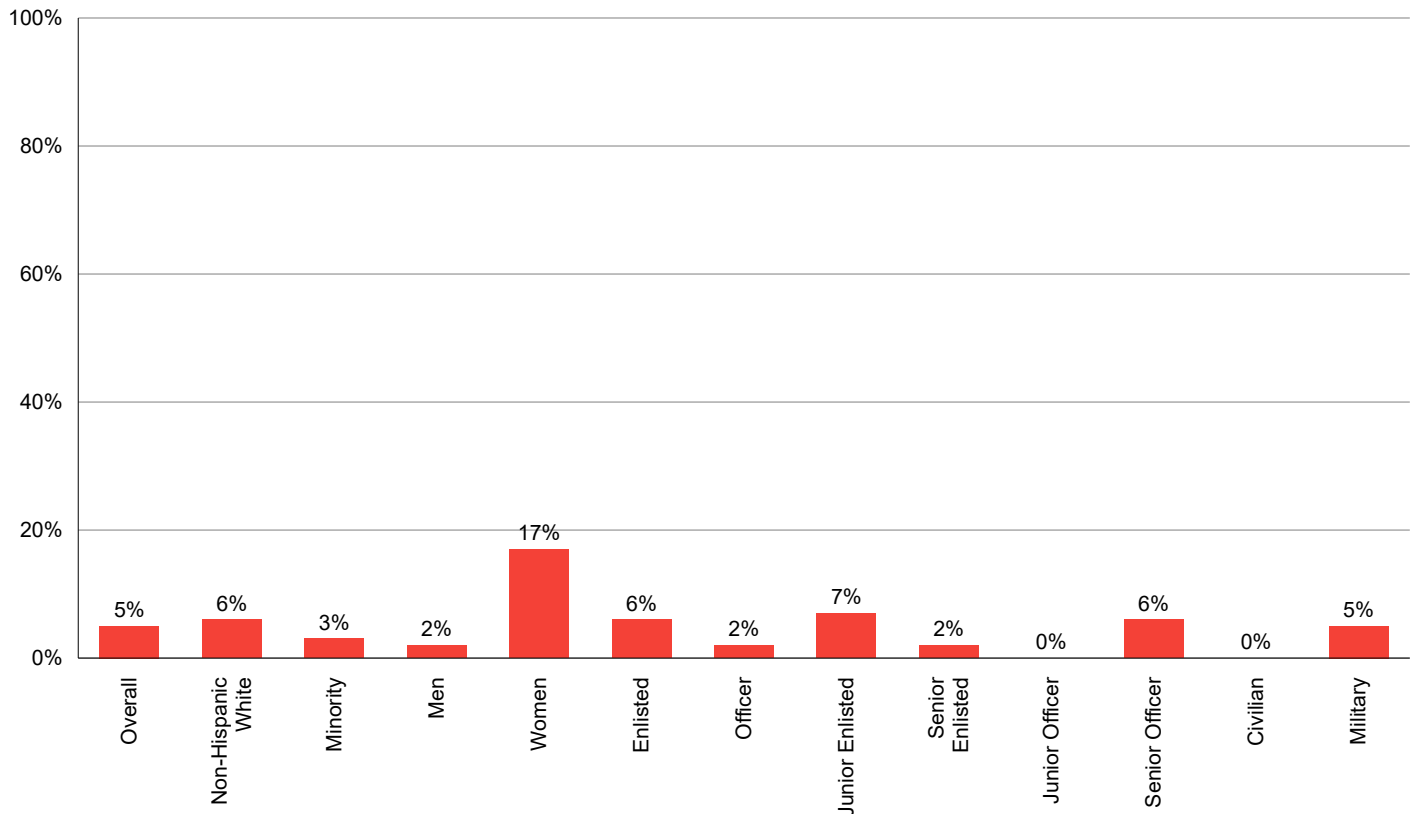
### Passive Leadership - Ratings for Unit/Organization Leader

This factor measures the perception over the past three months that leaders avoid decisions, do not respond to problems, fail to follow up, hesitate to act, and are absent when needed. Organizations with passive leaders are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.



### Passive Leadership - Ratings for Unit/Organization Leader by Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a passive leader by demographic category.



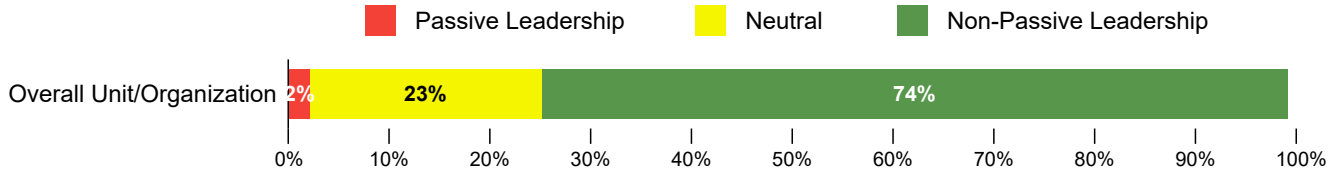
### Passive Leadership - Ratings for Unit/Organization Leader Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader takes early action in addressing problems.	2% (3)	4% (7)	33% (58)	36% (64)	25% (45)	100% (177)
My unit's or organization's leader addresses problems when they are brought to their attention.	2% (3)	2% (3)	36% (63)	33% (58)	28% (50)	100% (177)
	<b>5%</b>		<b>34%</b>	<b>61%</b>		

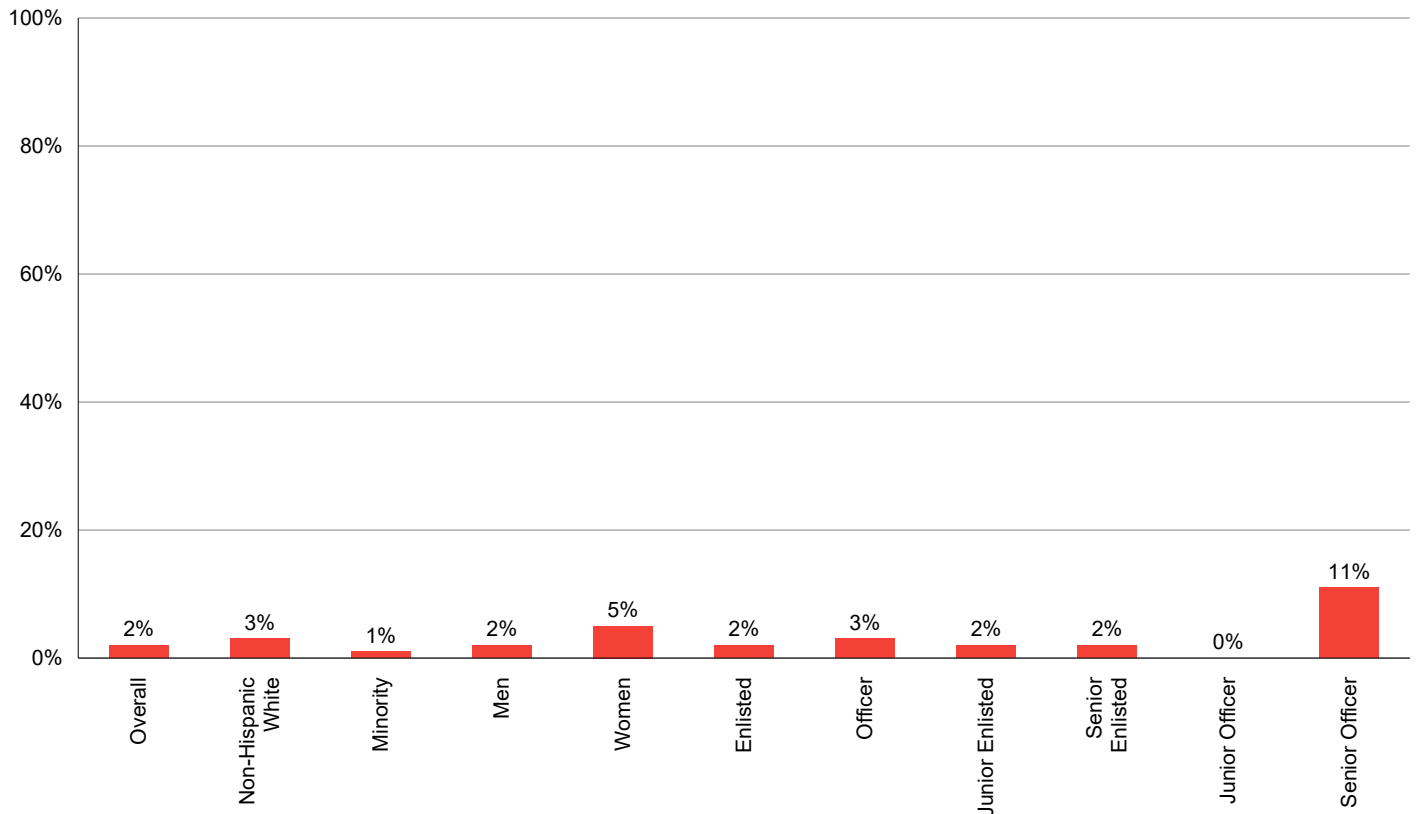
### Passive Leadership - Ratings for Senior NCO/SEL

This factor measures the perception over the past three months that leaders avoid decisions, do not respond to problems, fail to follow up, hesitate to act, and are absent when needed. Organizations with passive leaders are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.



### Passive Leadership – Ratings for Senior NCO/SEL by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO/senior enlisted leader is a passive leader by demographic category.



### Passive Leadership – Ratings for Senior NCO/SEL Item Summary

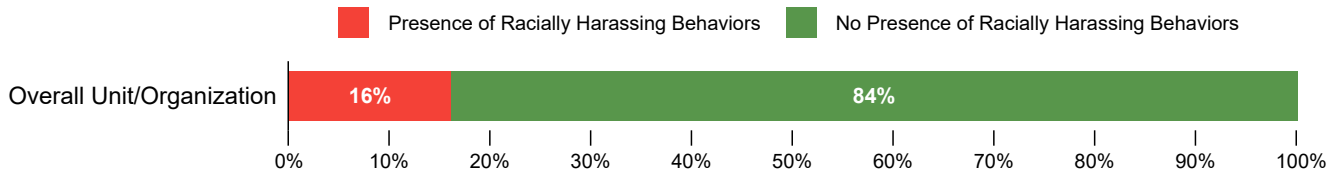
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/SEL takes early action in addressing problems.	1% (2)	2% (3)	25% (40)	37% (59)	35% (57)	100% (161)
My unit's senior NCO/SEL addresses problems when brought to their attention.	1% (1)	1% (2)	22% (35)	39% (62)	38% (60)	100% (160)
	<b>2%</b>		<b>23%</b>	<b>74%</b>		

### Racially Harassing Behaviors

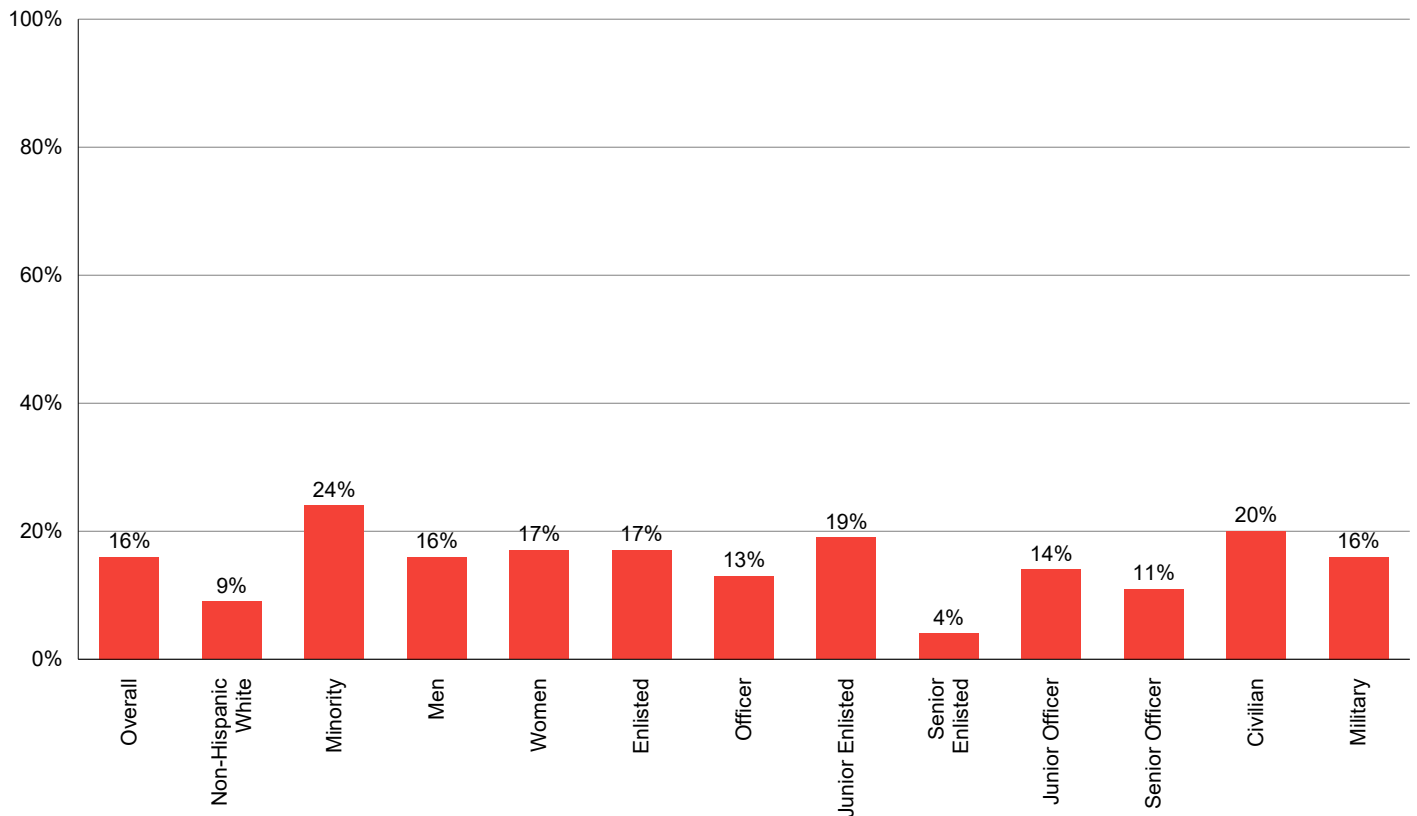
This factor measures unwelcome or offensive experiences of individuals based on their race, color, religion, and/or national origin that occurred over the past three months. These behaviors create a workplace that is intimidating, hostile, offensive, or unreasonably intrusive for individuals in protected race and ethnic categories. These behaviors are a subset of the 24 behaviors used to create DoD’s official past-year prevalence estimates of racial/ethnic harassment and discrimination as measured by the Workplace Equal Opportunity Surveys.

The presence of racially harassing behaviors in organizations is linked to a higher likelihood of racial/ethnic harassment and discrimination, sexual harassment, and suicide, as well as lower levels of readiness and retention.



### Presence of Racially Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of racially harassing behaviors in their organization by demographic category.



## Racially Harassing Behaviors Item Summary

This factor is calculated based on how each individual responded to the set of questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If participants reported experiencing any behavior *Rarely*, *Sometimes*, or *Often*, they are included in the percent reporting a "presence of behavior." If participants reported *Never* experiencing all or at least half of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*), they are included in the percent reporting "no presence of behavior."

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

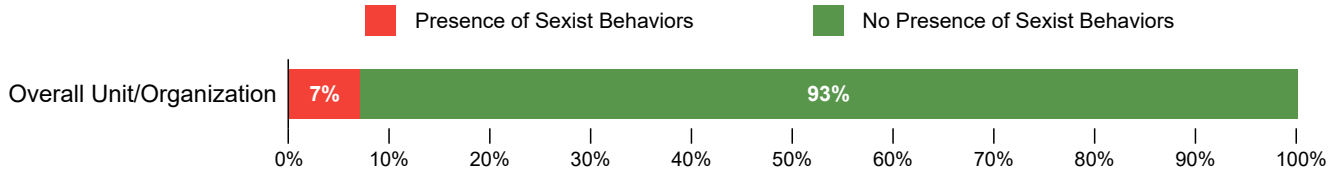
Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell racial/ethnic jokes that make you uncomfortable, angry, or upset?	89% (170)	4% (8)	4% (8)	2% (4)	100% (190)
How often does someone from your unit or organization express stereotypes about your racial/ethnic group that make you uncomfortable, angry, or upset?	89% (171)	6% (11)	4% (7)	2% (3)	100% (192)
How often does someone from your unit or organization use offensive racial/ethnic terms that make you uncomfortable, angry, or upset?	89% (169)	7% (14)	3% (6)	1% (1)	100% (190)
How often does someone from your unit or organization make insults about racial/ethnic groups that make you uncomfortable, angry, or upset?	91% (173)	6% (12)	3% (5)	1% (1)	100% (191)
How often does someone from your unit or organization show you a lack of respect because of your race/ethnicity?	89% (171)	8% (15)	3% (5)	1% (1)	100% (192)
	84%	16%			



### Sexist Behaviors

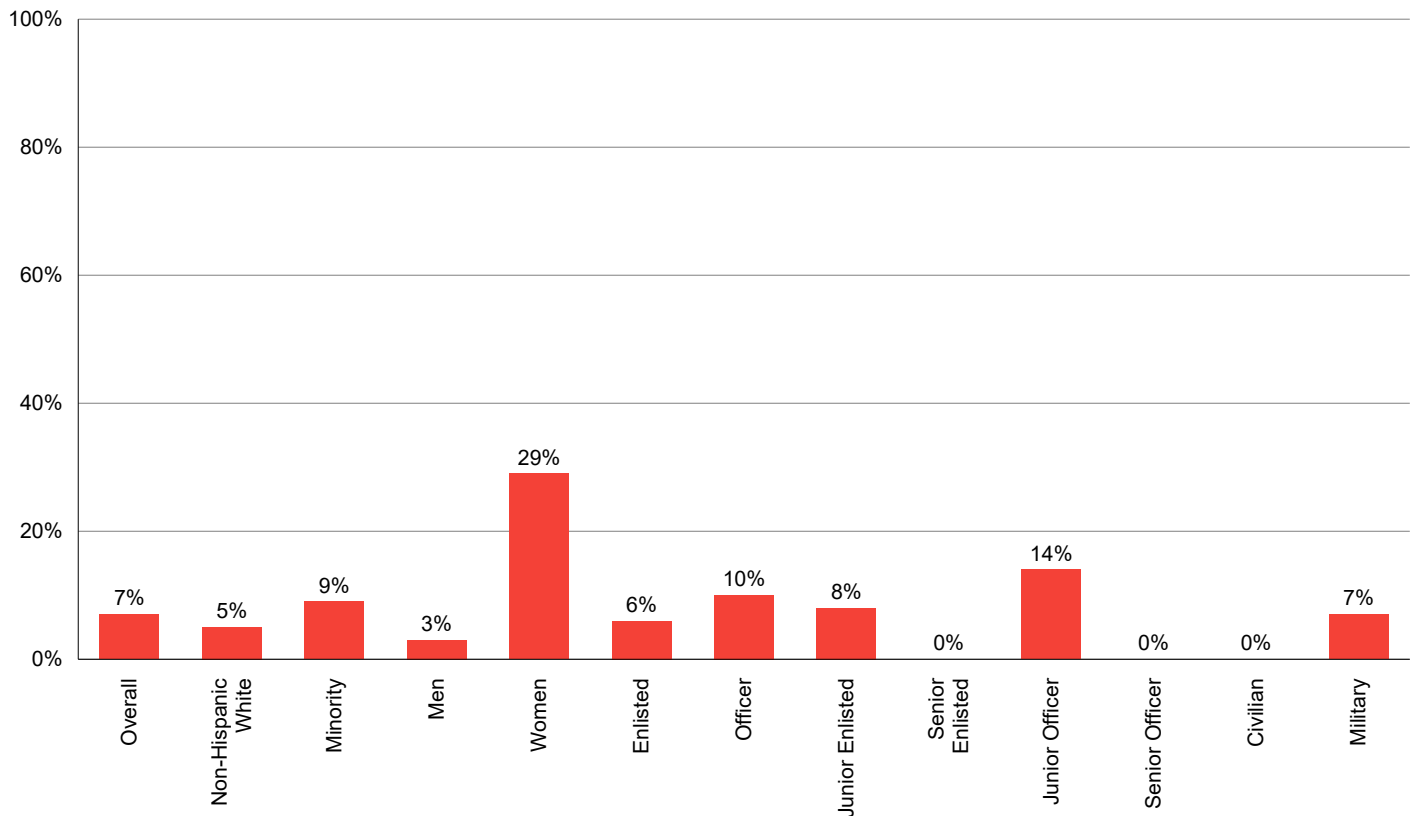
This factor measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender that occurred over the past three months. Sexist behaviors also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the perceived gender of the individual. These behaviors are similar to DoD’s policy definition of gender discrimination, but it is important to note the policy definition requires the behaviors to limit or harm the victim’s career and this is not measured on the DEOCS.

The presence of sexist behaviors in organizations is linked to a higher likelihood of sexual harassment and sexual assault, as well as lower levels of readiness and retention.



### Presence of Sexist Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexist behaviors in their organization by demographic category.



### Sexist Behaviors Item Summary

For this factor, if participants reported experiencing these behaviors *Rarely*, *Sometimes*, or *Often*, they are included in the percent reporting a "presence of behavior." If participants reported *Never* experiencing these behaviors, they are included in the percent reporting "no presence of behavior."

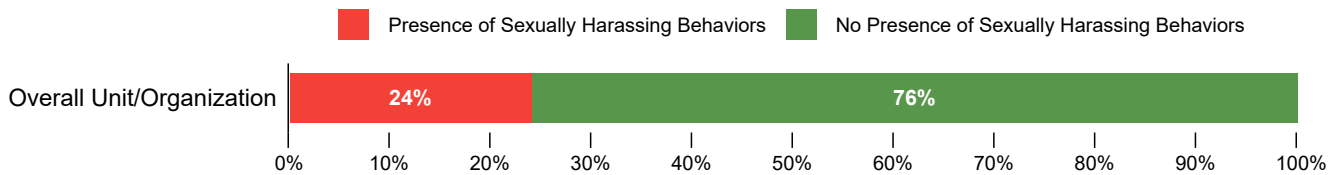
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization mistreat, ignore, exclude, or insult you because of your gender?	93% (179)	5% (9)	2% (3)	1% (1)	100% (192)
	93%	7%			

### Sexually Harassing Behaviors

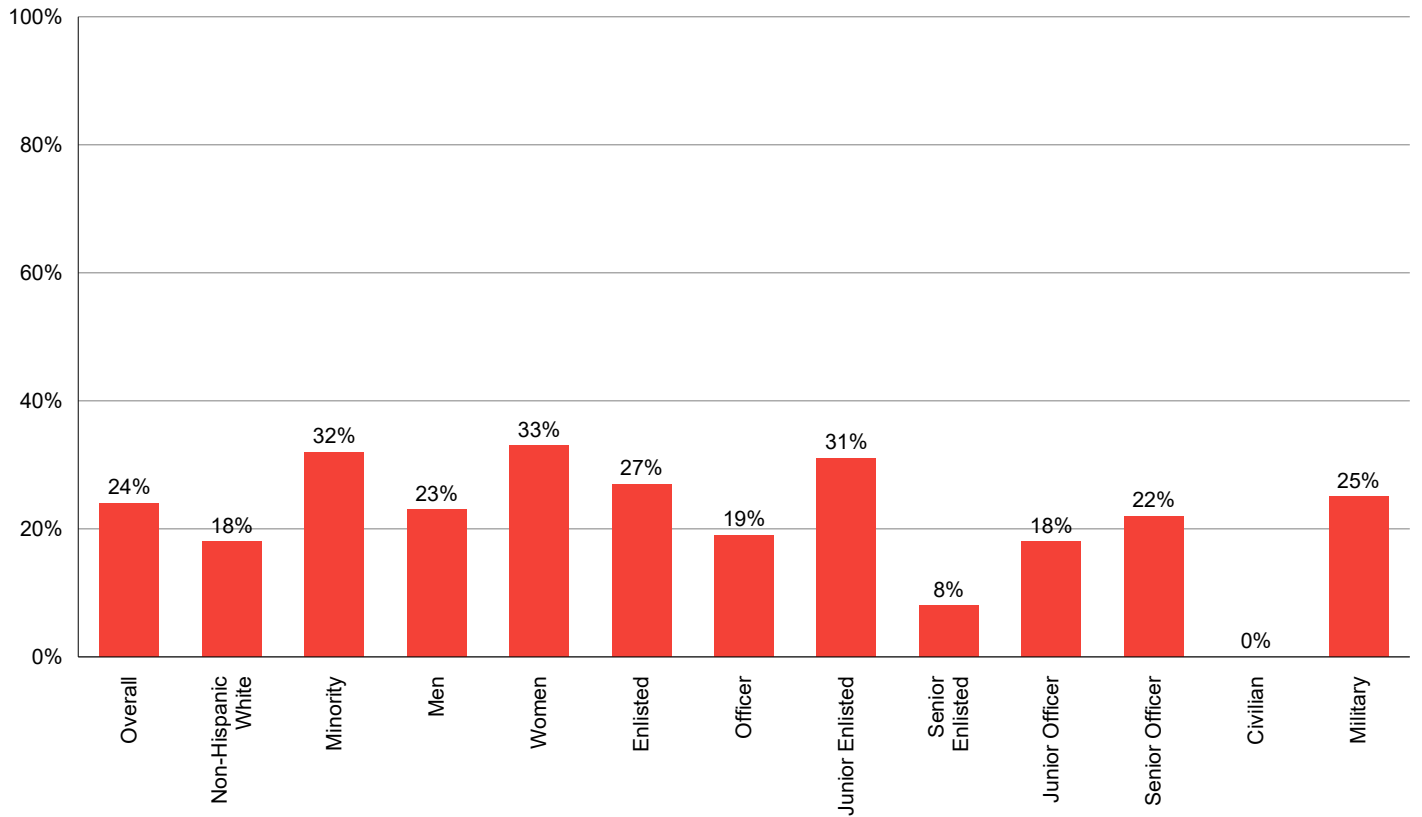
This factor measures unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature that occurred over the past three months. These behaviors are similar to DoD’s policy definition of sexual harassment, but it is important to note the policy definition requires the behaviors to be sufficiently persistent and severe and this is not measured on the DEOCS.

The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of sexual harassment, racial/ethnic harassment and discrimination, sexual assault, suicide, as well as lower levels of readiness and retention.



### Presence of Sexually Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexually harassing behaviors in their organization by demographic category.



## Sexually Harassing Behaviors Item Summary

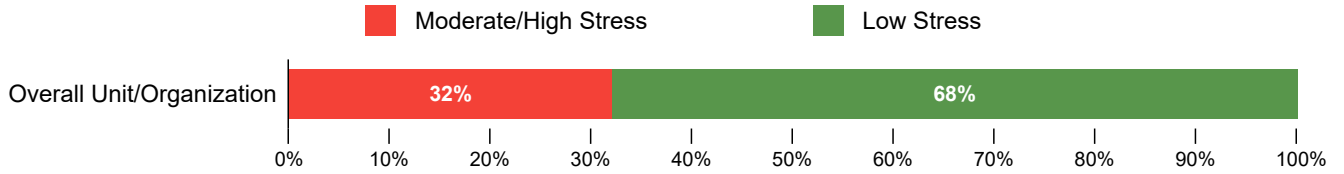
This factor is calculated based on how each individual responded to the set of questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If participants reported experiencing any behavior *Rarely*, *Sometimes*, or *Often*, they are included in the percent reporting a "presence of behavior." If participants reported *Never* experiencing all or at least half of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*), they are included in the percent reporting "no presence of behavior."

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell sexual jokes that make you uncomfortable, angry, or upset?	83% (159)	12% (22)	3% (6)	2% (4)	100% (191)
How often does someone from your unit or organization embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	85% (163)	9% (17)	5% (9)	2% (3)	100% (192)
How often does someone from your unit or organization display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset? Do not include materials you may have received as part of your professional duties (for example, as a criminal investigator).	96% (184)	3% (5)	1% (1)	1% (1)	100% (191)
How often does someone from your unit or organization ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?	92% (176)	7% (13)	2% (3)	0% (0)	100% (192)
How often does someone from your unit or organization make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	92% (177)	5% (9)	3% (5)	1% (1)	100% (192)
How often does someone from your unit or organization make attempts to establish unwanted romantic or sexual relationships with you? These attempts could range from asking you out on a date to asking you for sex or a "hookup."	95% (182)	4% (7)	2% (3)	0% (0)	100% (192)
How often does someone from your unit or organization intentionally touch you in unwanted sexual ways?	96% (184)	3% (6)	1% (1)	0% (0)	100% (191)
	76%	24%			

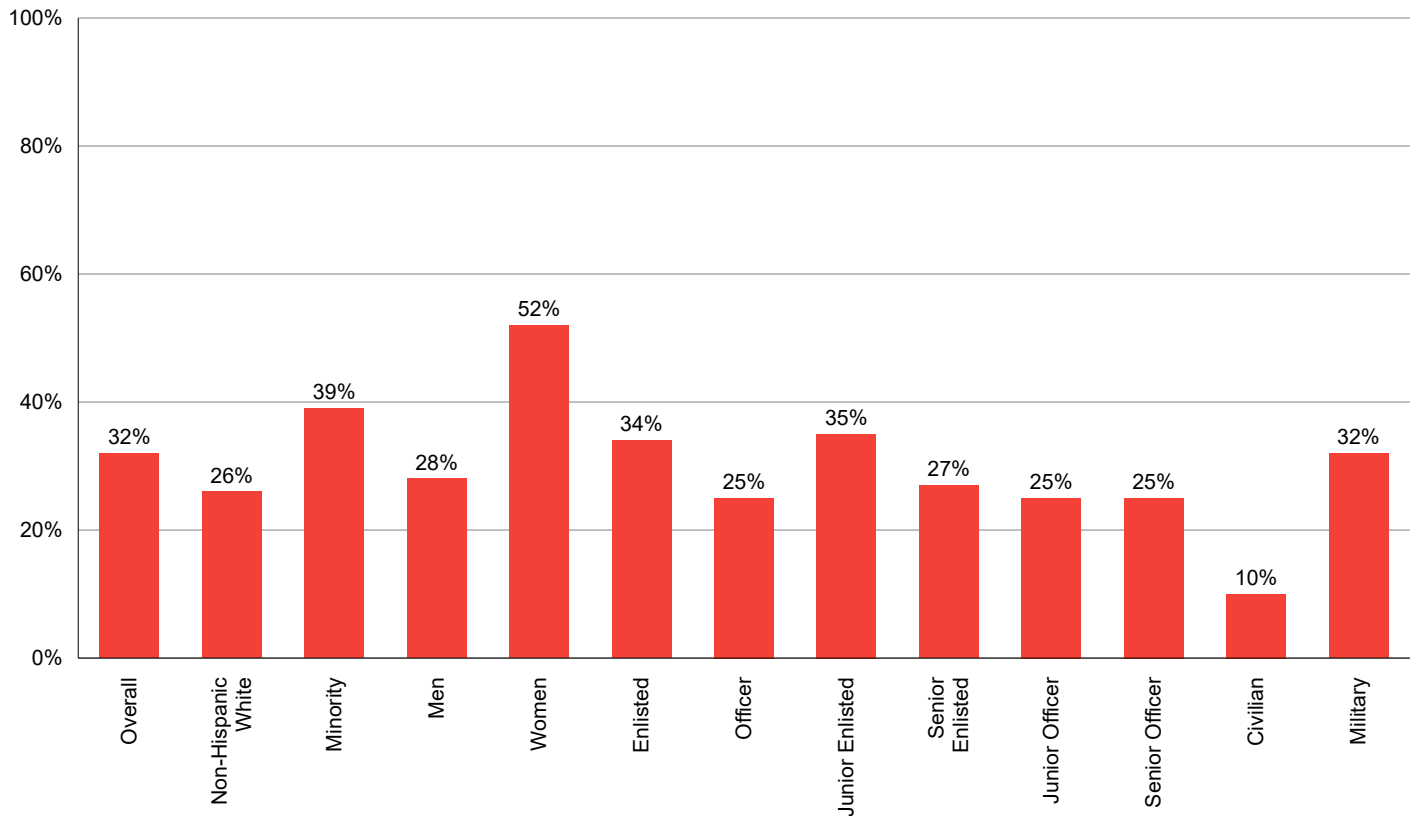
### Stress

Stress measures the feeling of emotional strain or pressure over the past month. Stressed individuals may feel unable to predict or influence valued and prominent aspects of their lives. Higher levels of stress are linked to a higher likelihood of suicide, as well as lower levels of readiness and retention.



### Moderate/High Stress by Demographic Category

This graph displays the percentage of responses that indicated moderate or high stress by demographic category.



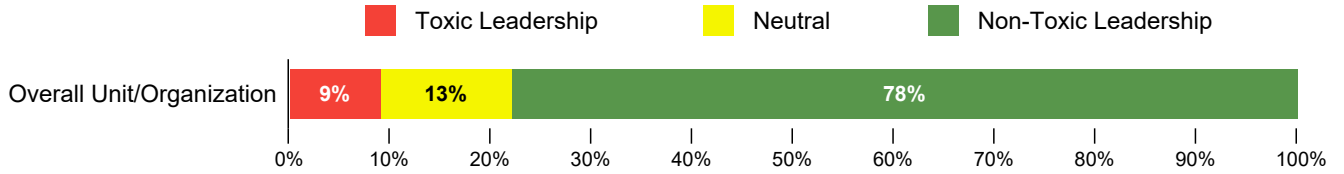
**Stress Item Summary**

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
In the past month, how often have you felt nervous or stressed?	24% (42)	25% (44)	28% (48)	23% (40)	100% (174)
In the past month, how often have you felt that you were unable to control the important things in your life?	44% (76)	31% (53)	12% (21)	13% (22)	100% (172)
In the past month, how often have you been angered because of things that were outside of your control?	41% (69)	29% (49)	20% (34)	11% (18)	100% (170)
In the past month, how often have you found that you could not cope with all of the things you had to do?	60% (102)	20% (35)	12% (21)	8% (13)	100% (171)
	<b>68%</b>		<b>32%</b>		

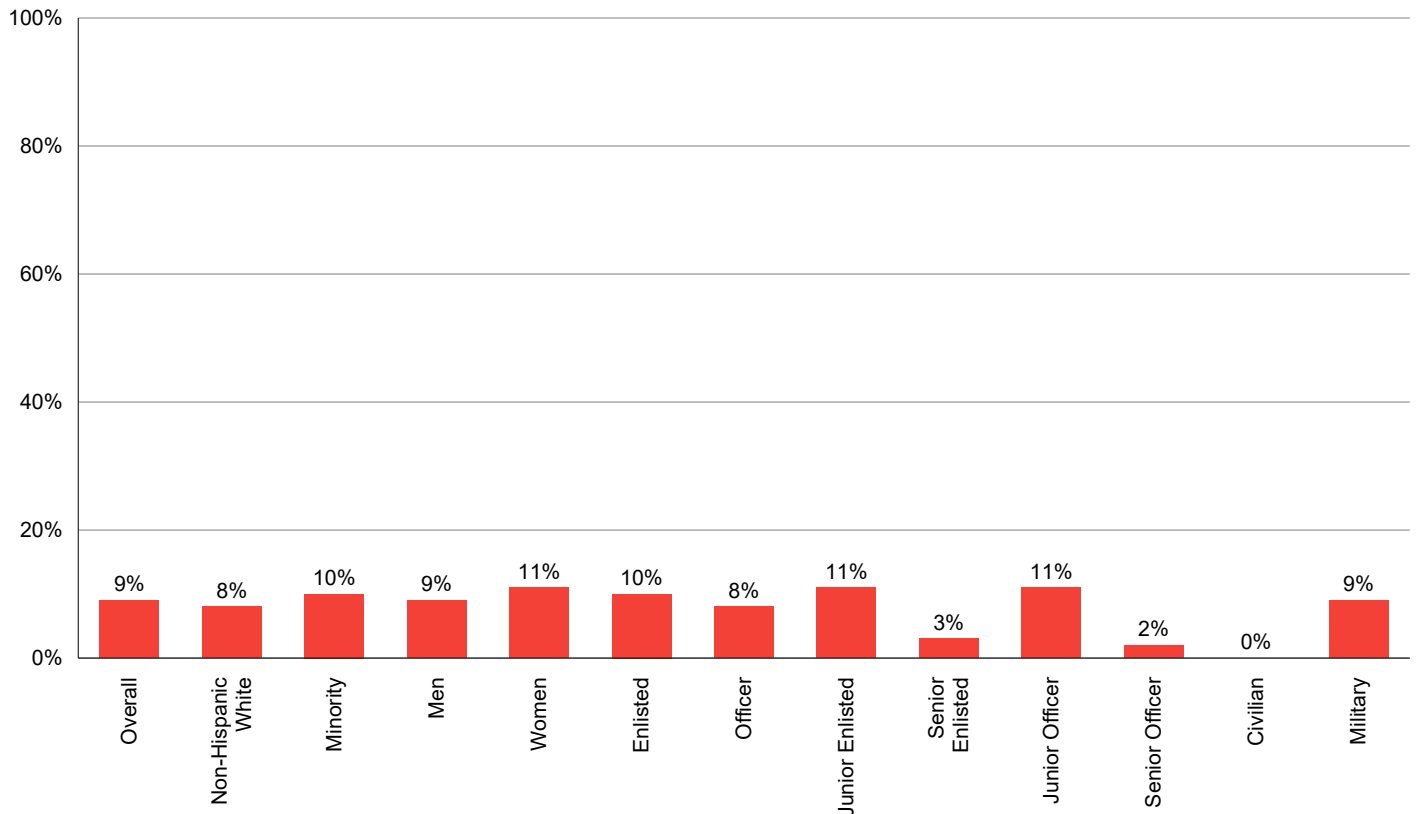
### Toxic Leadership - Ratings for All Immediate Supervisors

This factor measures the perception over the past three months that leaders disregard subordinate input, defy logic or predictability, and have self-promoting tendencies. *Toxic Leadership* also includes behaviors that are demeaning, marginalizing, degrading, coercive and/or deceptive. Organizations with toxic leaders are linked to a higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.



### Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a toxic leader by demographic category.



## Toxic Leadership – Ratings for All Immediate Supervisors Item Summary

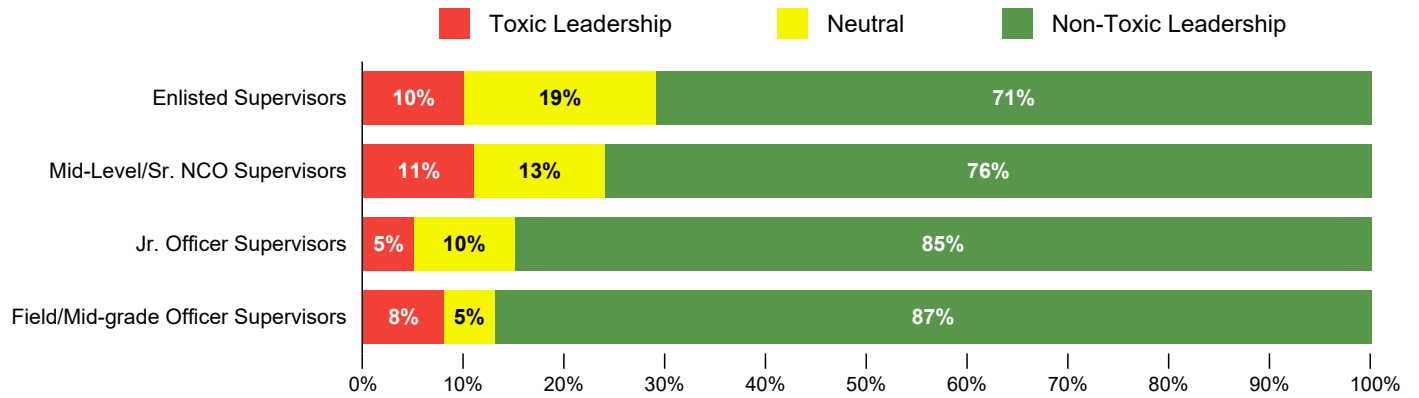
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor ridicules subordinates.	48% (87)	26% (48)	13% (24)	7% (12)	7% (12)	100% (183)
My immediate supervisor has explosive outbursts.	58% (105)	26% (47)	10% (19)	3% (5)	3% (6)	100% (182)
My immediate supervisor has a sense of personal entitlement.	51% (93)	25% (45)	16% (29)	4% (8)	3% (6)	100% (181)
My immediate supervisor acts only in the best interest of their own advancement.	51% (93)	29% (53)	11% (20)	6% (10)	3% (5)	100% (181)
My immediate supervisor ignores ideas that are contrary to their own.	47% (85)	29% (52)	13% (24)	7% (12)	3% (6)	100% (179)
	<b>78%</b>		<b>13%</b>	<b>9%</b>		



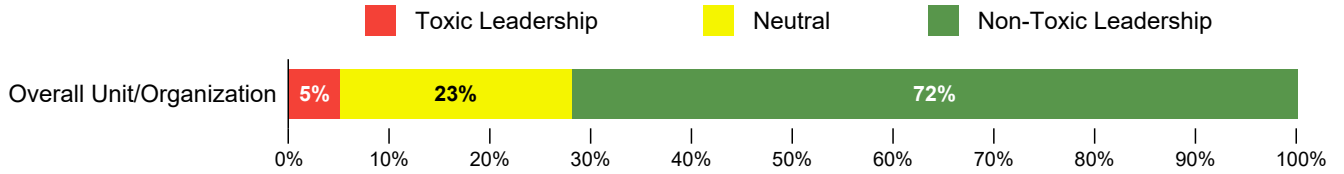
### Toxic Leadership - Ratings by Paygrade of Immediate Supervisor

This graph displays toxic and non-toxic leadership ratings for immediate supervisors in various paygrades. Data are only displayed if at least five participants provided ratings for supervisors in specific paygrades.



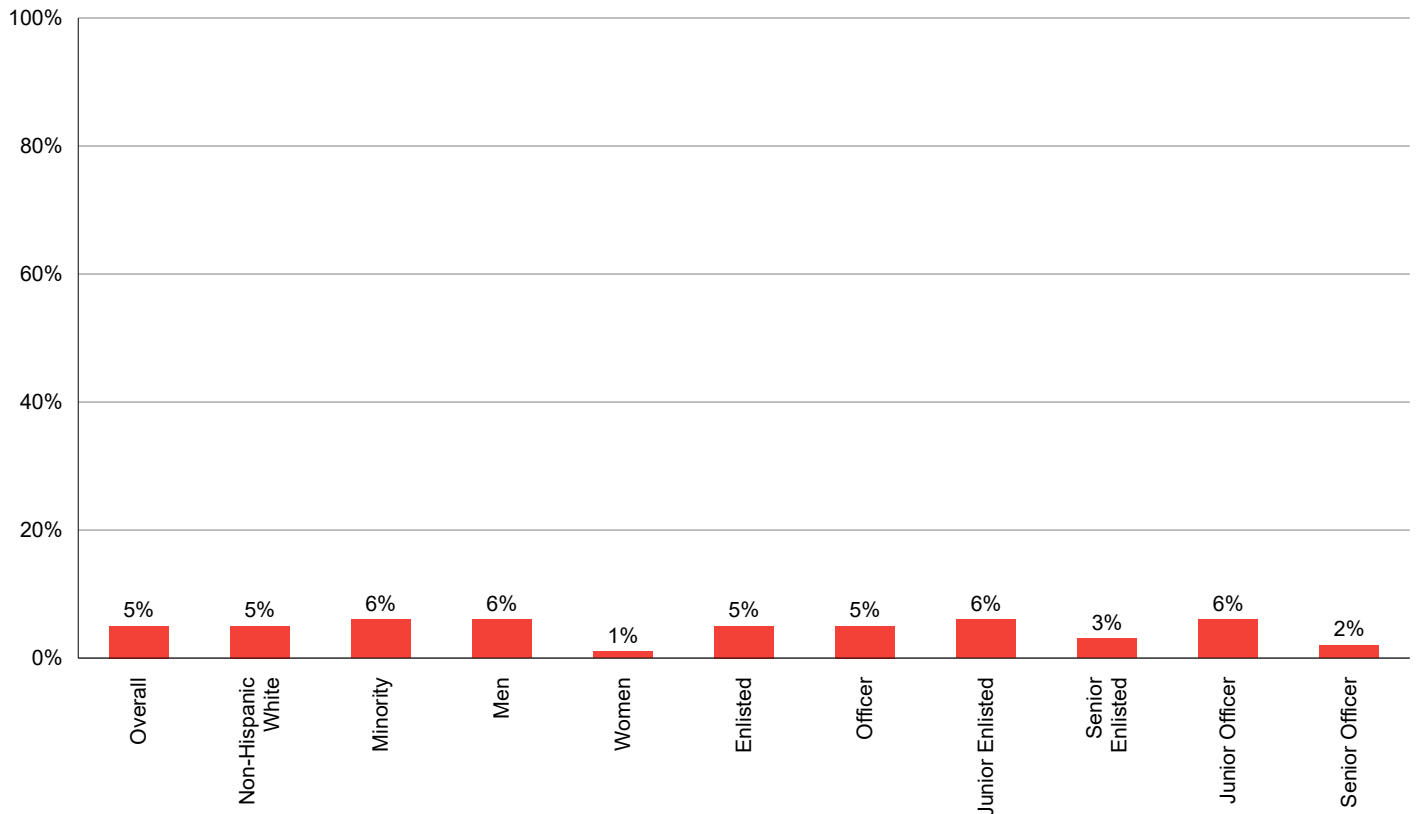
### Toxic Leadership - Ratings for Senior NCO/SEL

This factor measures the perception over the past three months that leaders disregard subordinate input, defy logic or predictability, and have self-promoting tendencies. *Toxic Leadership* also includes behaviors that are demeaning, marginalizing, degrading, coercive and/or deceptive. Organizations with toxic leaders are linked to a higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.



### Toxic Leadership – Ratings for Senior NCO/SEL by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO/senior enlisted leader is a toxic leader by demographic category.



## Toxic Leadership – Ratings for Senior NCO/SEL Item Summary

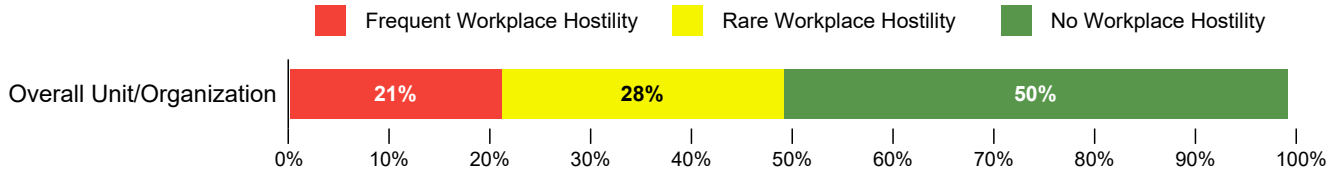
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/SEL acts only in the best interest of their next promotion.	39% (62)	23% (37)	26% (42)	6% (10)	6% (10)	100% (161)
My unit's senior NCO/SEL ridicules people in my unit.	44% (70)	29% (47)	23% (36)	1% (2)	3% (5)	100% (160)
My unit's senior NCO/SEL has explosive outbursts.	50% (80)	28% (45)	19% (31)	2% (3)	1% (1)	100% (160)
My unit's senior NCO/SEL has a sense of personal entitlement.	49% (78)	25% (40)	22% (35)	3% (5)	1% (2)	100% (160)
My unit's senior NCO/SEL ignores ideas that are contrary to their own.	44% (71)	28% (45)	24% (38)	3% (4)	1% (2)	100% (160)
	<b>72%</b>		<b>23%</b>		<b>5%</b>	

## Workplace Hostility

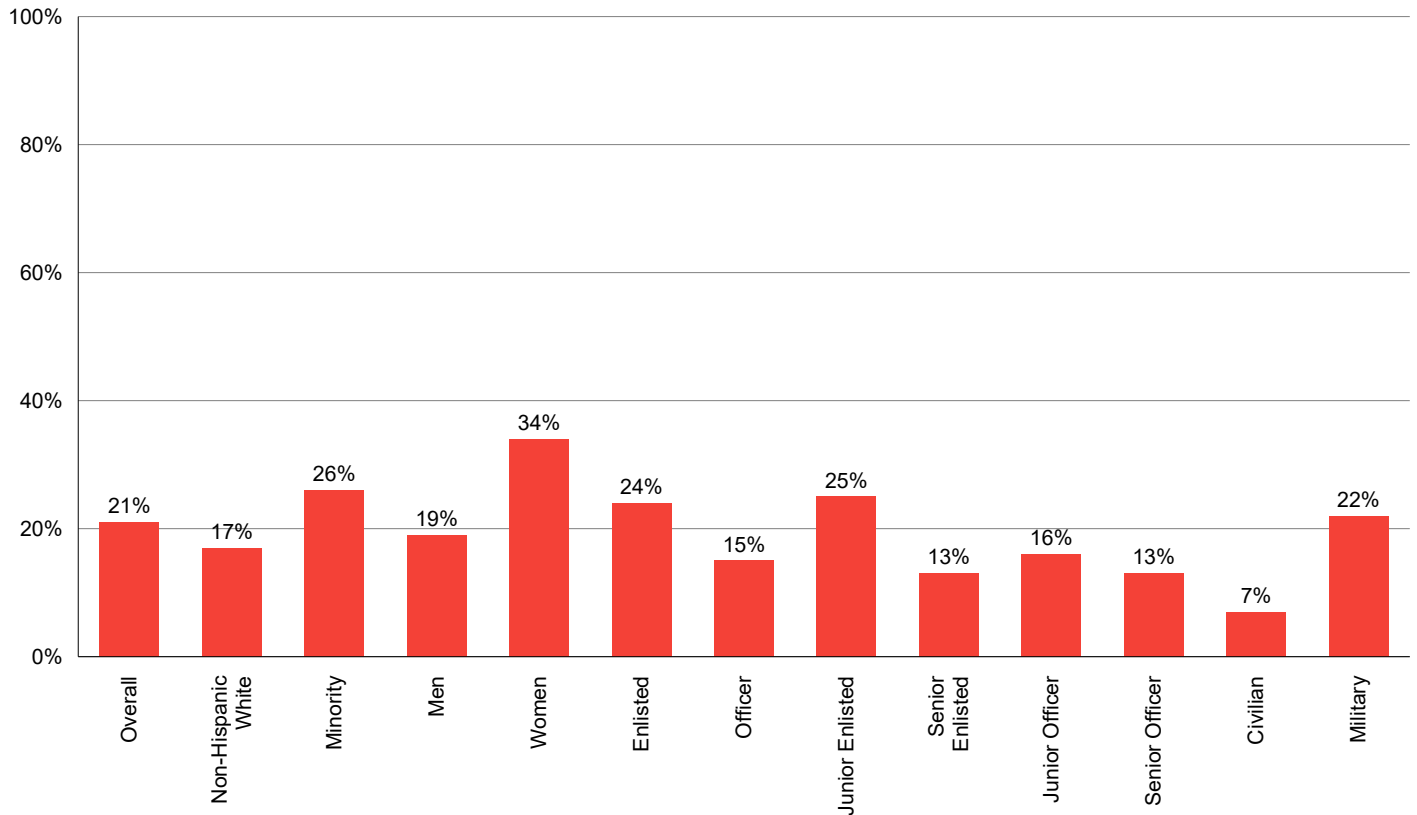
*Workplace Hostility* measures the degree to which individuals in the workplace act in an angry or hostile manner towards others and focuses on the past three months. It includes behaviors such as insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance or not providing assistance when needed. Organizations with frequent workplace hostility are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment, sexual assault, and racial/ethnic harassment and discrimination.

As of June 2022, the method to calculate this factor's ratings has changed. Please review the Factor Rating Interpretation Guide for an explanation of the new method and review the New Workplace Hostility Ratings document for a summary of why this change was made. Both of these documents can be found in the Quick Links menu of the DEOCS dashboard.



## Frequent Workplace Hostility by Demographic Category

This graph displays the percentage of responses that indicated frequent workplace hostility by demographic category.



## Workplace Hostility Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

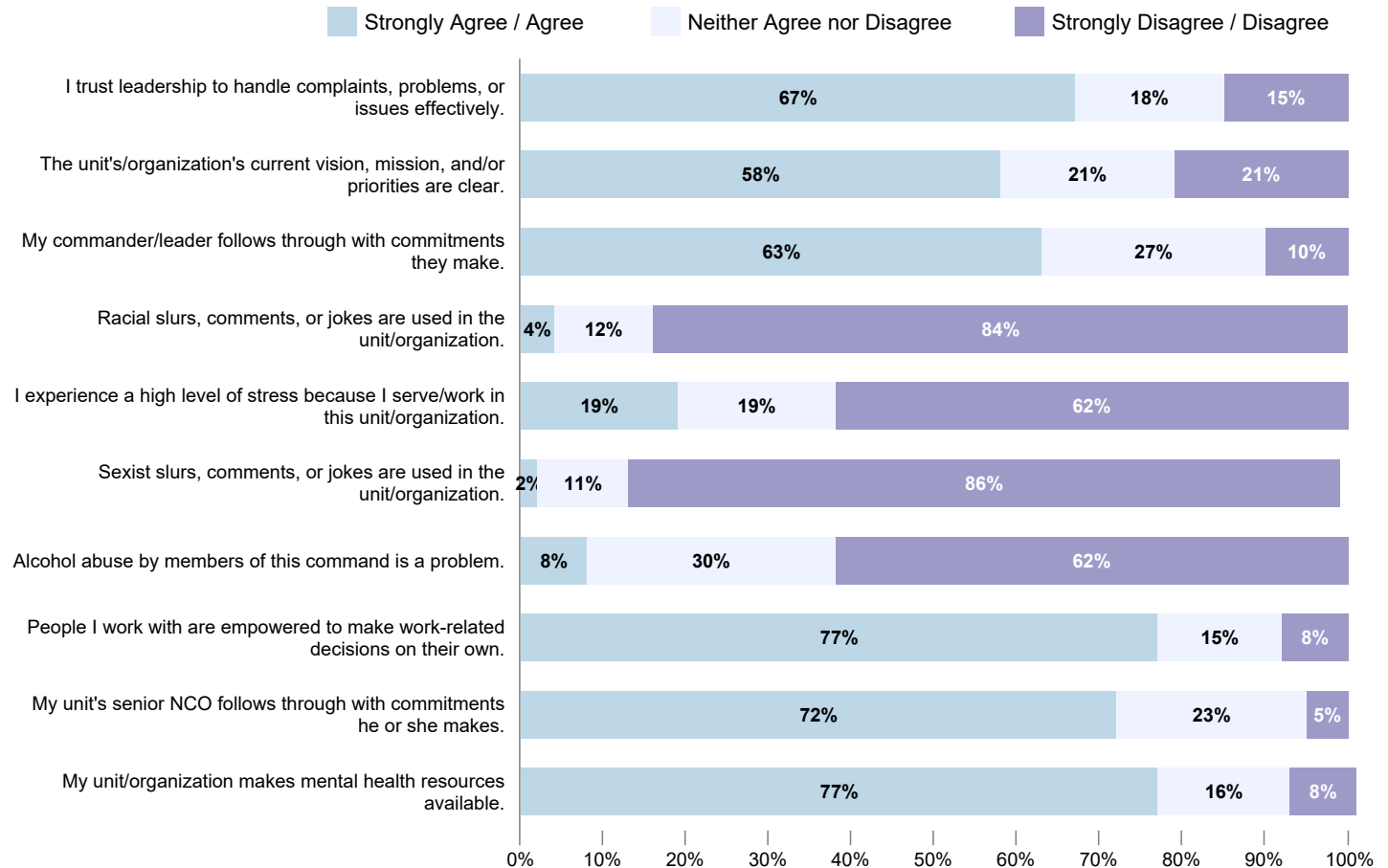
Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization intentionally interfere with your work performance?	44% (84)	34% (65)	17% (33)	5% (10)	100% (192)
How often does someone from your unit or organization take credit for work or ideas that were yours?	51% (98)	35% (67)	13% (24)	2% (3)	100% (192)
How often does someone from your unit or organization gossip or talk about you?	49% (94)	29% (55)	18% (34)	5% (9)	100% (192)
How often does someone from your unit or organization use insults, sarcasm, or gestures to humiliate you?	67% (128)	19% (36)	11% (21)	3% (5)	100% (190)
How often does someone from your unit or organization not provide you with information and assistance when needed?	36% (68)	24% (45)	26% (50)	15% (28)	100% (191)
How often does someone from your unit or organization yell when they are angry?	54% (104)	31% (59)	13% (24)	3% (5)	100% (192)
	<b>50%</b>	<b>28%</b>	<b>21%</b>		

**CUSTOM ITEMS**

This section contains optional questions that may be on your organization's DEOCS.

**Custom Multiple-Choice Items**

Your organization's custom multiple-choice questions (i.e., locally developed questions or LDQs) are displayed below.



**Custom Multiple-Choice Item Summary**

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

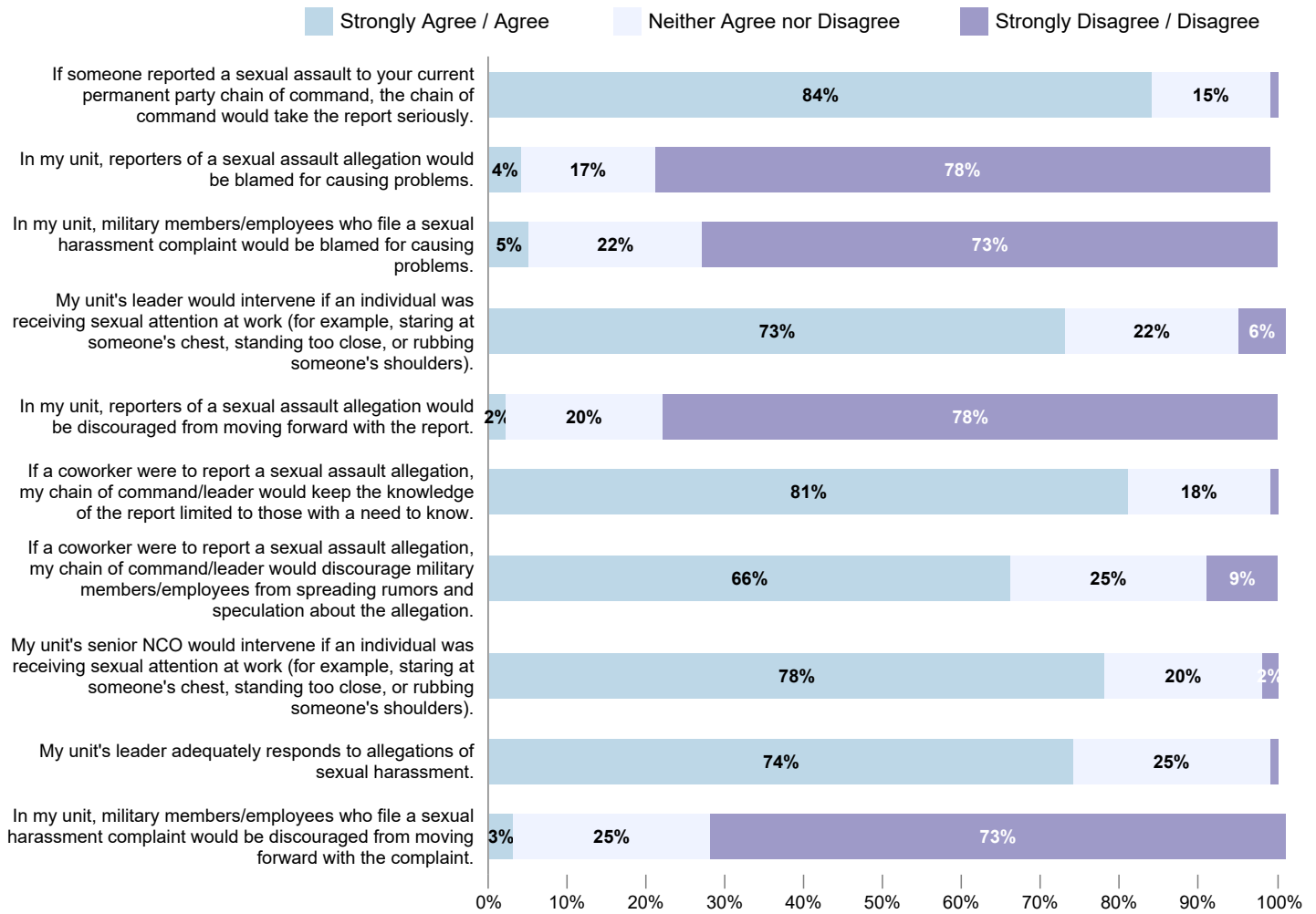
Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Alcohol abuse by members of this command is a problem.	31% (52)	31% (52)	30% (51)	5% (8)	3% (5)	100% (168)
My commander/leader follows through with commitments they make.	3% (5)	7% (12)	27% (45)	37% (62)	27% (45)	100% (169)
Racial slurs, comments, or jokes are used in the unit/organization.	59% (98)	25% (42)	12% (20)	4% (6)	1% (1)	100% (167)
Sexist slurs, comments, or jokes are used in the unit/organization.	59% (98)	27% (45)	11% (19)	2% (4)	0% (0)	100% (166)

(Continued on next page)

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
People I work with are empowered to make work-related decisions on their own.	2% (3)	6% (10)	15% (26)	48% (80)	29% (49)	100% (168)
The unit's/organization's current vision, mission, and/or priorities are clear.	9% (15)	13% (21)	21% (35)	35% (59)	23% (38)	100% (168)
My unit's senior NCO follows through with commitments he or she makes.	2% (4)	3% (5)	23% (38)	44% (73)	28% (47)	100% (167)
I experience a high level of stress because I serve/work in this unit/organization.	30% (50)	32% (53)	19% (32)	13% (21)	7% (11)	100% (167)
My unit/organization makes mental health resources available.	4% (6)	4% (7)	16% (26)	38% (64)	38% (64)	100% (167)
I trust leadership to handle complaints, problems, or issues effectively.	4% (7)	11% (19)	18% (30)	35% (59)	32% (55)	100% (170)

### Service-Specific Items

The questions below were only asked to organizations from your Service component.



### Service-Specific Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
If a coworker were to report a sexual assault allegation, my chain of command/leader would discourage military members/employees from spreading rumors and speculation about the allegation.	6% (9)	3% (5)	25% (39)	25% (40)	41% (64)	100% (157)
If a coworker were to report a sexual assault allegation, my chain of command/leader would keep the knowledge of the report limited to those with a need to know.	1% (2)	0% (0)	18% (28)	31% (49)	50% (78)	100% (157)
If someone reported a sexual assault to your current permanent party chain of command, the chain of command would take the report seriously.	1% (1)	1% (1)	15% (23)	28% (44)	56% (87)	100% (156)

(Continued on next page)



Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
In my unit, reporters of a sexual assault allegation would be blamed for causing problems.	54% (84)	25% (39)	17% (27)	4% (6)	1% (1)	100% (157)
In my unit, reporters of a sexual assault allegation would be discouraged from moving forward with the report.	56% (89)	22% (35)	20% (31)	1% (2)	1% (1)	100% (158)
In my unit, military members/employees who file a sexual harassment complaint would be blamed for causing problems.	50% (78)	23% (36)	22% (35)	4% (6)	1% (2)	100% (157)
In my unit, military members/employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	51% (81)	22% (34)	25% (39)	1% (2)	1% (2)	100% (158)
My unit's leader adequately responds to allegations of sexual harassment.	1% (1)	1% (1)	25% (40)	27% (43)	47% (75)	100% (160)
My unit's leader would intervene if an individual was receiving sexual attention at work (for example, staring at someone's chest, standing too close, or rubbing someone's shoulders).	3% (4)	3% (5)	22% (34)	32% (50)	41% (65)	100% (158)
My unit's senior NCO would intervene if an individual was receiving sexual attention at work (for example, staring at someone's chest, standing too close, or rubbing someone's shoulders).	2% (3)	0% (0)	20% (31)	31% (49)	47% (74)	100% (157)







































































# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization: 8th POG (A)**

**Commander/Director: (b) (3) / (b) (6)**

**Admin Number: 1812294**

**Tuesday, November 27, 2018**

**Defense Equal Opportunity Management Institute  
Climate Enhancement Department  
Patrick AFB, FL**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	28
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	31
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	51

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>8th POG (A)</b>	<b>Number</b>	<b>Percent</b>
Majority	65	46.1%
Minority	43	30.5%
Declined to Respond	33	23.4%
American Indian or Alaskan Native	1	0.7%
Asian	2	1.4%
Black	9	6.4%
Native Hawaiian or Other Pacific Islander	0	0.0%
White	82	58.2%
Selected Multiple Races	8	5.7%
Declined to Respond	39	27.7%
Hispanic	28	19.9%
Not Hispanic	84	59.6%
Declined to Respond	29	20.6%
Women	17	12.1%
Men	124	87.9%
Junior Enlisted (E1 - E6)	73	51.8%
Senior Enlisted (E7 - E9)	33	23.4%
Warrant Officer (WO1 - CW5)	1	0.7%
Junior Officer (O1 - O3)	24	17.0%
Senior Officer (O4 - Above)	8	5.7%
Junior Federal Civilian (Grades 1 - 12)	1	0.7%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	1	0.7%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	1	100.0%

Total

141

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

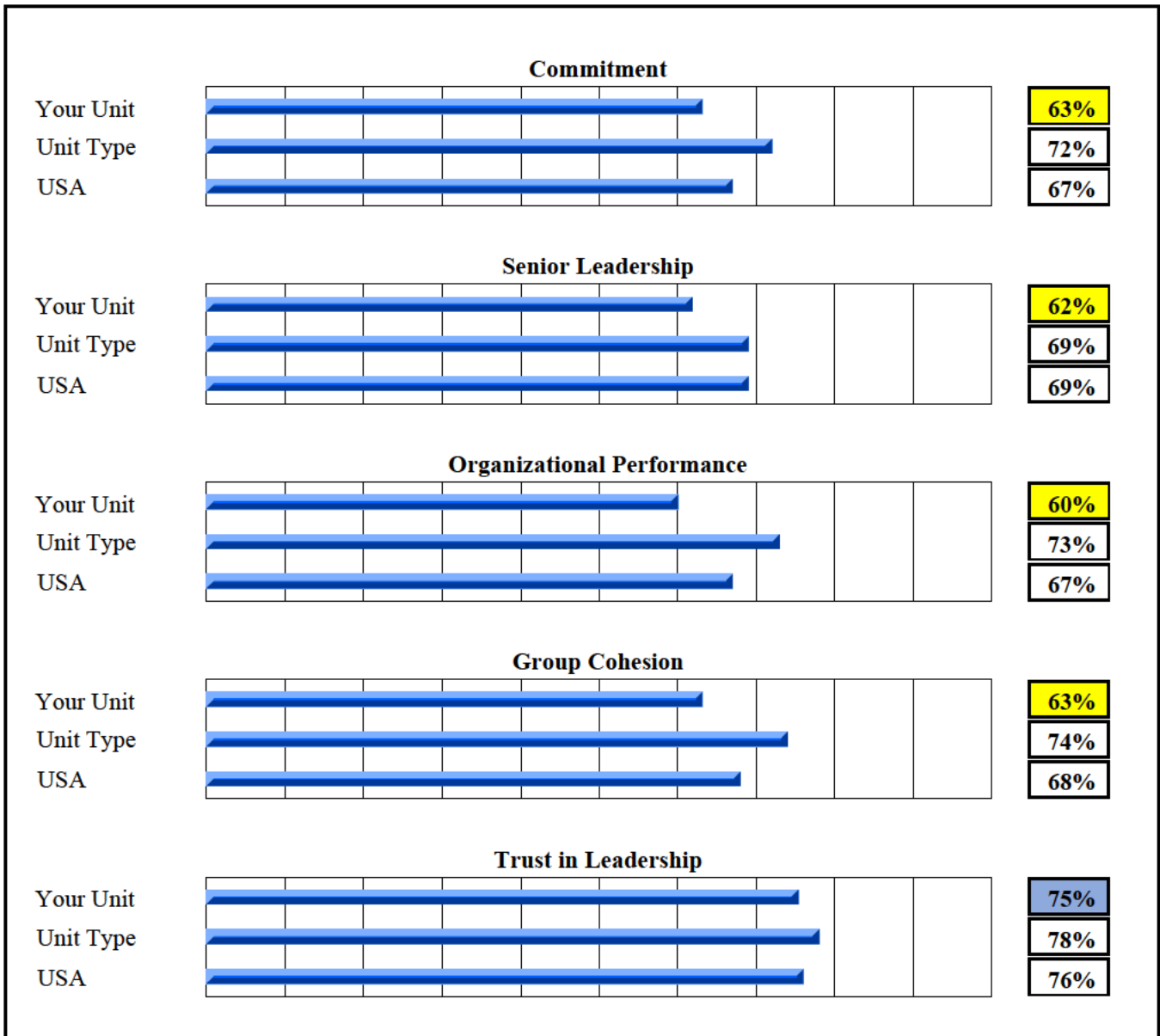
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

**Figure 2: Unit Summaries**

**Unit Type = Operations**



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Operations

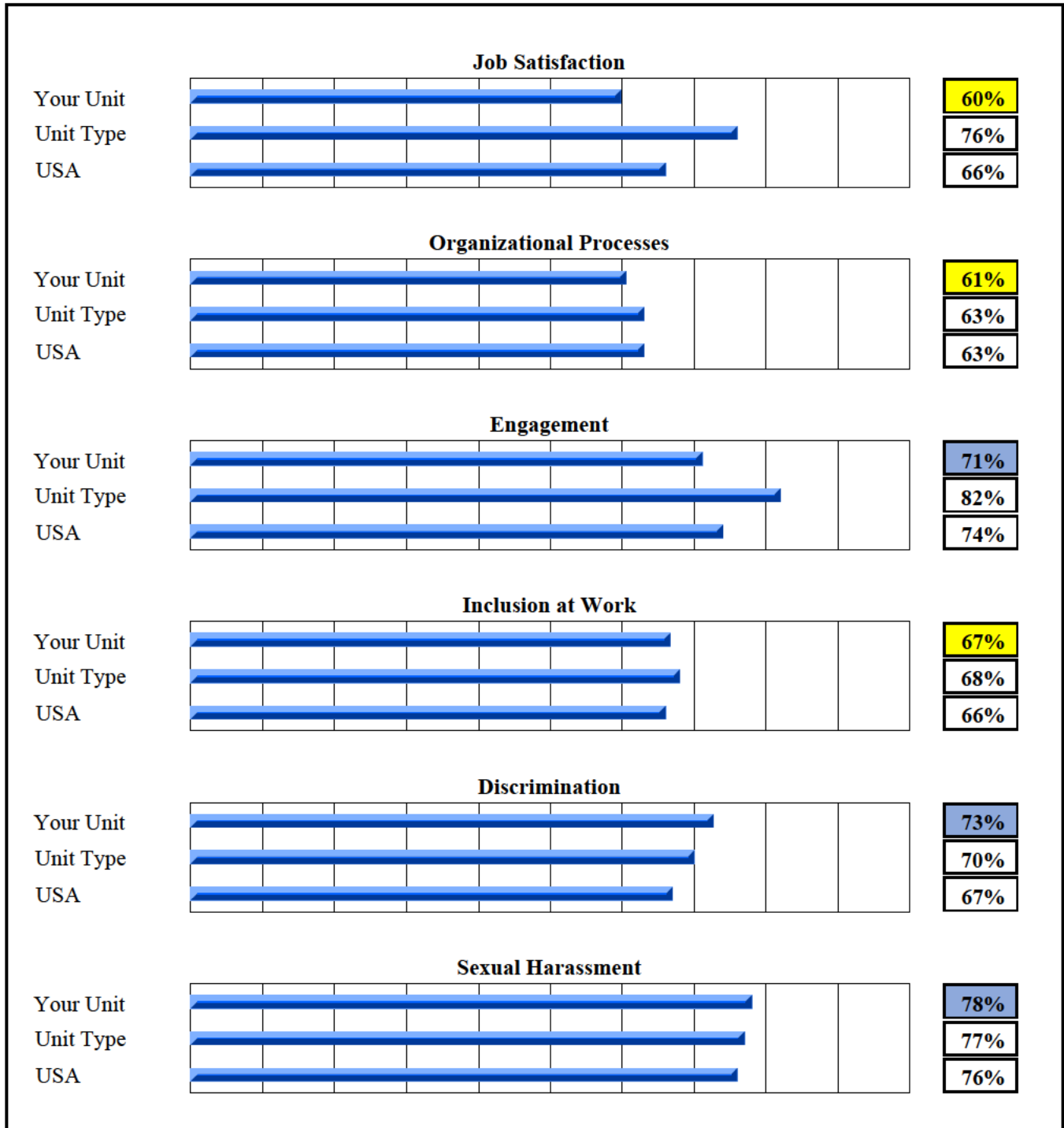
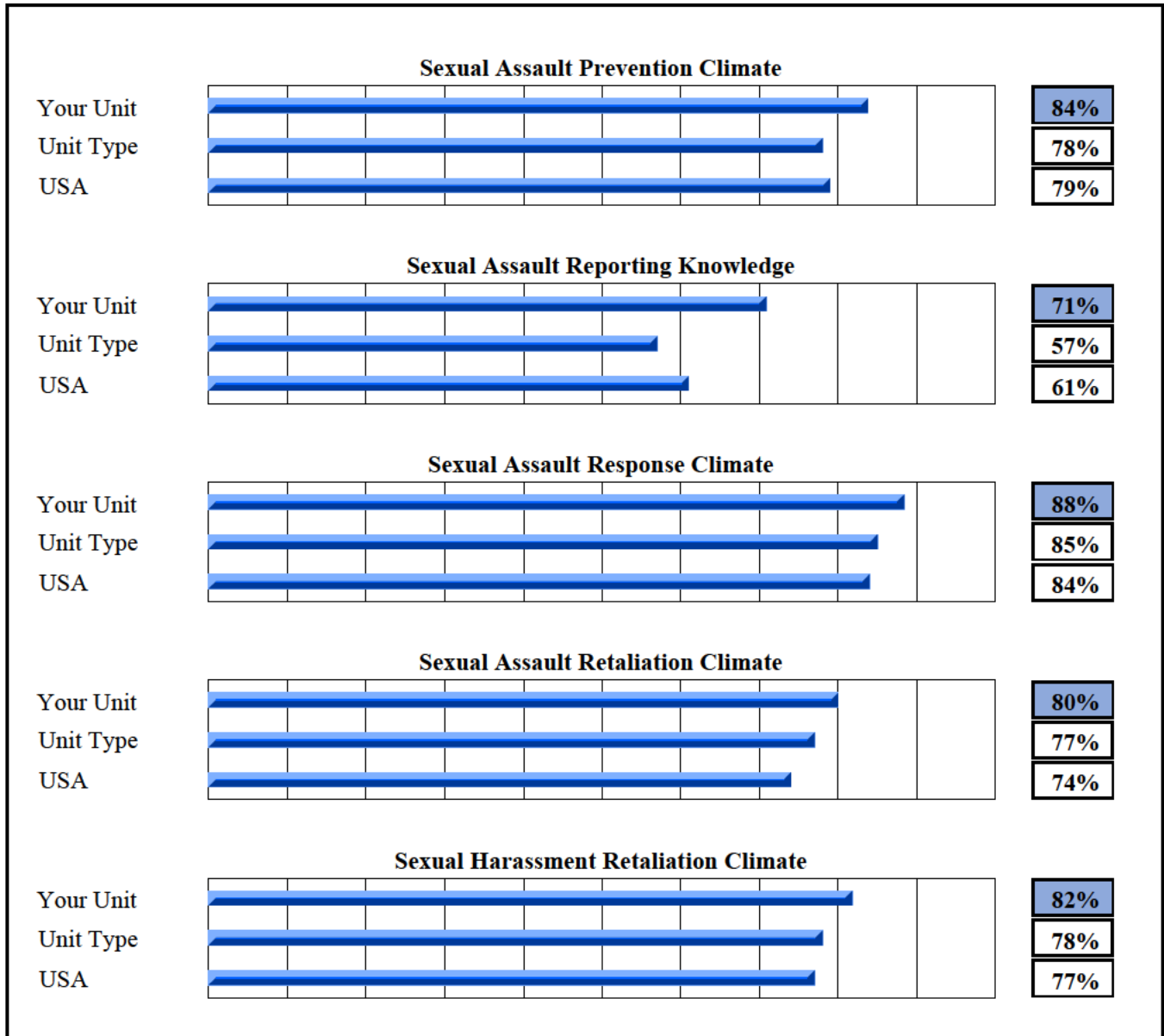


Figure 2 (cont): Unit Summaries

Unit Type = Operations





## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

<b>8th POG (A)</b>		<b>Organizational Effectiveness</b>							
		Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority		70%	72%	67%	70%	80%	60%	70%	81%
Majority		69%	70%	69%	74%	80%	64%	66%	72%
Women		69%	54%	65%	67%	72%	51%	69%	82%
Men		62%	63%	59%	63%	76%	61%	59%	70%
Enlisted		62%	65%	61%	64%	74%	58%	62%	67%
Officer		67%	54%	59%	63%	78%	64%	54%	82%
Junior Enlisted		61%	64%	59%	63%	73%	54%	62%	65%
Senior Enlisted		65%	67%	64%	66%	77%	67%	62%	72%
Junior Officer		72%	58%	65%	64%	79%	57%	57%	77%
Senior Officer		50%	41%	38%	58%	75%	83%	42%	96%
Military		63%	62%	60%	63%	75%	59%	60%	71%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		63%	62%	60%	63%	75%	60%	61%	71%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<b>8th POG (A)</b>							
		<b>EO/EEO/Fair Treatment</b>				<b>SAPR</b>			
		<b>Inclusion</b>	<b>Discrim</b>	<b>SH</b>	<b>SH Retaliation</b>	<b>SA Prevent</b>	<b>SA Report Knowledge</b>	<b>SA Response</b>	<b>SA Retaliation</b>
Minority		69%	75%	87%	89%	88%	74%	92%	87%
Majority		74%	78%	82%	86%	84%	74%	91%	83%
Women		63%	83%	88%	88%	88%	68%	91%	86%
Men		67%	71%	77%	81%	83%	71%	88%	79%
Enlisted		65%	73%	77%	80%	82%	70%	88%	78%
Officer		72%	71%	83%	89%	92%	76%	92%	89%
Junior Enlisted		62%	70%	74%	80%	78%	67%	85%	77%
Senior Enlisted		72%	81%	82%	80%	89%	77%	94%	80%
Junior Officer		73%	74%	84%	92%	91%	75%	90%	93%
Senior Officer		67%	61%	78%	81%	96%	79%	95%	77%
Military		67%	73%	78%	82%	84%	71%	89%	81%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		67%	73%	78%	82%	84%	71%	88%	80%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	15 (11%)	11 (8%)	5 (4%)	16 (11%)	19 (13%)	54 (38%)	21 (15%)
This workgroup has a great deal of personal meaning to me.	18 (13%)	12 (9%)	6 (4%)	17 (12%)	24 (17%)	45 (32%)	19 (13%)
I feel a strong sense of belonging to this workgroup.	19 (13%)	7 (5%)	9 (6%)	21 (15%)	23 (16%)	46 (33%)	16 (11%)
<b>Total</b>	12%	7%	5%	13%	<b>16%</b>	<b>34%</b>	<b>13%</b>
		<b>24%</b>				<b>63%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	19 (13%)	11 (8%)	7 (5%)	14 (10%)	22 (16%)	46 (33%)	22 (16%)
My senior leader clarifies our organization's goals and priorities.	15 (11%)	10 (7%)	7 (5%)	17 (12%)	21 (15%)	48 (34%)	23 (16%)
My senior leader communicates a clear vision for the future.	14 (10%)	19 (13%)	7 (5%)	16 (11%)	18 (13%)	46 (33%)	21 (15%)
My senior leader listens to the concerns of the organization's military members and employees.	19 (13%)	15 (11%)	2 (1%)	23 (16%)	18 (13%)	43 (30%)	21 (15%)
<b>Total</b>	12%	10%	4%	12%	<b>14%</b>	<b>32%</b>	<b>15%</b>
		<b>26%</b>				<b>62%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	21 (15%)	9 (6%)	4 (3%)	16 (11%)	31 (22%)	43 (30%)	17 (12%)
My organization's performance, compared to similar organizations, is high.	20 (14%)	10 (7%)	5 (4%)	19 (13%)	27 (19%)	39 (28%)	21 (15%)
My organization makes good use of available resources to accomplish its mission.	21 (15%)	13 (9%)	3 (2%)	28 (20%)	17 (12%)	43 (30%)	16 (11%)
<b>Total</b>	15%	8%	3%	15%	<b>18%</b>	<b>30%</b>	<b>13%</b>
		<b>25%</b>				<b>60%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	14 (10%)	12 (9%)	4 (3%)	22 (16%)	20 (14%)	50 (35%)	19 (13%)
We all take responsibility for the performance of the workgroup.	17 (12%)	11 (8%)	4 (3%)	21 (15%)	19 (13%)	52 (37%)	17 (12%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	18 (13%)	9 (6%)	5 (4%)	19 (13%)	21 (15%)	47 (33%)	22 (16%)
<b>Total</b>	12%	8%	3%	15%	<b>14%</b>	<b>35%</b>	<b>14%</b>
		<b>22%</b>				<b>63%</b>	

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	10 (7%)	8 (6%)	3 (2%)	17 (12%)	10 (7%)	51 (36%)	42 (30%)
My immediate supervisor follows through with commitments he or she makes.	8 (6%)	5 (4%)	0 (0%)	21 (15%)	14 (10%)	50 (35%)	43 (30%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	12 (9%)	8 (6%)	3 (2%)	16 (11%)	12 (9%)	49 (35%)	41 (29%)
My immediate supervisor treats me fairly.	8 (6%)	3 (2%)	1 (1%)	16 (11%)	6 (4%)	59 (42%)	48 (34%)
<b>Total</b>	<u>7%</u>	<u>4%</u>	<u>1%</u>	12%	<b>7%</b>	<b>37%</b>	<b>31%</b>
		<b>12%</b>				<b>75%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	14 (10%)	13 (9%)	3 (2%)	25 (18%)	17 (12%)	44 (31%)	25 (18%)
I feel satisfied with my current job.	19 (13%)	12 (9%)	5 (4%)	21 (15%)	20 (14%)	39 (28%)	25 (18%)
I am happy with my current job.	17 (12%)	16 (11%)	6 (4%)	19 (13%)	23 (16%)	35 (25%)	25 (18%)
<b>Total</b>	<u>12%</u>	<u>10%</u>	<u>3%</u>	15%	<b>14%</b>	<b>28%</b>	<b>18%</b>
		<b>25%</b>				<b>60%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	7 (5%)	17 (12%)	4 (3%)	22 (16%)	19 (13%)	46 (33%)	26 (18%)
Discipline is administered fairly.	15 (11%)	12 (9%)	5 (4%)	27 (19%)	9 (6%)	51 (36%)	22 (16%)
Decisions are made after reviewing relevant information.	15 (11%)	12 (9%)	5 (4%)	26 (18%)	17 (12%)	49 (35%)	17 (12%)
<b>Total</b>	<u>9%</u>	<u>10%</u>	<u>3%</u>	18%	<b>11%</b>	<b>35%</b>	<b>15%</b>
		<b>22%</b>				<b>61%</b>	

**Table 2.8 Engagement**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>At my workplace, I am mentally resilient.</b>	5 (4%)	1 (1%)	2 (1%)	15 (11%)	10 (7%)	57 (40%)	51 (36%)
<b>I am enthusiastic about my work.</b>	14 (10%)	8 (6%)	7 (5%)	16 (11%)	20 (14%)	49 (35%)	27 (19%)
<b>Time flies when I am working.</b>	13 (9%)	11 (8%)	5 (4%)	25 (18%)	16 (11%)	44 (31%)	27 (19%)
<b>Total</b>	8%	5%	3%	13%	<b>11%</b>	<b>35%</b>	<b>25%</b>
		<b>16%</b>				<b>71%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	8 (6%)	9 (6%)	4 (3%)	17 (12%)	19 (13%)	56 (40%)	28 (20%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	11 (8%)	9 (6%)	6 (4%)	15 (11%)	16 (11%)	58 (41%)	26 (18%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	11 (8%)	11 (8%)	4 (3%)	15 (11%)	17 (12%)	62 (44%)	21 (15%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	20 (14%)	11 (8%)	8 (6%)	26 (18%)	11 (8%)	46 (33%)	19 (13%)
The decision-making processes that impact my workgroup are fair.	13 (9%)	16 (11%)	6 (4%)	23 (16%)	12 (9%)	52 (37%)	19 (13%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
I feel excluded by my workgroup because I am different.*	8 (6%)	7 (5%)	5 (4%)	19 (13%)	7 (5%)	48 (34%)	47 (33%)
<b>Total</b>	8%	7%	4%	14%	<b>10%</b>	<b>38%</b>	<b>19%</b>
		<b>20%</b>				<b>67%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	9 (6%)	8 (6%)	2 (1%)	14 (10%)	5 (4%)	42 (30%)	61 (43%)
<b>Religion</b>	11 (8%)	8 (6%)	1 (1%)	13 (9%)	5 (4%)	44 (31%)	59 (42%)
<b>Sex</b>	12 (9%)	11 (8%)	4 (3%)	11 (8%)	3 (2%)	40 (28%)	60 (43%)
<b>Sexual Orientation</b>	12 (9%)	4 (3%)	4 (3%)	12 (9%)	4 (3%)	42 (30%)	63 (45%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	11 (8%)	8 (6%)	1 (1%)	18 (13%)	9 (6%)	47 (33%)	47 (33%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	18 (13%)	12 (9%)	7 (5%)	12 (9%)	4 (3%)	43 (30%)	45 (32%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	16 (11%)	13 (9%)	7 (5%)	12 (9%)	5 (4%)	45 (32%)	43 (30%)
<b>Total</b>	9%	6%	3%	9%	<b>4%</b>	<b>31%</b>	<b>38%</b>
		<b>18%</b>				<b>73%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	19 (13%)	14 (10%)	108 (77%)
<b>Religion</b>	20 (14%)	13 (9%)	108 (77%)
<b>Sex</b>	27 (19%)	11 (8%)	103 (73%)
<b>Sexual Orientation</b>	20 (14%)	12 (9%)	109 (77%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**



Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	1 (1%)	3 (2%)	1 (1%)	35 (25%)	1 (1%)	50 (35%)	50 (35%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	1 (1%)	2 (1%)	2 (1%)	27 (19%)	7 (5%)	52 (37%)	50 (35%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	7 (5%)	6 (4%)	3 (2%)	16 (11%)	4 (3%)	50 (35%)	55 (39%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	3 (2%)	3 (2%)	0 (0%)	14 (10%)	1 (1%)	39 (28%)	81 (57%)
<b>Total</b>	2%	2%	1%	16%	2%	34%	42%
		6%				78%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	3 (2%)	1 (1%)	2 (1%)	13 (9%)	9 (6%)	57 (40%)	56 (40%)
My immediate supervisor promotes responsible alcohol use.	4 (3%)	0 (0%)	1 (1%)	25 (18%)	6 (4%)	54 (38%)	51 (36%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	5 (4%)	3 (2%)	4 (3%)	13 (9%)	6 (4%)	56 (40%)	54 (38%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	5 (4%)	1 (1%)	1 (1%)	15 (11%)	8 (6%)	60 (43%)	51 (36%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	3 (2%)	1 (1%)	0 (0%)	12 (9%)	7 (5%)	54 (38%)	64 (45%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	7 (5%)	0 (0%)	0 (0%)	18 (13%)	4 (3%)	59 (42%)	53 (38%)
<b>Total</b>	3%	1%	1%	11%	5%	40%	39%
		5%				84%	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0 (0%)	0 (0%)	1 (1%)	9 (6%)	4 (3%)	51 (36%)	76 (54%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	3 (2%)	1 (1%)	5 (4%)	11 (8%)	9 (6%)	50 (35%)	62 (44%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	2 (1%)	2 (1%)	1 (1%)	14 (10%)	12 (9%)	49 (35%)	61 (43%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0 (0%)	0 (0%)	1 (1%)	14 (10%)	4 (3%)	56 (40%)	66 (47%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	3 (2%)	1 (1%)	3 (2%)	11 (8%)	8 (6%)	53 (38%)	62 (44%)
<b>Total</b>	1%	1%	2%	8%	5%	37%	46%
		3%				88%	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>In my work group, reporters of sexual assault would be excluded from social interactions or conversations.</b>	55 (39%)	50 (35%)	1 (1%)	20 (14%)	4 (3%)	5 (4%)	6 (4%)
<b>In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.</b>	59 (42%)	51 (36%)	3 (2%)	17 (12%)	2 (1%)	3 (2%)	6 (4%)
<b>In my work group, reporters of sexual assault would be blamed for causing problems.</b>	59 (42%)	49 (35%)	4 (3%)	17 (12%)	4 (3%)	5 (4%)	3 (2%)
<b>In my work group, reporters of sexual assault would be denied career opportunities.</b>	62 (44%)	46 (33%)	5 (4%)	18 (13%)	4 (3%)	3 (2%)	3 (2%)
<b>In my work group, reporters of sexual assault would be disciplined or given other corrective action.</b>	62 (44%)	50 (35%)	5 (4%)	18 (13%)	1 (1%)	3 (2%)	2 (1%)
<b>In my work group, reporters of sexual assault would be discouraged from moving forward with the report.</b>	67 (48%)	48 (34%)	1 (1%)	18 (13%)	1 (1%)	4 (3%)	2 (1%)
<b>Total</b>	<b>43%</b>	<b>35%</b>	<b>2%</b>	13%	2%	3%	3%
		<b>80%</b>				<b>7%</b>	

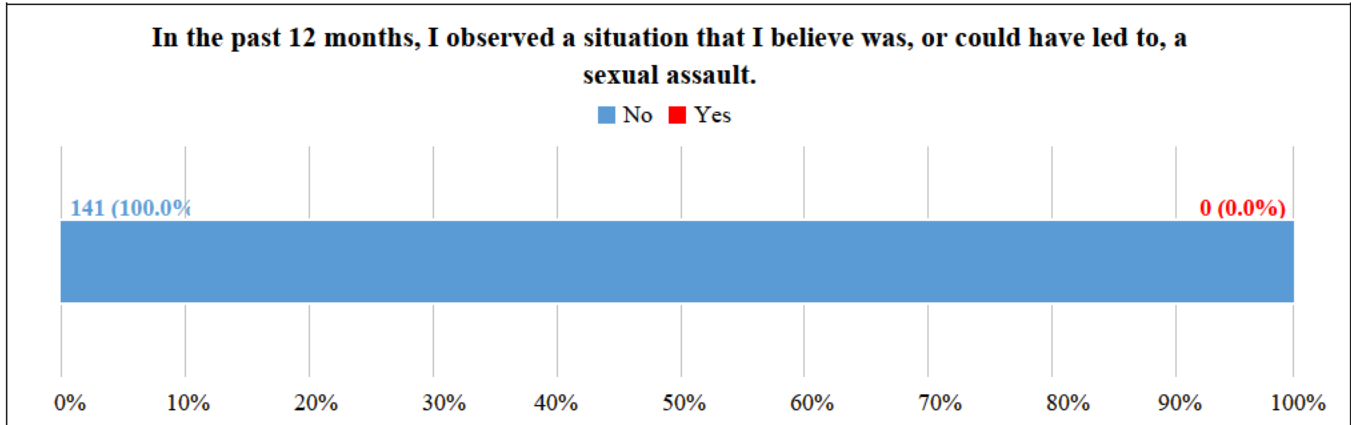
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	64 (45%)	49 (35%)	2 (1%)	15 (11%)	4 (3%)	3 (2%)	4 (3%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	66 (47%)	47 (33%)	3 (2%)	14 (10%)	6 (4%)	1 (1%)	4 (3%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	62 (44%)	46 (33%)	5 (4%)	16 (11%)	5 (4%)	3 (2%)	4 (3%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	65 (46%)	46 (33%)	4 (3%)	17 (12%)	2 (1%)	4 (3%)	3 (2%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	70 (50%)	43 (30%)	3 (2%)	18 (13%)	1 (1%)	5 (4%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	64 (45%)	50 (35%)	3 (2%)	17 (12%)	2 (1%)	3 (2%)	2 (1%)
<b>Total</b>	<b>46%</b>	<b>33%</b>	<b>2%</b>	11%	2%	2%	2%
		<b>82%</b>				<b>7%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

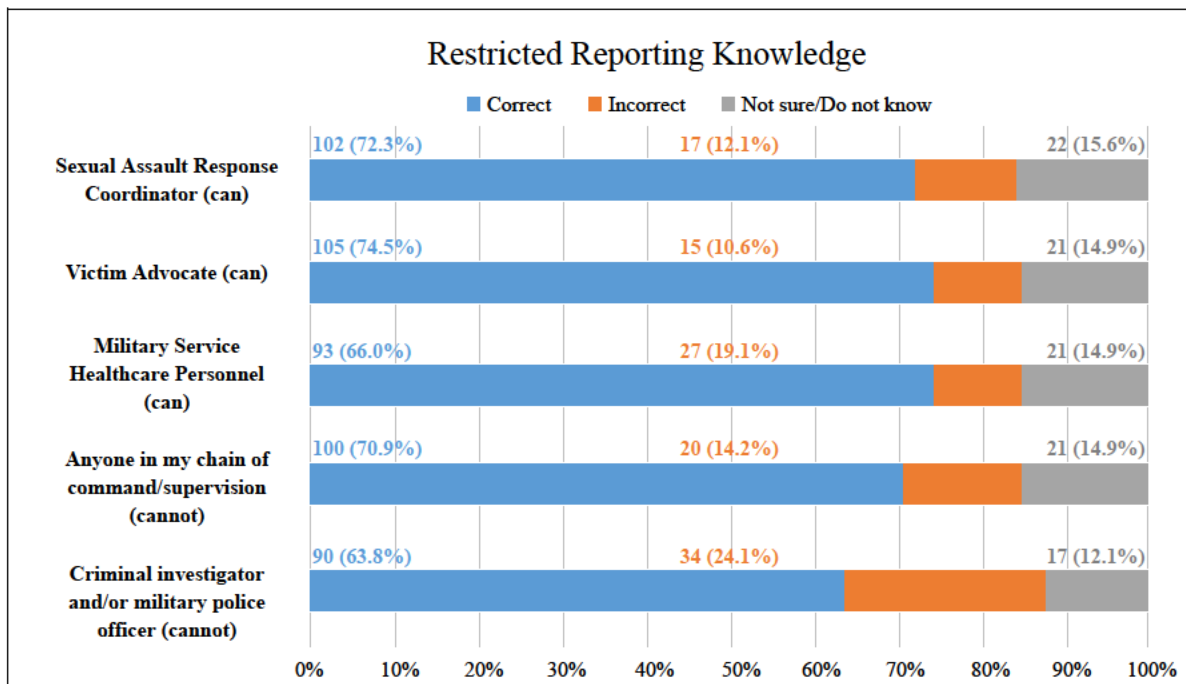
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	0	0.0%
I asked the person who appeared to be at risk if they needed help.	0	0.0%
I confronted the person who appeared to be causing the situation.	0	0.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	0	0.0%
<b>Total</b>	0	0.0%

### Sexual Assault Reporting Knowledge

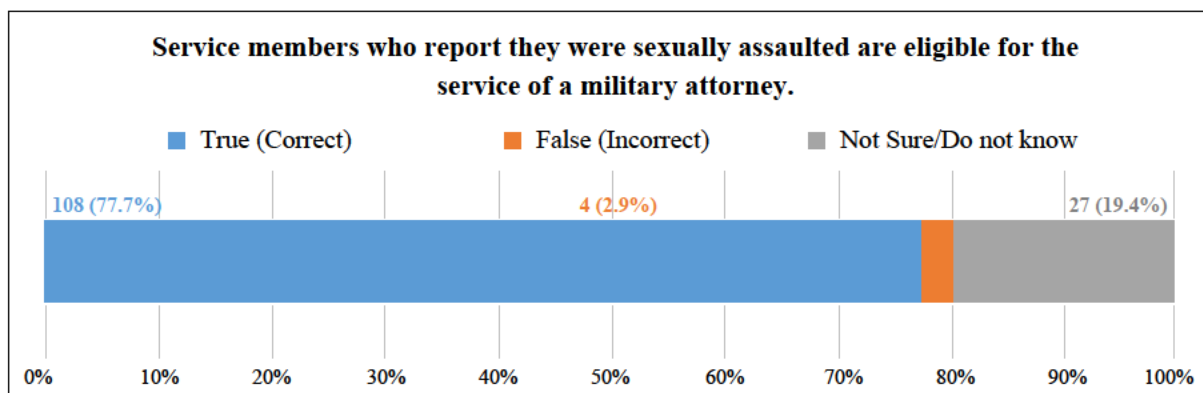
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



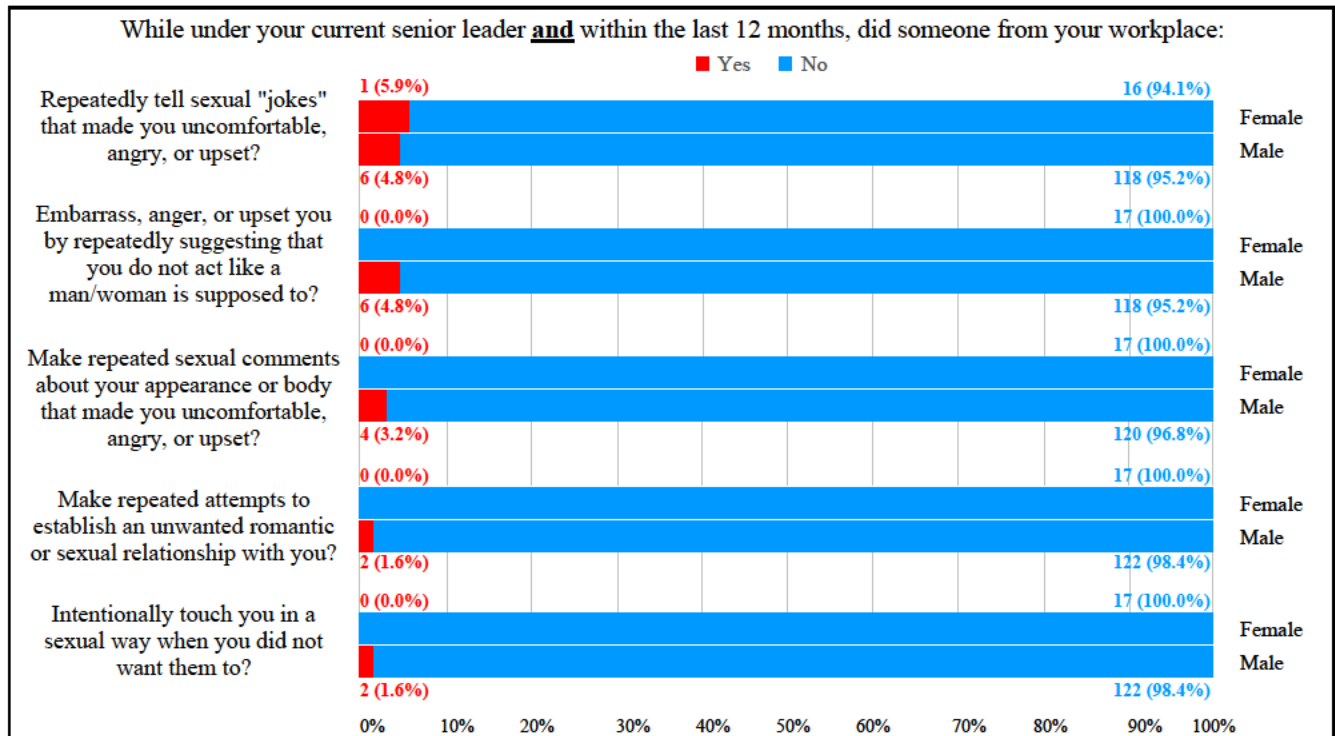
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	7	5.0%	134	95.0%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	6	4.3%	135	95.7%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	4	2.8%	137	97.2%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	2	1.4%	139	98.6%
Intentionally touch you in a sexual way when you did not want them to?	2	1.4%	139	98.6%

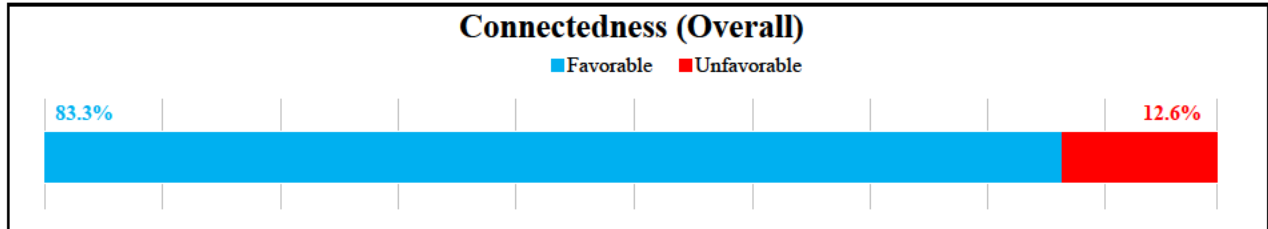
**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	9 (6%)	7 (5%)	4 (3%)	23 (16%)	4 (3%)	33 (23%)	61 (43%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	3 (2%)	1 (1%)	10 (7%)	-	10 (7%)	31 (22%)	86 (61%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	10 (7%)	6 (4%)	7 (5%)	-	36 (26%)	51 (36%)	31 (22%)
These days, I feel that there are people I can turn to in times of need.	9 (6%)	2 (1%)	3 (2%)	-	29 (21%)	49 (35%)	49 (35%)
<b>Total*</b>	5%	3%	4%	-	14%	29%	40%
	13%				83%		

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	20	14.2%
Attempted	3	2.1%
Died by Suicide	15	10.6%
Thought of, Attempted	5	3.5%
Attempted, Died by Suicide	0	0.0%
Thought of, Died by Suicide	2	1.4%
Thought of, Attempted, Died by Suicide	15	10.6%
None of the above	81	57.4%

Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

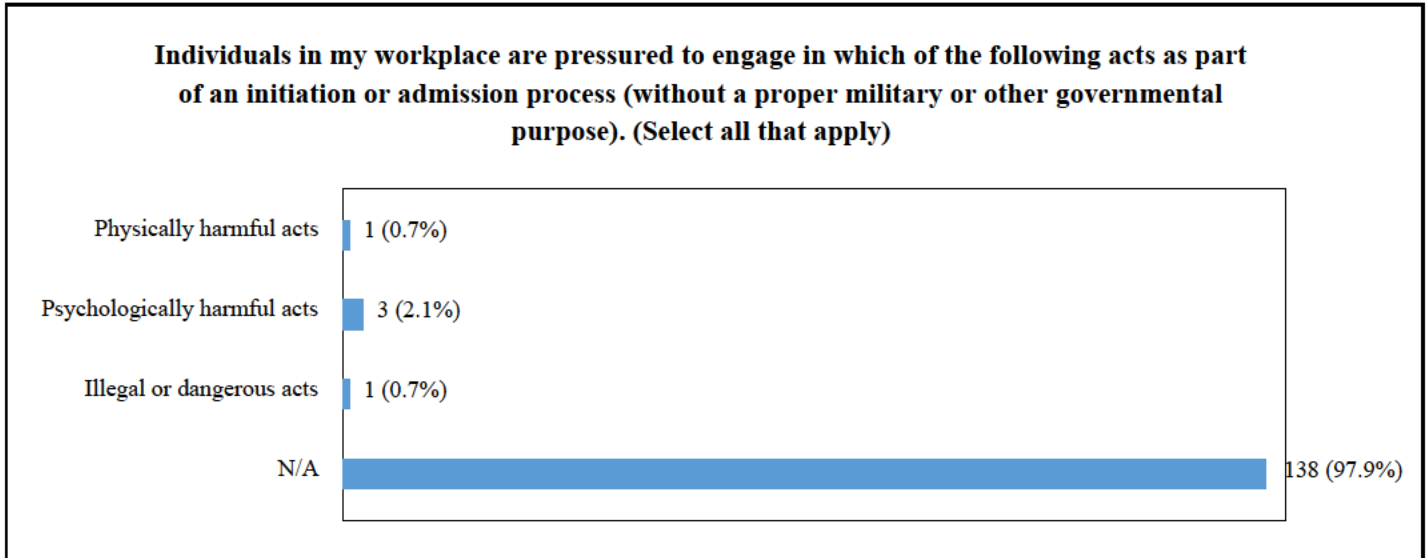


The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

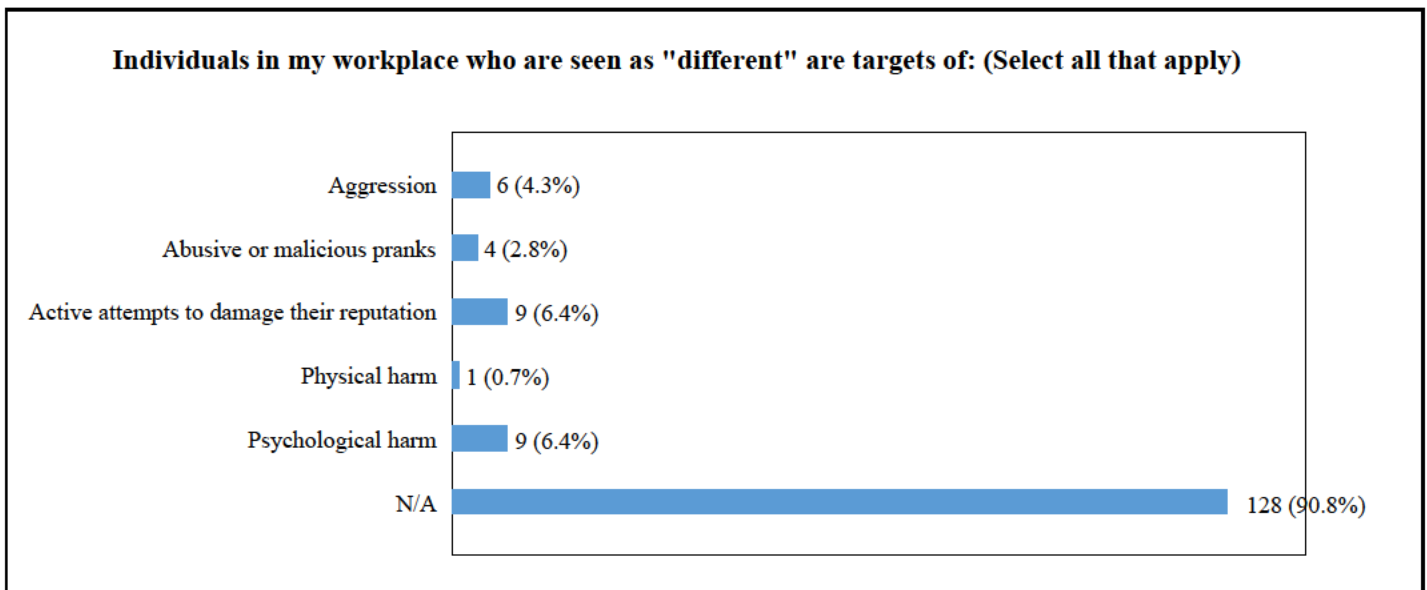
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

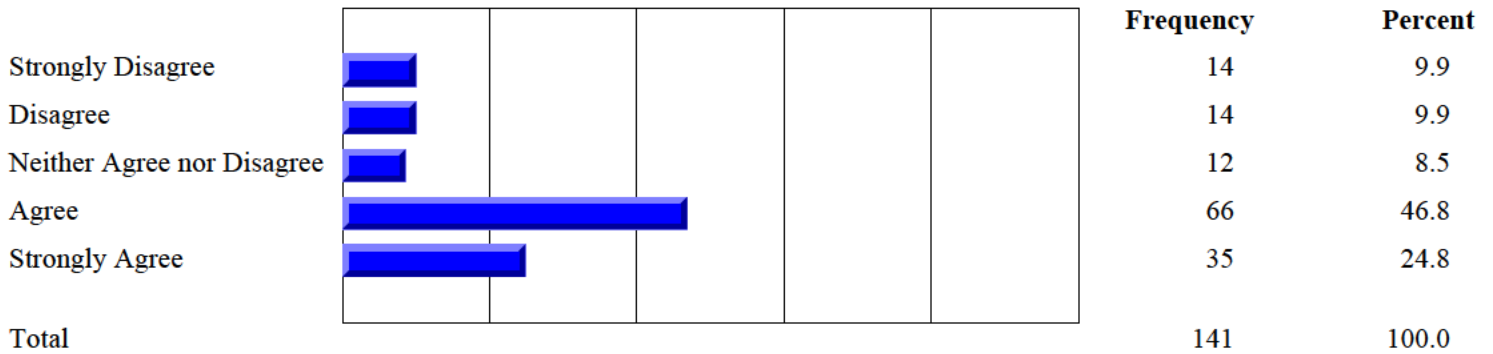
321-494-2675/3260/4217

DSN: 854-2675/3260/4217

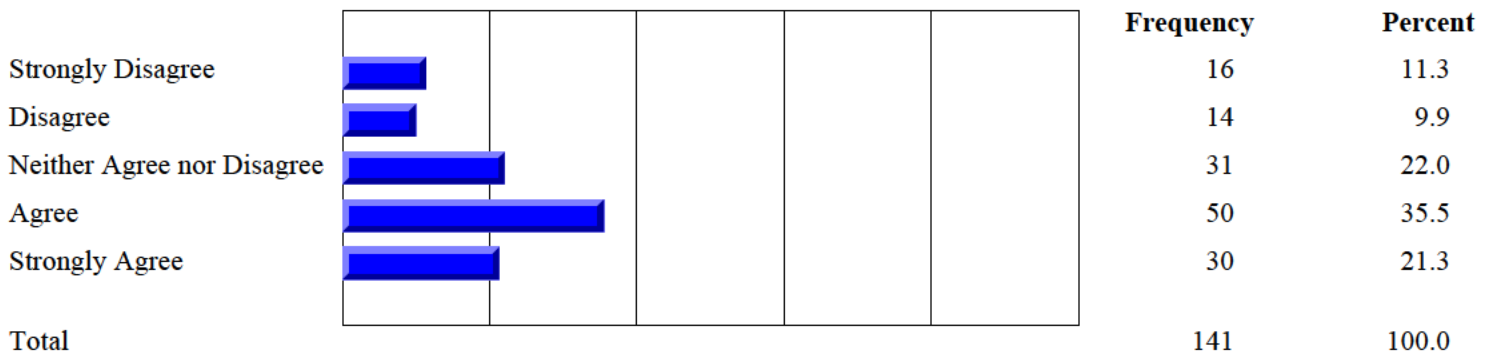
[support@deocs.net](mailto:support@deocs.net)

## Appendix A: Your Locally Developed Questions

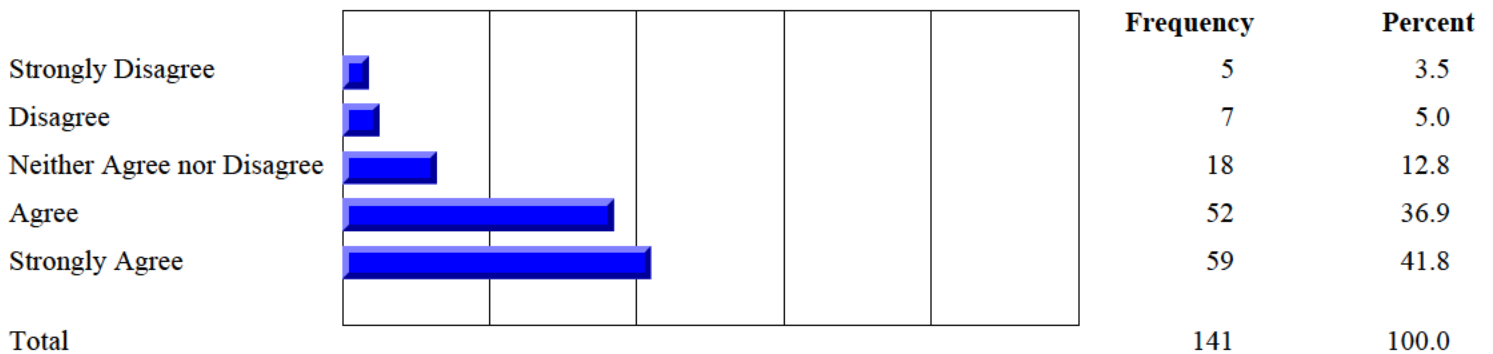
**1. I trust the Command to handle complaints, problems, or issues seriously.**



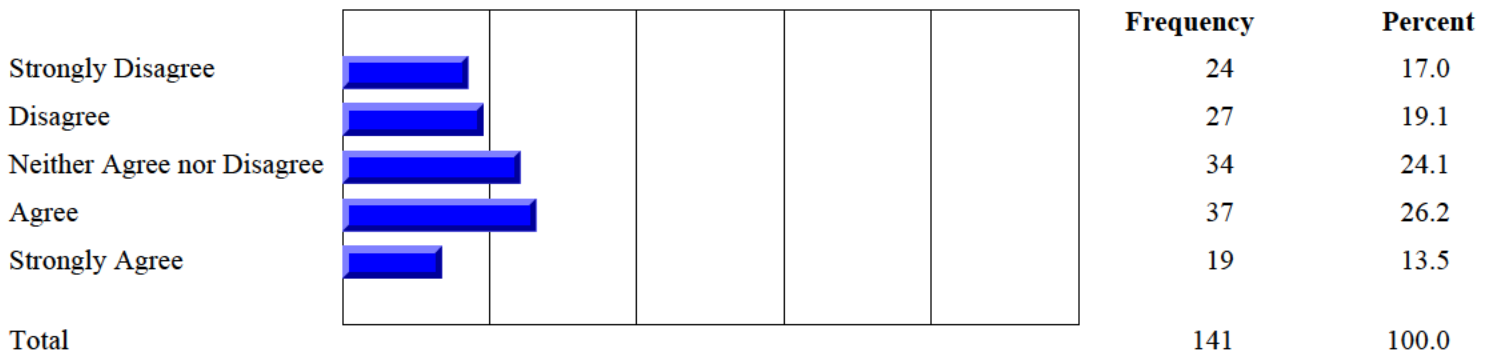
**2. All unit personnel receive the same level of respect from leadership.**



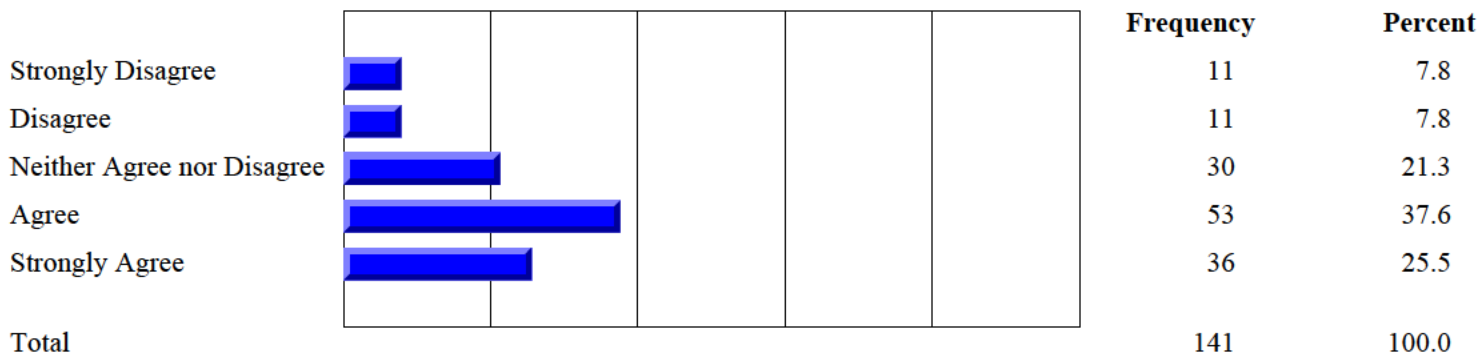
**3. Discrimination with regard to race, color, religion, gender, national origin, or sexual orientation IS NOT tolerated in my organization.**



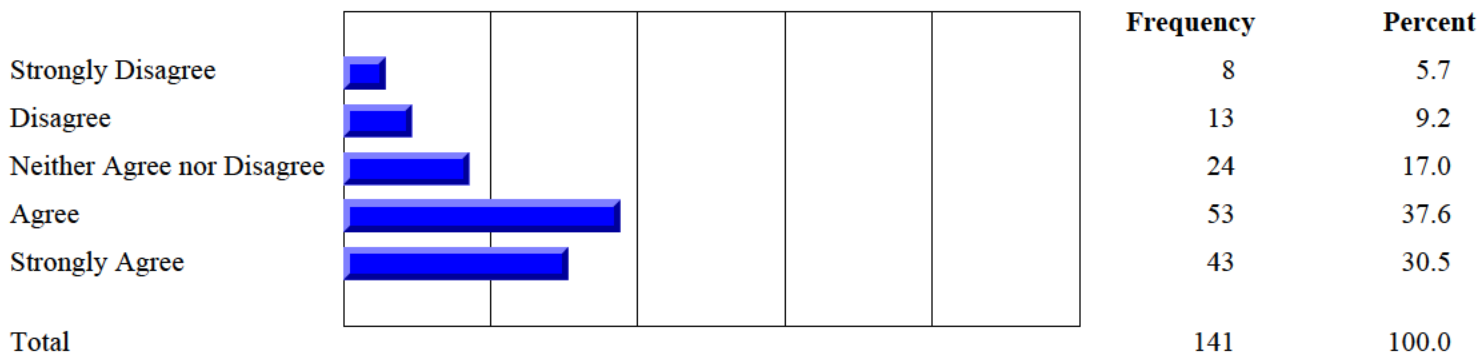
**4. Communication flows freely from senior leadership to all levels of the organization.**



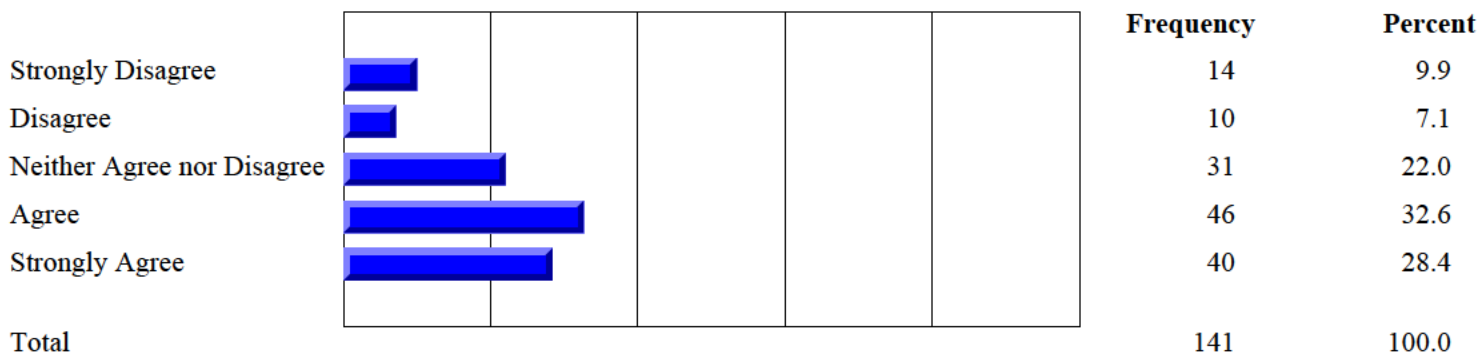
1477  
**5. My work area and/or military provided housing is free of issues that hinder good order and discipline.**



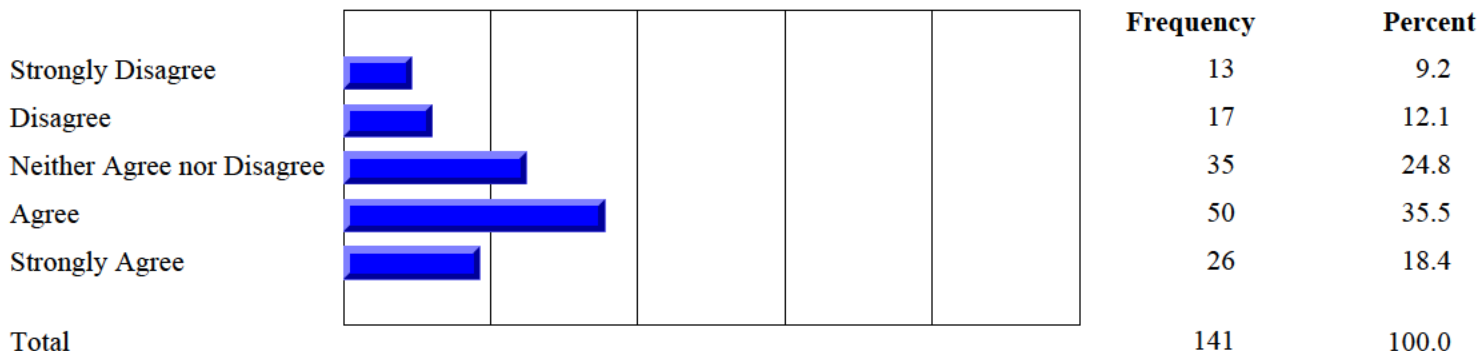
**6. This unit takes an active role in caring for the needs of family members.**



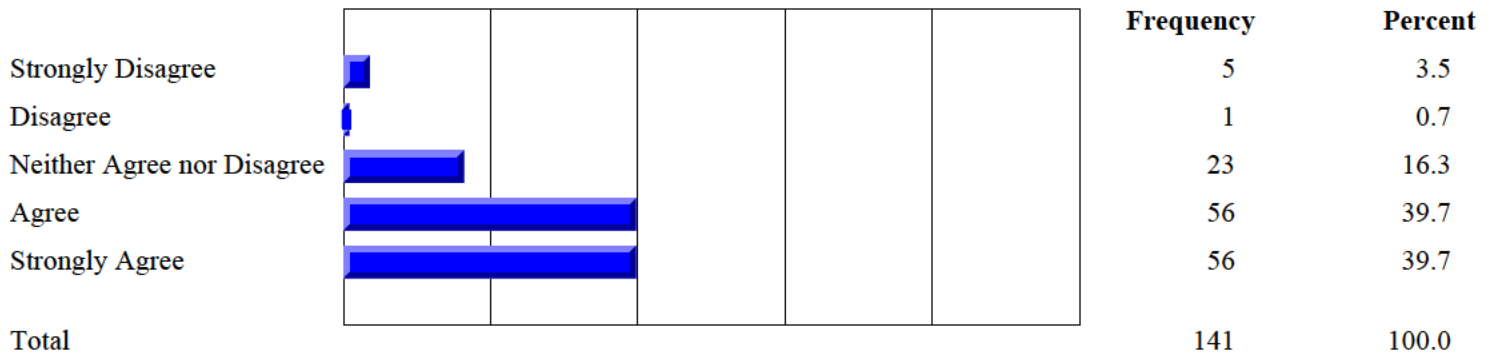
**7. This unit takes an active role in caring for the needs of family members of deployed unit personnel.**



**8. This unit takes an active role in caring for the needs of single soldiers.**



9. <sup>1478</sup> My work area and/or military provided housing is free of sexual misconduct.























































































# **Defense Organizational Climate Survey (DEOCS) Report**

**Organization: 8th POG (A)**

**Commander/Director: (b) (3) / (b) (6)**

**Admin Number: 1907097**

**Saturday, August 24, 2019**

**Office of People Analytics (OPA)  
Health & Resilience Division**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

Expiration: 31 Jan 24

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Short-Answer Questions</b>	<b>28</b>
<b>Appendix B:</b>	<b>Written Comments from Your Organization</b>	<b>84</b>

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

Recommend organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>8th POG (A)</b>	<b>Number</b>	<b>Percent</b>
Majority	105	40.9%
Minority	92	35.8%
Declined to Respond	60	23.3%
American Indian or Alaskan Native	5	1.9%
Asian	9	3.5%
Black	11	4.3%
Native Hawaiian or Other Pacific Islander	2	0.8%
White	158	61.5%
Selected Multiple Races	10	3.9%
Declined to Respond	62	24.1%
Hispanic	61	23.7%
Not Hispanic	145	56.4%
Declined to Respond	51	19.8%
Women	28	10.9%
Men	229	89.1%
Junior Enlisted (E1 - E6)	162	63.0%
Senior Enlisted (E7 - E9)	42	16.3%
Warrant Officer (WO1 - CW5)	0	0.0%
Junior Officer (O1 - O3)	38	14.8%
Senior Officer (O4 - Above)	12	4.7%
Junior Federal Civilian (Grades 1 - 12)	1	0.4%
Senior Federal Civilian (Grades 13 - SES)	1	0.4%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	1	0.4%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	2	100.0%

Total

257

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

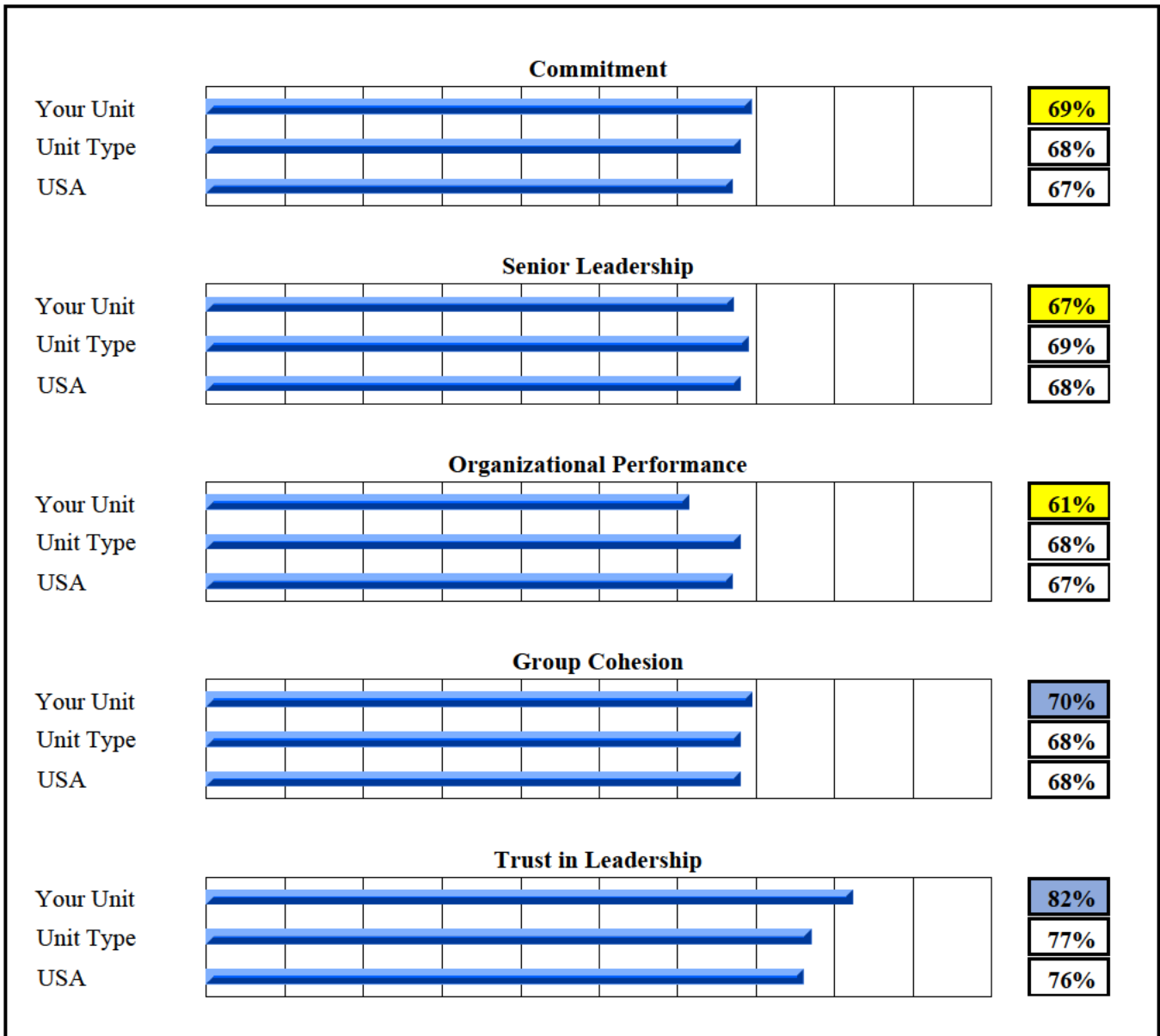


### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

Figure 2: Unit Summaries

Unit Type = Airborne



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Airborne

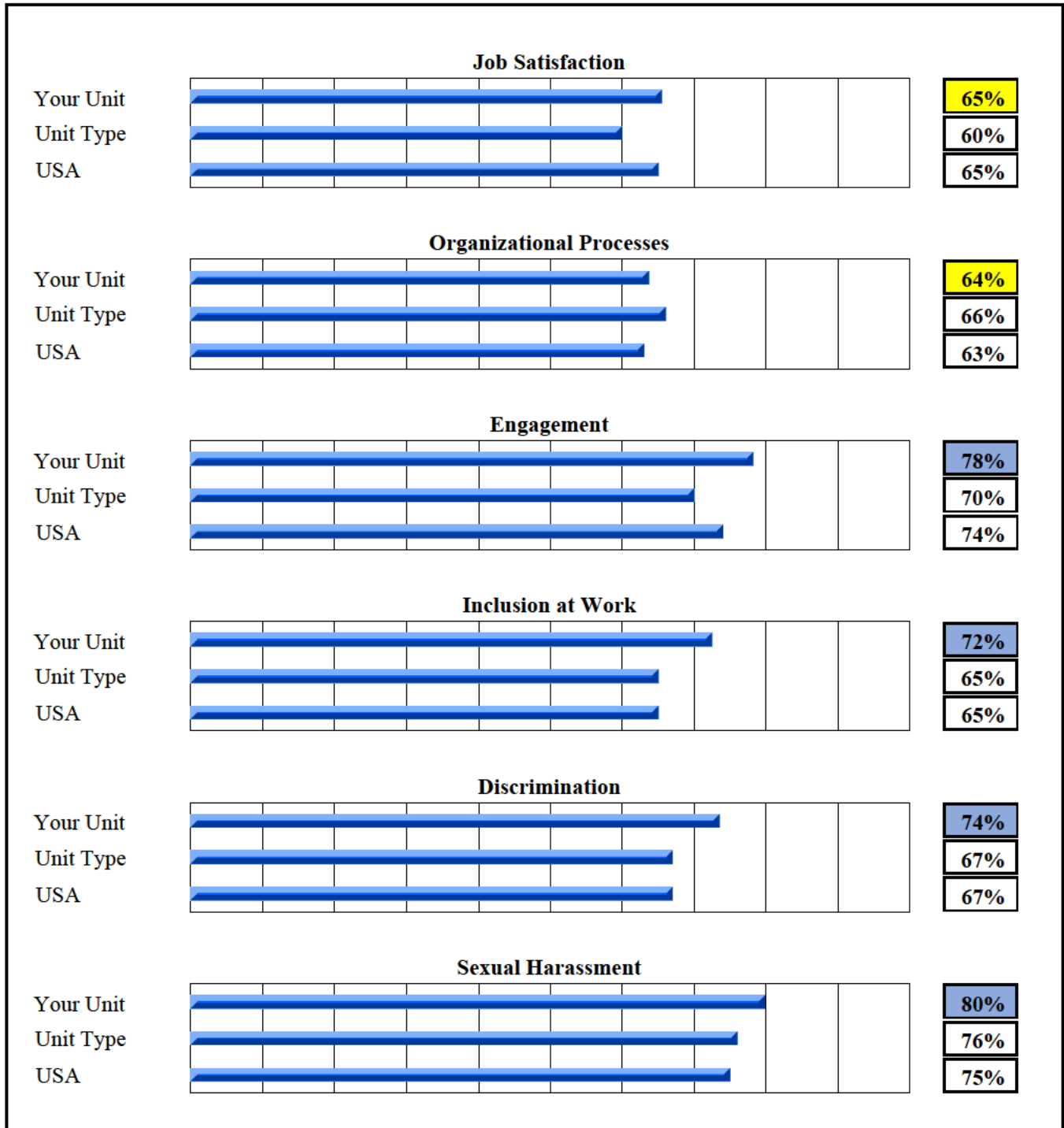
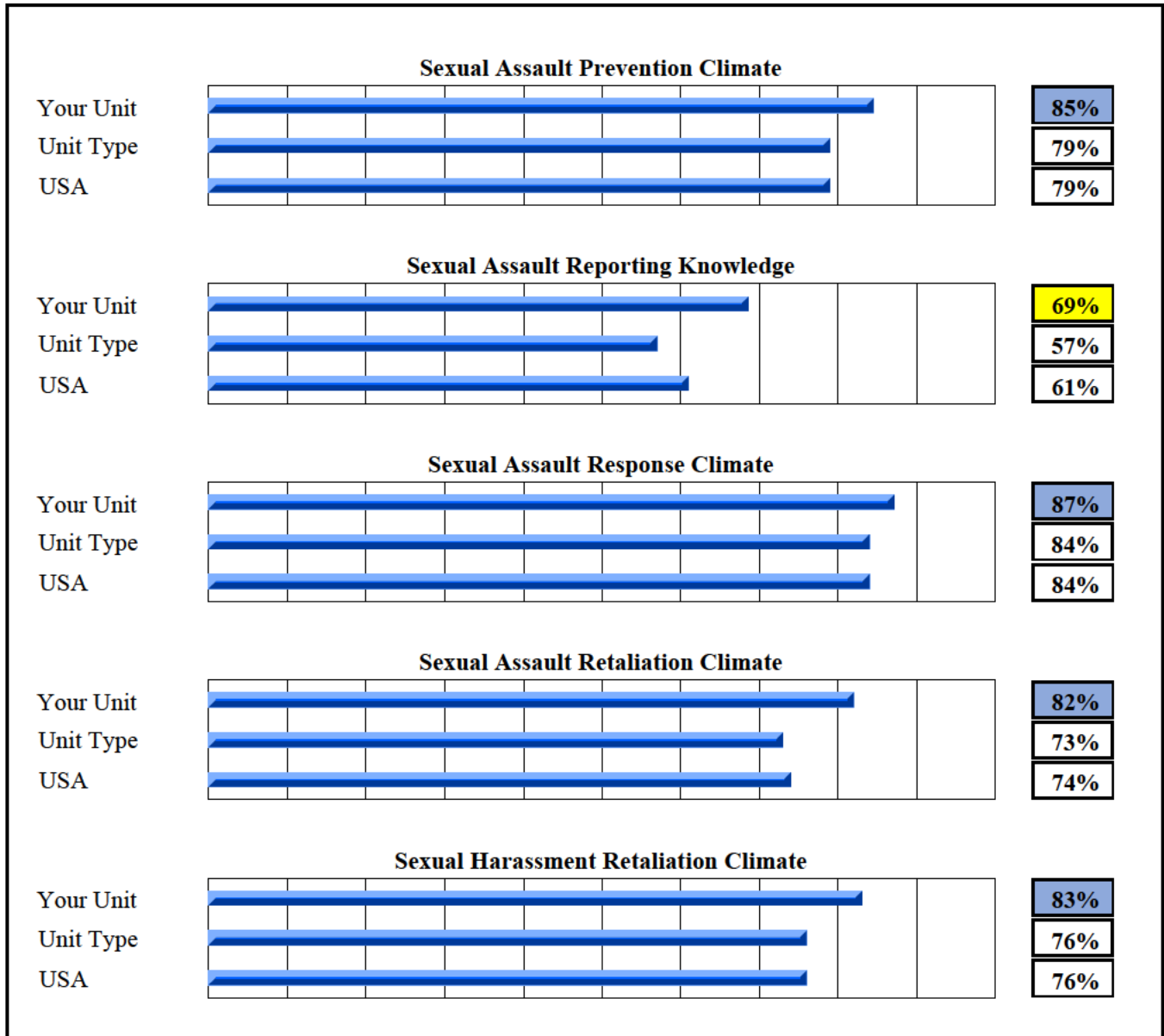


Figure 2 (cont): Unit Summaries

Unit Type = Airborne



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

Figure 3: OE Subgroup Comparison

		<b>8th POG (A)</b>							
		<b>Organizational Effectiveness</b>							
		<b>Commit</b>	<b>Senior Leader</b>	<b>Org Perform</b>	<b>Group Cohesion</b>	<b>Trust in Leader</b>	<b>Job Satisfact</b>	<b>Org Process</b>	<b>Engage</b>
Minority		75%	68%	63%	73%	83%	70%	66%	82%
Majority		70%	72%	63%	69%	84%	66%	71%	77%
Women		69%	58%	60%	77%	79%	61%	60%	77%
Men		69%	68%	62%	69%	83%	66%	64%	78%
Enlisted		68%	70%	62%	69%	82%	65%	65%	76%
Officer		77%	56%	58%	74%	86%	67%	61%	87%
Junior Enlisted		68%	71%	64%	71%	80%	62%	65%	75%
Senior Enlisted		68%	68%	56%	61%	88%	75%	64%	83%
Junior Officer		74%	49%	50%	72%	84%	66%	54%	87%
Senior Officer		89%	79%	83%	81%	92%	72%	83%	86%
Military		70%	67%	62%	70%	82%	65%	64%	78%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		69%	67%	61%	70%	82%	65%	64%	78%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the **EO / EEO / Fair Treatment & SAPR** Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<b>8th POG (A)</b>							
		<b>EO/EEO/Fair Treatment</b>				<b>SAPR</b>			
		<b>Inclusion</b>	<b>Discrim</b>	<b>SH</b>	<b>SH Retaliation</b>	<b>SA Prevent</b>	<b>SA Report Knowledge</b>	<b>SA Response</b>	<b>SA Retaliation</b>
<b>Minority</b>		74%	72%	81%	82%	83%	65%	84%	80%
<b>Majority</b>		74%	75%	82%	88%	86%	70%	91%	87%
<b>Women</b>		79%	74%	87%	79%	86%	66%	85%	77%
<b>Men</b>		72%	73%	79%	84%	84%	69%	87%	83%
<b>Enlisted</b>		71%	72%	79%	82%	84%	67%	87%	81%
<b>Officer</b>		78%	80%	85%	89%	89%	78%	91%	87%
<b>Junior Enlisted</b>		70%	71%	78%	82%	83%	65%	87%	80%
<b>Senior Enlisted</b>		75%	77%	82%	83%	88%	74%	88%	85%
<b>Junior Officer</b>		75%	79%	81%	86%	87%	77%	88%	84%
<b>Senior Officer</b>		88%	81%	98%	100%	96%	81%	100%	99%
<b>Military</b>		73%	74%	80%	84%	85%	69%	88%	82%
<b>Civilian</b>									
<b>Junior Civilian</b>									
<b>Senior Civilian</b>									
<b>Non-Supervisor</b>									
<b>Supervisor</b>									
<b>Your Unit</b>		72%	74%	80%	83%	85%	69%	87%	82%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
--	--	---	---

## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	15 (6%)	13 (5%)	13 (5%)	29 (11%)	34 (13%)	90 (35%)	63 (25%)
This workgroup has a great deal of personal meaning to me.	13 (5%)	21 (8%)	10 (4%)	42 (16%)	31 (12%)	80 (31%)	60 (23%)
I feel a strong sense of belonging to this workgroup.	15 (6%)	16 (6%)	13 (5%)	36 (14%)	37 (14%)	75 (29%)	65 (25%)
<b>Total</b>	6%	6%	5%	14%	<b>13%</b>	<b>32%</b>	<b>24%</b>
		<b>17%</b>				<b>69%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	26 (10%)	17 (7%)	12 (5%)	26 (10%)	30 (12%)	90 (35%)	56 (22%)
My senior leader clarifies our organization's goals and priorities.	22 (9%)	21 (8%)	11 (4%)	25 (10%)	33 (13%)	87 (34%)	58 (23%)
My senior leader communicates a clear vision for the future.	27 (11%)	17 (7%)	14 (5%)	33 (13%)	30 (12%)	77 (30%)	59 (23%)
My senior leader listens to the concerns of the organization's military members and employees.	27 (11%)	16 (6%)	11 (4%)	33 (13%)	29 (11%)	76 (30%)	65 (25%)
<b>Total</b>	10%	7%	5%	11%	<b>12%</b>	<b>32%</b>	<b>23%</b>
		<b>21%</b>				<b>67%</b>	

Table 2.3 Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	25 (10%)	18 (7%)	16 (6%)	37 (14%)	35 (14%)	71 (28%)	55 (21%)
My organization's performance, compared to similar organizations, is high.	29 (11%)	18 (7%)	14 (5%)	39 (15%)	27 (11%)	72 (28%)	58 (23%)
My organization makes good use of available resources to accomplish its mission.	35 (14%)	14 (5%)	14 (5%)	38 (15%)	37 (14%)	68 (26%)	51 (20%)
<b>Total</b>	12%	6%	6%	15%	<b>13%</b>	<b>27%</b>	<b>21%</b>
		<b>24%</b>				<b>61%</b>	

Table 2.4 Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	18 (7%)	11 (4%)	12 (5%)	35 (14%)	32 (12%)	88 (34%)	61 (24%)
We all take responsibility for the performance of the workgroup.	20 (8%)	17 (7%)	18 (7%)	30 (12%)	26 (10%)	88 (34%)	58 (23%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	16 (6%)	15 (6%)	10 (4%)	33 (13%)	34 (13%)	81 (32%)	68 (26%)
<b>Total</b>	7%	6%	5%	13%	<b>12%</b>	<b>33%</b>	<b>24%</b>
		<b>18%</b>				<b>70%</b>	

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	9 (4%)	9 (4%)	3 (1%)	27 (11%)	17 (7%)	91 (35%)	101 (39%)
My immediate supervisor follows through with commitments he or she makes.	7 (3%)	4 (2%)	6 (2%)	26 (10%)	17 (7%)	101 (39%)	96 (37%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	13 (5%)	11 (4%)	4 (2%)	24 (9%)	23 (9%)	87 (34%)	95 (37%)
My immediate supervisor treats me fairly.	9 (4%)	2 (1%)	6 (2%)	22 (9%)	11 (4%)	93 (36%)	114 (44%)
<b>Total</b>	<b>4%</b>	<b>3%</b>	<b>2%</b>	<b>10%</b>	<b>7%</b>	<b>36%</b>	<b>39%</b>
		<b>8%</b>				<b>82%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	18 (7%)	20 (8%)	12 (5%)	38 (15%)	33 (13%)	72 (28%)	64 (25%)
I feel satisfied with my current job.	20 (8%)	20 (8%)	15 (6%)	37 (14%)	44 (17%)	66 (26%)	55 (21%)
I am happy with my current job.	20 (8%)	21 (8%)	10 (4%)	35 (14%)	44 (17%)	69 (27%)	58 (23%)
<b>Total</b>	<b>8%</b>	<b>8%</b>	<b>5%</b>	<b>14%</b>	<b>16%</b>	<b>27%</b>	<b>23%</b>
		<b>20%</b>				<b>65%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	15 (6%)	12 (5%)	14 (5%)	31 (12%)	33 (13%)	101 (39%)	51 (20%)
Discipline is administered fairly.	36 (14%)	18 (7%)	17 (7%)	41 (16%)	22 (9%)	74 (29%)	49 (19%)
Decisions are made after reviewing relevant information.	25 (10%)	16 (6%)	20 (8%)	35 (14%)	39 (15%)	74 (29%)	48 (19%)
<b>Total</b>	<b>10%</b>	<b>6%</b>	<b>7%</b>	<b>14%</b>	<b>12%</b>	<b>32%</b>	<b>19%</b>
		<b>22%</b>				<b>64%</b>	



Table 2.8 Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	4 (2%)	2 (1%)	2 (1%)	22 (9%)	11 (4%)	119 (46%)	97 (38%)
I am enthusiastic about my work.	13 (5%)	12 (5%)	12 (5%)	36 (14%)	33 (13%)	83 (32%)	68 (26%)
Time flies when I am working.	11 (4%)	15 (6%)	13 (5%)	26 (10%)	34 (13%)	79 (31%)	79 (31%)
<b>Total</b>	4%	4%	4%	11%	<b>10%</b>	<b>36%</b>	<b>32%</b>
		<b>11%</b>				<b>78%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	10 (4%)	10 (4%)	7 (3%)	33 (13%)	19 (7%)	110 (43%)	68 (26%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	6 (2%)	8 (3%)	11 (4%)	35 (14%)	26 (10%)	89 (35%)	82 (32%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	11 (4%)	11 (4%)	8 (3%)	35 (14%)	36 (14%)	90 (35%)	66 (26%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	20 (8%)	15 (6%)	12 (5%)	37 (14%)	22 (9%)	93 (36%)	58 (23%)
The decision-making processes that impact my workgroup are fair.	17 (7%)	9 (4%)	13 (5%)	57 (22%)	26 (10%)	85 (33%)	50 (19%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	7 (3%)	9 (4%)	11 (4%)	33 (13%)	10 (4%)	71 (28%)	116 (45%)
<b>Total</b>	5%	4%	4%	15%	<b>9%</b>	<b>35%</b>	<b>29%</b>
		<b>13%</b>				<b>72%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	19 (7%)	8 (3%)	4 (2%)	23 (9%)	4 (2%)	71 (28%)	128 (50%)
<b>Religion</b>	23 (9%)	7 (3%)	3 (1%)	23 (9%)	3 (1%)	69 (27%)	129 (50%)
<b>Sex</b>	25 (10%)	8 (3%)	7 (3%)	23 (9%)	4 (2%)	64 (25%)	126 (49%)
<b>Sexual Orientation</b>	24 (9%)	8 (3%)	2 (1%)	23 (9%)	5 (2%)	71 (28%)	124 (48%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	12 (5%)	5 (2%)	3 (1%)	31 (12%)	9 (4%)	82 (32%)	115 (45%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	36 (14%)	26 (10%)	12 (5%)	23 (9%)	3 (1%)	57 (22%)	100 (39%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	33 (13%)	24 (9%)	11 (4%)	28 (11%)	3 (1%)	58 (23%)	100 (39%)
<b>Total</b>	10%	5%	2%	10%	<b>2%</b>	<b>26%</b>	<b>46%</b>
		<b>17%</b>				<b>74%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	31 (12%)	23 (9%)	203 (79%)
<b>Religion</b>	33 (13%)	23 (9%)	201 (78%)
<b>Sex</b>	40 (16%)	23 (9%)	194 (75%)
<b>Sexual Orientation</b>	34 (13%)	23 (9%)	200 (78%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	5 (2%)	4 (2%)	1 (0%)	50 (19%)	1 (0%)	82 (32%)	114 (44%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	5 (2%)	2 (1%)	1 (0%)	42 (16%)	11 (4%)	80 (31%)	116 (45%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	11 (4%)	6 (2%)	4 (2%)	34 (13%)	5 (2%)	74 (29%)	123 (48%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	8 (3%)	6 (2%)	1 (0%)	27 (11%)	1 (0%)	48 (19%)	166 (65%)
<b>Total</b>	3%	2%	1%	15%	2%	28%	50%
		5%				80%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	6 (2%)	1 (0%)	5 (2%)	24 (9%)	8 (3%)	88 (34%)	125 (49%)
My immediate supervisor promotes responsible alcohol use.	6 (2%)	2 (1%)	2 (1%)	32 (12%)	3 (1%)	92 (36%)	120 (47%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	12 (5%)	1 (0%)	0 (0%)	30 (12%)	8 (3%)	83 (32%)	123 (48%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	3 (1%)	3 (1%)	2 (1%)	29 (11%)	9 (4%)	88 (34%)	123 (48%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	3 (1%)	1 (0%)	1 (0%)	26 (10%)	7 (3%)	84 (33%)	135 (53%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	9 (4%)	10 (4%)	0 (0%)	31 (12%)	3 (1%)	83 (32%)	121 (47%)
<b>Total</b>	3%	1%	1%	11%	2%	34%	48%
		4%				85%	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	2 (1%)	1 (0%)	0 (0%)	22 (9%)	3 (1%)	71 (28%)	158 (61%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	6 (2%)	1 (0%)	4 (2%)	27 (11%)	7 (3%)	74 (29%)	138 (54%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	6 (2%)	3 (1%)	4 (2%)	27 (11%)	2 (1%)	77 (30%)	138 (54%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	2 (1%)	0 (0%)	2 (1%)	24 (9%)	4 (2%)	69 (27%)	156 (61%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	4 (2%)	2 (1%)	1 (0%)	27 (11%)	4 (2%)	73 (28%)	146 (57%)
<b>Total</b>	2%	1%	1%	10%	<b>2%</b>	<b>28%</b>	<b>57%</b>
		<b>3%</b>				<b>87%</b>	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>In my work group, reporters of sexual assault would be excluded from social interactions or conversations.</b>	131 (51%)	60 (23%)	7 (3%)	38 (15%)	7 (3%)	7 (3%)	7 (3%)
<b>In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.</b>	140 (54%)	69 (27%)	8 (3%)	33 (13%)	0 (0%)	5 (2%)	2 (1%)
<b>In my work group, reporters of sexual assault would be blamed for causing problems.</b>	140 (54%)	67 (26%)	7 (3%)	34 (13%)	3 (1%)	4 (2%)	2 (1%)
<b>In my work group, reporters of sexual assault would be denied career opportunities.</b>	144 (56%)	63 (25%)	7 (3%)	33 (13%)	5 (2%)	2 (1%)	3 (1%)
<b>In my work group, reporters of sexual assault would be disciplined or given other corrective action.</b>	148 (58%)	55 (21%)	4 (2%)	38 (15%)	1 (0%)	6 (2%)	5 (2%)
<b>In my work group, reporters of sexual assault would be discouraged from moving forward with the report.</b>	147 (57%)	60 (23%)	7 (3%)	36 (14%)	3 (1%)	3 (1%)	1 (0%)
<b>Total</b>	<b>55%</b>	<b>24%</b>	<b>3%</b>	14%	1%	2%	1%
		<b>82%</b>				<b>4%</b>	

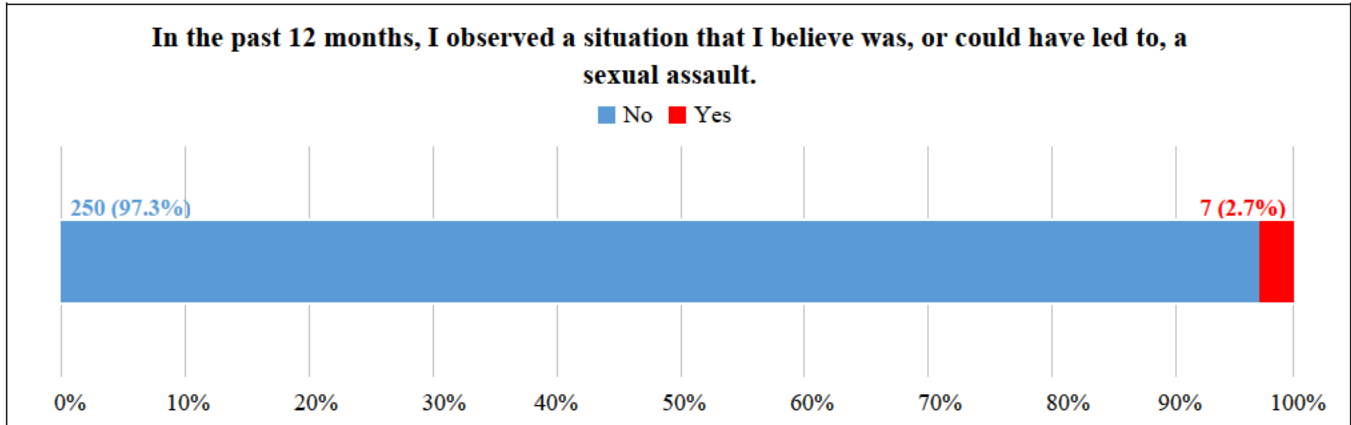
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	143 (56%)	61 (24%)	5 (2%)	37 (14%)	6 (2%)	3 (1%)	2 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	145 (56%)	67 (26%)	4 (2%)	35 (14%)	2 (1%)	4 (2%)	0 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	142 (55%)	65 (25%)	6 (2%)	38 (15%)	2 (1%)	3 (1%)	1 (0%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	144 (56%)	68 (26%)	4 (2%)	32 (12%)	5 (2%)	2 (1%)	2 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	147 (57%)	62 (24%)	3 (1%)	34 (13%)	1 (0%)	7 (3%)	3 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	147 (57%)	62 (24%)	6 (2%)	37 (14%)	0 (0%)	3 (1%)	2 (1%)
<b>Total</b>	<b>56%</b>	<b>25%</b>	<b>2%</b>	14%	1%	1%	1%
		<b>83%</b>				<b>3%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	3	42.9%
I asked the person who appeared to be at risk if they needed help.	1	14.3%
I confronted the person who appeared to be causing the situation.	2	28.6%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safety take any action.	1	14.3%
I decided to not take action.	0	0.0%
<b>Total</b>	<b>7</b>	<b>100.0%</b>

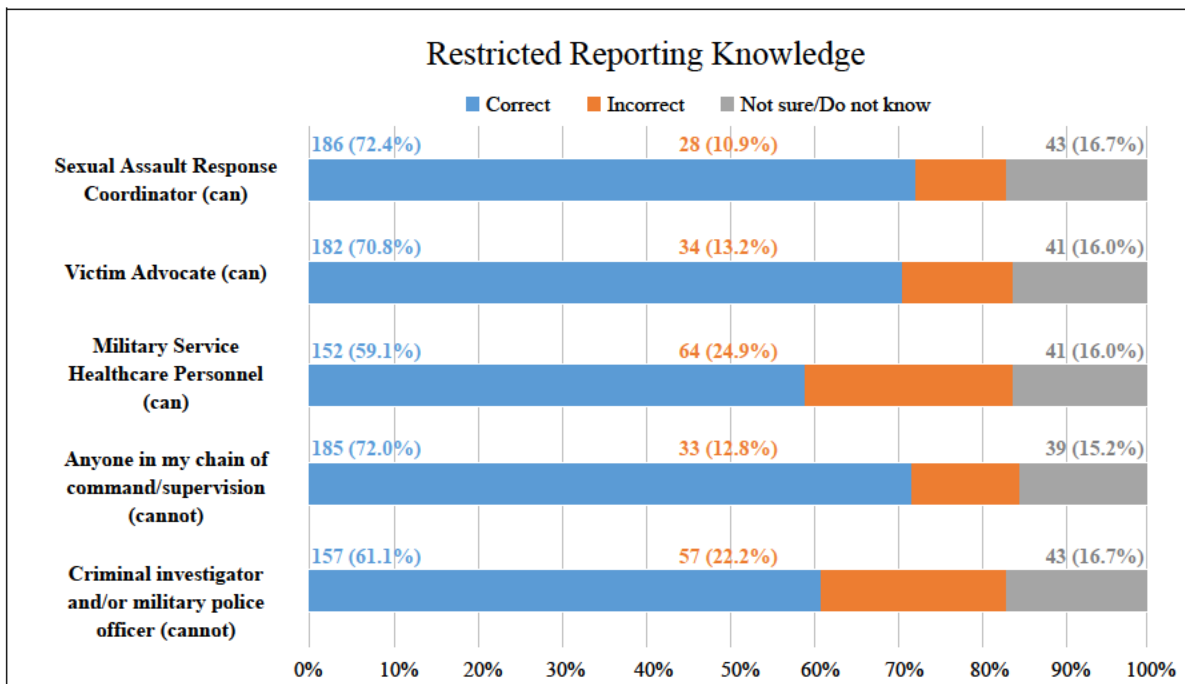


## Sexual Assault Reporting Knowledge

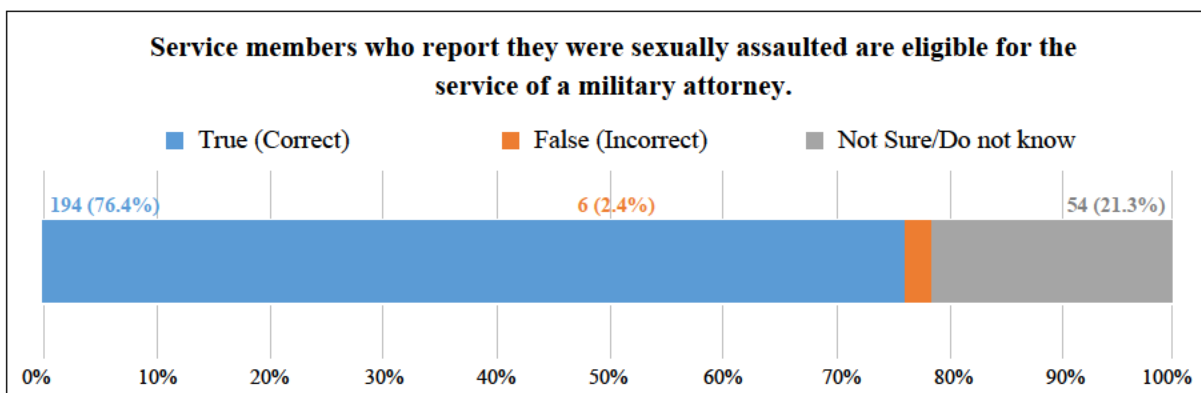
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



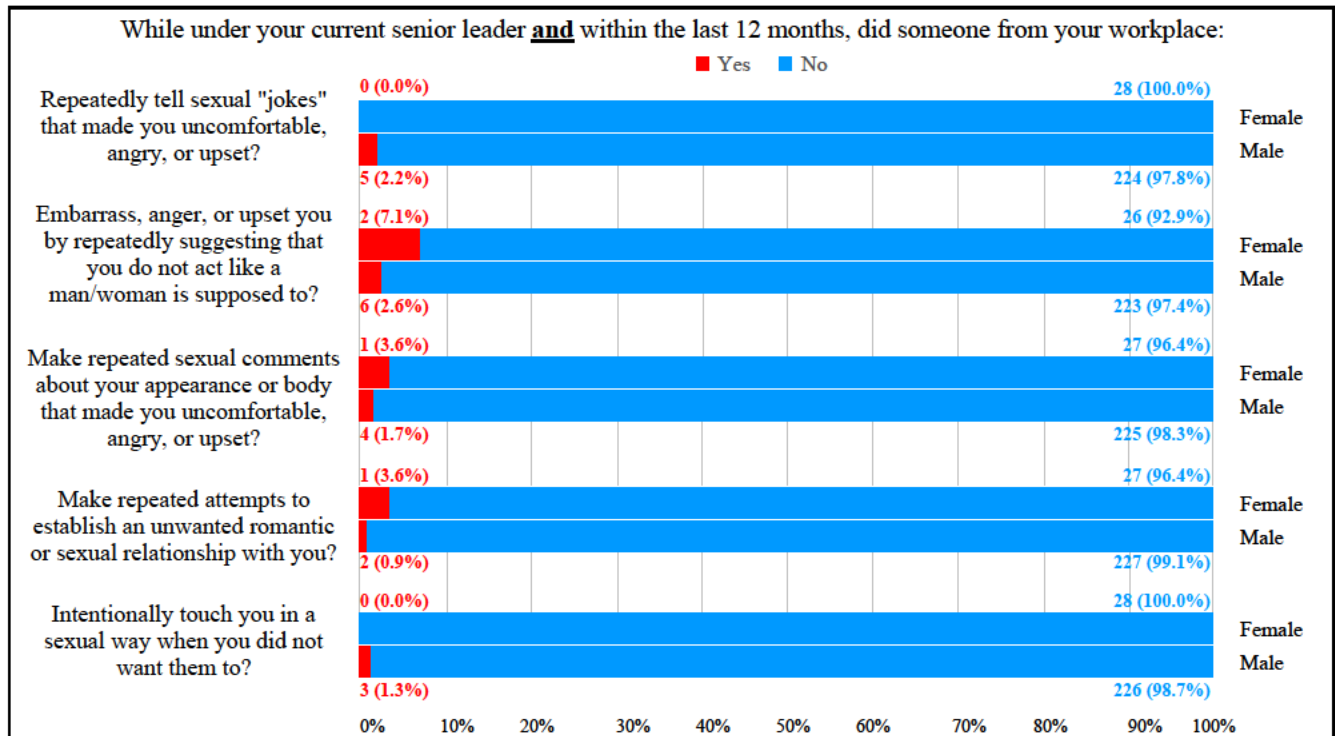
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	5	1.9%	252	98.1%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	8	3.1%	249	96.9%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	5	1.9%	252	98.1%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	3	1.2%	254	98.8%
Intentionally touch you in a sexual way when you did not want them to?	3	1.2%	254	98.8%

**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

Figure 9. Percentage of Respondents' Overall Connectedness

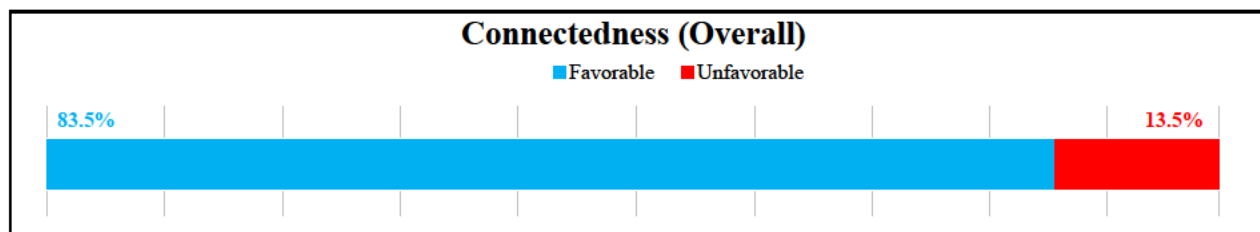


Table 5. Respondents' Connectedness Responses

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	10 (4%)	14 (5%)	12 (5%)	31 (12%)	7 (3%)	73 (28%)	110 (43%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	5 (2%)	4 (2%)	9 (4%)	-	17 (7%)	54 (21%)	168 (65%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	20 (8%)	13 (5%)	22 (9%)	-	42 (16%)	88 (34%)	72 (28%)
These days, I feel that there are people I can turn to in times of need.	12 (5%)	6 (2%)	12 (5%)	-	36 (14%)	96 (37%)	95 (37%)
<b>Total*</b>	5%	4%	5%	-	10%	30%	43%
	14%				83%		

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide

In the past 12 months, I have known someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	25	9.7%
Attempted	29	11.3%
Died by Suicide	10	3.9%
Thought of, Attempted	14	5.4%
Attempted, Died by Suicide	1	0.4%
Thought of, Died by Suicide	1	0.4%
Thought of, Attempted, Died by Suicide	7	2.7%
None of the above	170	66.1%

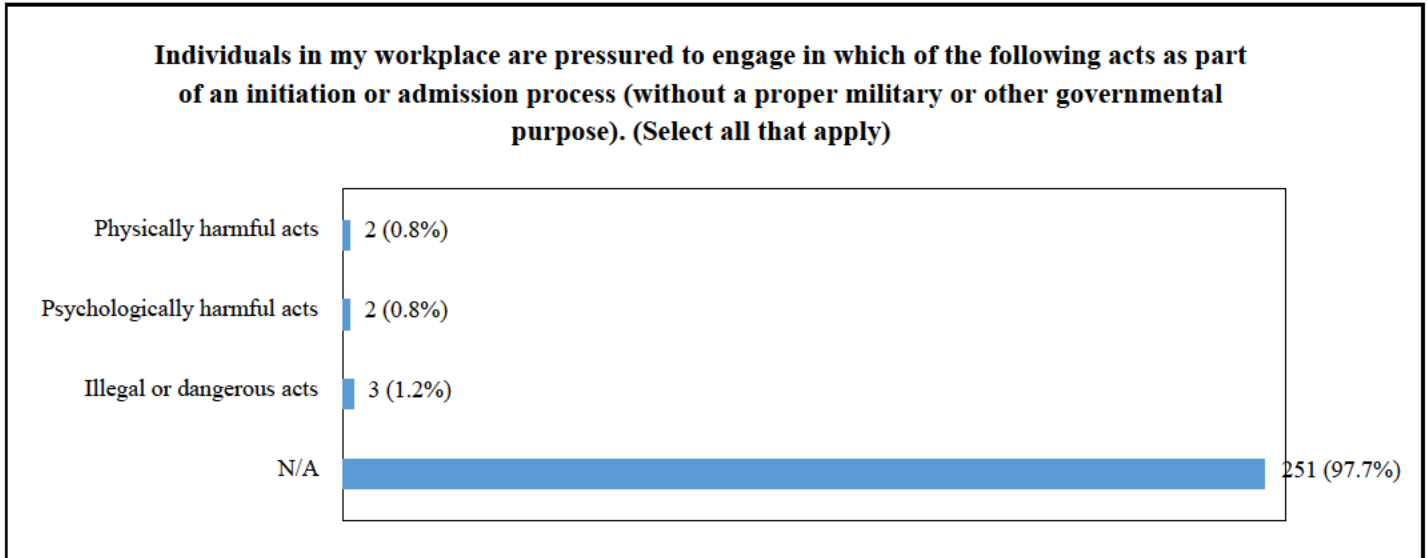
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

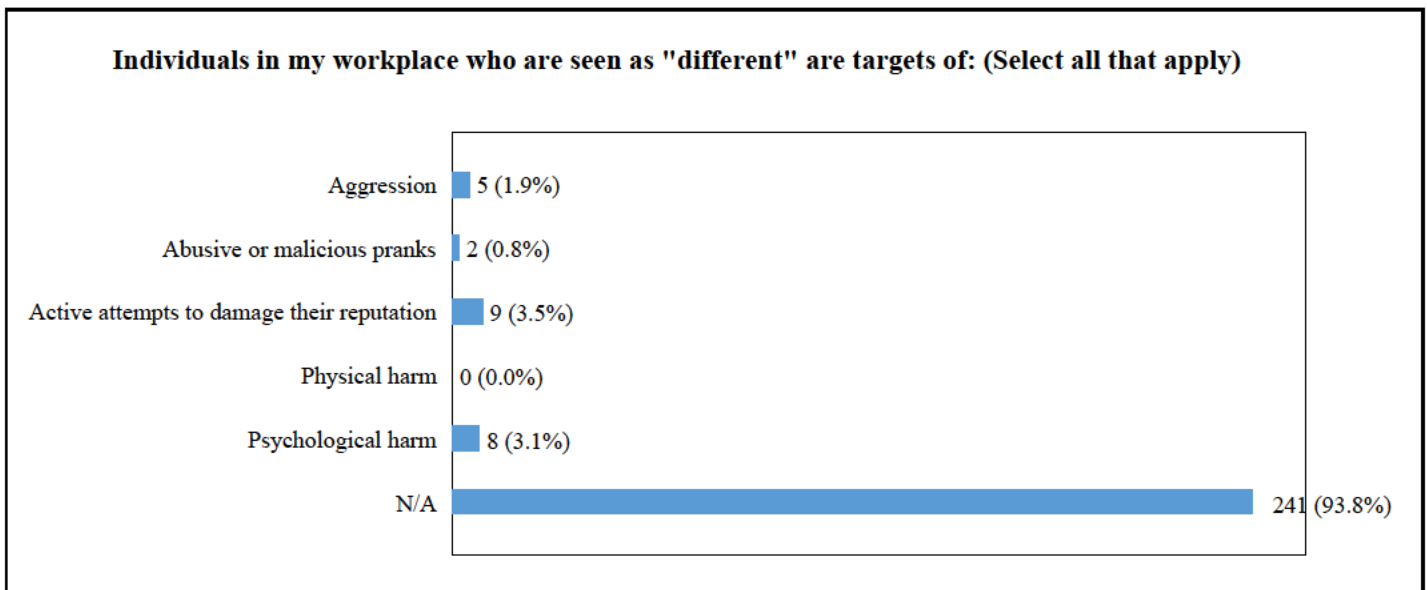
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, the Defense Equal Opportunity Management Institute (DEOMI) provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

DSN: 854-2675/3260/4217

[support@deocs.net](mailto:support@deocs.net)























































































































































































## Defense Organizational Climate Survey (DEOCS) v. 5.0

**Registration:** Hylton 03.20.2021  
**Unit/Organization:** 95th CA BDE (SO)(A)  
**Unit/Organization Leader:** (b) (3) / (b)(6)  
**Survey Dates:** 03/21/2021 - 04/18/2021  
**Subgroup:** Overall Unit/Organization

Overview.....	2
Making Climate Assessment Results Work for Your Organization.....	2
Assessment to Solutions .....	2
Contact Information .....	2
SUMMARY .....	3
PROTECTIVE FACTORS .....	5
RISK FACTORS .....	17
CUSTOM ITEMS .....	29
ITEM SUMMARY.....	31

## Overview

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The Defense Organizational Climate Survey (DEOCS) provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this report. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.

Additional methods, such as focus groups, observations, and reviews of records can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.

In order to protect an individual's confidentiality, results are only reported if there are five or more responses to a question or set of questions; in addition, results are only reported for demographic groups if five or more individuals in a group responded to the question. For example, if only four women responded to a question, results will not be reported for women or men.

Only respondents who completed at least half of the DEOCS questions are included in this report; incomplete surveys where fewer than half of the questions were answered are not included. All percentages displayed are out of the total number responding to a question or set of questions; missing responses are excluded from the calculations. Comments and responses to custom short answer questions (or SAQs) are not included in this report, but are in a separate report available in the dashboard for surveys with at least 16 respondents.

The Quick Links tab in the dashboard also contains informational documents that may help as you view your results, including how factors are calculated and how results are interpreted.

Finally, the text displayed in this report reflects the military and civilian versions of the DEOCS 5.0. It does not match what cadets and midshipmen from the Military Service Academies saw when they completed their DEOCS. Refer to the Quick Links tab in the DEOCS dashboard for a document that compares the dashboard and report text to what cadets and midshipmen saw when completing the survey.

## Making Climate Assessment Results Work for Your Organization

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

## Assessment to Solutions

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: <https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home>.

Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

## Contact Information

The DEOCS HelpDesk is available to assist you and can be reached at:

- [deocs@datarecognitioncorp.com](mailto:deocs@datarecognitioncorp.com)
- 1-833-867-5674



**SUMMARY**

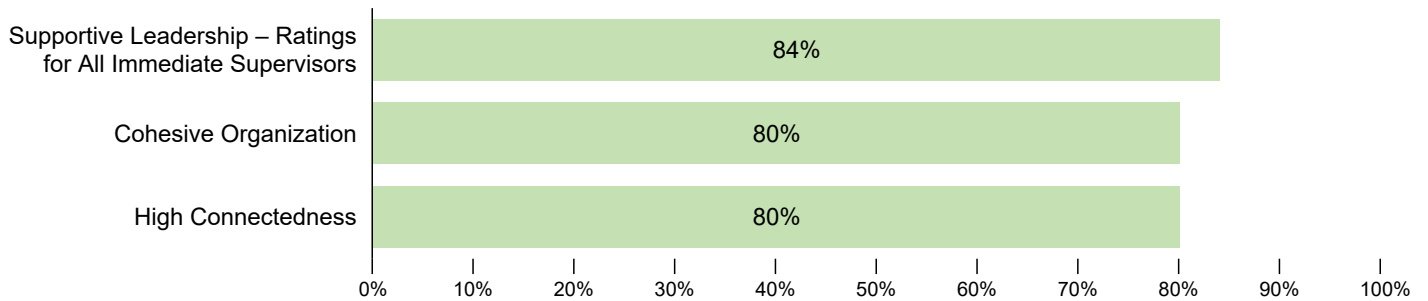
**Response Rates**

Group	Response Rate	Total Registered	Total Surveys Returned	Total Incomplete Surveys
Overall Unit	37%	1411	518	120
91st CA BN	40%	249	100	24
92nd CA BN	36%	222	81	22
96th CA BN	34%	248	85	16
97th CA BN	31%	258	81	15
98th CA BN	39%	237	93	18
HHC 95th CA BDE	40%	197	78	25

Note: The total number registered is based on the number of people listed in the roster provided by the survey administrator at time of registration. Response rates may be above 100% if more people returned a survey than the total number included in the roster.

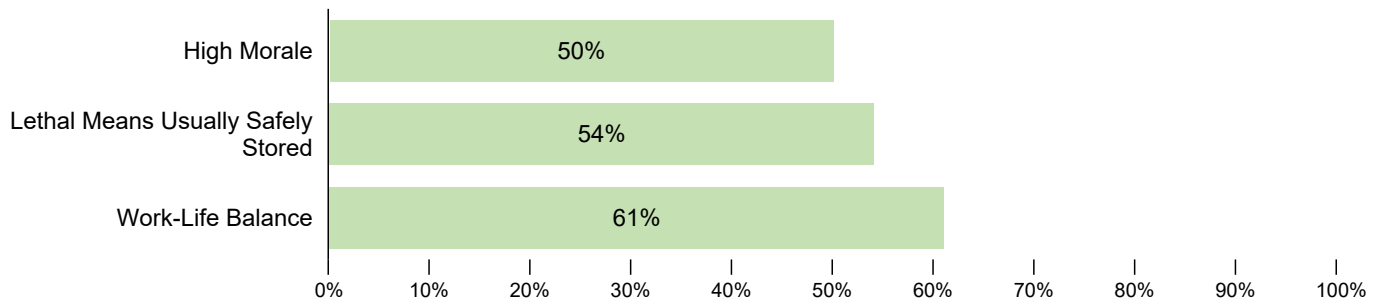
**Top 3 – Protective Factors With the Highest Favorability Ratings**

Your highest-scoring protective factors are below; you are doing well in these areas. Higher scores for these factors are linked to more positive outcomes.



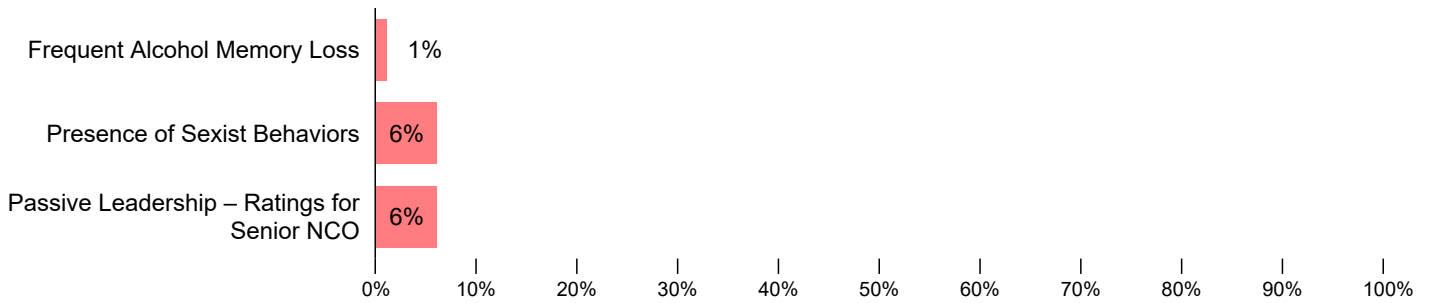
**Bottom 3 – Protective Factors With the Lowest Favorability Ratings**

Your lowest-scoring protective factors are below; improvement can be made to these areas. Lower scores for these factors are linked to more negative outcomes.



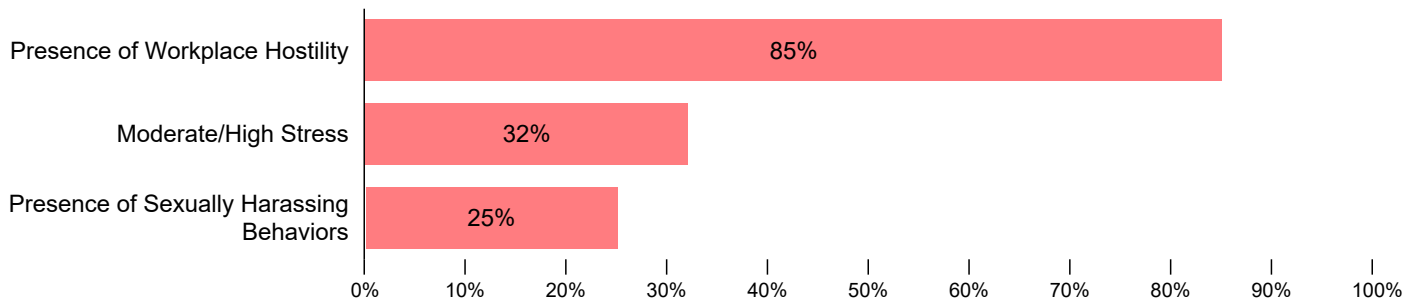
### Top 3 – Risk Factors With the Lowest Unfavorability Ratings

Your lowest-scoring risk factors are below; you are doing well in these areas. Lower scores for these factors are linked to more positive outcomes.



### Bottom 3 – Risk Factors With the Highest Unfavorability Ratings for Overall Unit

Your highest-scoring risk factors are below; improvement can be made to these areas. Higher scores for these factors are linked to more negative outcomes.



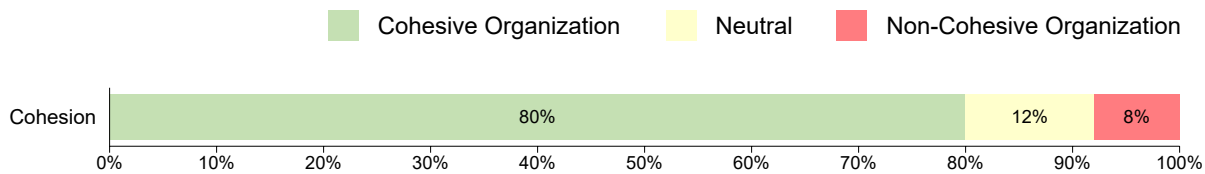
**PROTECTIVE FACTORS**

These factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher favorable scores on protective factors are linked to a higher likelihood of positive outcomes, such as improved performance or readiness and higher retention and are also linked to a lower likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault. This section shows the overall results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority).

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the favorable ratings by various demographic categories.

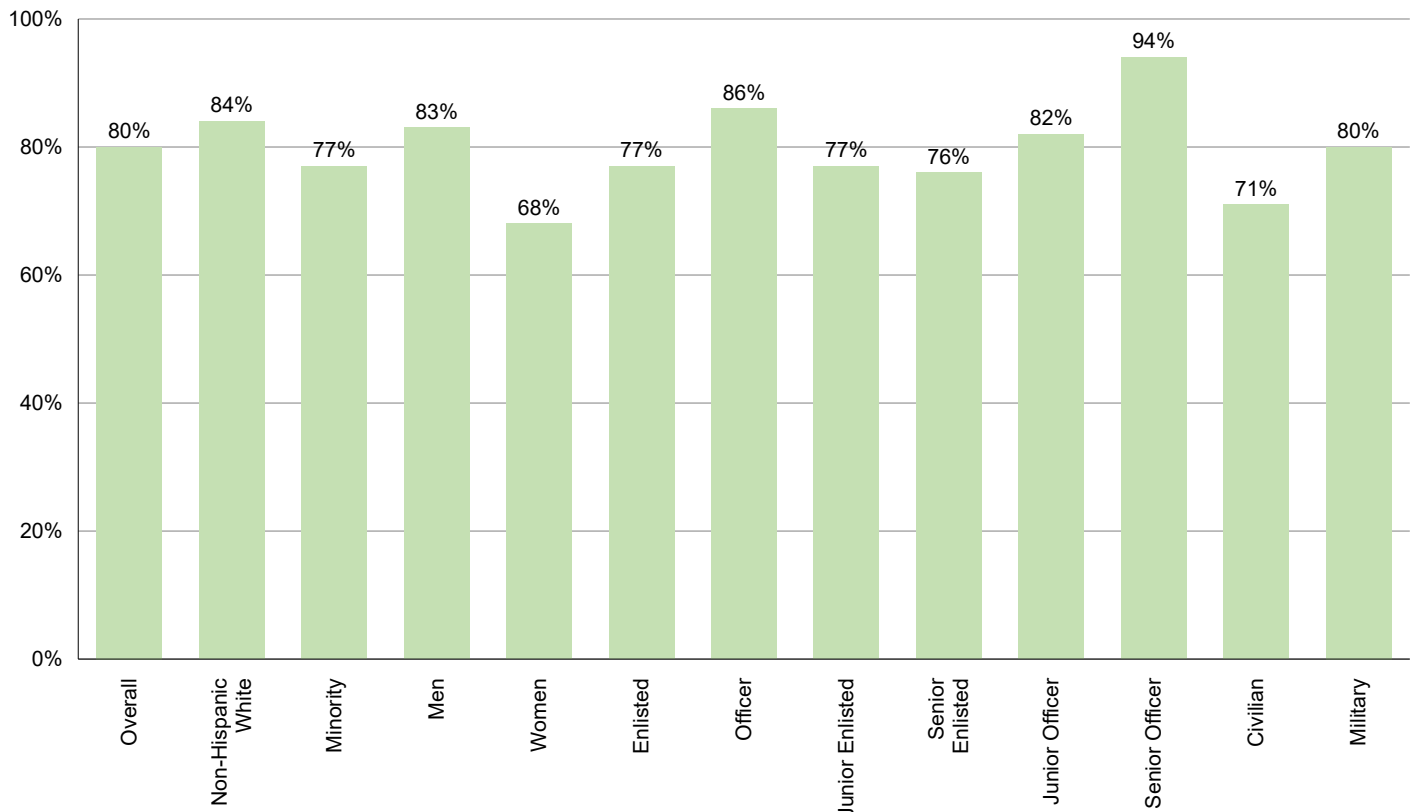
**Cohesion**

Cohesion assesses whether individuals in a workplace care about each other, share the same goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.



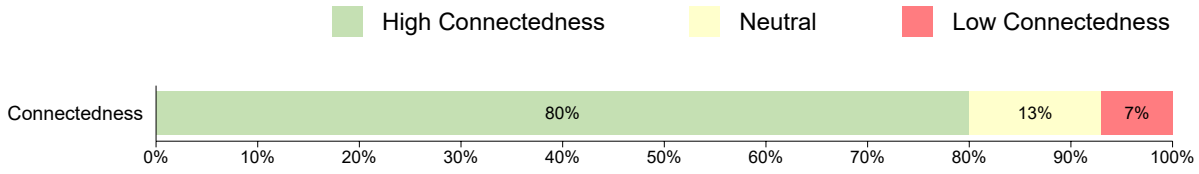
**Cohesive Organization by Demographic Category**

This graph displays the percentage of responses that indicated the organization is cohesive.



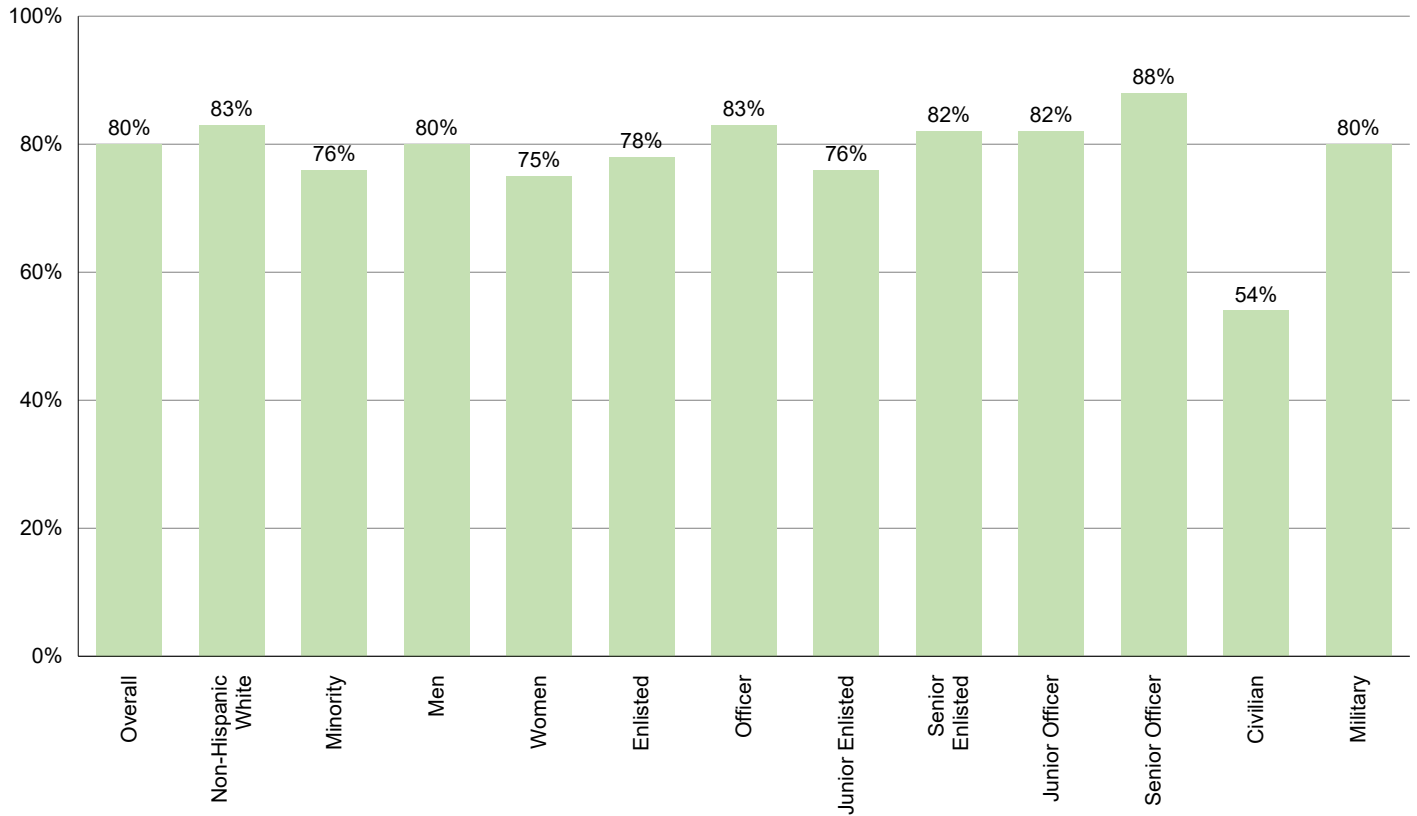
### Connectedness

Connectedness measures perceptions of closeness to a group and satisfaction with one’s relationship to others in the group. Higher connectedness is linked to a lower likelihood of suicidal ideation.



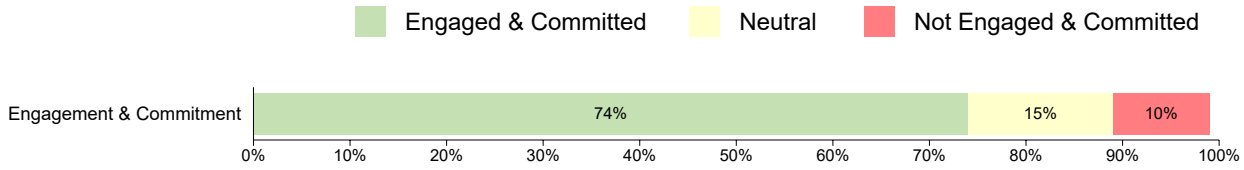
### High Connectedness by Demographic Category

This graph displays the percentage of responses that indicated high connectedness.



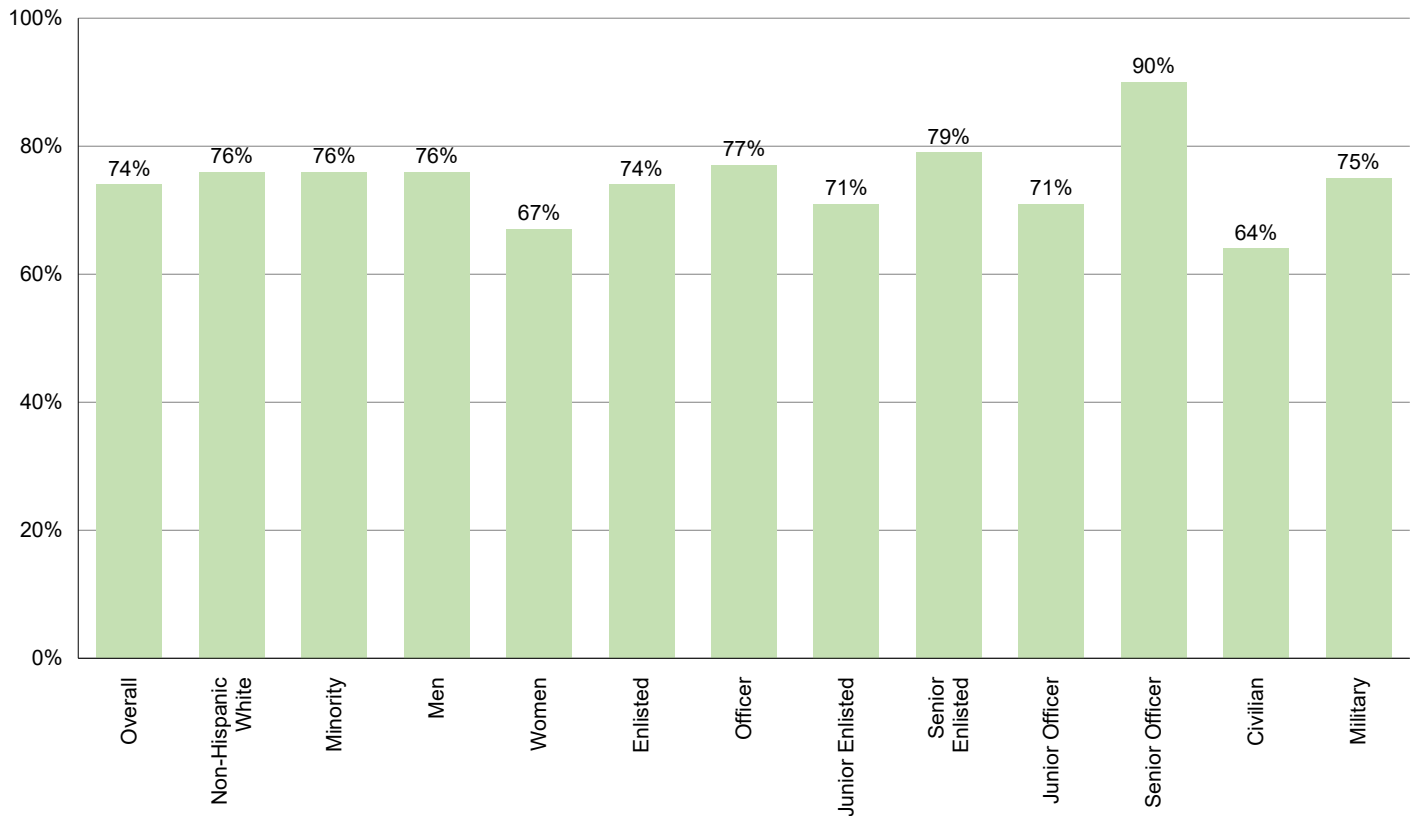
## Engagement & Commitment

This factor measures one’s vigor, dedication, and absorption in work and commitment to the job and organization. Higher levels of engagement and commitment are linked to higher levels of readiness, performance, and retention, and a lower likelihood of suicide.



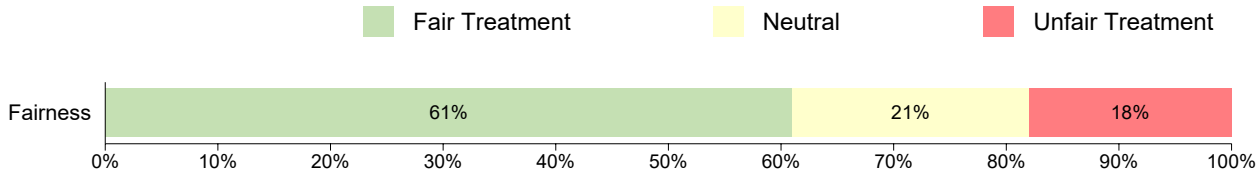
## Engaged & Committed by Demographic Category

This graph displays the percentage of responses that indicated engagement and commitment to the organization.



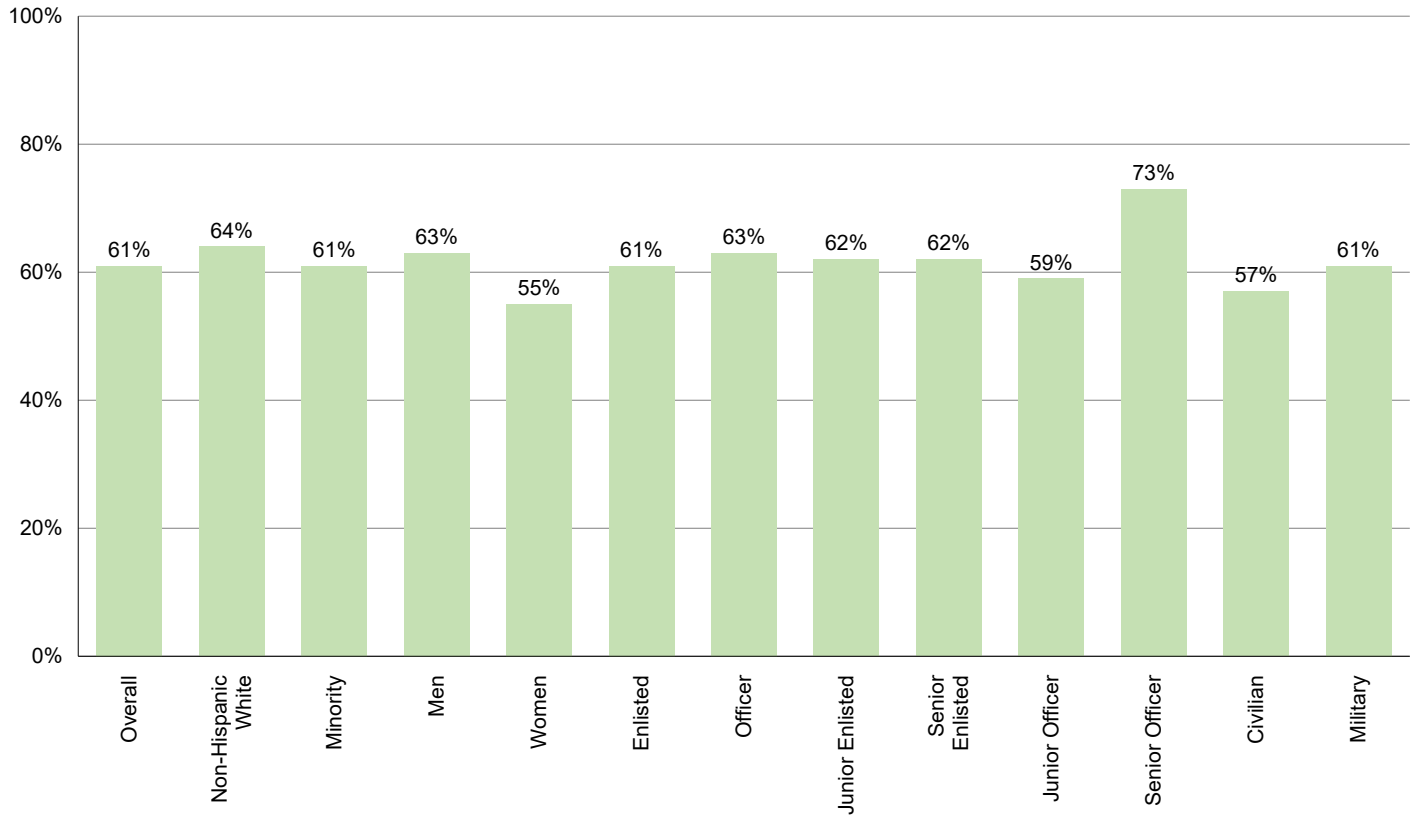
### Fairness

Fairness is the perception that organizational policies, practices, and procedures, both formal and informal, regarding information sharing, job opportunities, promotions, and discipline are based on merit, inclusion, equality, and respect. Fair organizations are linked to higher retention and lower levels of racial and ethnic discrimination.



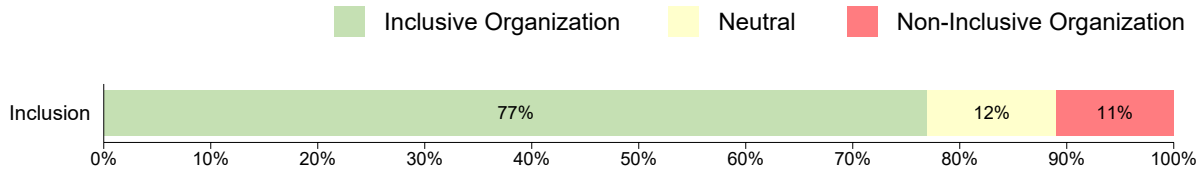
### Fair Treatment by Demographic Category

This graph displays the percentage of responses that indicated fair treatment in the organization.



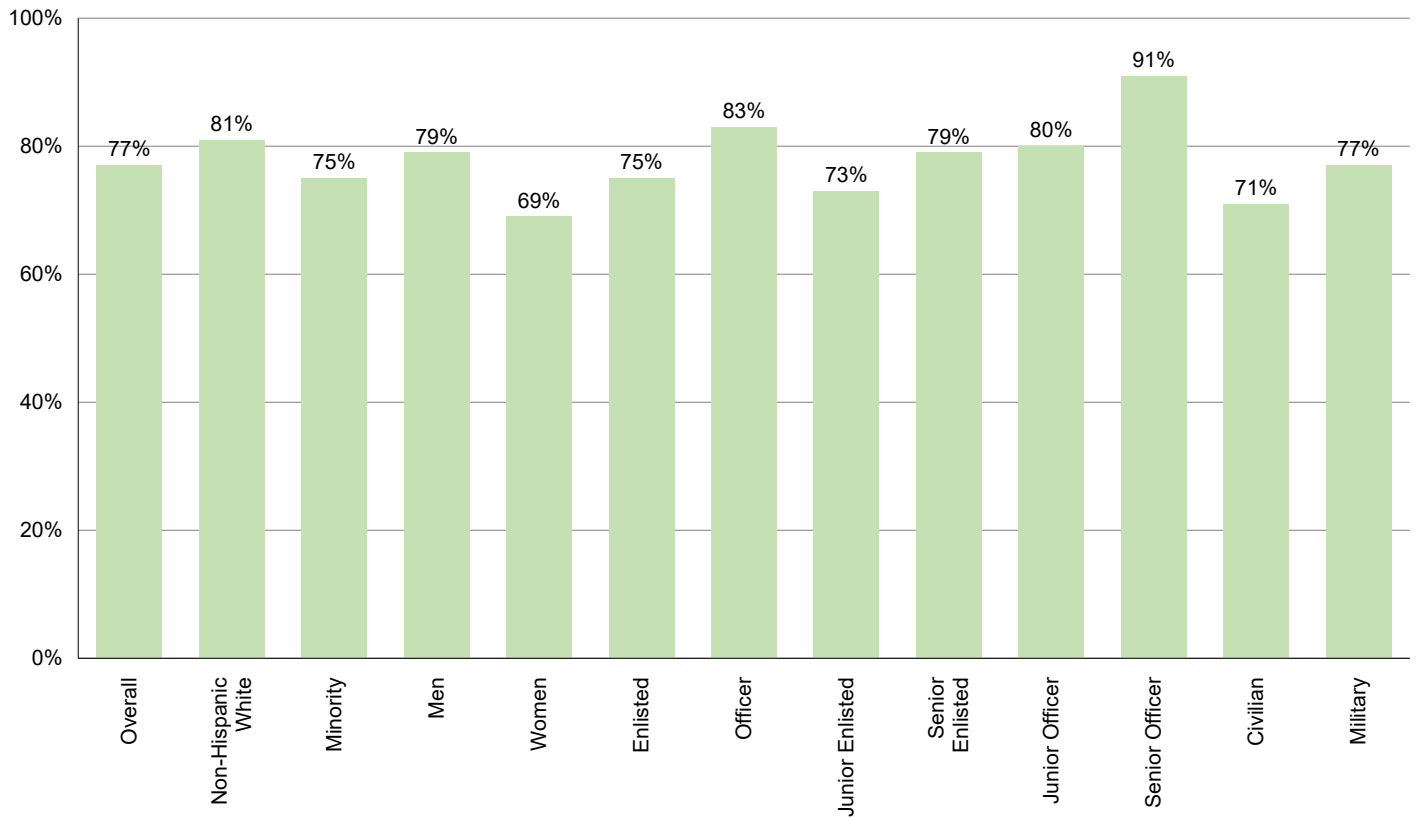
### Inclusion

Inclusion indicates whether organization members feel valued and respected by their peers and leadership, and if they feel involved in decision-making and information-sharing. Inclusive organizations are linked to lower rates of discrimination and higher readiness.



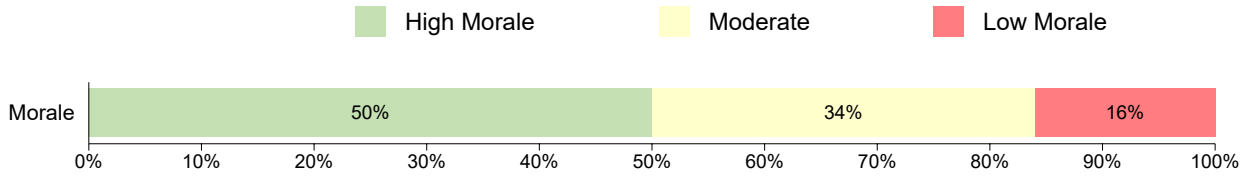
### Inclusive Organization by Demographic Category

This graph displays the percentage of responses that indicated the organization is inclusive.



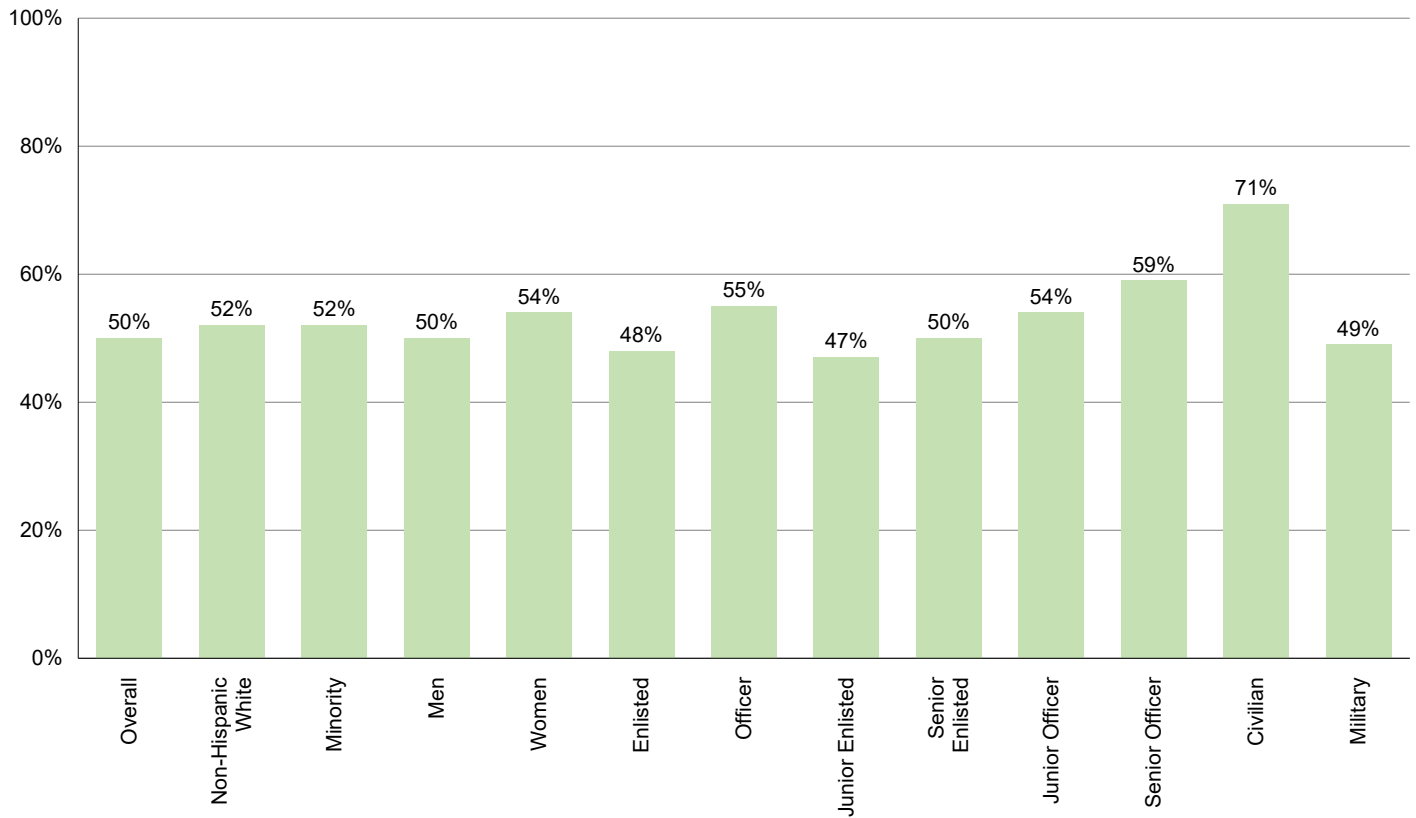
### Morale

Morale measures whether organizations or units complete tasks with enthusiasm and confidence in the mission. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.



### High Morale by Demographic Category

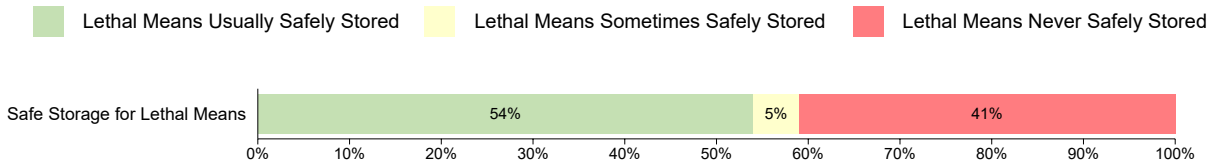
This graph displays the percentage of responses that indicated high morale in the organization.





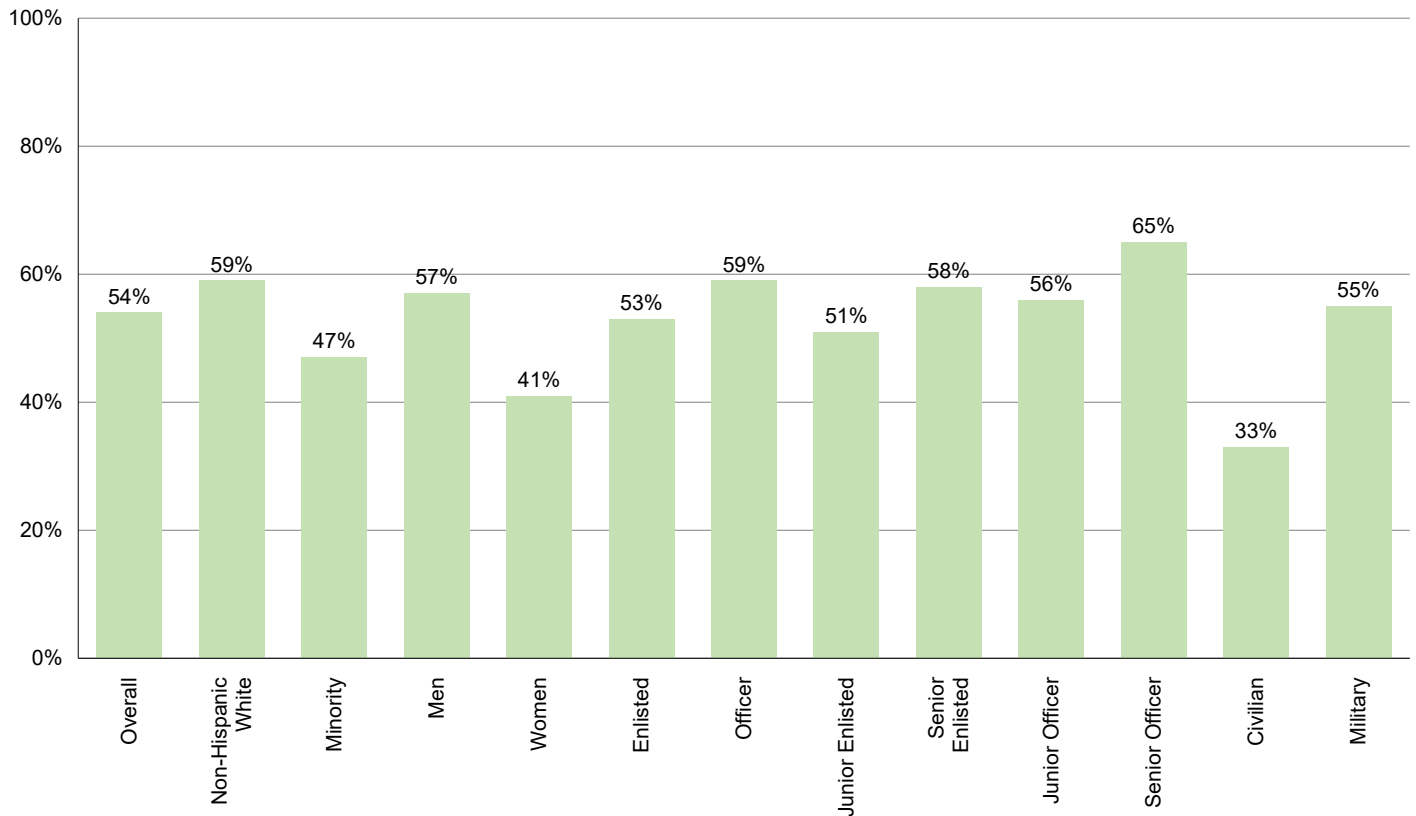
### Safe Storage for Lethal Means

Safe storage for lethal means measures how often one keeps objects that can be used to hurt themselves or others, such as firearms and medication, safely stored in their living space. Keeping lethal means safely stored more often is linked to a lower likelihood of suicide.



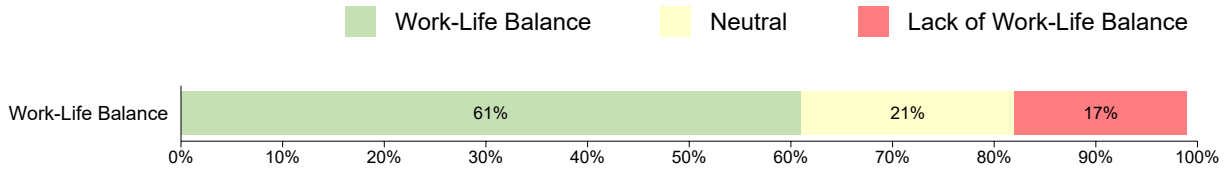
### Safe Storage for Lethal Means by Demographic Category

This graph displays the percentage who reported lethal means are usually safely stored.



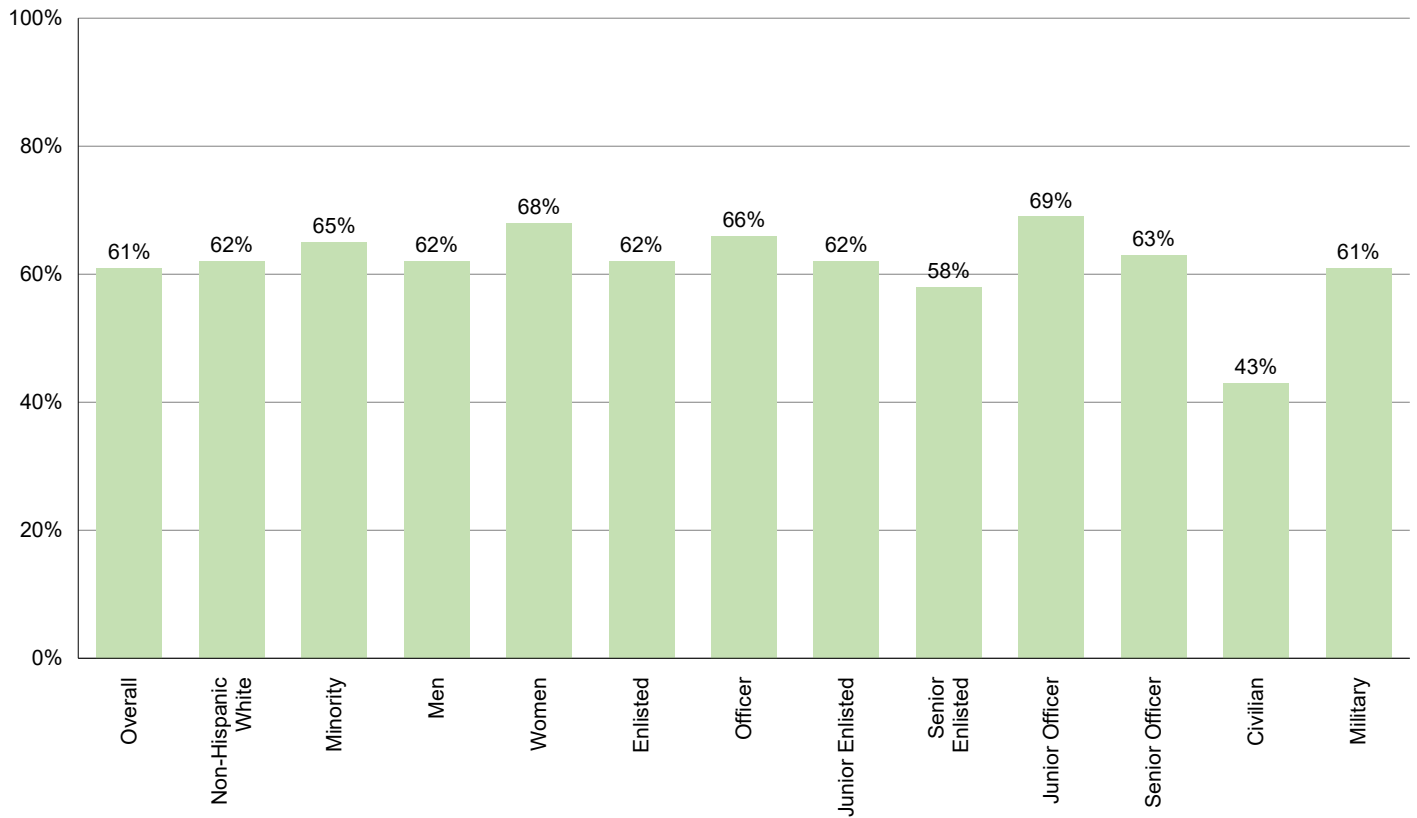
## Work-Life Balance

This factor measures one's perception that the demands of their work and personal life are compatible. A work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicidal ideation.



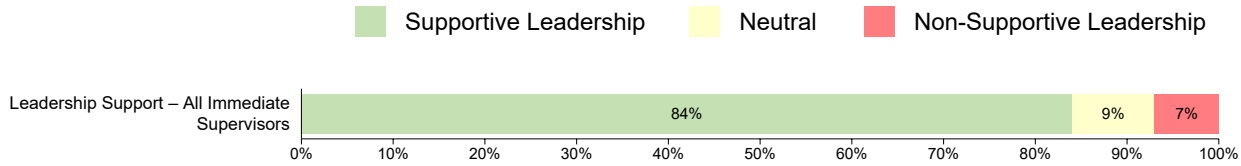
## Work-Life Balance by Demographic Category

This graph displays the percentage who reported having a work-life balance.



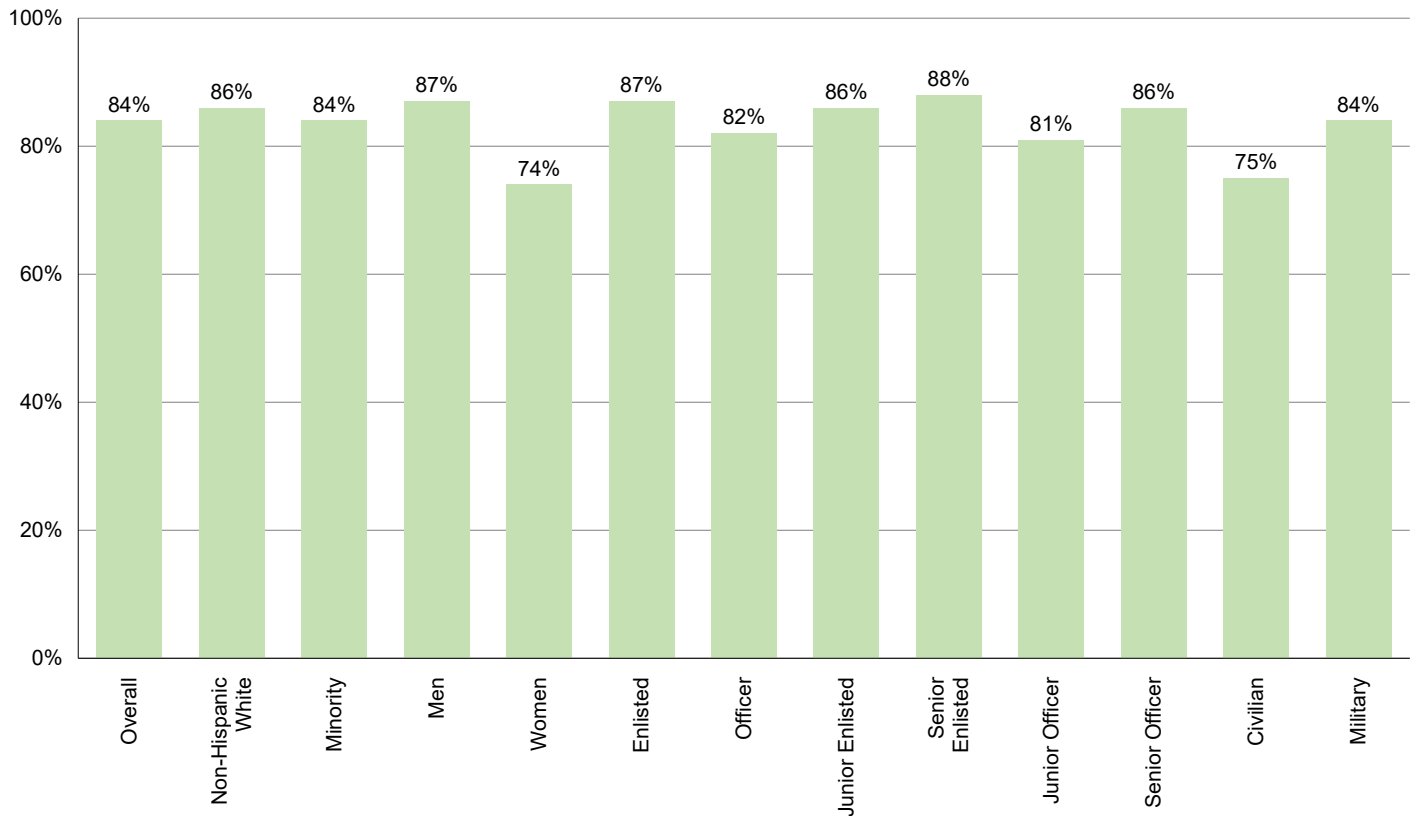
### Leadership Support – Ratings for All Immediate Supervisors

Leadership support is the perception of support for individual goals (including career goals), perceptions about leadership communication, and trust in leadership. Organizations with supportive leaders are linked to improved readiness, higher retention, and a lower likelihood of suicidal ideation.



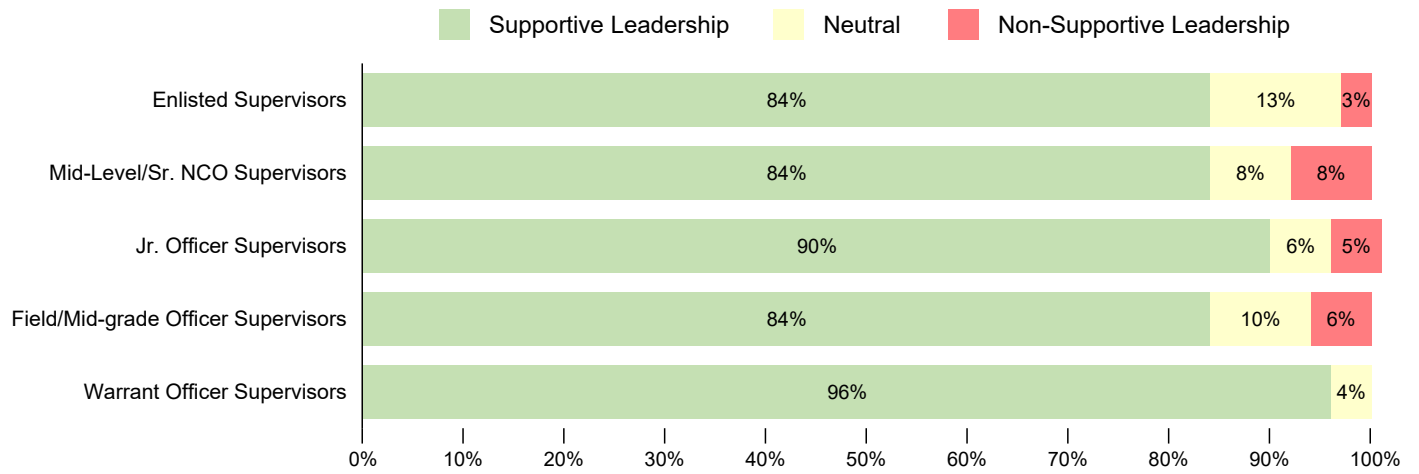
### Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a supportive leader.



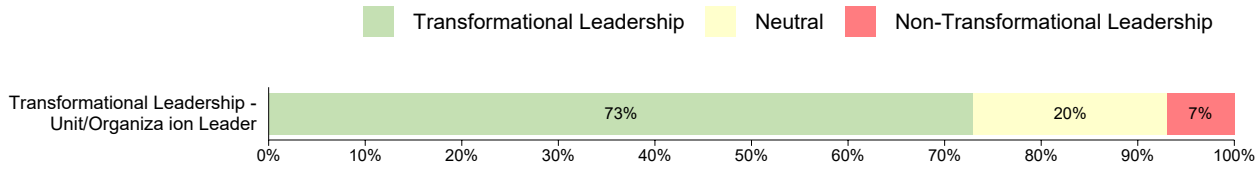
### Leadership Support – Ratings by Paygrade of Immediate Supervisor

This graph displays supportive and non-supportive leadership ratings by paygrade of immediate supervisor.



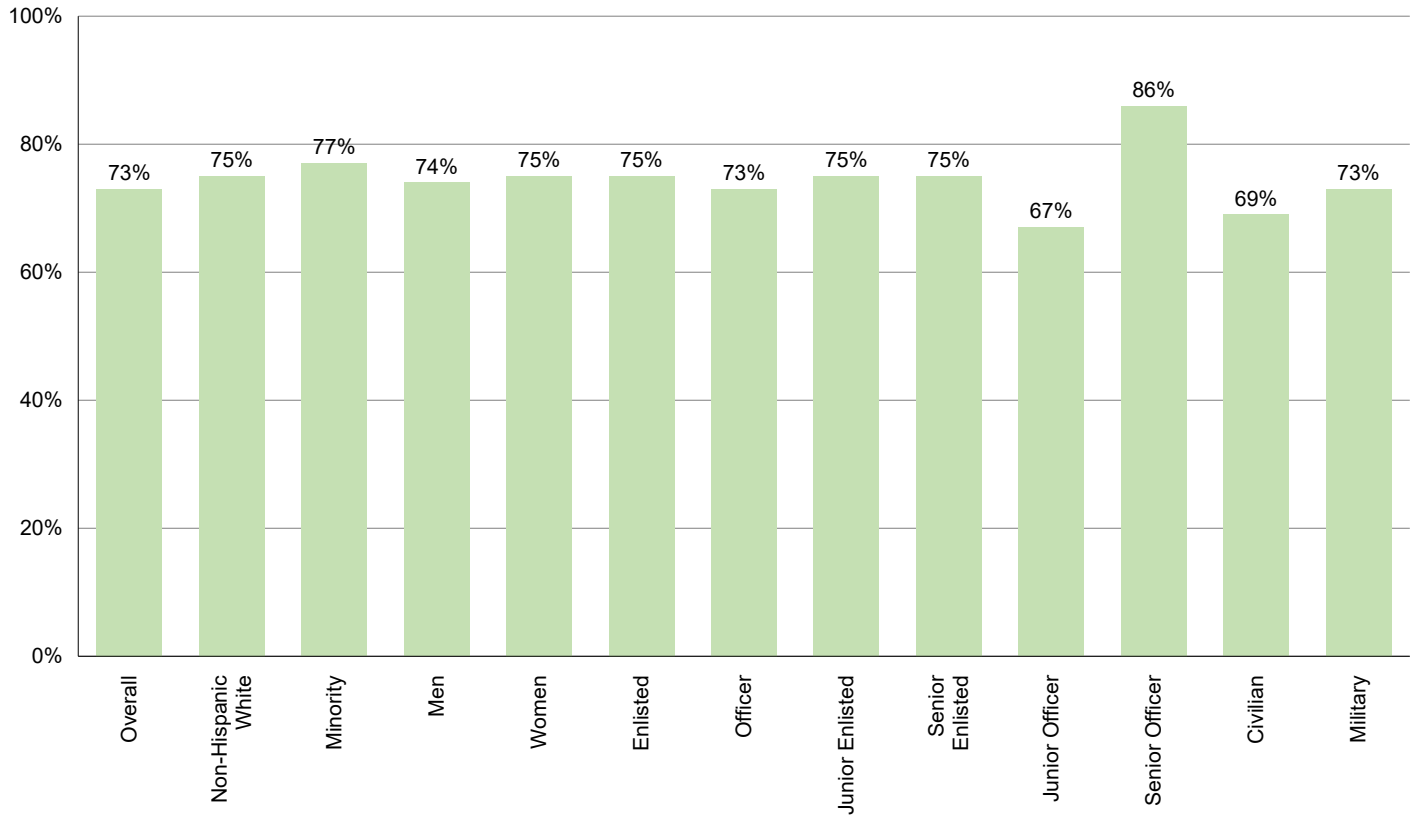
### Transformational Leadership – Ratings for Unit/Organization Leader

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals' unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.



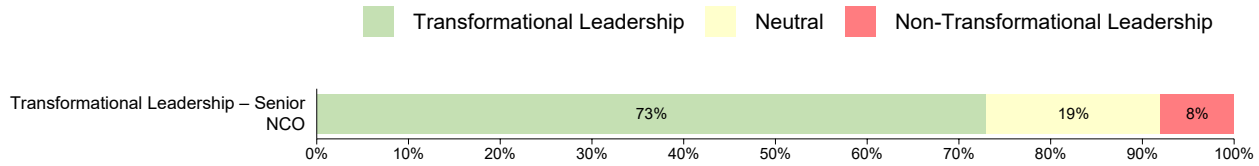
### Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a transformational leader.



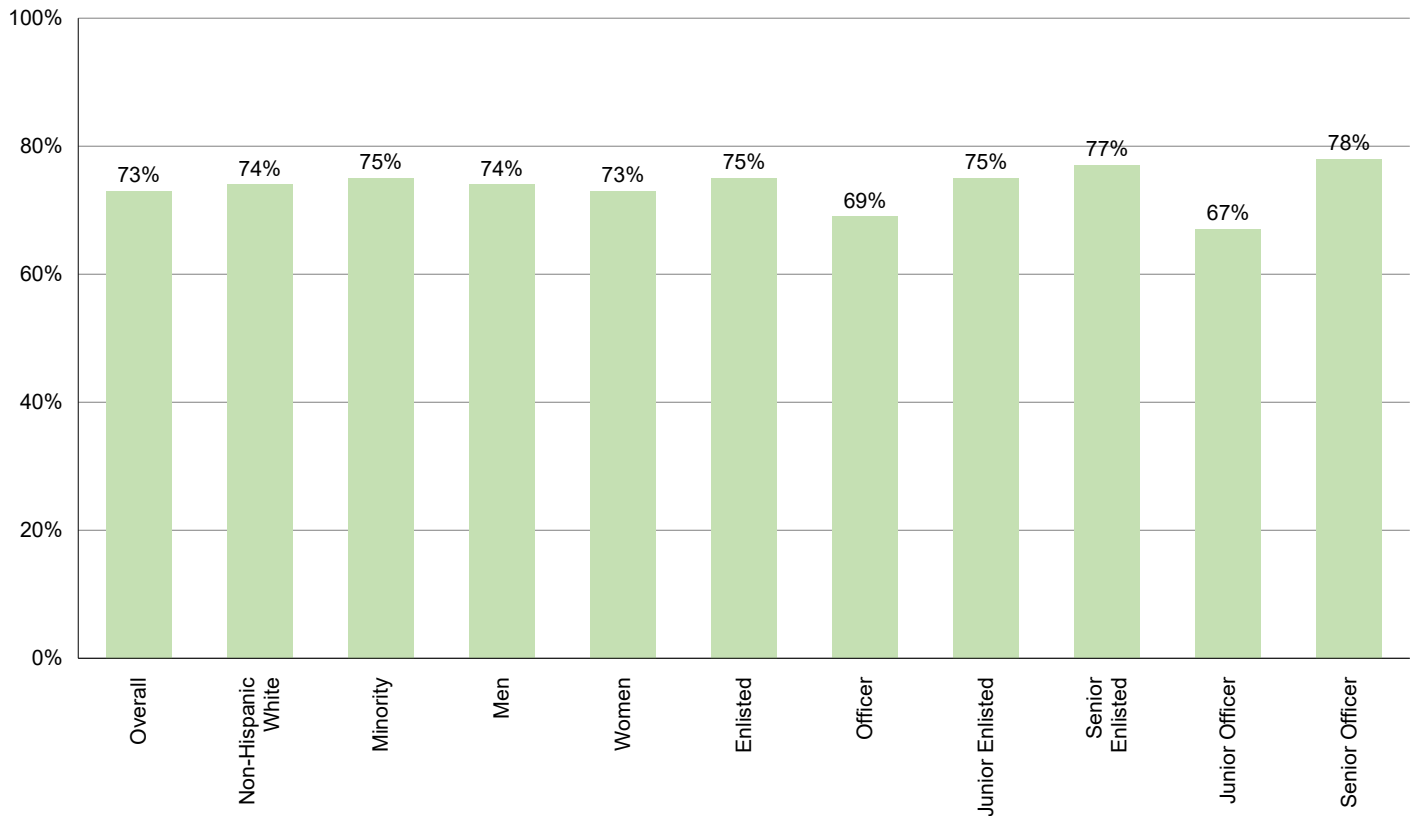
### Transformational Leadership – Ratings for Senior NCO

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals' unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.



### Transformational Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a transformational leader.



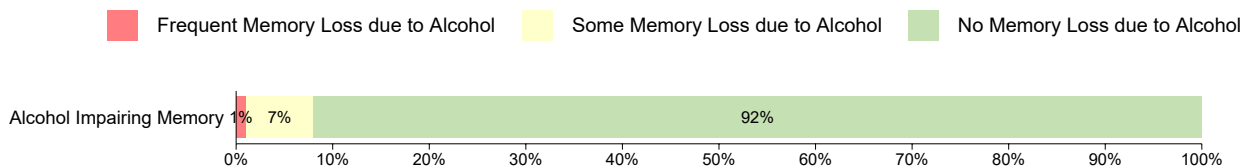
## RISK FACTORS

These factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher unfavorable scores on risk factors are linked to a higher likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault and are also linked to a lower likelihood of positive outcomes, such as higher performance, readiness, and retention. This section shows the overall results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority).

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the unfavorable ratings by various demographic categories.

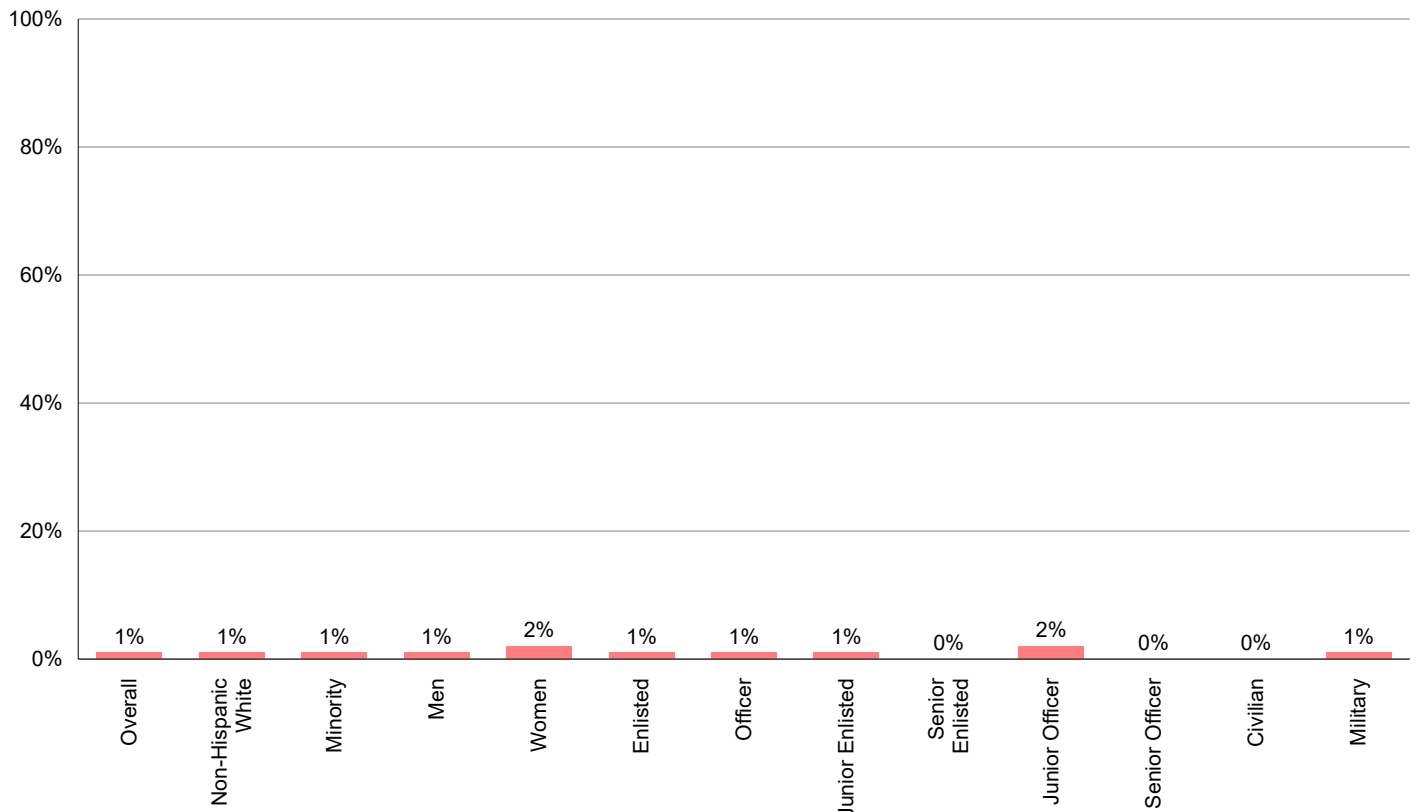
### Alcohol Impairing Memory

Alcohol impairing memory measures how often, during the last 12 months, one was unable to remember what happened the night before due to drinking alcohol. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual assault and suicide.



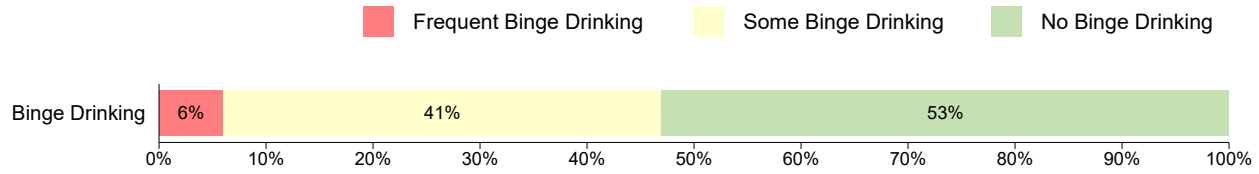
### Frequent Alcohol Memory Loss by Demographic Category

This graph displays the percentage who reported frequent memory loss during the past 12 months due to alcohol consumption.



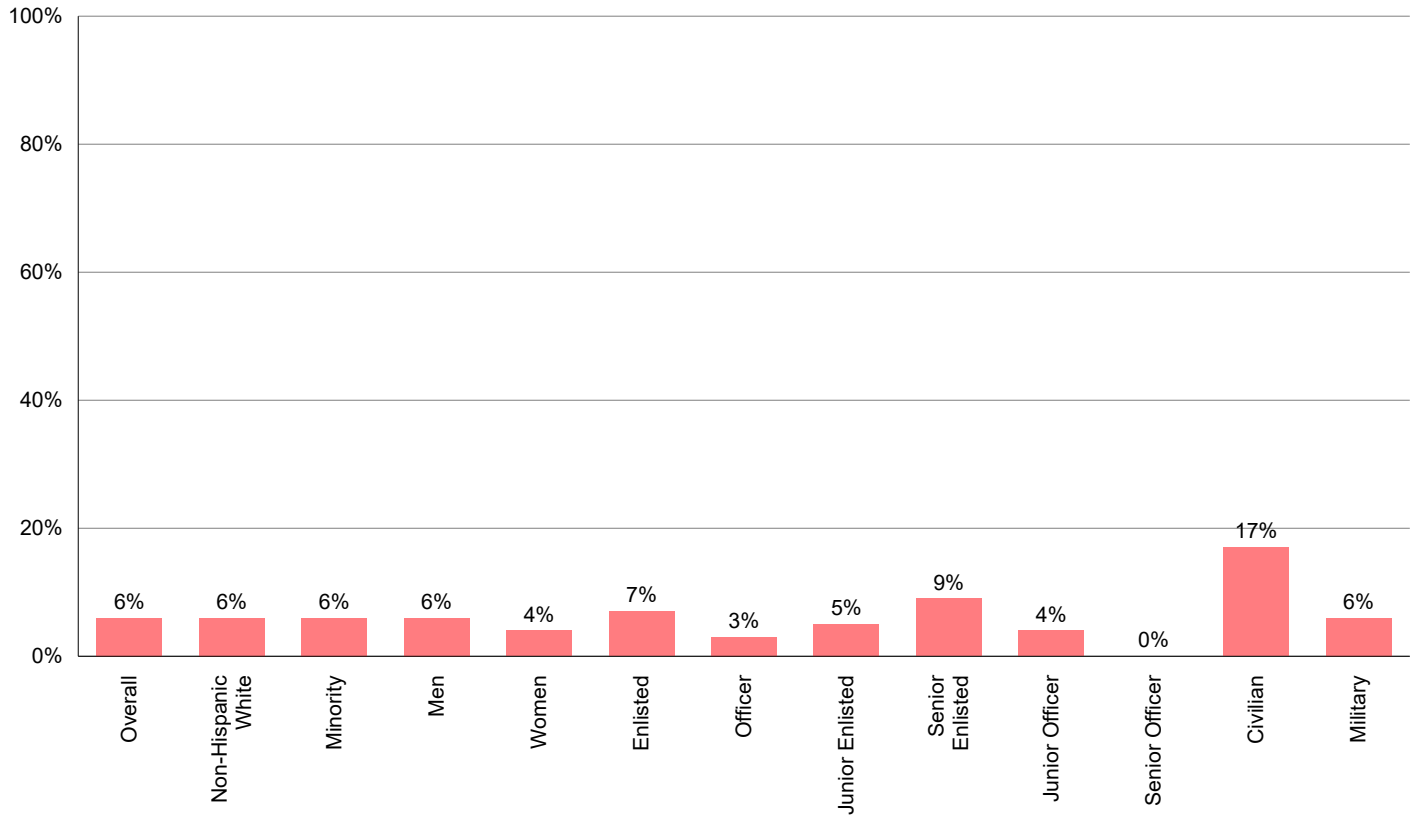
### Binge Drinking

Binge drinking measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) on one occasion. Frequent binge drinking is linked to a higher likelihood of sexual assault and suicide.



### Frequent Binge Drinking by Demographic Category

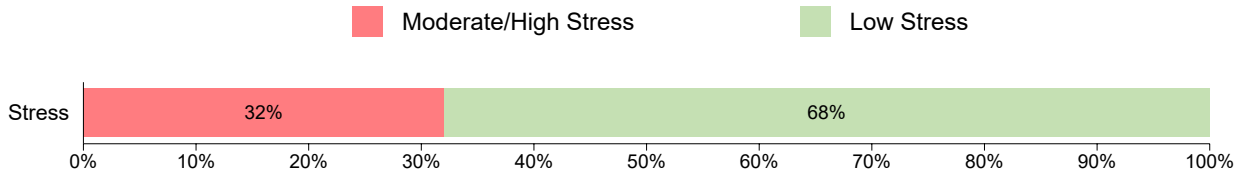
This graph displays the percentage who reported frequent binge drinking.





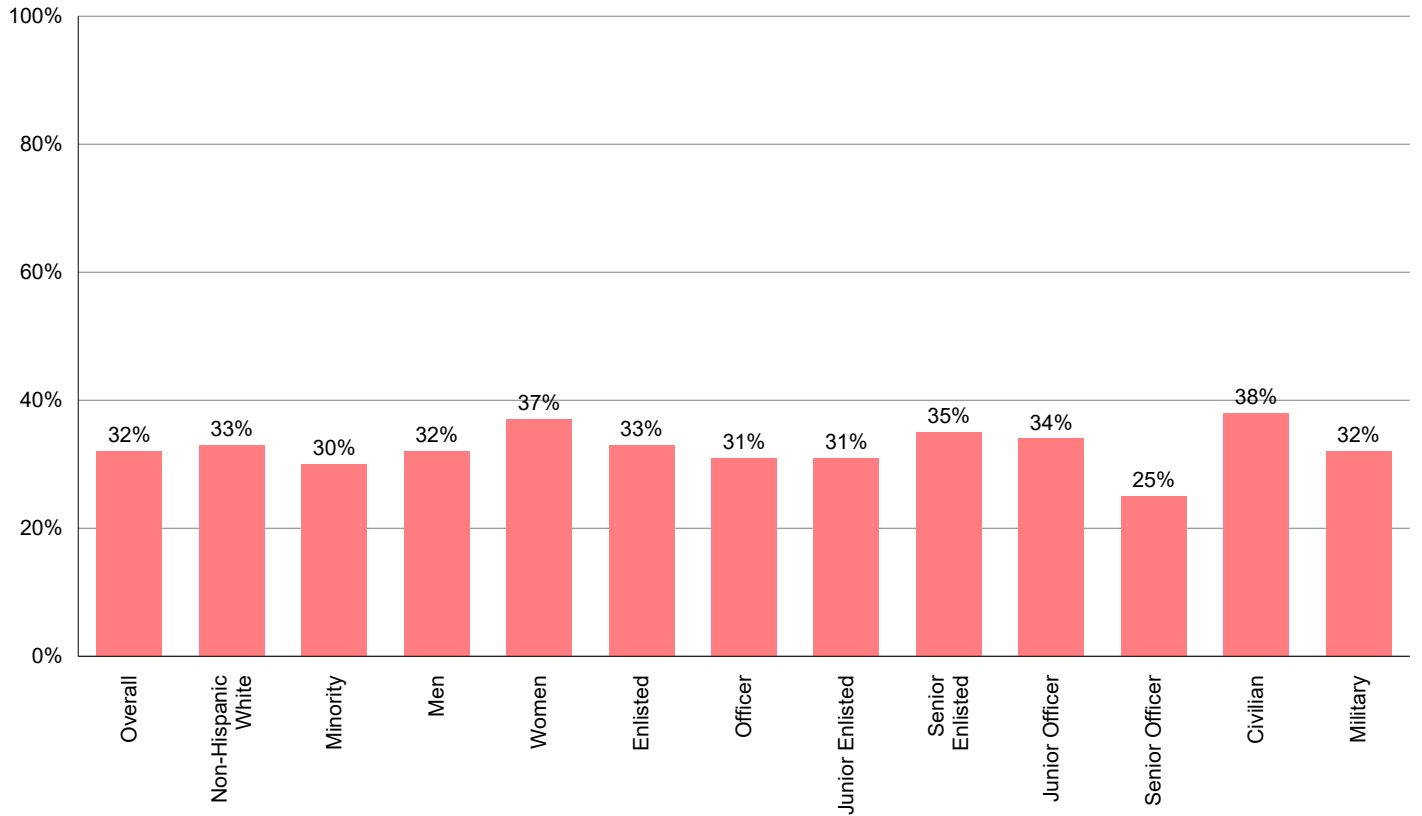
### Stress

Stress measures the feeling of emotional strain or pressure. Higher levels of stress are linked to higher likelihood of suicide and suicidal ideation, and lower levels of readiness and retention.



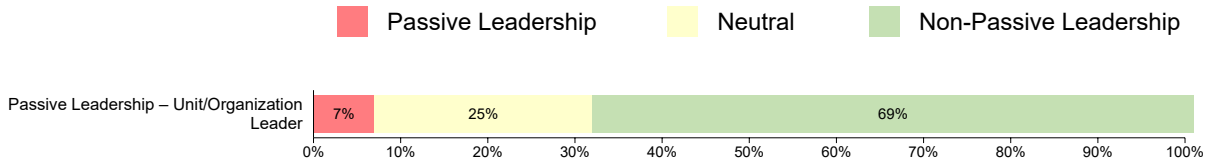
### Moderate/High Stress by Demographic Category

This graph displays the percentage of responses that indicated moderate or high stress.



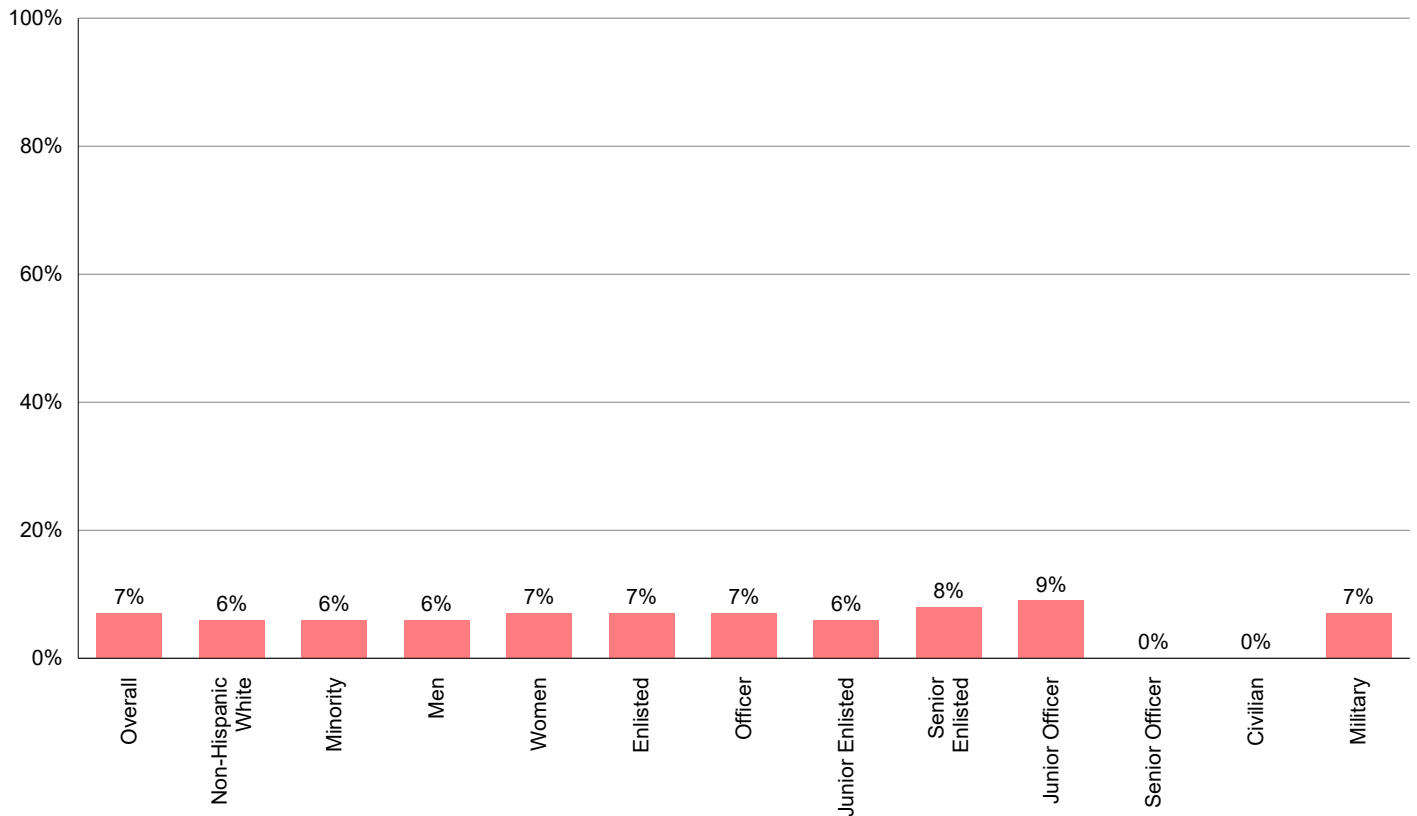
### Passive Leadership - Ratings for Unit/Organization Leader

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.



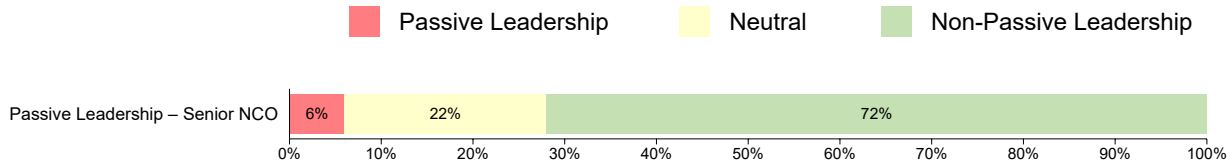
### Passive Leadership - Ratings for Unit/Organization Leader Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a passive leader.



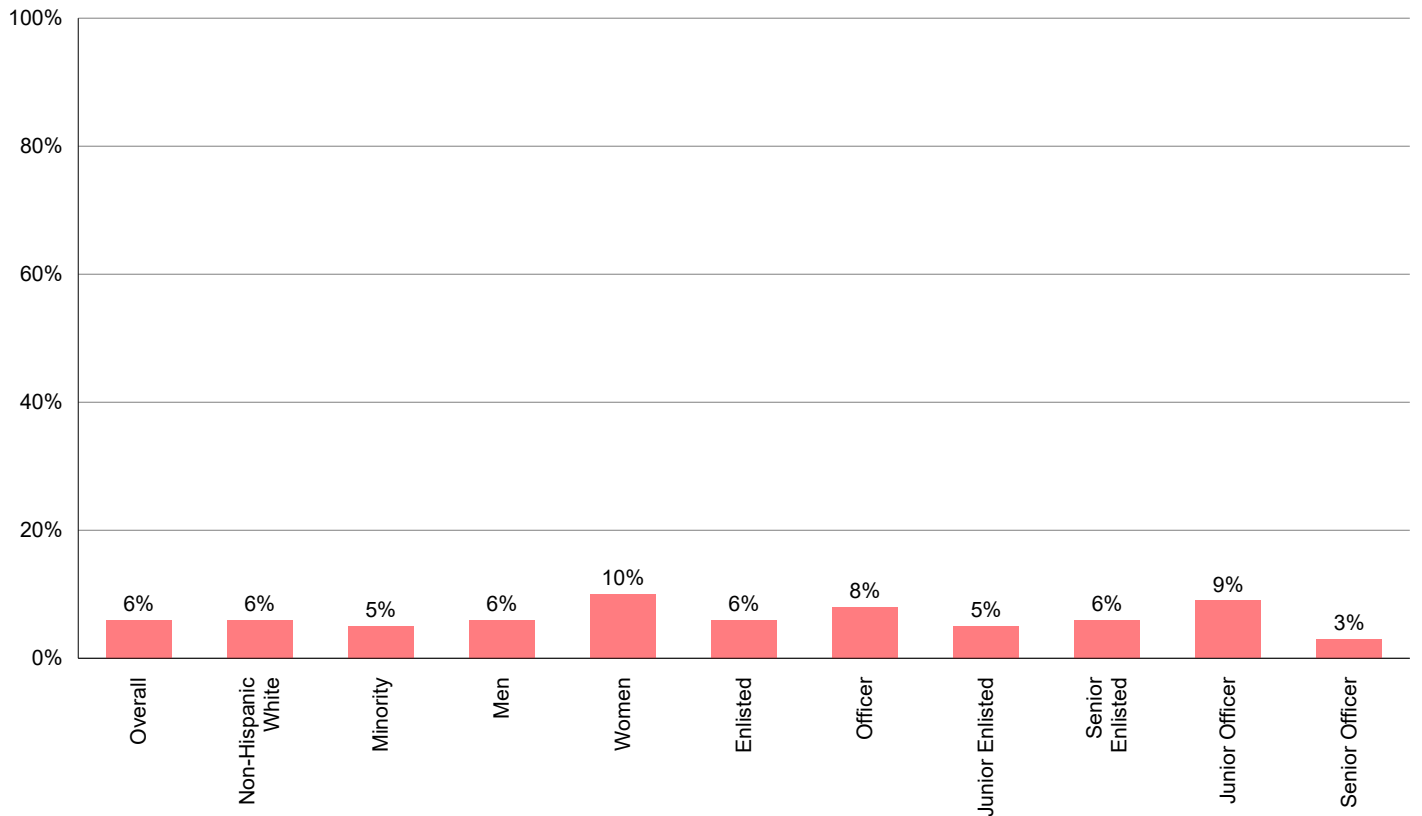
### Passive Leadership - Ratings for Senior NCO

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.



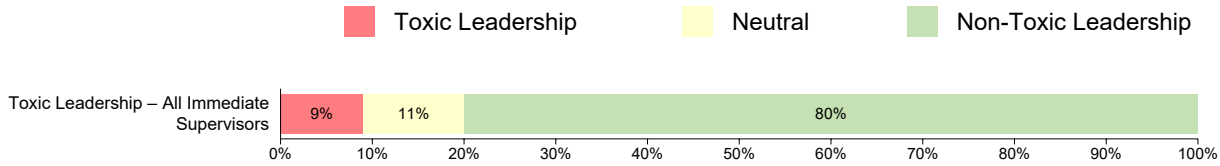
### Passive Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a passive leader.



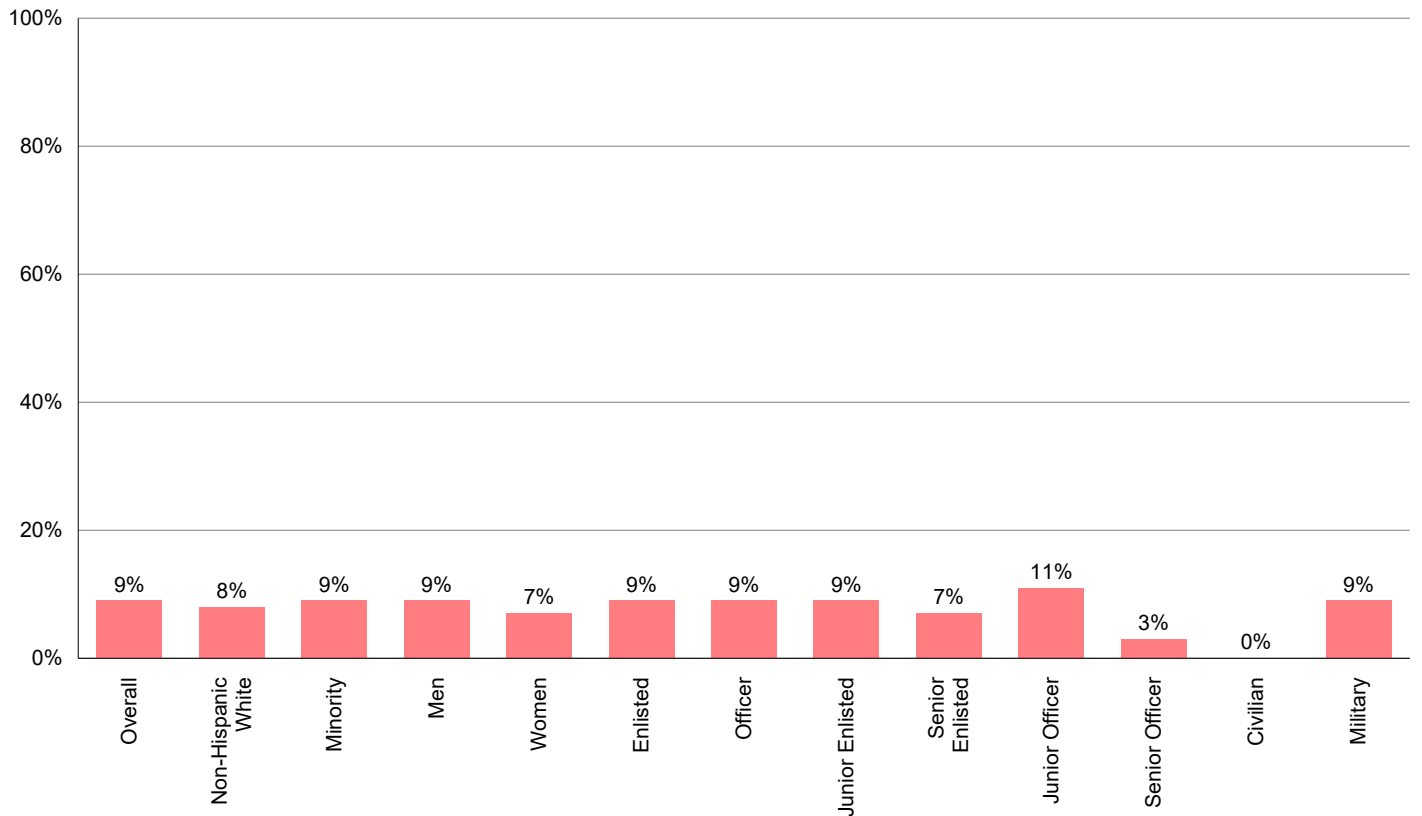
### Toxic Leadership - Ratings for All Immediate Supervisors

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.



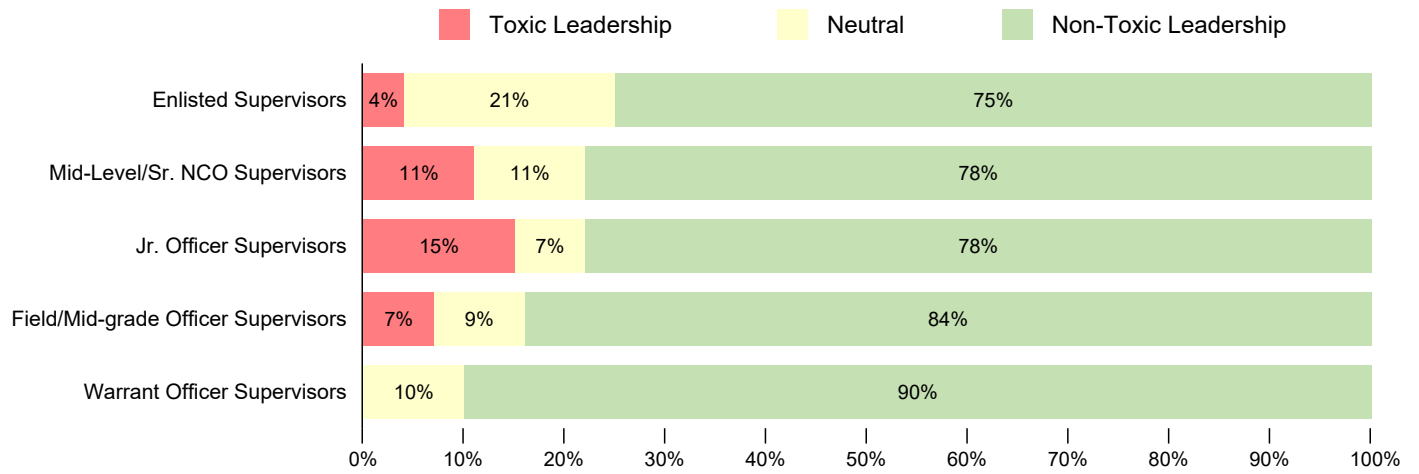
### Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a toxic leader.



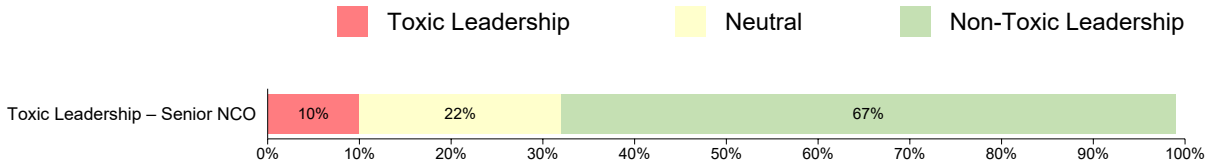
### Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

This graph displays toxic and non-toxic leadership ratings by paygrade of immediate supervisor.



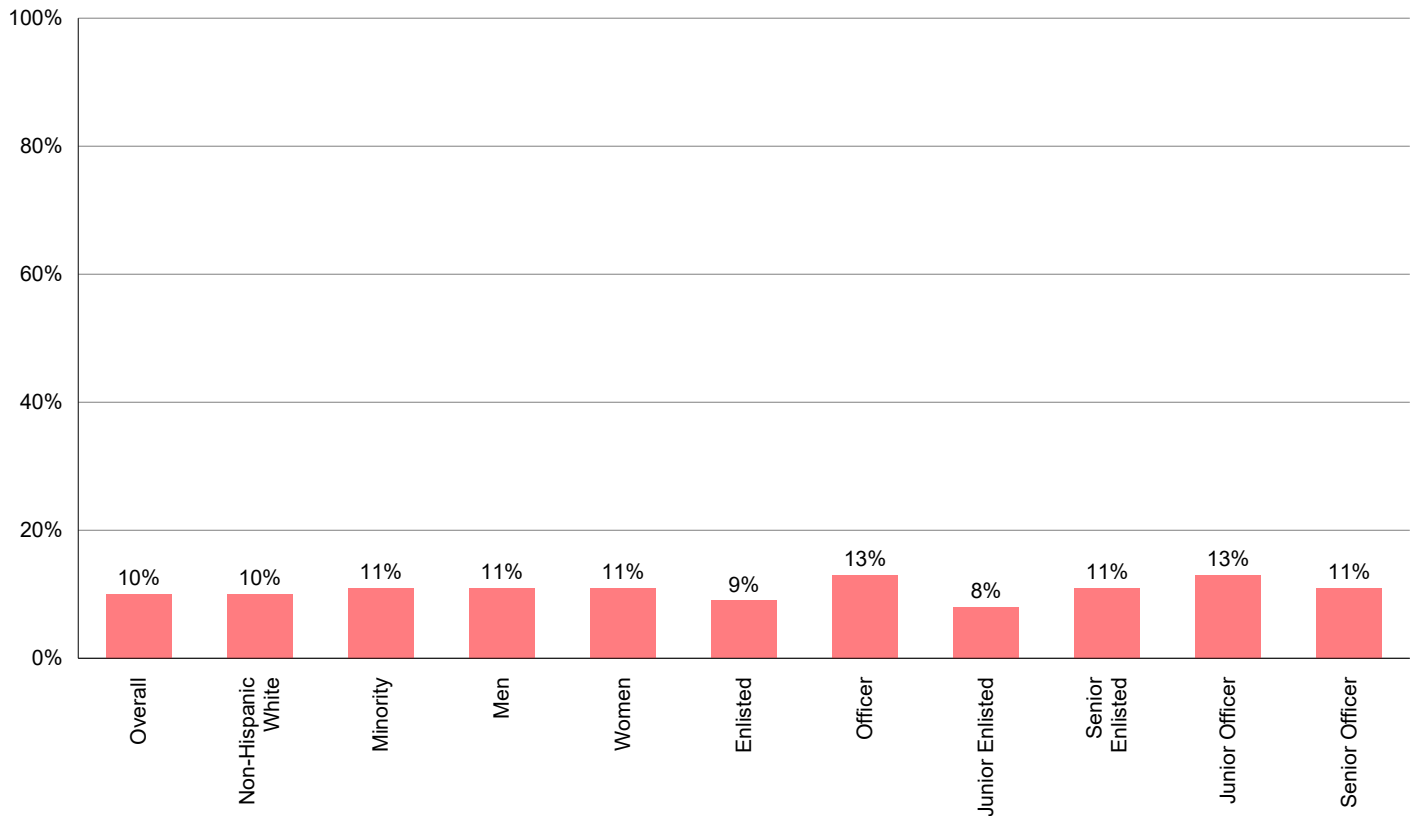
### Toxic Leadership - Ratings for Senior NCO

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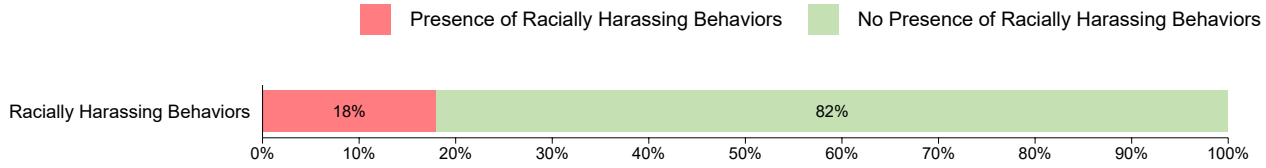
### Toxic Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a toxic leader.



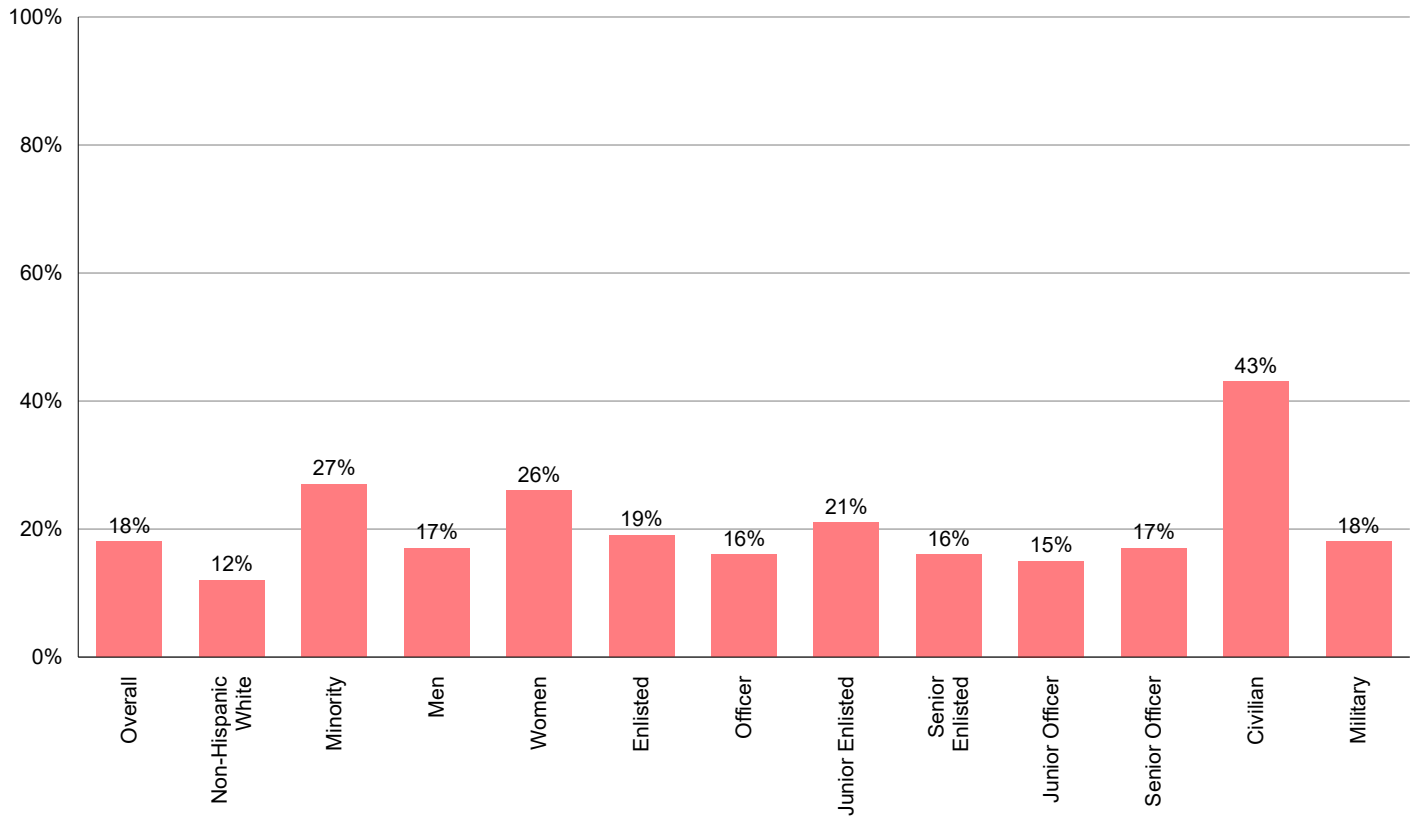
### Racially Harassing Behaviors

These behaviors describe unwelcome or offensive experiences of organization members based on their race or ethnicity. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of racially harassing behaviors in organizations is linked to higher rates of legally-defined racial/ethnic harassment (in which the behaviors are sufficiently persistent and severe), as well as lower levels of readiness and retention.



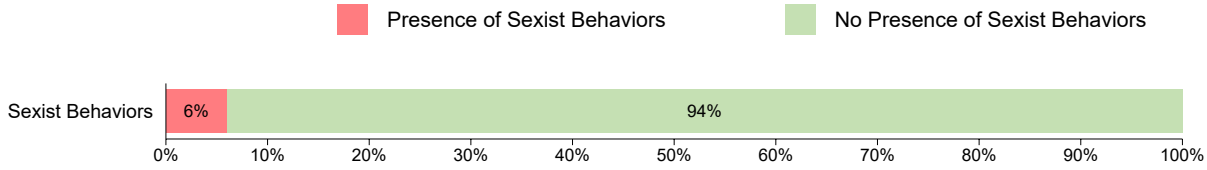
### Presence of Racially Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of racially harassing behaviors in their organization.



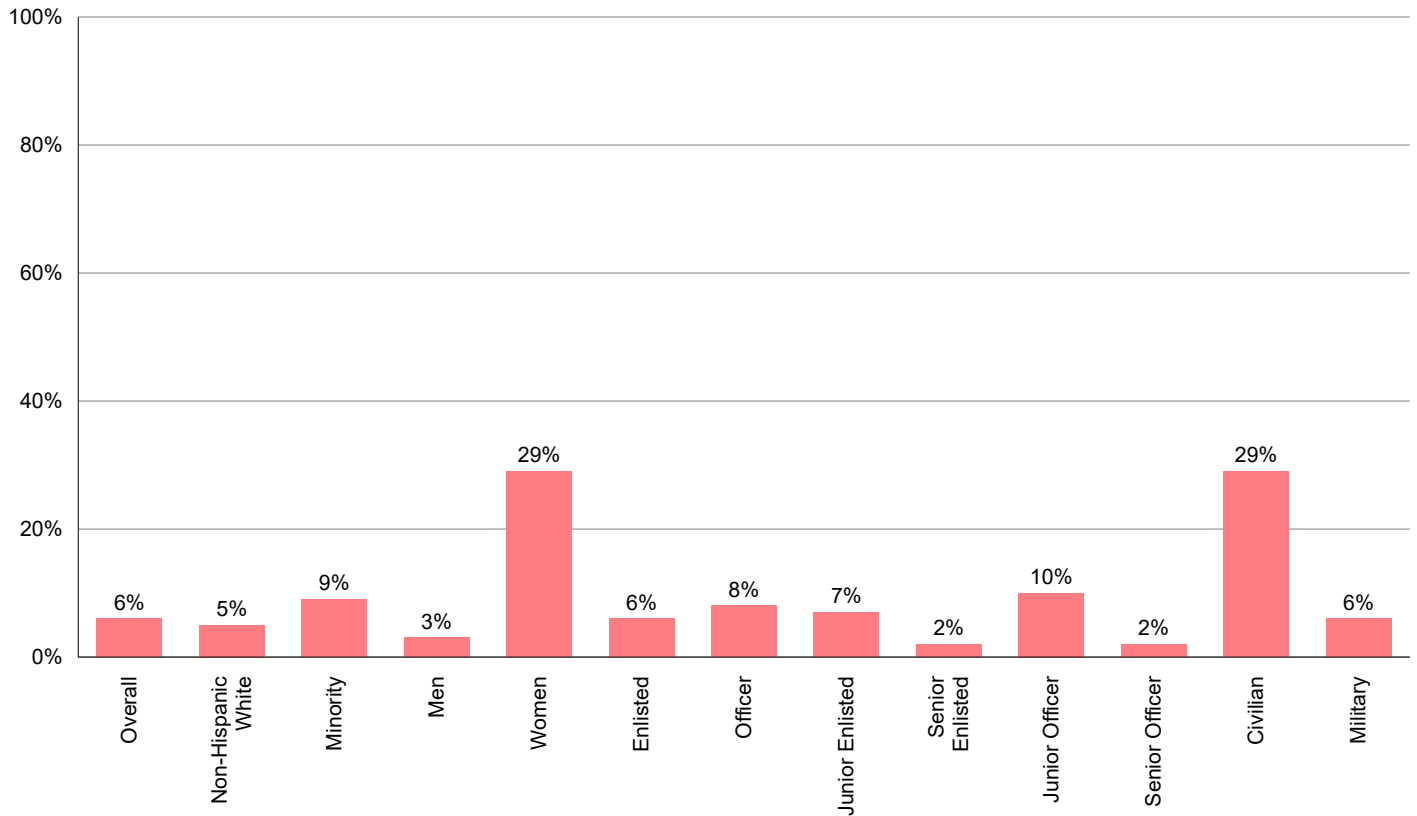
### Sexist Behaviors

These behaviors describe situations where someone is mistreated or excluded based on their sex or gender. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexist behaviors in organizations is linked to higher rates of legally-defined gender discrimination (in which the experiences harmed or limited their career) and sexual assault, as well as lower levels of readiness.



### Presence of Sexist Behaviors by Demographic Category

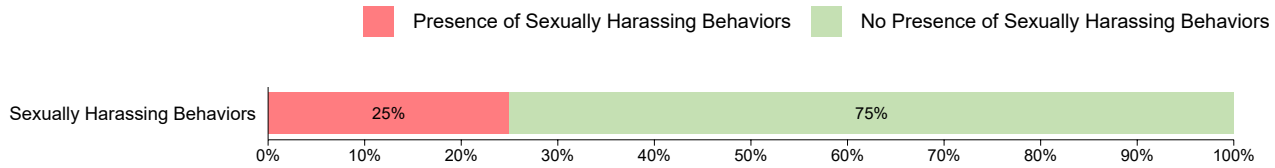
This graph displays the percentage who reported the presence of sexist behaviors in their organization.





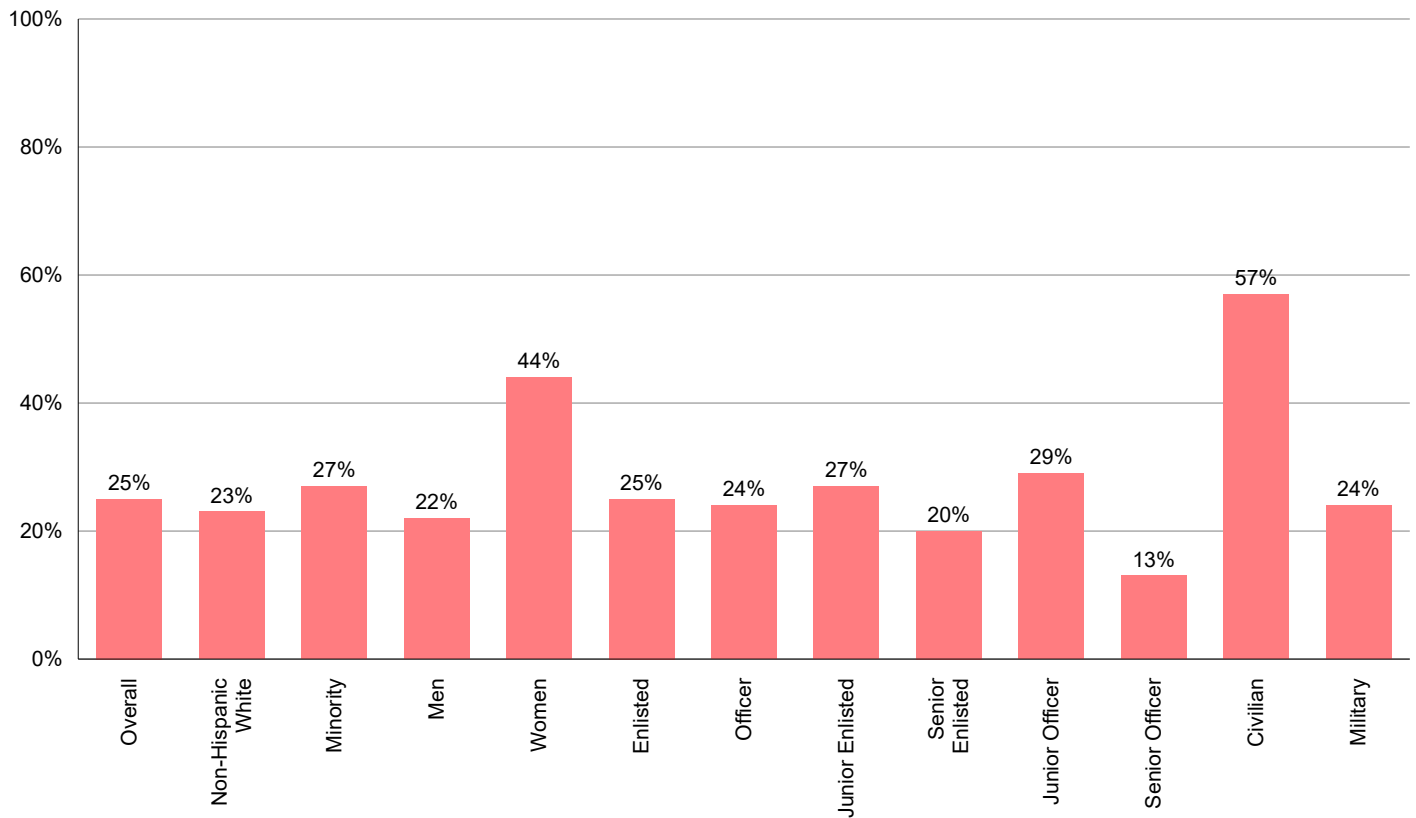
### Sexually Harassing Behaviors

Sexually harassing behaviors assesses the presence of unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of legally-defined sexual harassment (in which the behaviors are sufficiently persistent and severe), gender discrimination, sexual assault, suicide, and lower levels of readiness.



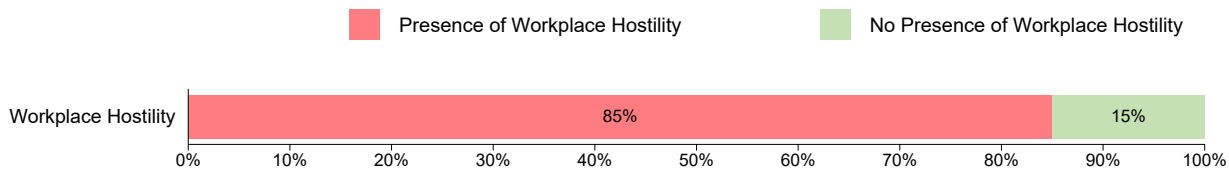
### Presence of Sexually Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexually harassing behaviors in their organization.



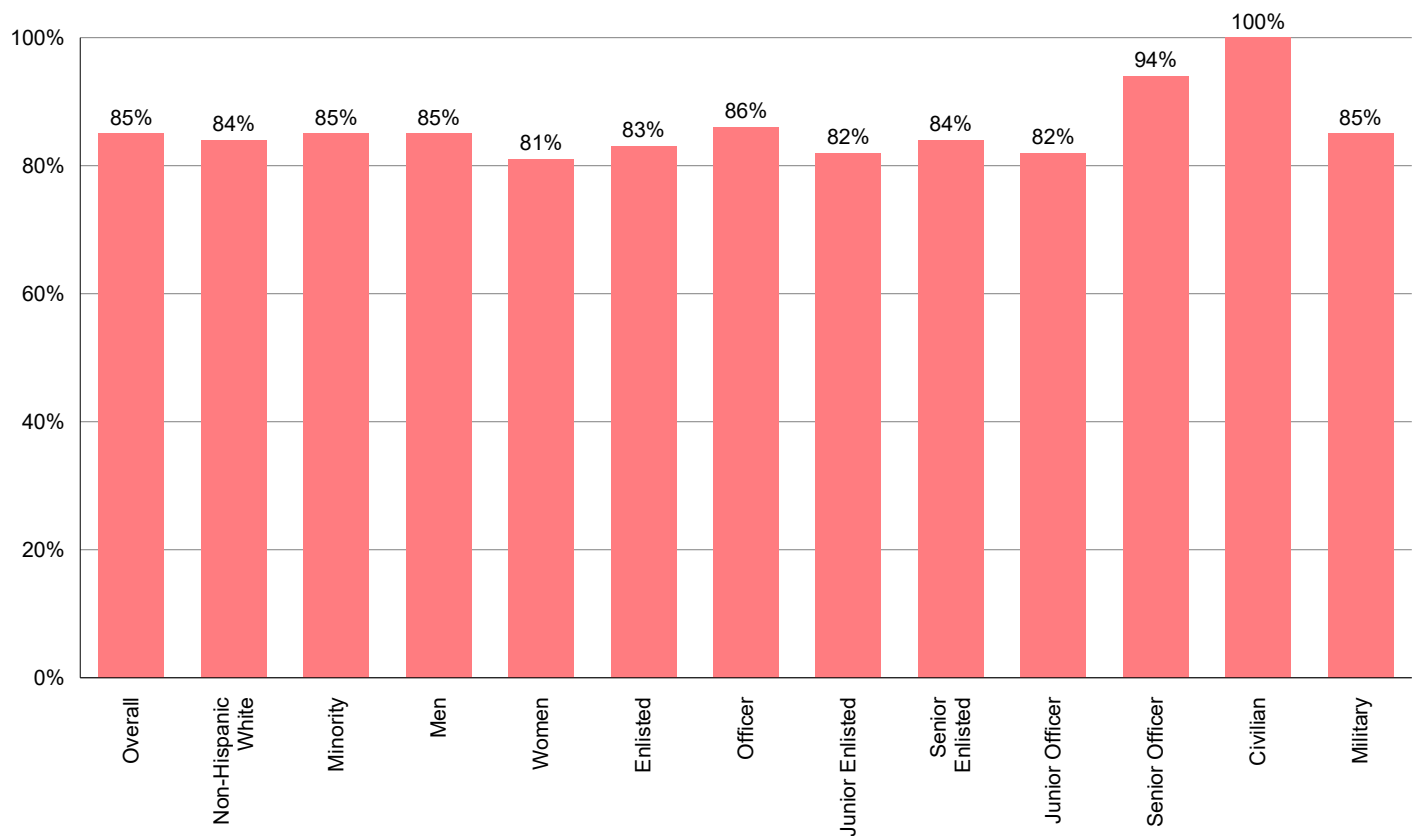
## Workplace Hostility

Workplace hostility measures the presence of aggressive behaviors directed at another individual while at work. This aggression includes: physical intimidation, verbal intimidation, spreading rumors or negative comments about a person to undermine their status, and persistent criticism of work or effort. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. Organizations with workplace hostility are linked to lower performance, lower levels of readiness, and a higher likelihood of sexual harassment, sexual assault, and racial/ethnic discrimination.



## Presence of Workplace Hostility by Demographic Category

This graph displays the percentage who reported the presence of workplace hostility in their organization.

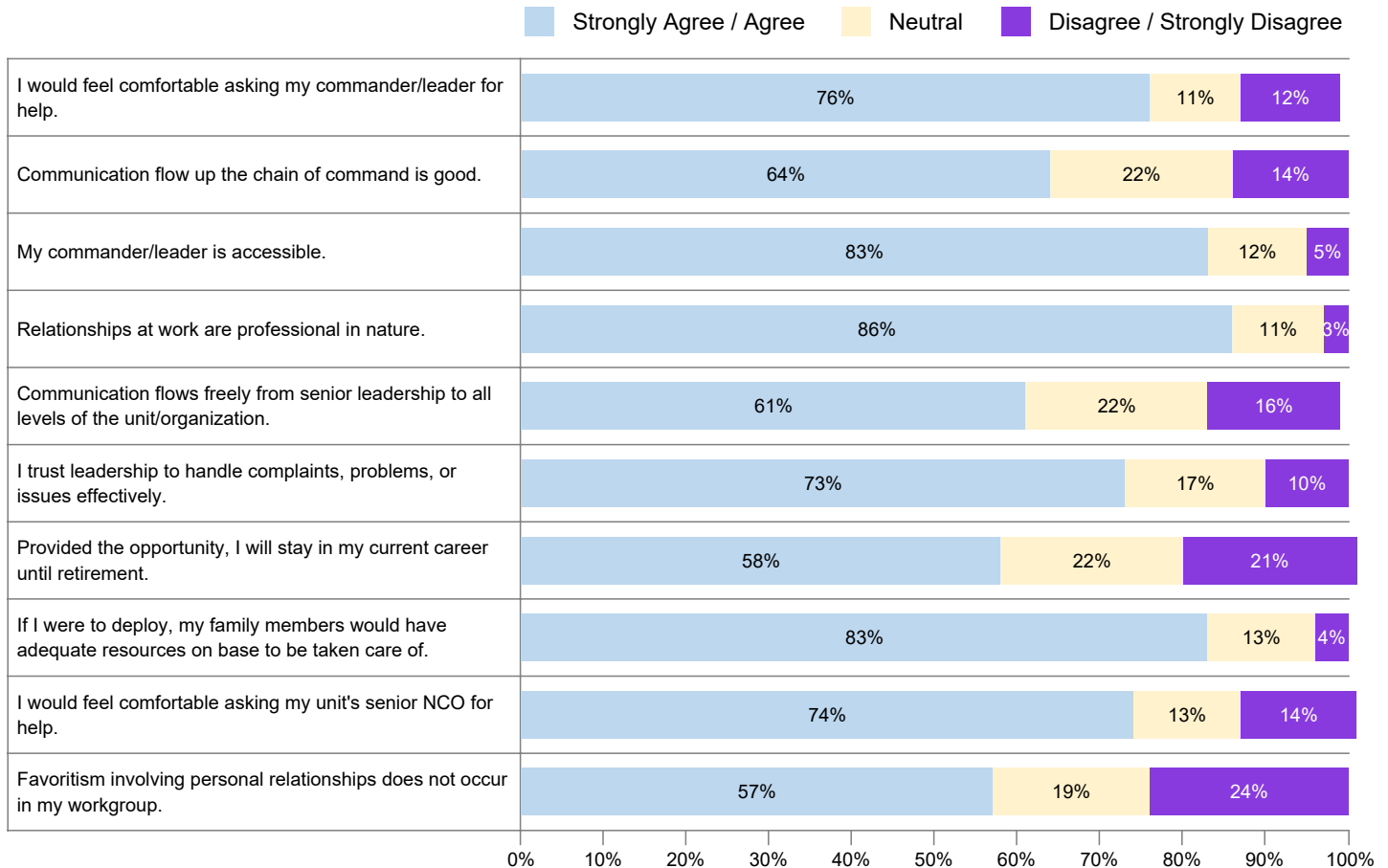


**CUSTOM ITEMS**

This section contains optional questions that may be on your organization's DEOCS.

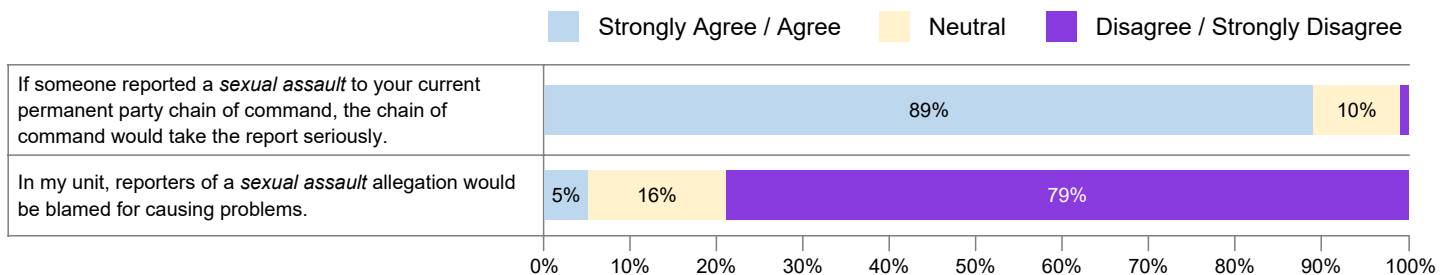
**Custom Multiple-Choice Items**

Your organization's custom multiple-choice questions (i.e., locally developed questions or LDQs) are displayed below.

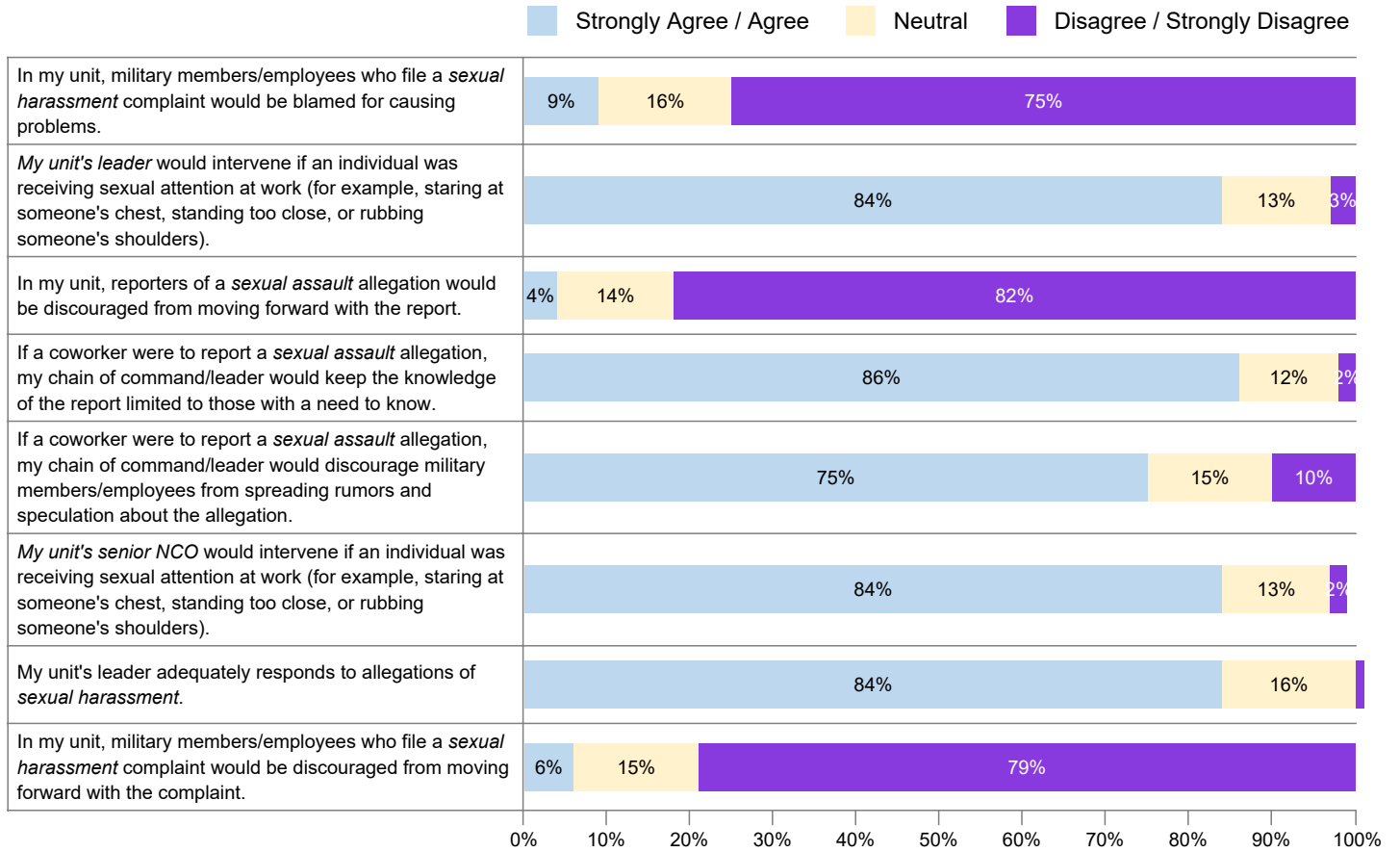


**Service-Specific Items**

The questions below were only asked to organizations from your Service component. All questions were on a scale of strongly agree to strongly disagree.



Service-Specific Items (Continued)



## ITEM SUMMARY

This section contains more detailed results for the questions related to protective factors, risk factors, custom multiple-choice items (or LDQs), Service-specific items, and Academy-specific items on your DEOCS. Examine these items to better understand what may be driving your overall factor results. Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

## Protective Factor: Cohesion

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with work well as a team.	2% (8)	6% (29)	9% (47)	43% (220)	41% (212)	100% (516)
The people I work with trust each other.	3% (15)	6% (33)	15% (78)	42% (215)	34% (176)	100% (517)
	8%		12%	80%		

## Protective Factor: Connectedness

\* Questions with an asterisk are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
These days, I feel like I belong.	4% (17)	9% (44)	17% (81)	34% (163)	36% (175)	100% (480)
These days, I feel that there are people I can turn to in times of need.	1% (6)	4% (18)	11% (51)	39% (187)	45% (216)	100% (478)
Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
These days, I think I make things worse for the people in my life. *	2% (11)	5% (22)	12% (59)	29% (137)	52% (247)	100% (476)
My future seems dark to me. *	1% (5)	3% (14)	13% (61)	24% (114)	59% (280)	100% (474)
	7%		13%	80%		

## Protective Factor: Engagement &amp; Commitment

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I am proud of my work.	1% (6)	6% (31)	14% (70)	43% (223)	36% (188)	100% (518)
My work has a great deal of personal meaning to me.	2% (11)	6% (33)	16% (82)	38% (195)	38% (197)	100% (518)
I am committed to making the military my career.	4% (23)	6% (32)	15% (78)	27% (140)	47% (245)	100% (518)
I feel like "part of the family" among the people I work with.	4% (20)	10% (53)	17% (90)	39% (201)	29% (152)	100% (516)
	10%		15%	74%		

**Protective Factor: Fairness**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	10% (51)	12% (62)	21% (111)	34% (176)	23% (117)	100% (517)
Discipline and criticism are administered fairly.	6% (32)	9% (46)	20% (101)	38% (198)	27% (139)	100% (516)
	18%		21%	61%		

**Protective Factor: Inclusion**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).	1% (6)	4% (19)	8% (39)	39% (200)	49% (253)	100% (517)
The people I work with believe that everyone has worth and value, regardless of their occupation and rank, grade or Class year.	3% (14)	4% (21)	9% (44)	40% (208)	44% (230)	100% (517)
The people I work with build on each other's ideas and thoughts during the decision-making process.	3% (15)	6% (31)	13% (65)	45% (231)	34% (173)	100% (515)
The people I work with would speak up if someone is being excluded.	3% (18)	8% (41)	15% (76)	41% (212)	33% (171)	100% (518)
Among the people I work with, the quality of ideas matters more than who expresses them.	4% (20)	10% (50)	14% (75)	37% (192)	35% (181)	100% (518)
Communication goes both up and down the chain of command.	8% (41)	12% (62)	15% (79)	41% (209)	24% (125)	100% (516)
	11%		12%	77%		

**Protective Factor: Morale**

Question	Very low	Low	Moderate	High	Very high	Total
Overall, how would you rate the current level of morale in your unit or organization?	3% (15)	12% (61)	40% (209)	34% (177)	11% (55)	100% (517)
Overall, how would you rate your own current level of morale?	5% (25)	13% (68)	28% (143)	37% (192)	17% (90)	100% (518)
	16%		34%	50%		

### Protective Factor: Safe Storage for Lethal Means

Question	Never	Rarely	Sometimes	Often	Always	Total
In general, the hazards in my living space that may be deliberately or accidentally used to harm others or myself, such as poisons, medications, and firearms, are safely stored (for example, locked in a cabinet, unloaded).	41% (193)	2% (11)	3% (12)	3% (15)	51% (243)	100% (474)
	41%	5%		54%		

### Protective Factor: Work-Life Balance

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I can easily balance the demands of my work and personal life (or Academy life).	5% (28)	12% (62)	21% (111)	43% (225)	18% (92)	100% (518)
	17%	21%	61%			

### Protective Factor: Leadership Support – Ratings for All Immediate Supervisors

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I have trust and confidence in my immediate supervisor.	3% (16)	5% (25)	8% (41)	32% (162)	52% (268)	100% (512)
My immediate supervisor listens to what I have to say.	3% (14)	3% (15)	9% (45)	31% (156)	55% (280)	100% (510)
My immediate supervisor treats me with respect.	2% (9)	2% (11)	6% (31)	29% (150)	61% (310)	100% (511)
My immediate supervisor cares about my personal well-being.	3% (13)	3% (16)	10% (53)	28% (143)	56% (285)	100% (510)
My immediate supervisor provides me with opportunities to demonstrate my leadership skills.	2% (11)	3% (15)	8% (39)	32% (163)	55% (283)	100% (511)
My immediate supervisor provides me with constructive suggestions to improve my performance.	4% (22)	5% (23)	12% (59)	31% (157)	49% (247)	100% (508)
My immediate supervisor supports my career development.	2% (12)	4% (18)	10% (49)	32% (162)	53% (267)	100% (508)
If needed, I can go to my immediate supervisor to address my concerns without fear of reprisal.	5% (23)	3% (15)	7% (36)	29% (147)	57% (289)	100% (510)
My immediate supervisor puts the interests of subordinates and subordinates' families above their personal interests.	4% (19)	5% (23)	15% (78)	29% (145)	48% (243)	100% (508)
	7%	9%	84%			

### Protective Factor: Transformational Leadership – Ratings for Unit/Organization Leader

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader communicates a clear and motivating vision of the future.	6% (29)	8% (42)	21% (103)	37% (185)	28% (140)	100% (499)

**Protective Factor: Transformational Leadership – Ratings for Unit/Organization Leader (Continued)**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader takes actions that are consistent with my Service's values.	1% (6)	2% (11)	15% (76)	38% (190)	43% (213)	100% (496)
My unit's or organization's leader supports and encourages the development of others.	2% (10)	3% (13)	21% (102)	36% (180)	38% (190)	100% (495)
My unit's or organization's leader encourages their subordinates to think about problems in new ways.	2% (10)	5% (26)	23% (111)	34% (168)	36% (178)	100% (493)
	7%		20%	73%		

**Protective Factor: Transformational Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader communicates a clear and motivating vision of the future.	6% (26)	7% (33)	18% (87)	35% (167)	34% (158)	100% (471)
My unit's senior NCO/senior enlisted leader takes actions that are consistent with my Service's values.	2% (8)	2% (9)	17% (81)	36% (170)	43% (199)	100% (467)
My unit's senior NCO/senior enlisted leader supports and encourages the development of people in my unit.	2% (11)	6% (27)	18% (83)	36% (168)	38% (179)	100% (468)
My unit's senior NCO/senior enlisted leader encourages people in my unit to think about problems in new ways.	4% (17)	5% (23)	22% (101)	35% (165)	34% (161)	100% (467)
	8%		19%	73%		

**Risk Factor: Alcohol Impairing Memory**

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
During the past 12 months, how often have you been unable to remember what happened the night before because you had been drinking?	92% (436)	6% (30)	1% (5)	0% (2)	0% (2)	100% (475)
	92%	7%		1%		

**Risk Factor: Binge Drinking**

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
How often do you have four or more drinks (if you are a woman) or five or more drinks (if you are a man) on one occasion?	53% (255)	33% (159)	7% (35)	5% (23)	1% (5)	100% (477)
	53%	41%		6%		



**Risk Factor: Stress**

Question	Never	Rarely	Sometimes	Often	Total
In the past month, how often have you felt nervous or stressed?	19% (93)	29% (140)	32% (153)	20% (95)	100% (481)
In the past month, how often have you felt that you were unable to control the important things in your life?	44% (211)	29% (139)	19% (90)	9% (41)	100% (481)
In the past month, how often have you been angered because of things that were outside of your control?	36% (172)	31% (149)	23% (109)	10% (49)	100% (479)
In the past month, how often have you found that you could not cope with all of the things you had to do?	59% (285)	23% (110)	13% (62)	5% (22)	100% (479)
	68%		32%		

**Risk Factor: Passive Leadership – Ratings for Unit/Organization Leader**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's or organization's leader takes early action in addressing problems.	3% (15)	5% (23)	27% (131)	34% (166)	32% (155)	100% (490)
My unit's or organization's leader addresses problems when they are brought to their attention.	2% (9)	4% (18)	23% (111)	38% (184)	34% (166)	100% (488)
	7%		25%	69%		

**Risk Factor: Passive Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader takes early action in addressing problems.	3% (13)	4% (20)	22% (104)	36% (169)	34% (160)	100% (466)
My unit's senior NCO/senior enlisted leader addresses problems when brought to their attention.	3% (12)	3% (14)	22% (101)	37% (171)	36% (168)	100% (466)
	6%		22%	72%		

**Risk Factor: Toxic Leadership – Ratings for All Immediate Supervisors**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor ridicules subordinates.	59% (298)	23% (117)	10% (48)	4% (22)	4% (20)	100% (505)
My immediate supervisor has explosive outbursts.	66% (334)	22% (114)	7% (36)	2% (10)	3% (14)	100% (508)
My immediate supervisor has a sense of personal entitlement.	53% (271)	23% (116)	12% (60)	7% (36)	5% (24)	100% (507)
My immediate supervisor acts only in the best interest of their own advancement.	54% (276)	23% (118)	13% (65)	5% (26)	5% (23)	100% (508)

**Risk Factor: Toxic Leadership – Ratings for All Immediate Supervisors (Continued)**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor ignores ideas that are contrary to their own.	50% (254)	28% (141)	12% (63)	6% (29)	4% (21)	100% (508)
	80%		11%	9%		

**Risk Factor: Toxic Leadership – Ratings for Senior NCO**

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My unit's senior NCO/senior enlisted leader acts only in the best interest of their next promotion.	34% (159)	24% (111)	24% (114)	10% (46)	8% (37)	100% (467)
My unit's senior NCO/senior enlisted leader ridicules people in my unit.	47% (219)	26% (123)	19% (89)	5% (25)	2% (10)	100% (466)
My unit's senior NCO/senior enlisted leader has explosive outbursts.	50% (232)	24% (113)	21% (99)	4% (18)	1% (3)	100% (465)
My unit's senior NCO/senior enlisted leader has a sense of personal entitlement.	43% (202)	24% (110)	22% (104)	7% (31)	4% (18)	100% (465)
My unit's senior NCO/senior enlisted leader ignores ideas that are contrary to their own.	40% (185)	25% (114)	25% (114)	6% (29)	5% (23)	100% (465)
	67%		22%	10%		

**Risk Factor: Racially Harassing Behaviors**

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell racial/ethnic jokes that make you uncomfortable, angry, or upset?	89% (457)	7% (37)	3% (18)	1% (4)	100% (516)
How often does someone from your unit or organization express stereotypes about your racial/ethnic group that make you uncomfortable, angry, or upset?	87% (452)	8% (39)	4% (19)	1% (7)	100% (517)
How often does someone from your unit or organization use offensive racial/ethnic terms that make you uncomfortable, angry, or upset?	89% (462)	7% (34)	3% (18)	1% (3)	100% (517)
How often does someone from your unit or organization make insults about racial/ethnic groups that make you uncomfortable, angry, or upset?	89% (459)	7% (38)	3% (17)	1% (3)	100% (517)
How often does someone from your unit or organization show you a lack of respect because of your race/ethnicity?	90% (464)	7% (37)	2% (11)	1% (5)	100% (517)
	82%		18%		

### Risk Factor: Sexist Behaviors

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization mistreat, ignore, exclude, or insult you because of your gender?	94% (483)	5% (26)	1% (6)	0% (1)	100% (516)
	94%	6%			

### Risk Factor: Sexually Harassing Behaviors

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell sexual jokes that make you uncomfortable, angry, or upset?	82% (424)	14% (73)	3% (17)	1% (4)	100% (518)
How often does someone from your unit or organization embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	82% (427)	13% (65)	3% (18)	2% (8)	100% (518)
How often does someone from your unit or organization display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset? Do not include materials you may have received as part of your professional duties (for example, as a criminal investigator).	95% (491)	4% (21)	1% (4)	0% (2)	100% (518)
How often does someone from your unit or organization ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?	94% (484)	5% (27)	1% (4)	0% (1)	100% (516)
How often does someone from your unit or organization make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	94% (489)	4% (22)	1% (6)	0% (1)	100% (518)
How often does someone from your unit or organization make attempts to establish unwanted romantic or sexual relationships with you? These attempts could range from asking you out on a date to asking you for sex or a "hookup."	96% (496)	3% (14)	1% (6)	0% (1)	100% (517)
How often does someone from your unit or organization intentionally touch you in unwanted sexual ways?	97% (504)	2% (10)	1% (4)	0% (0)	100% (518)
	75%	25%			

## Risk Factor: Workplace Hostility

This factor is calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If respondents reported experiencing any behavior rarely, sometimes, or often, they are included in the percent reporting a "presence of behavior." If respondents reported never experiencing all or at least half of the behaviors, they are included in the percent reporting "no presence of behavior."

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization intentionally interfere with your work performance?	46% (239)	33% (170)	16% (83)	5% (26)	100% (518)
How often does someone from your unit or organization take credit for work or ideas that were yours?	46% (239)	30% (153)	18% (92)	7% (34)	100% (518)
How often does someone from your unit or organization gossip or talk about you?	42% (218)	32% (165)	19% (97)	7% (35)	100% (515)
How often does someone from your unit or organization use insults, sarcasm, or gestures to humiliate you?	67% (344)	21% (106)	9% (49)	3% (18)	100% (517)
How often does someone from your unit or organization not provide you with information and assistance when needed?	36% (188)	28% (144)	18% (94)	18% (91)	100% (517)
How often does someone from your unit or organization yell when they are angry?	52% (271)	32% (168)	13% (68)	2% (10)	100% (517)
	15%	85%			

## Custom Multiple-Choice Items

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I would feel comfortable asking my commander/leader for help.	6% (27)	7% (31)	11% (53)	35% (164)	41% (194)	100% (469)
My commander/leader is accessible.	2% (9)	3% (16)	12% (56)	38% (176)	45% (209)	100% (466)
Communication flows freely from senior leadership to all levels of the unit/organization.	7% (31)	10% (45)	22% (106)	36% (168)	26% (122)	100% (472)
Communication flow up the chain of command is good.	5% (24)	9% (42)	22% (102)	38% (180)	26% (125)	100% (473)
Favoritism involving personal relationships does not occur in my workgroup.	9% (44)	14% (68)	19% (89)	29% (137)	28% (133)	100% (471)
If I were to deploy, my family members would have adequate resources on base to be taken care of.	1% (4)	3% (16)	13% (60)	45% (213)	38% (180)	100% (473)
Provided the opportunity, I will stay in my current career until retirement.	11% (53)	9% (44)	22% (101)	28% (132)	30% (139)	100% (469)
I would feel comfortable asking my unit's senior NCO for help.	7% (32)	7% (32)	13% (59)	32% (149)	42% (195)	100% (467)
I trust leadership to handle complaints, problems, or issues effectively.	4% (21)	5% (24)	17% (79)	37% (172)	37% (171)	100% (467)
Relationships at work are professional in nature.	0% (2)	3% (13)	11% (52)	46% (215)	40% (187)	100% (469)

# **Defense Organizational Climate Survey (DEOCS) Report**

**Organization: 95th CA BDE (SO) (A)**

**Commander/Director: (b) (3) / (b) (6)**

**Admin Number: 1909036**

**Friday, October 18, 2019**

**Office of People Analytics (OPA)  
Health & Resilience Division**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

Expiration: 31 Jan 24

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	28
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	31
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	89

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*; *Section IV, Climate Factor Subgroup Comparison*; *Section V, DEOCS Summary of Survey Item Responses*; along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

Recommend organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

**HOW TO INTERPRET DEOCS COLOR CODING**

<b>Color Coding</b>	<b>Category</b>	<b>Criteria</b>	<b>General Interpretation</b>
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>



## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>95th CA BDE (SO) (A)</b>	<b>Number</b>	<b>Percent</b>
Majority	178	52.4%
Minority	78	22.9%
Declined to Respond	84	24.7%
American Indian or Alaskan Native	3	0.9%
Asian	8	2.4%
Black	21	6.2%
Native Hawaiian or Other Pacific Islander	1	0.3%
White	211	62.1%
Selected Multiple Races	11	3.2%
Declined to Respond	85	25.0%
Hispanic	41	12.1%
Not Hispanic	221	65.0%
Declined to Respond	78	22.9%
Women	49	14.4%
Men	291	85.6%
Junior Enlisted (E1 - E6)	125	36.8%
Senior Enlisted (E7 - E9)	84	24.7%
Warrant Officer (WO1 - CW5)	2	0.6%
Junior Officer (O1 - O3)	83	24.4%
Senior Officer (O4 - Above)	38	11.2%
Junior Federal Civilian (Grades 1 - 12)	4	1.2%
Senior Federal Civilian (Grades 13 - SES)	1	0.3%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	3	0.9%
Supervisor (civilian only)	1	20.0%
Non-Supervisor (civilian only)	4	80.0%

Total

340

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

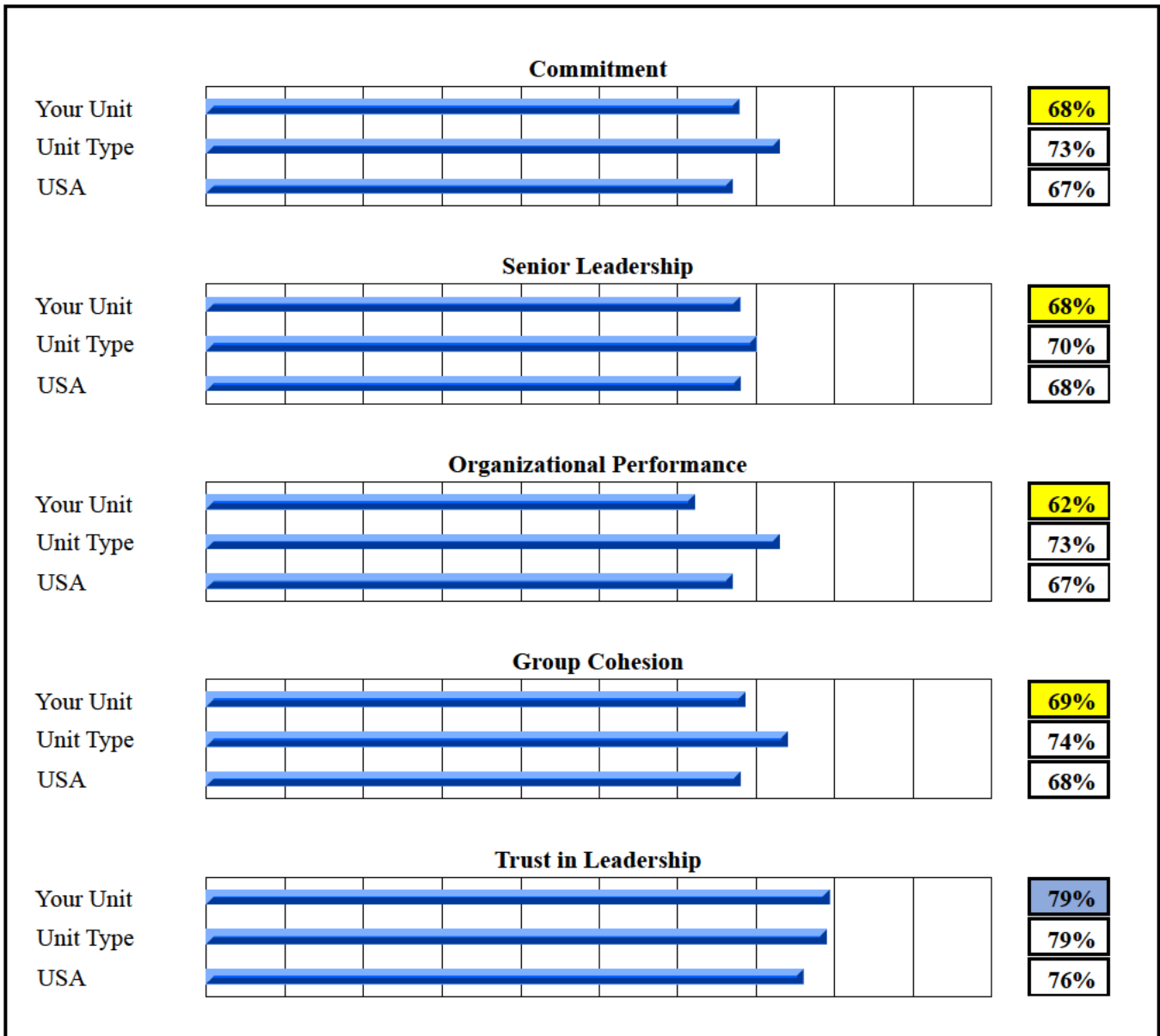
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

**Figure 2: Unit Summaries**

**Unit Type = Operations**



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Operations

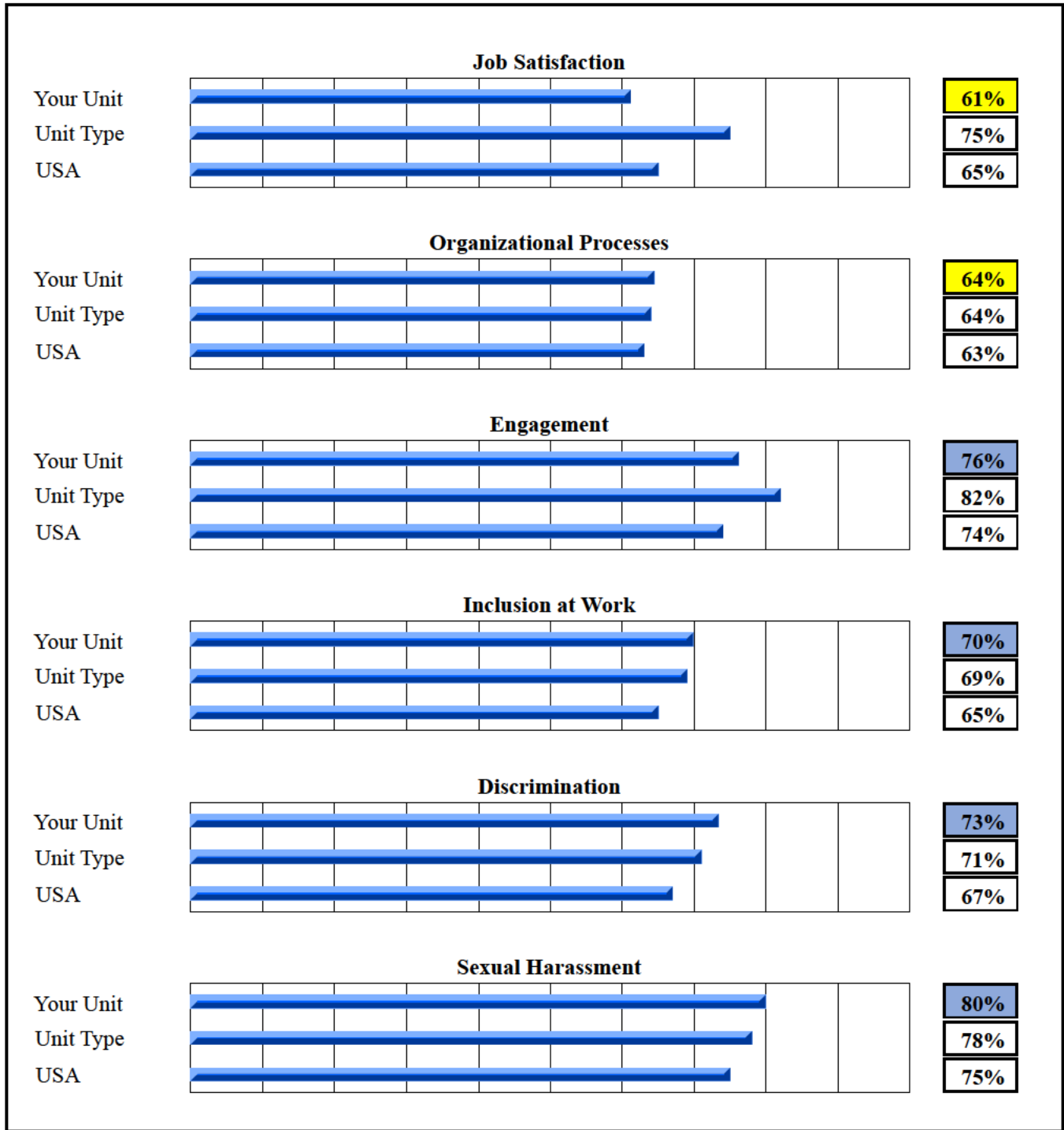
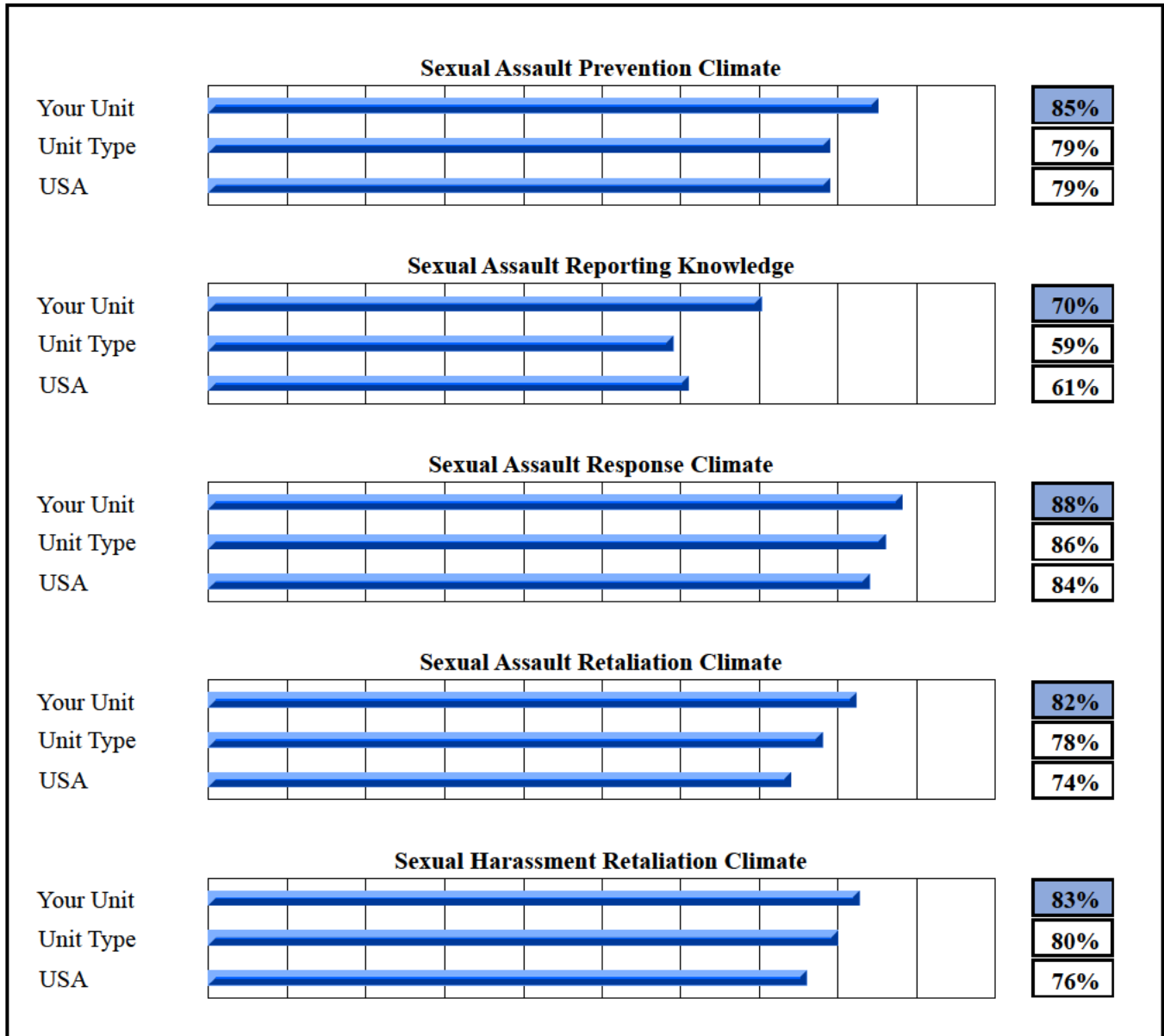


Figure 2 (cont): Unit Summaries

Unit Type = Operations



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

<b>95th CA BDE (SO) (A)</b>								
<b>Organizational Effectiveness</b>								
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority	76%	77%	69%	77%	81%	68%	72%	82%
Majority	72%	70%	66%	71%	83%	67%	69%	78%
Women	75%	81%	74%	79%	82%	63%	73%	80%
Men	67%	66%	60%	67%	79%	61%	63%	75%
Enlisted	66%	67%	60%	67%	81%	57%	62%	74%
Officer	72%	70%	65%	72%	77%	68%	69%	80%
Junior Enlisted	63%	68%	60%	66%	80%	58%	63%	75%
Senior Enlisted	69%	65%	60%	68%	81%	56%	60%	73%
Junior Officer	68%	65%	62%	66%	71%	63%	64%	79%
Senior Officer	82%	82%	72%	86%	91%	79%	79%	83%
Military	68%	68%	62%	69%	79%	61%	65%	76%
Civilian	87%	95%	80%	87%	100%	80%	87%	87%
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	68%	68%	62%	69%	79%	61%	64%	76%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the **EO / EEO / Fair Treatment & SAPR** Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<b>95th CA BDE (SO) (A)</b>							
		<b>EO/EEO/Fair Treatment</b>				<b>SAPR</b>			
		<b>Inclusion</b>	<b>Discrim</b>	<b>SH</b>	<b>SH Retaliation</b>	<b>SA Prevent</b>	<b>SA Report Knowledge</b>	<b>SA Response</b>	<b>SA Retaliation</b>
<b>Minority</b>		74%	64%	79%	76%	81%	65%	83%	74%
<b>Majority</b>		76%	80%	84%	88%	90%	73%	92%	89%
<b>Women</b>		76%	66%	83%	76%	81%	78%	81%	73%
<b>Men</b>		69%	75%	79%	84%	86%	69%	89%	84%
<b>Enlisted</b>		67%	73%	81%	82%	84%	65%	87%	81%
<b>Officer</b>		75%	76%	80%	86%	88%	79%	92%	87%
<b>Junior Enlisted</b>		69%	73%	80%	78%	85%	61%	86%	77%
<b>Senior Enlisted</b>		65%	73%	82%	87%	84%	71%	88%	86%
<b>Junior Officer</b>		71%	76%	77%	82%	85%	77%	90%	84%
<b>Senior Officer</b>		84%	78%	88%	96%	93%	84%	96%	95%
<b>Military</b>		70%	74%	80%	83%	86%	70%	89%	83%
<b>Civilian</b>		80%	48%	70%	80%	73%	84%	84%	77%
<b>Junior Civilian</b>									
<b>Senior Civilian</b>									
<b>Non-Supervisor</b>									
<b>Supervisor</b>									
<b>Your Unit</b>		70%	73%	80%	83%	85%	70%	88%	82%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	23 (7%)	25 (7%)	14 (4%)	42 (12%)	56 (16%)	130 (38%)	50 (15%)
This workgroup has a great deal of personal meaning to me.	26 (8%)	24 (7%)	13 (4%)	47 (14%)	62 (18%)	116 (34%)	52 (15%)
I feel a strong sense of belonging to this workgroup.	27 (8%)	30 (9%)	14 (4%)	43 (13%)	59 (17%)	121 (36%)	46 (14%)
<b>Total</b>	7%	8%	4%	13%	<b>17%</b>	<b>36%</b>	<b>15%</b>
		<b>19%</b>				<b>68%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	21 (6%)	17 (5%)	30 (9%)	34 (10%)	58 (17%)	129 (38%)	51 (15%)
My senior leader clarifies our organization's goals and priorities.	25 (7%)	25 (7%)	19 (6%)	25 (7%)	46 (14%)	144 (42%)	56 (16%)
My senior leader communicates a clear vision for the future.	24 (7%)	23 (7%)	24 (7%)	44 (13%)	52 (15%)	115 (34%)	58 (17%)
My senior leader listens to the concerns of the organization's military members and employees.	26 (8%)	33 (10%)	19 (6%)	47 (14%)	34 (10%)	124 (36%)	57 (17%)
<b>Total</b>	7%	7%	7%	11%	<b>14%</b>	<b>38%</b>	<b>16%</b>
		<b>21%</b>				<b>68%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	20 (6%)	35 (10%)	24 (7%)	50 (15%)	42 (12%)	121 (36%)	48 (14%)
My organization's performance, compared to similar organizations, is high.	23 (7%)	29 (9%)	21 (6%)	57 (17%)	43 (13%)	110 (32%)	57 (17%)
My organization makes good use of available resources to accomplish its mission.	34 (10%)	34 (10%)	17 (5%)	42 (12%)	61 (18%)	111 (33%)	41 (12%)
<b>Total</b>	8%	10%	6%	15%	<b>14%</b>	<b>34%</b>	<b>14%</b>
		<b>23%</b>				<b>62%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	19 (6%)	28 (8%)	21 (6%)	37 (11%)	43 (13%)	145 (43%)	47 (14%)
We all take responsibility for the performance of the workgroup.	23 (7%)	34 (10%)	16 (5%)	36 (11%)	44 (13%)	141 (41%)	46 (14%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	22 (6%)	26 (8%)	13 (4%)	45 (13%)	54 (16%)	125 (37%)	55 (16%)
<b>Total</b>	6%	9%	5%	12%	<b>14%</b>	<b>40%</b>	<b>15%</b>
		<b>20%</b>				<b>69%</b>	



Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	18 (5%)	9 (3%)	11 (3%)	24 (7%)	25 (7%)	145 (43%)	108 (32%)
My immediate supervisor follows through with commitments he or she makes.	13 (4%)	12 (4%)	11 (3%)	28 (8%)	28 (8%)	139 (41%)	109 (32%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	20 (6%)	32 (9%)	13 (4%)	30 (9%)	38 (11%)	129 (38%)	78 (23%)
My immediate supervisor treats me fairly.	7 (2%)	10 (3%)	6 (2%)	37 (11%)	30 (9%)	135 (40%)	115 (34%)
<b>Total</b>	<b>4%</b>	<b>5%</b>	<b>3%</b>	<b>9%</b>	<b>9%</b>	<b>40%</b>	<b>30%</b>
		<b>12%</b>				<b>79%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	36 (11%)	29 (9%)	26 (8%)	38 (11%)	33 (10%)	112 (33%)	66 (19%)
I feel satisfied with my current job.	38 (11%)	36 (11%)	29 (9%)	33 (10%)	43 (13%)	107 (31%)	54 (16%)
I am happy with my current job.	38 (11%)	31 (9%)	29 (9%)	33 (10%)	49 (14%)	102 (30%)	58 (17%)
<b>Total</b>	<b>11%</b>	<b>9%</b>	<b>8%</b>	<b>10%</b>	<b>12%</b>	<b>31%</b>	<b>17%</b>
		<b>29%</b>				<b>61%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	11 (3%)	24 (7%)	19 (6%)	47 (14%)	48 (14%)	143 (42%)	48 (14%)
Discipline is administered fairly.	35 (10%)	24 (7%)	19 (6%)	50 (15%)	34 (10%)	135 (40%)	43 (13%)
Decisions are made after reviewing relevant information.	28 (8%)	27 (8%)	27 (8%)	52 (15%)	37 (11%)	129 (38%)	40 (12%)
<b>Total</b>	<b>7%</b>	<b>7%</b>	<b>6%</b>	<b>15%</b>	<b>12%</b>	<b>40%</b>	<b>13%</b>
		<b>21%</b>				<b>64%</b>	

Table 2.8 Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	3 (1%)	4 (1%)	7 (2%)	15 (4%)	22 (6%)	169 (50%)	120 (35%)
I am enthusiastic about my work.	22 (6%)	30 (9%)	17 (5%)	33 (10%)	46 (14%)	131 (39%)	61 (18%)
Time flies when I am working.	23 (7%)	29 (9%)	13 (4%)	47 (14%)	38 (11%)	112 (33%)	78 (23%)
<b>Total</b>	5%	6%	4%	9%	<b>10%</b>	<b>40%</b>	<b>25%</b>
		<b>15%</b>				<b>76%</b>	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	11 (3%)	21 (6%)	17 (5%)	37 (11%)	40 (12%)	153 (45%)	60 (18%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	20 (6%)	18 (5%)	15 (4%)	29 (9%)	49 (14%)	133 (39%)	75 (22%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	20 (6%)	22 (6%)	24 (7%)	33 (10%)	49 (14%)	139 (41%)	52 (15%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	23 (7%)	40 (12%)	24 (7%)	51 (15%)	46 (14%)	113 (33%)	42 (12%)
The decision-making processes that impact my workgroup are fair.	15 (4%)	30 (9%)	21 (6%)	51 (15%)	53 (16%)	126 (37%)	43 (13%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	10 (3%)	20 (6%)	11 (3%)	47 (14%)	14 (4%)	121 (36%)	116 (34%)
<b>Total</b>	5%	7%	5%	12%	<b>12%</b>	<b>38%</b>	<b>19%</b>
		<b>18%</b>				<b>70%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	20 (6%)	29 (9%)	4 (1%)	25 (7%)	10 (3%)	97 (29%)	154 (45%)
<b>Religion</b>	23 (7%)	19 (6%)	6 (2%)	34 (10%)	3 (1%)	100 (29%)	154 (45%)
<b>Sex</b>	25 (7%)	20 (6%)	12 (4%)	31 (9%)	15 (4%)	98 (29%)	138 (41%)
<b>Sexual Orientation</b>	27 (8%)	17 (5%)	1 (0%)	41 (12%)	5 (1%)	99 (29%)	149 (44%)
<b>Age (Civilian Only)</b>	0 (0%)	0 (0%)	0 (0%)	2 (40%)	0 (0%)	1 (20%)	2 (40%)
<b>Disability (Civilian Only)</b>	0 (0%)	0 (0%)	0 (0%)	2 (40%)	0 (0%)	1 (20%)	2 (40%)
<b>Equal Pay (Civilian Only)</b>	1 (20%)	0 (0%)	0 (0%)	2 (40%)	0 (0%)	0 (0%)	2 (40%)
<b>Genetic Information (Civilian Only)</b>	1 (20%)	0 (0%)	0 (0%)	2 (40%)	0 (0%)	0 (0%)	2 (40%)
<b>Pregnancy (Civilian Only)</b>	0 (0%)	0 (0%)	1 (20%)	2 (40%)	0 (0%)	0 (0%)	2 (40%)
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	16 (5%)	10 (3%)	9 (3%)	29 (9%)	21 (6%)	122 (36%)	132 (39%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	39 (11%)	28 (8%)	13 (4%)	32 (9%)	8 (2%)	100 (29%)	119 (35%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	34 (10%)	28 (8%)	15 (4%)	33 (10%)	15 (4%)	99 (29%)	115 (34%)
<b>Total</b>	8%	6%	3%	10%	<b>3%</b>	<b>30%</b>	<b>40%</b>
		<b>17%</b>				<b>73%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	53 (16%)	25 (7%)	261 (77%)
<b>Religion</b>	48 (14%)	34 (10%)	257 (76%)
<b>Sex</b>	57 (17%)	31 (9%)	251 (74%)
<b>Sexual Orientation</b>	45 (13%)	41 (12%)	253 (74%)
<b>Age (Civilian Only)</b>	0 (0%)	2 (40%)	3 (60%)
<b>Disability (Civilian Only)</b>	0 (0%)	2 (40%)	3 (60%)
<b>Equal Pay (Civilian Only)</b>	1 (20%)	2 (40%)	2 (40%)
<b>Genetic Information (Civilian Only)</b>	1 (20%)	2 (40%)	2 (40%)
<b>Pregnancy (Civilian Only)</b>	1 (20%)	2 (40%)	2 (40%)

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	4 (1%)	4 (1%)	1 (0%)	62 (18%)	9 (3%)	128 (38%)	131 (39%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	6 (2%)	4 (1%)	1 (0%)	52 (15%)	19 (6%)	133 (39%)	124 (36%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	12 (4%)	9 (3%)	8 (2%)	44 (13%)	7 (2%)	112 (33%)	147 (43%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	9 (3%)	8 (2%)	1 (0%)	44 (13%)	2 (1%)	81 (24%)	194 (57%)
<b>Total</b>	2%	2%	1%	15%	3%	33%	44%
		5%				80%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	4 (1%)	4 (1%)	6 (2%)	31 (9%)	12 (4%)	141 (41%)	142 (42%)
My immediate supervisor promotes responsible alcohol use.	3 (1%)	5 (1%)	0 (0%)	44 (13%)	12 (4%)	144 (42%)	132 (39%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	7 (2%)	5 (1%)	4 (1%)	39 (11%)	7 (2%)	139 (41%)	139 (41%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	1 (0%)	6 (2%)	1 (0%)	39 (11%)	12 (4%)	147 (43%)	134 (39%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	3 (1%)	3 (1%)	1 (0%)	32 (9%)	6 (2%)	142 (42%)	153 (45%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	9 (3%)	9 (3%)	5 (1%)	43 (13%)	8 (2%)	137 (40%)	129 (38%)
<b>Total</b>	1%	2%	1%	11%	3%	42%	41%
		4%				85%	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	5 (1%)	2 (1%)	1 (0%)	21 (6%)	9 (3%)	126 (37%)	176 (52%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	8 (2%)	7 (2%)	7 (2%)	29 (9%)	10 (3%)	117 (34%)	162 (48%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	8 (2%)	7 (2%)	2 (1%)	30 (9%)	10 (3%)	118 (35%)	165 (49%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	4 (1%)	0 (0%)	1 (0%)	28 (8%)	9 (3%)	123 (36%)	175 (51%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	6 (2%)	4 (1%)	0 (0%)	31 (9%)	13 (4%)	117 (34%)	169 (50%)
<b>Total</b>	2%	1%	1%	8%	3%	35%	50%
		4%				88%	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, reporters of sexual assault would be excluded from social interactions or conversations.	146 (43%)	109 (32%)	12 (4%)	52 (15%)	7 (2%)	9 (3%)	5 (1%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	173 (51%)	108 (32%)	8 (2%)	45 (13%)	1 (0%)	1 (0%)	4 (1%)
In my work group, reporters of sexual assault would be blamed for causing problems.	161 (47%)	107 (31%)	10 (3%)	49 (14%)	7 (2%)	2 (1%)	4 (1%)
In my work group, reporters of sexual assault would be denied career opportunities.	164 (48%)	106 (31%)	8 (2%)	51 (15%)	4 (1%)	2 (1%)	5 (1%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	170 (50%)	108 (32%)	6 (2%)	44 (13%)	5 (1%)	2 (1%)	5 (1%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	164 (48%)	113 (33%)	6 (2%)	50 (15%)	3 (1%)	0 (0%)	4 (1%)
<b>Total</b>	<b>48%</b>	<b>32%</b>	<b>2%</b>	14%	1%	1%	1%
		<b>82%</b>				<b>3%</b>	

Table 2.16 Sexual Harassment Retaliation Climate

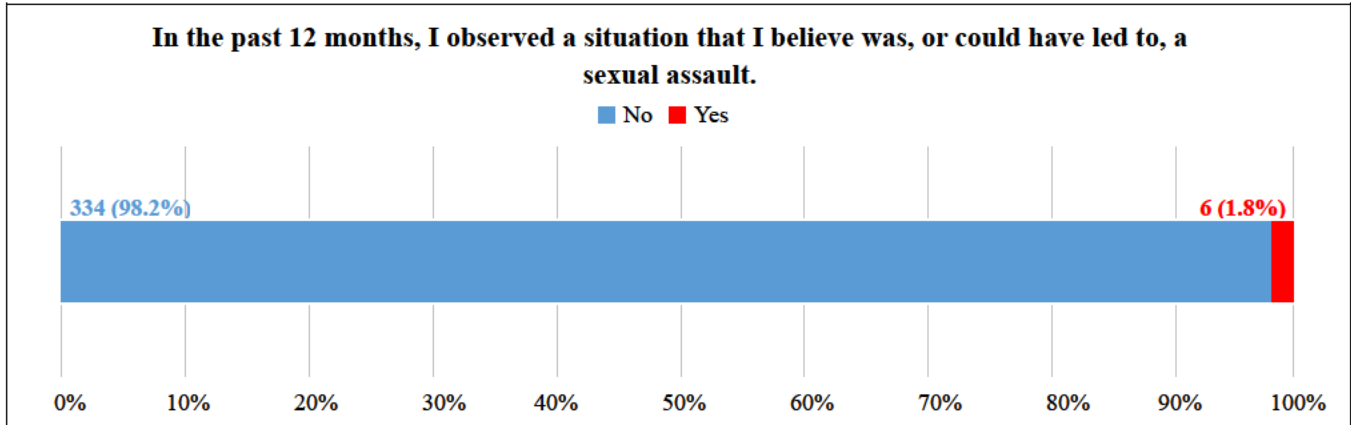
Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	159 (47%)	111 (33%)	6 (2%)	44 (13%)	10 (3%)	5 (1%)	5 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	166 (49%)	111 (33%)	7 (2%)	49 (14%)	0 (0%)	3 (1%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	163 (48%)	103 (30%)	11 (3%)	47 (14%)	8 (2%)	4 (1%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	164 (48%)	108 (32%)	7 (2%)	48 (14%)	6 (2%)	3 (1%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	173 (51%)	108 (32%)	5 (1%)	44 (13%)	2 (1%)	3 (1%)	5 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	166 (49%)	110 (32%)	9 (3%)	45 (13%)	5 (1%)	1 (0%)	4 (1%)
<b>Total</b>	<b>49%</b>	<b>32%</b>	<b>2%</b>	14%	2%	1%	1%
		<b>83%</b>				<b>4%</b>	



## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Responder’s Reported Actions Taken Following High Risk Situation**

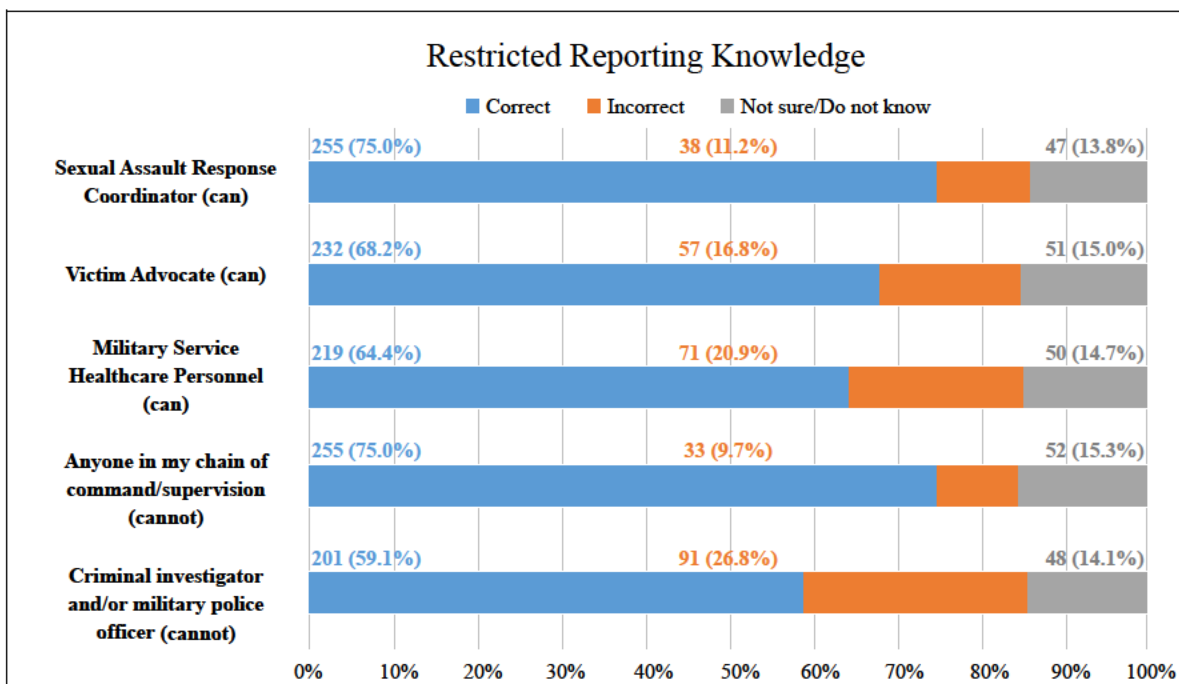
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	1	16.7%
I asked the person who appeared to be at risk if they needed help.	0	0.0%
I confronted the person who appeared to be causing the situation.	1	16.7%
I created a distraction to cause one or more of the people to disengage from the situation.	2	33.3%
I asked others to step in as a group and diffuse the situation.	1	16.7%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safety take any action.	1	16.7%
I decided to not take action.	0	0.0%
<b>Total</b>	<b>6</b>	<b>100.0%</b>

### Sexual Assault Reporting Knowledge

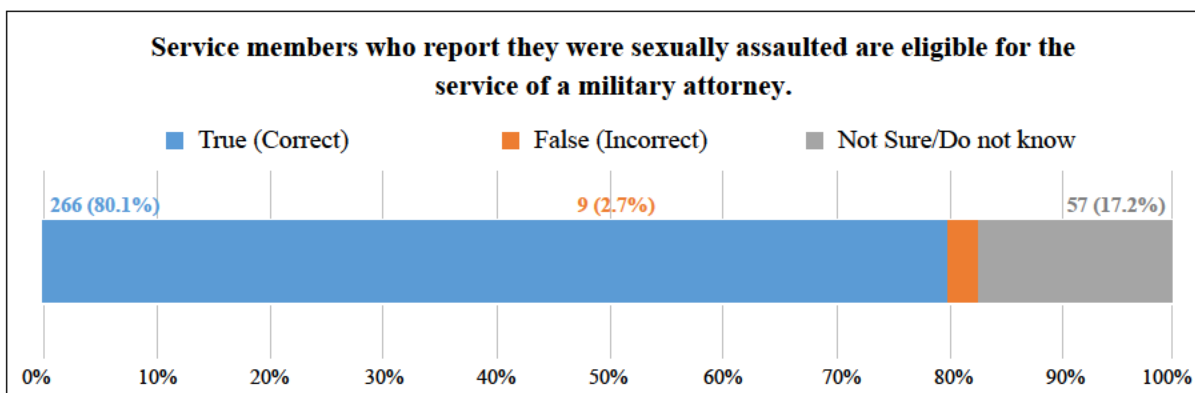
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**



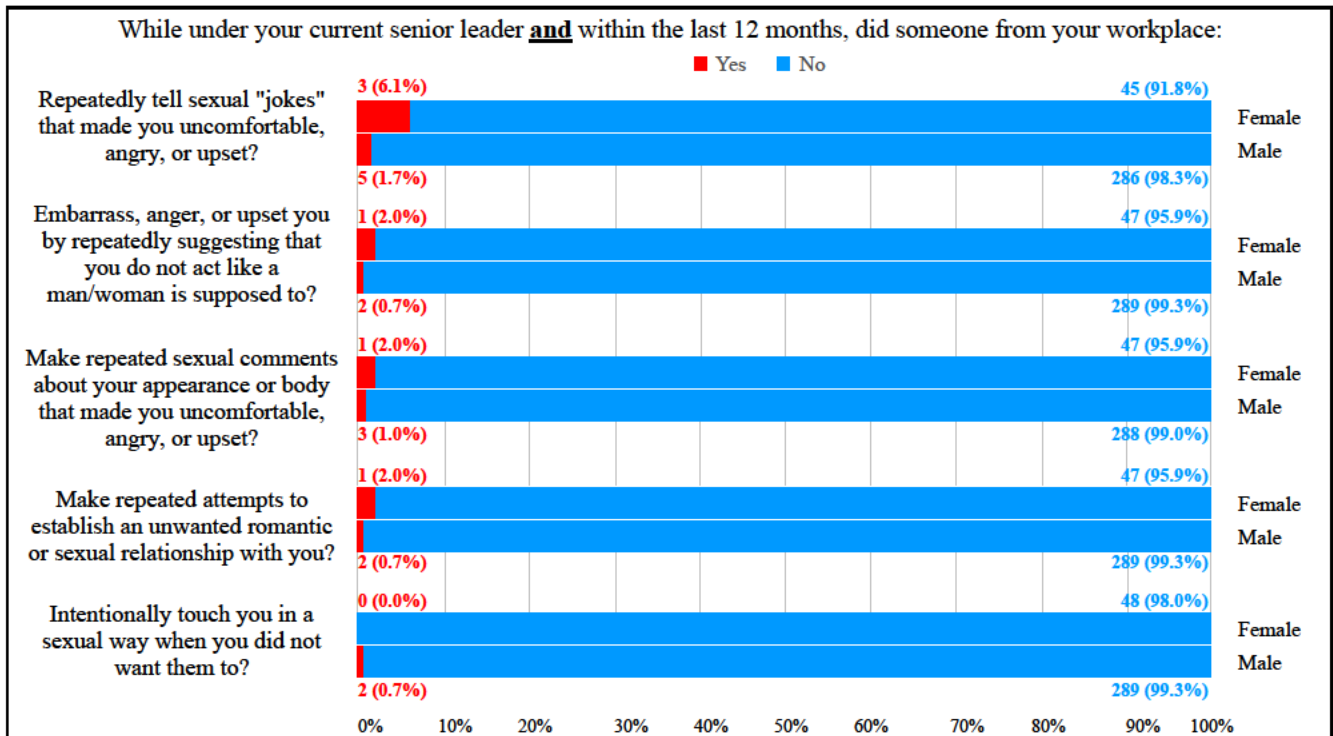
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	8	2.4%	331	97.4%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	3	0.9%	336	98.8%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	4	1.2%	335	98.5%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	3	0.9%	336	98.8%
Intentionally touch you in a sexual way when you did not want them to?	2	0.6%	337	99.1%

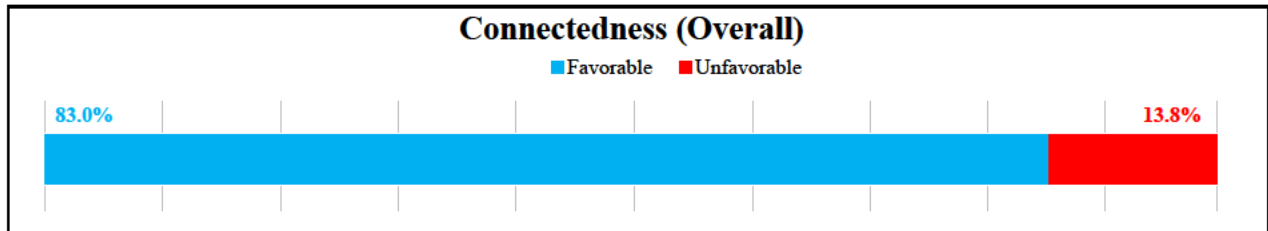
**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	10 (3%)	12 (4%)	20 (6%)	43 (13%)	14 (4%)	97 (29%)	144 (42%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	3 (1%)	5 (1%)	15 (4%)	-	17 (5%)	89 (26%)	211 (62%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	36 (11%)	20 (6%)	21 (6%)	-	62 (18%)	141 (41%)	60 (18%)
These days, I feel that there are people I can turn to in times of need.	14 (4%)	9 (3%)	23 (7%)	-	42 (12%)	142 (42%)	110 (32%)
<b>Total*</b>	5%	3%	6%	-	10%	34%	39%
		14%				83%	

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

In the past 12 months, I have known someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	44	12.9%
Attempted	18	5.3%
Died by Suicide	2	0.6%
Thought of, Attempted	12	3.5%
Attempted, Died by Suicide	1	0.3%
Thought of, Died by Suicide	0	0.0%
Thought of, Attempted, Died by Suicide	1	0.3%
None of the above	262	77.1%

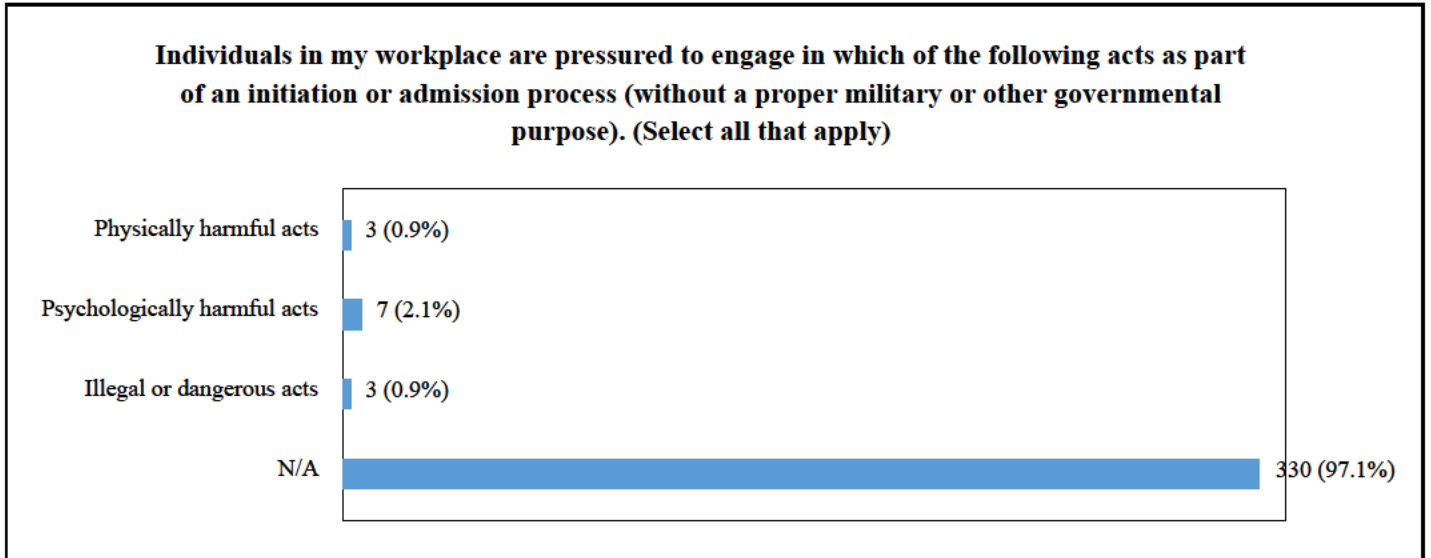
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

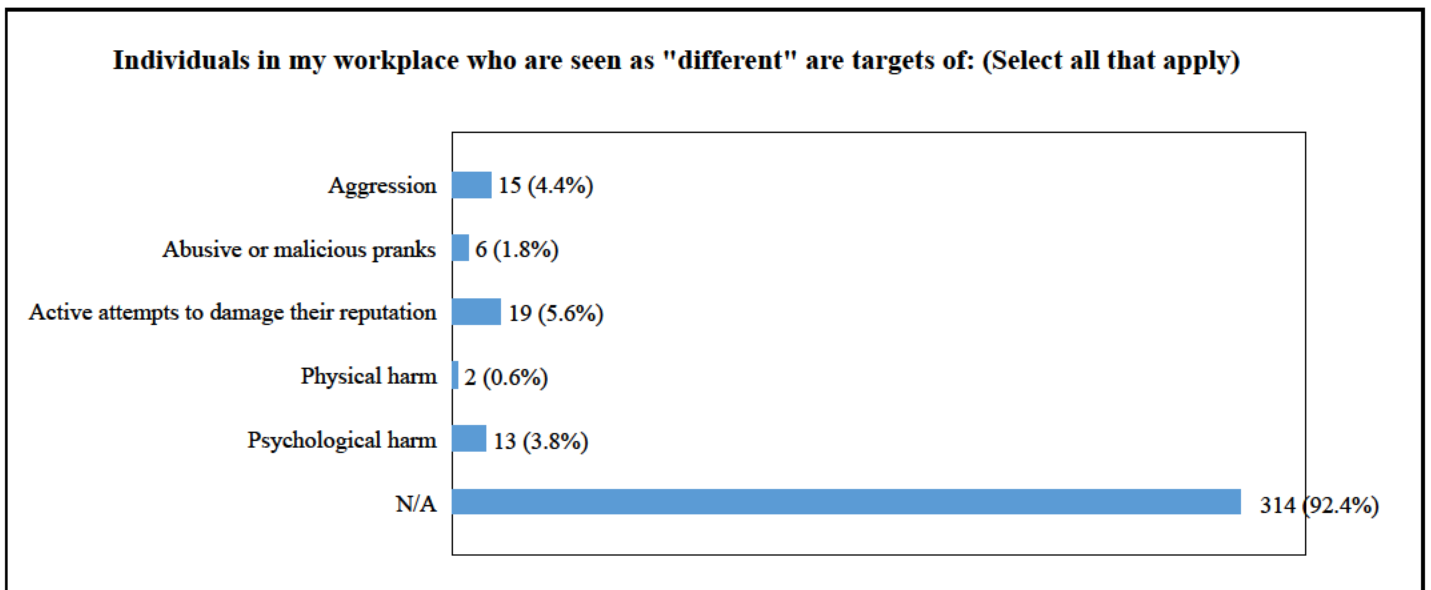
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, the Defense Equal Opportunity Management Institute (DEOMI) provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

## ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

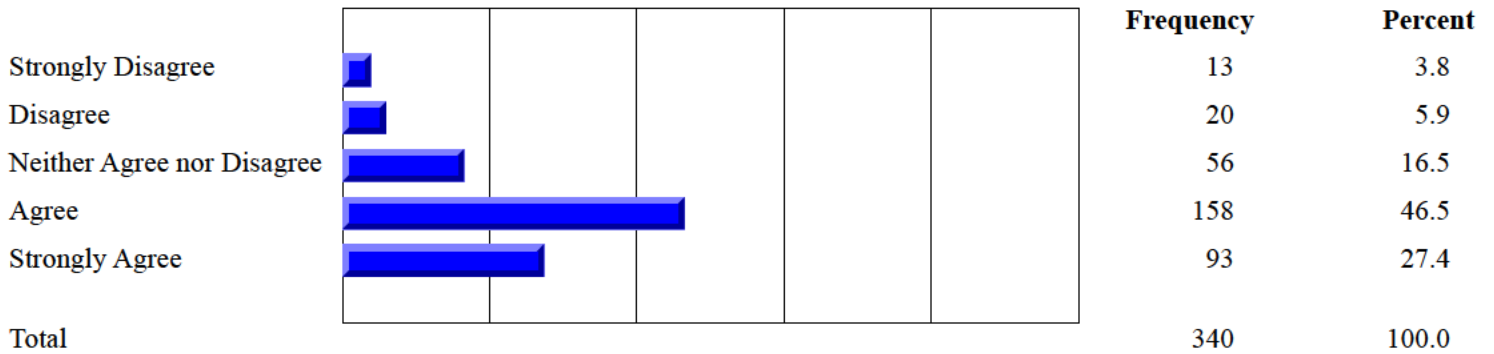
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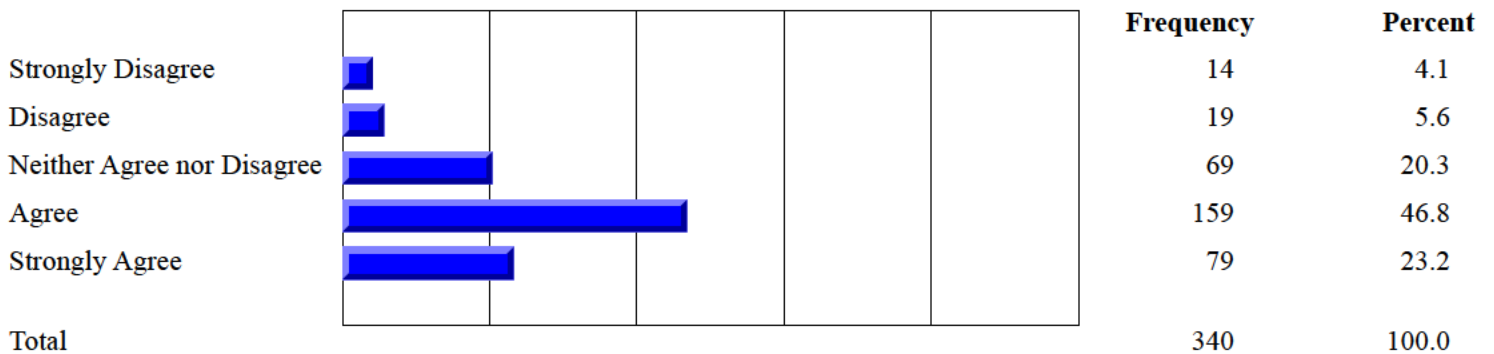
[support@deocs.net](mailto:support@deocs.net)

## Appendix A: Your Locally Developed Questions

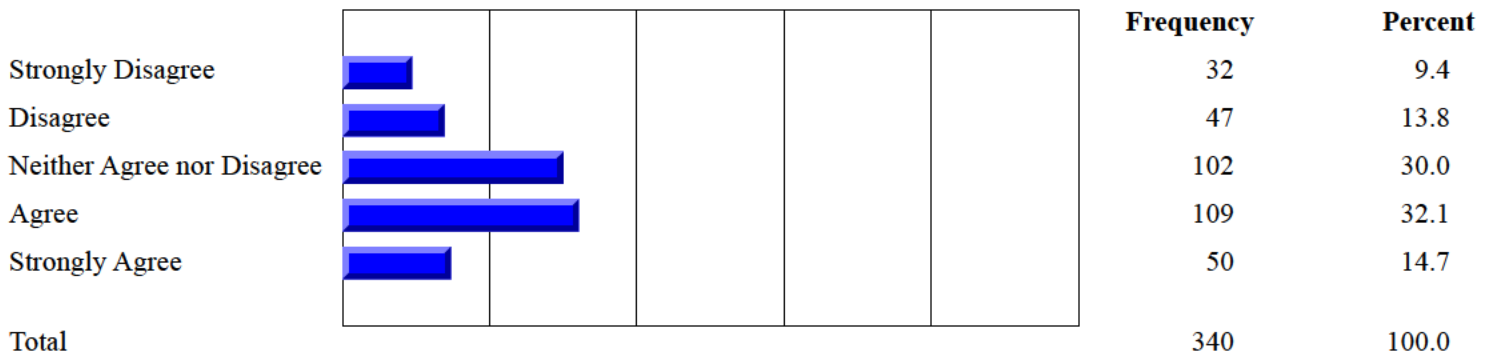
**1. My supervisor shares information that has been presented during staff meetings.**



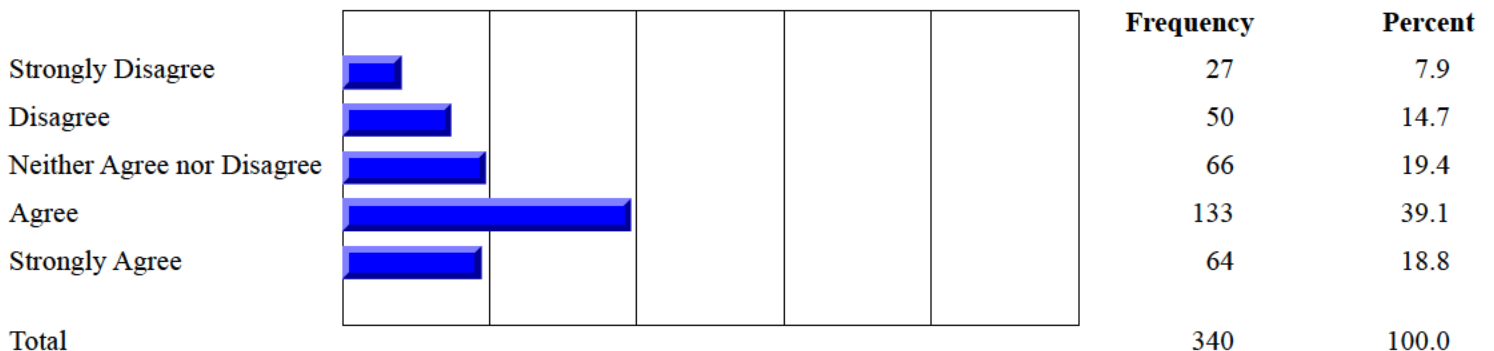
**2. Rules, regulations and policies are enforced in this Brigade.**



**3. Correctional training for poor performance is enforced fairly in this Brigade.**



**4. The leaders in the Brigade and Battalion show a real interest in the welfare of families.**





**5. Favoritism involving personal relationships does not occur in my unit/section.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					42	12.4
Disagree					44	12.9
Neither Agree nor Disagree					79	23.2
Agree					107	31.5
Strongly Agree					68	20.0
Total					340	100.0

**6. I am satisfied with my latest one-on-one rater feedback session with my rater.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					31	9.1
Disagree					20	5.9
Neither Agree nor Disagree					69	20.3
Agree					134	39.4
Strongly Agree					86	25.3
Total					340	100.0

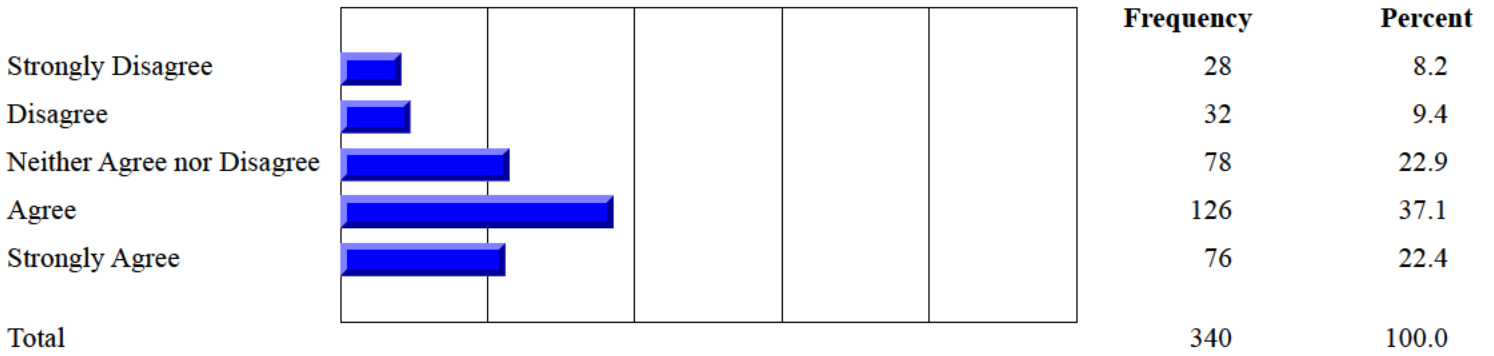
**7. Provided the opportunity, I would definitely stay in my current career until retirement.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					74	21.8
Disagree					43	12.6
Neither Agree nor Disagree					71	20.9
Agree					86	25.3
Strongly Agree					66	19.4
Total					340	100.0

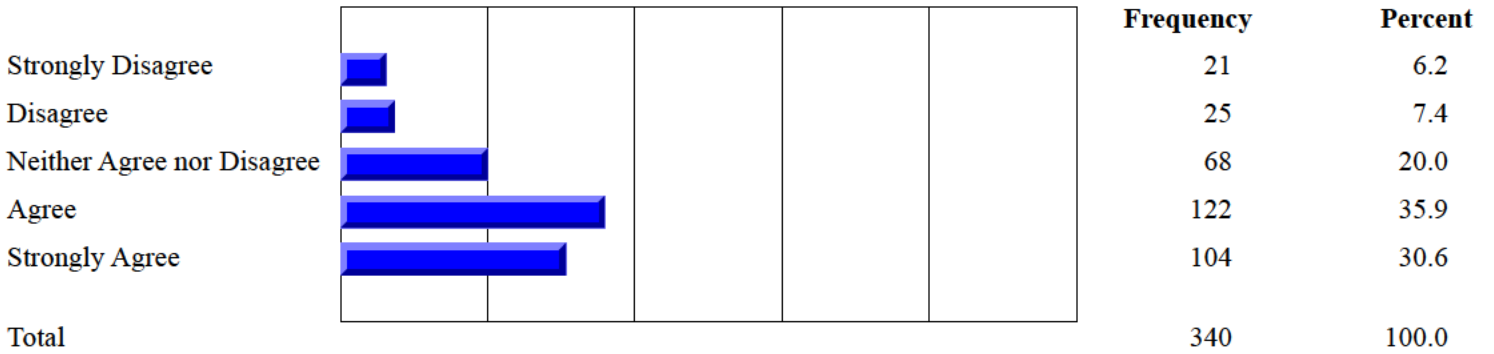
**8. It is easy for service members in this command to meet with the Brigade Commander about problems.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					36	10.6
Disagree					44	12.9
Neither Agree nor Disagree					143	42.1
Agree					74	21.8
Strongly Agree					43	12.6
Total					340	100.0

9. I feel that the Brigade Commander will use the information from this survey to improve the command.



10. My Company/Battalion/Brigade Command Team are competent leaders.



























































































































































































































# **DEPARTMENT OF DEFENSE**

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

**Organization: 95th CA (SO) (A)**

**Commander/Director: (b) (3) / (b) (6)**

**Admin Number: 1810970**

**Tuesday, October 23, 2018**

**Defense Equal Opportunity Management Institute  
Climate Enhancement Department  
Patrick AFB, FL**

Management or disciplinary actions should not be taken based solely on the results of this report.

**RCS: DD-P&R (AR) 2338**

## TABLE OF CONTENTS

		Page
I.	<b>How to Interpret your DEOCS</b>	3
II.	<b>Demographic Breakout</b>	5
III.	<b>Overall Unit Summary</b>	6
IV.	<b>Climate Factor Subgroup Comparisons</b>	9
V.	<b>DEOCS Summary of Survey Item Responses</b>	11
VI.	<b>Recommendations</b>	26
<b>Appendix A:</b>	<b>Your Locally Developed Questions</b>	<b>28</b>
<b>Appendix B:</b>	<b>Your Short-Answer Questions</b>	<b>31</b>
<b>Appendix C:</b>	<b>Written Comments from Your Organization</b>	<b>92</b>

### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*, *Section IV, Climate Factor Subgroup Comparison*, *Section V, DEOCS Summary of Survey Item Responses*, along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

## I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

<b>Color Coding</b>	<b>Category</b>	<b>Criteria</b>	<b>General Interpretation</b>
<b>Green</b>	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> <li>• Almost complete unit endorsement of scale</li> <li>• Area of excellence and maintenance/stability actions recommended</li> </ul>
<b>Blue</b>	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li> <li>• Area not of concern but room for improvement</li> </ul>
<b>Yellow</b>	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li> <li>• Area flagged for concern. Actions should be considered to boost endorsement</li> </ul>
<b>Red</b>	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> <li>• Majority of unit did NOT endorse scale</li> <li>• Area of great concern and corrective actions should be taken ASAP</li> </ul>

## II. DEMOGRAPHIC BREAKOUT

**Table 1: Demographic Representation**

<b>REPRESENTATION</b>		
<b>95th CA (SO) (A)</b>	<b>Number</b>	<b>Percent</b>
Majority	144	47.2%
Minority	92	30.2%
Declined to Respond	69	22.6%
American Indian or Alaskan Native	2	0.7%
Asian	13	4.3%
Black	20	6.6%
Native Hawaiian or Other Pacific Islander	2	0.7%
White	172	56.4%
Selected Multiple Races	9	3.0%
Declined to Respond	87	28.5%
Hispanic	50	16.4%
Not Hispanic	192	63.0%
Declined to Respond	63	20.7%
Women	37	12.1%
Men	268	87.9%
Junior Enlisted (E1 - E6)	121	39.7%
Senior Enlisted (E7 - E9)	68	22.3%
Warrant Officer (WO1 - CW5)	2	0.7%
Junior Officer (O1 - O3)	72	23.6%
Senior Officer (O4 - Above)	39	12.8%
Junior Federal Civilian (Grades 1 - 12)	1	0.3%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	2	0.7%
Supervisor (civilian only)	0	0.0%
Non-Supervisor (civilian only)	1	100.0%

Total

305

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

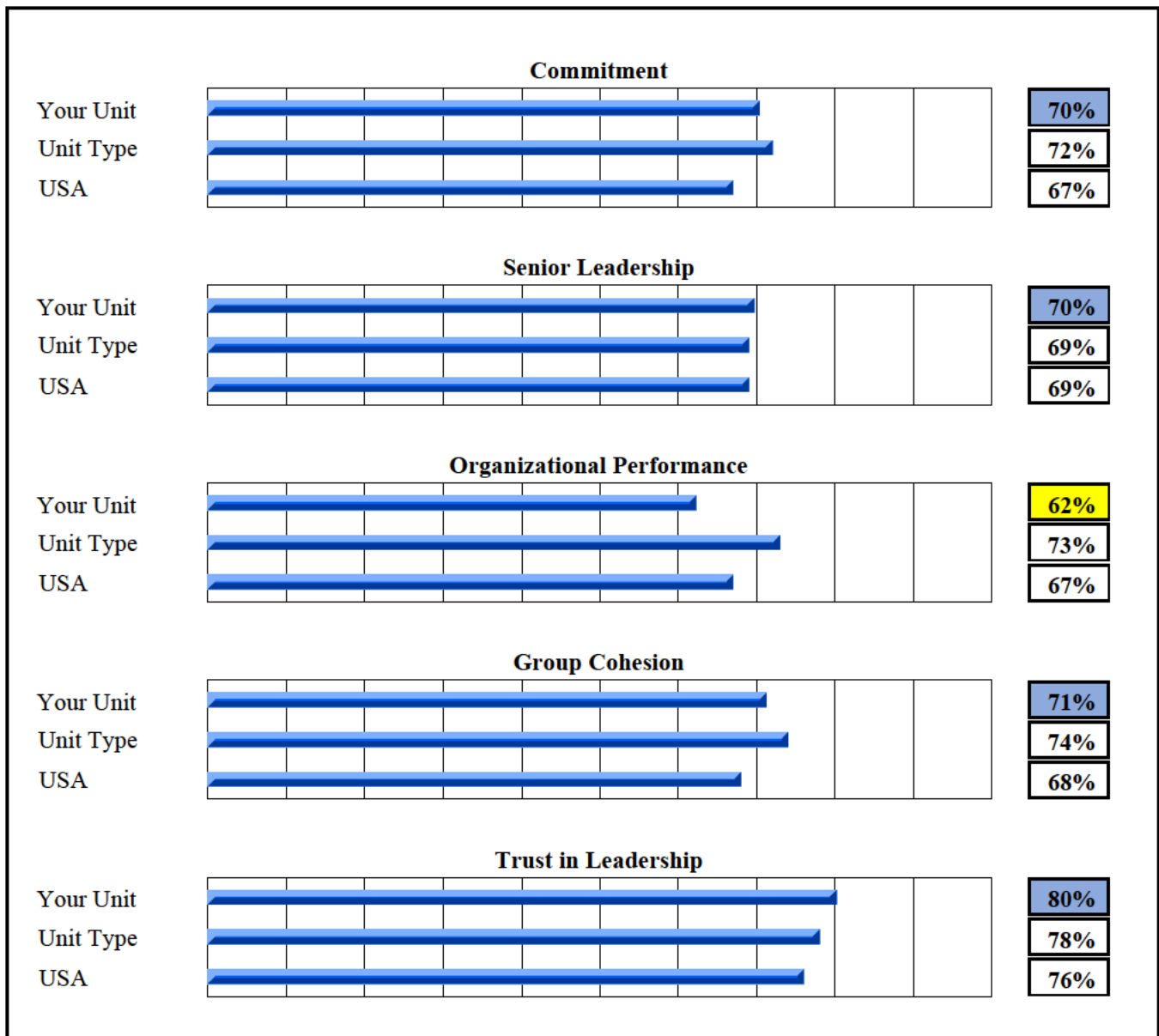
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

### III. OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

Figure 2: Unit Summaries

Unit Type = Operations



<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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Figure 2 (cont): Unit Summaries

Unit Type = Operations

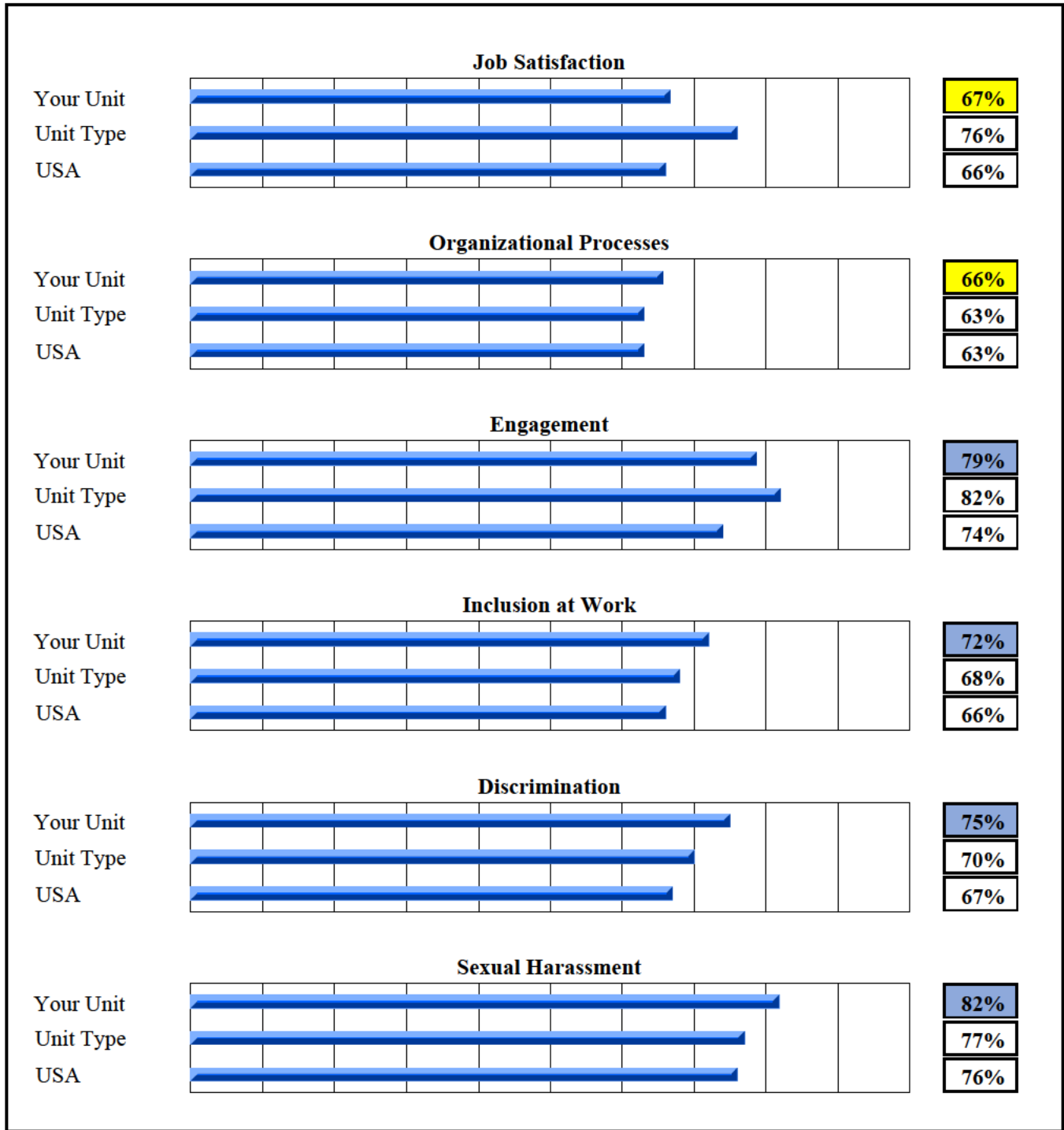
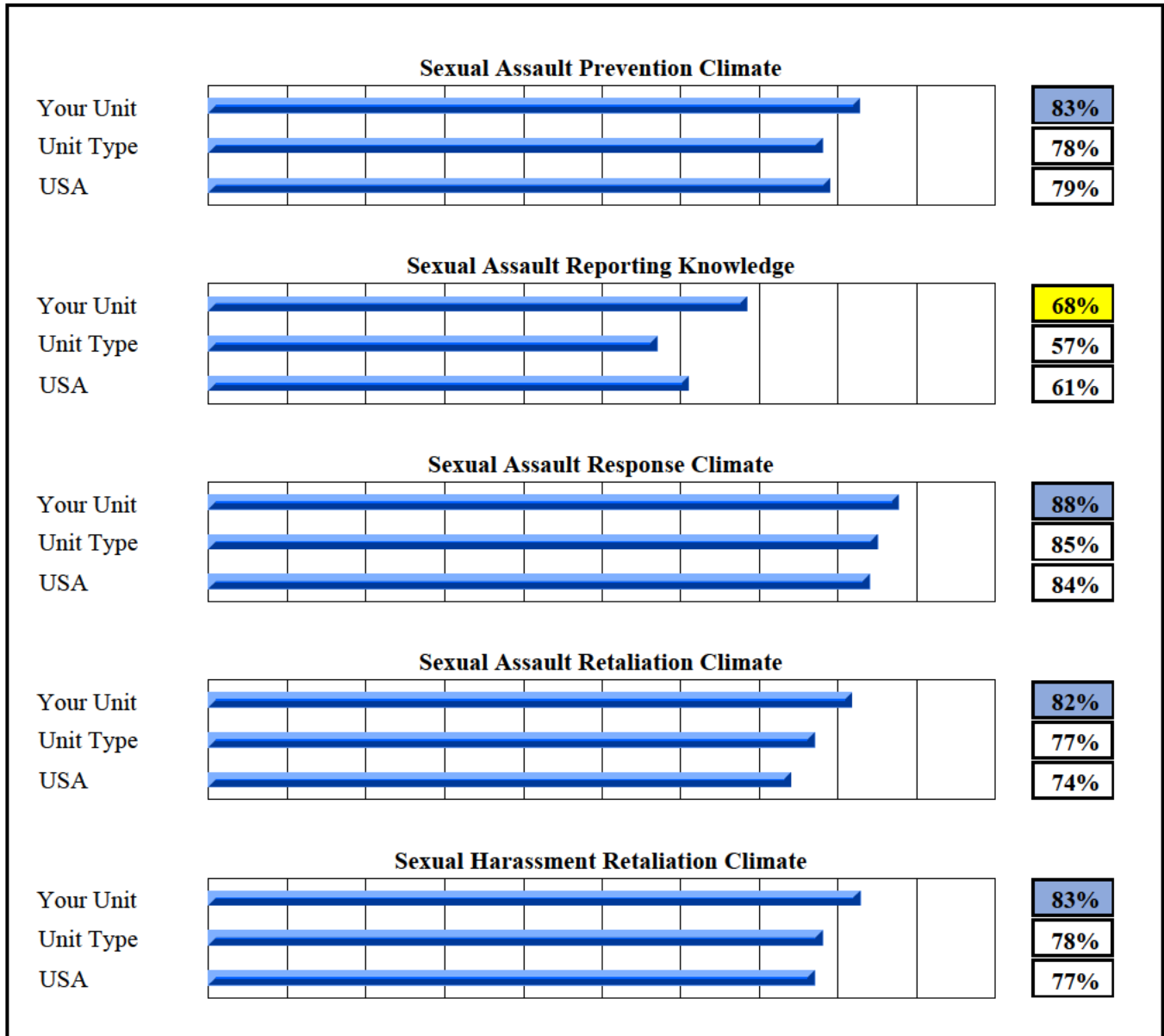


Figure 2 (cont): Unit Summaries

Unit Type = Operations



## IV. CLIMATE FACTOR SUBGROUP COMPARISONS

### Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

**Figure 3: OE Subgroup Comparison**

<b>95th CA (SO) (A)</b>								
<b>Organizational Effectiveness</b>								
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority	75%	71%	68%	76%	81%	72%	67%	80%
Majority	76%	74%	67%	79%	87%	73%	73%	84%
Women	60%	66%	61%	63%	72%	63%	60%	73%
Men	72%	70%	62%	72%	81%	67%	66%	79%
Enlisted	68%	68%	64%	74%	80%	63%	65%	78%
Officer	74%	72%	61%	68%	81%	74%	68%	81%
Junior Enlisted	63%	64%	59%	70%	78%	55%	62%	72%
Senior Enlisted	77%	76%	72%	81%	83%	75%	72%	88%
Junior Officer	64%	65%	55%	61%	77%	65%	61%	75%
Senior Officer	92%	84%	72%	81%	87%	90%	80%	92%
Military	70%	69%	63%	72%	80%	67%	66%	79%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	70%	70%	62%	71%	80%	67%	66%	79%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50-69% favorable responses	<b>Adequate</b> Between 70-89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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**Equal Opportunity / Equal Employment Opportunity / Fair Treatment  
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the EO / EEO / Fair Treatment & SAPR Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

**Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons**

		<b>95th CA (SO) (A)</b>							
		<b>EO/EEO/Fair Treatment</b>				<b>SAPR</b>			
		<b>Inclusion</b>	<b>Discrim</b>	<b>SH</b>	<b>SH Retaliation</b>	<b>SA Prevent</b>	<b>SA Report Knowledge</b>	<b>SA Response</b>	<b>SA Retaliation</b>
Minority		72%	68%	79%	80%	81%	64%	85%	79%
Majority		79%	83%	90%	92%	91%	75%	93%	89%
Women		72%	78%	79%	74%	80%	74%	86%	77%
Men		72%	75%	82%	84%	83%	68%	88%	82%
Enlisted		69%	73%	82%	85%	81%	66%	87%	83%
Officer		77%	79%	83%	81%	86%	73%	89%	81%
Junior Enlisted		65%	71%	79%	81%	78%	60%	85%	78%
Senior Enlisted		77%	78%	87%	91%	86%	77%	91%	90%
Junior Officer		72%	76%	80%	75%	82%	68%	85%	75%
Senior Officer		86%	86%	88%	92%	92%	82%	95%	91%
Military		72%	76%	82%	83%	83%	69%	88%	82%
Civilian									
Junior Civilian									
Senior Civilian									
Non-Supervisor									
Supervisor									
Your Unit		72%	75%	82%	83%	83%	68%	88%	82%

<b>Improvement Needed</b> Below 50% favorable responses	<b>Caution</b> Between 50 69% favorable responses	<b>Adequate</b> Between 70 89% favorable responses	<b>Excellent</b> 90% and above favorable responses
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## V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

**Table 2.1 Commitment**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	15 (5%)	20 (7%)	16 (5%)	34 (11%)	42 (14%)	129 (42%)	49 (16%)
This workgroup has a great deal of personal meaning to me.	21 (7%)	23 (8%)	11 (4%)	32 (10%)	44 (14%)	127 (42%)	47 (15%)
I feel a strong sense of belonging to this workgroup.	20 (7%)	26 (9%)	18 (6%)	35 (11%)	46 (15%)	117 (38%)	43 (14%)
<b>Total</b>	6%	8%	5%	11%	<b>14%</b>	<b>41%</b>	<b>15%</b>
		<b>19%</b>				<b>70%</b>	

**Table 2.2 Senior Leadership**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	18 (6%)	19 (6%)	9 (3%)	43 (14%)	46 (15%)	122 (40%)	48 (16%)
My senior leader clarifies our organization's goals and priorities.	20 (7%)	19 (6%)	8 (3%)	36 (12%)	40 (13%)	131 (43%)	51 (17%)
My senior leader communicates a clear vision for the future.	20 (7%)	21 (7%)	17 (6%)	36 (12%)	37 (12%)	121 (40%)	53 (17%)
My senior leader listens to the concerns of the organization's military members and employees.	27 (9%)	13 (4%)	14 (5%)	50 (16%)	25 (8%)	119 (39%)	57 (19%)
<b>Total</b>	7%	6%	4%	14%	<b>12%</b>	<b>40%</b>	<b>17%</b>
		<b>17%</b>				<b>70%</b>	

**Table 2.3 Organizational Performance**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	29 (10%)	20 (7%)	18 (6%)	42 (14%)	47 (15%)	91 (30%)	58 (19%)
My organization's performance, compared to similar organizations, is high.	20 (7%)	24 (8%)	22 (7%)	49 (16%)	36 (12%)	105 (34%)	49 (16%)
My organization makes good use of available resources to accomplish its mission.	28 (9%)	28 (9%)	30 (10%)	35 (11%)	40 (13%)	103 (34%)	41 (13%)
<b>Total</b>	8%	8%	8%	14%	<b>13%</b>	<b>33%</b>	<b>16%</b>
		<b>24%</b>				<b>62%</b>	

**Table 2.4 Group Cohesion**

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	22 (7%)	19 (6%)	13 (4%)	36 (12%)	47 (15%)	117 (38%)	51 (17%)
We all take responsibility for the performance of the workgroup.	16 (5%)	17 (6%)	18 (6%)	37 (12%)	51 (17%)	115 (38%)	51 (17%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	16 (5%)	19 (6%)	15 (5%)	35 (11%)	55 (18%)	116 (38%)	49 (16%)
<b>Total</b>	6%	6%	5%	12%	<b>17%</b>	<b>38%</b>	<b>17%</b>
		<b>17%</b>				<b>71%</b>	

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	14 (5%)	5 (2%)	12 (4%)	26 (9%)	25 (8%)	124 (41%)	99 (32%)
My immediate supervisor follows through with commitments he or she makes.	15 (5%)	5 (2%)	8 (3%)	26 (9%)	32 (10%)	130 (43%)	89 (29%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	23 (8%)	10 (3%)	19 (6%)	31 (10%)	32 (10%)	106 (35%)	84 (28%)
My immediate supervisor treats me fairly.	11 (4%)	6 (2%)	7 (2%)	24 (8%)	13 (4%)	136 (45%)	108 (35%)
<b>Total</b>	<b>5%</b>	<b>2%</b>	<b>4%</b>	<b>9%</b>	<b>8%</b>	<b>41%</b>	<b>31%</b>
		<b>11%</b>				<b>80%</b>	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	24 (8%)	22 (7%)	15 (5%)	32 (10%)	35 (11%)	110 (36%)	67 (22%)
I feel satisfied with my current job.	29 (10%)	30 (10%)	16 (5%)	33 (11%)	35 (11%)	110 (36%)	52 (17%)
I am happy with my current job.	27 (9%)	32 (10%)	14 (5%)	31 (10%)	44 (14%)	104 (34%)	53 (17%)
<b>Total</b>	<b>9%</b>	<b>9%</b>	<b>5%</b>	<b>10%</b>	<b>12%</b>	<b>35%</b>	<b>19%</b>
		<b>23%</b>				<b>67%</b>	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	14 (5%)	20 (7%)	16 (5%)	50 (16%)	37 (12%)	121 (40%)	47 (15%)
Discipline is administered fairly.	20 (7%)	16 (5%)	19 (6%)	58 (19%)	38 (12%)	111 (36%)	43 (14%)
Decisions are made after reviewing relevant information.	18 (6%)	19 (6%)	13 (4%)	51 (17%)	40 (13%)	120 (39%)	44 (14%)
<b>Total</b>	<b>6%</b>	<b>6%</b>	<b>5%</b>	<b>17%</b>	<b>13%</b>	<b>38%</b>	<b>15%</b>
		<b>17%</b>				<b>66%</b>	

**Table 2.8 Engagement**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>At my workplace, I am mentally resilient.</b>	2 (1%)	4 (1%)	2 (1%)	18 (6%)	23 (8%)	153 (50%)	103 (34%)
<b>I am enthusiastic about my work.</b>	11 (4%)	16 (5%)	20 (7%)	34 (11%)	39 (13%)	117 (38%)	68 (22%)
<b>Time flies when I am working.</b>	19 (6%)	13 (4%)	18 (6%)	38 (12%)	37 (12%)	106 (35%)	74 (24%)
<b>Total</b>	3%	4%	4%	10%	<b>11%</b>	<b>41%</b>	<b>27%</b>
		<b>11%</b>				<b>79%</b>	



Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	11 (4%)	17 (6%)	10 (3%)	42 (14%)	27 (9%)	148 (49%)	50 (16%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	15 (5%)	13 (4%)	13 (4%)	26 (9%)	40 (13%)	129 (42%)	69 (23%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	14 (5%)	20 (7%)	16 (5%)	32 (10%)	34 (11%)	137 (45%)	52 (17%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	24 (8%)	21 (7%)	16 (5%)	53 (17%)	31 (10%)	121 (40%)	39 (13%)
The decision-making processes that impact my workgroup are fair.	20 (7%)	17 (6%)	11 (4%)	44 (14%)	34 (11%)	134 (44%)	45 (15%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel excluded by my workgroup because I am different.*	9 (3%)	14 (5%)	12 (4%)	42 (14%)	10 (3%)	107 (35%)	111 (36%)
<b>Total</b>	5%	6%	4%	13%	<b>10%</b>	<b>42%</b>	<b>20%</b>
		<b>15%</b>				<b>72%</b>	

\* Note. The item marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
<b>Discrimination Items</b>							
<b>Discrimination based on _____ does not occur in my workplace.</b>							
<b>Race/Color/National Origin</b>	16 (5%)	13 (4%)	8 (3%)	27 (9%)	10 (3%)	98 (32%)	133 (44%)
<b>Religion</b>	17 (6%)	15 (5%)	3 (1%)	29 (10%)	4 (1%)	106 (35%)	131 (43%)
<b>Sex</b>	22 (7%)	15 (5%)	13 (4%)	24 (8%)	11 (4%)	99 (32%)	121 (40%)
<b>Sexual Orientation</b>	17 (6%)	12 (4%)	2 (1%)	39 (13%)	6 (2%)	102 (33%)	127 (42%)
<b>Age (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**	**	**	**	**
<b>Discrimination Behavioral Subfactor</b>							
<b>I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.</b>	9 (3%)	12 (4%)	5 (2%)	36 (12%)	15 (5%)	118 (39%)	110 (36%)
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Slightly Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Racial slurs, comments, and/or jokes are used in my workplace.*</b>	22 (7%)	32 (10%)	10 (3%)	33 (11%)	10 (3%)	89 (29%)	109 (36%)
<b>Sexist slurs, comments, and/or jokes are used in my workplace.*</b>	21 (7%)	31 (10%)	12 (4%)	35 (11%)	16 (5%)	90 (30%)	100 (33%)
<b>Total</b>	6%	6%	2%	10%	<b>3%</b>	<b>33%</b>	<b>39%</b>
		<b>15%</b>				<b>75%</b>	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

\*\* Note. The items marked with the asterisks (\*\*) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
<b>Race/Color/National Origin</b>	37 (12%)	27 (9%)	241 (79%)
<b>Religion</b>	35 (11%)	29 (10%)	241 (79%)
<b>Sex</b>	50 (16%)	24 (8%)	231 (76%)
<b>Sexual Orientation</b>	31 (10%)	39 (13%)	235 (77%)
<b>Age (Civilian Only)</b>	**	**	**
<b>Disability (Civilian Only)</b>	**	**	**
<b>Equal Pay (Civilian Only)</b>	**	**	**
<b>Genetic Information (Civilian Only)</b>	**	**	**
<b>Pregnancy (Civilian Only)</b>	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	3 (1%)	5 (2%)	0 (0%)	56 (18%)	4 (1%)	127 (42%)	110 (36%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	3 (1%)	3 (1%)	1 (0%)	44 (14%)	13 (4%)	126 (41%)	115 (38%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	7 (2%)	13 (4%)	3 (1%)	34 (11%)	7 (2%)	107 (35%)	134 (44%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	3 (1%)	10 (3%)	0 (0%)	37 (12%)	0 (0%)	78 (26%)	177 (58%)
<b>Total</b>	1%	3%	0%	14%	2%	36%	44%
		4%				82%	

\* Note. The items marked with the asterisk (\*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	13 (4%)	3 (1%)	6 (2%)	25 (8%)	10 (3%)	124 (41%)	124 (41%)
My immediate supervisor promotes responsible alcohol use.	12 (4%)	5 (2%)	1 (0%)	38 (12%)	12 (4%)	116 (38%)	121 (40%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	14 (5%)	4 (1%)	2 (1%)	42 (14%)	6 (2%)	113 (37%)	124 (41%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	8 (3%)	2 (1%)	4 (1%)	37 (12%)	13 (4%)	118 (39%)	123 (40%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	5 (2%)	2 (1%)	1 (0%)	29 (10%)	16 (5%)	115 (38%)	137 (45%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	11 (4%)	11 (4%)	4 (1%)	37 (12%)	6 (2%)	113 (37%)	123 (40%)
<b>Total</b>	3%	1%	1%	11%	3%	38%	41%
		6%				83%	

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	3 (1%)	2 (1%)	2 (1%)	25 (8%)	9 (3%)	105 (34%)	159 (52%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	4 (1%)	4 (1%)	6 (2%)	26 (9%)	11 (4%)	106 (35%)	148 (49%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	6 (2%)	3 (1%)	4 (1%)	31 (10%)	9 (3%)	103 (34%)	149 (49%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	2 (1%)	1 (0%)	1 (0%)	30 (10%)	7 (2%)	108 (35%)	156 (51%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	3 (1%)	2 (1%)	2 (1%)	31 (10%)	12 (4%)	99 (32%)	156 (51%)
<b>Total</b>	1%	1%	1%	9%	3%	34%	50%
		3%				88%	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

**Table 2.15 Sexual Assault Retaliation Climate**

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>In my work group, reporters of sexual assault would be excluded from social interactions or conversations.</b>	132 (43%)	100 (33%)	4 (1%)	49 (16%)	9 (3%)	4 (1%)	7 (2%)
<b>In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.</b>	150 (49%)	100 (33%)	3 (1%)	41 (13%)	4 (1%)	3 (1%)	4 (1%)
<b>In my work group, reporters of sexual assault would be blamed for causing problems.</b>	143 (47%)	101 (33%)	4 (1%)	41 (13%)	8 (3%)	3 (1%)	5 (2%)
<b>In my work group, reporters of sexual assault would be denied career opportunities.</b>	141 (46%)	103 (34%)	4 (1%)	47 (15%)	4 (1%)	1 (0%)	5 (2%)
<b>In my work group, reporters of sexual assault would be disciplined or given other corrective action.</b>	153 (50%)	103 (34%)	2 (1%)	42 (14%)	1 (0%)	0 (0%)	4 (1%)
<b>In my work group, reporters of sexual assault would be discouraged from moving forward with the report.</b>	153 (50%)	97 (32%)	3 (1%)	43 (14%)	5 (2%)	0 (0%)	4 (1%)
<b>Total</b>	<b>48%</b>	<b>33%</b>	<b>1%</b>	14%	2%	1%	2%
		<b>82%</b>				<b>4%</b>	

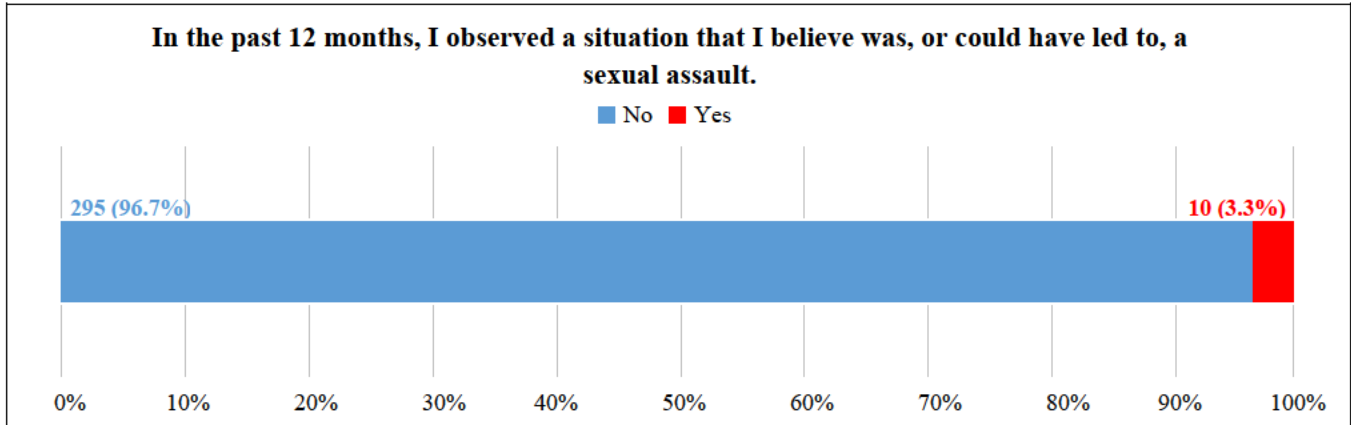
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	137 (45%)	103 (34%)	6 (2%)	44 (14%)	8 (3%)	5 (2%)	2 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	152 (50%)	100 (33%)	4 (1%)	43 (14%)	1 (0%)	2 (1%)	3 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	144 (47%)	102 (33%)	4 (1%)	41 (13%)	8 (3%)	3 (1%)	3 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	149 (49%)	96 (31%)	5 (2%)	45 (15%)	5 (2%)	1 (0%)	4 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	152 (50%)	101 (33%)	4 (1%)	41 (13%)	2 (1%)	2 (1%)	3 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	151 (50%)	101 (33%)	4 (1%)	39 (13%)	4 (1%)	1 (0%)	5 (2%)
<b>Total</b>	<b>48%</b>	<b>33%</b>	<b>1%</b>	14%	2%	1%	1%
		<b>83%</b>				<b>3%</b>	

## Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

**Figure 5. Respondents who Observed a High Risk Situation**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

**Table 3. Respondents’ Reported Actions Taken Following High Risk Situation**

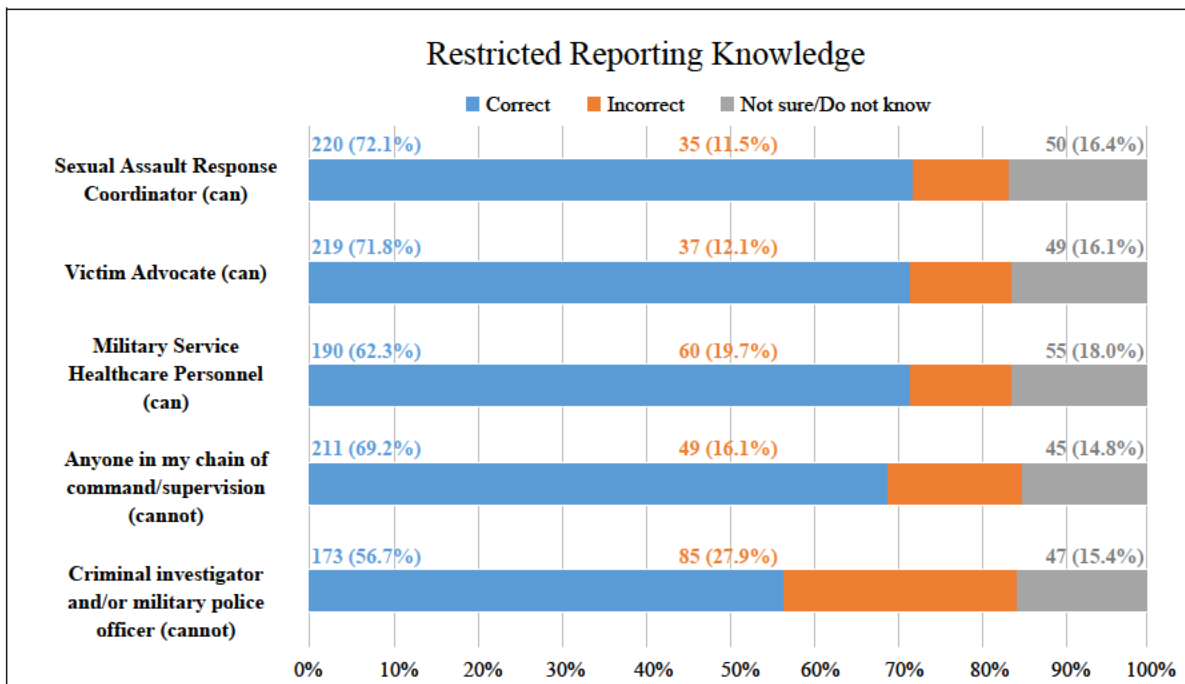
If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	5	50.0%
I asked the person who appeared to be at risk if they needed help.	0	0.0%
I confronted the person who appeared to be causing the situation.	2	20.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	1	10.0%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	2	20.0%
<b>Total</b>	<b>10</b>	<b>100.0%</b>

### Sexual Assault Reporting Knowledge

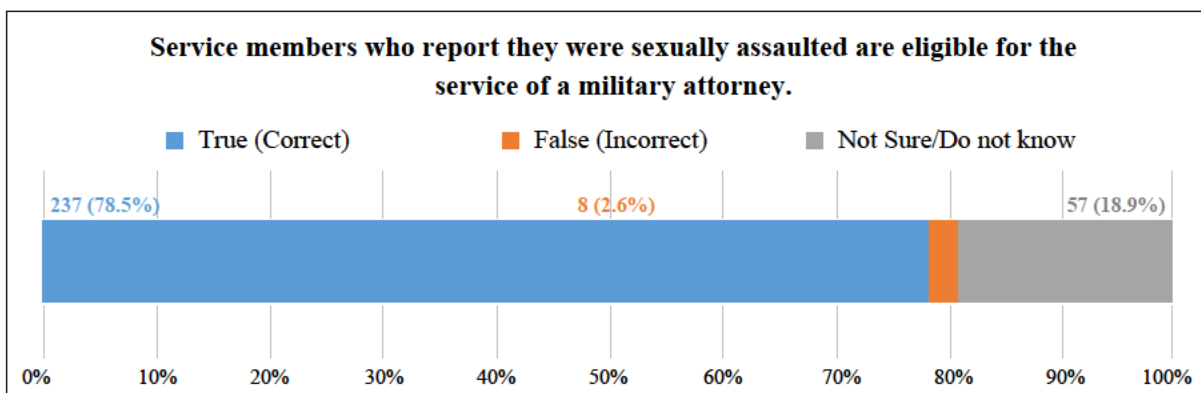
Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

**Figure 6. Respondents’ Restricted Reporting Knowledge.**



**Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.**





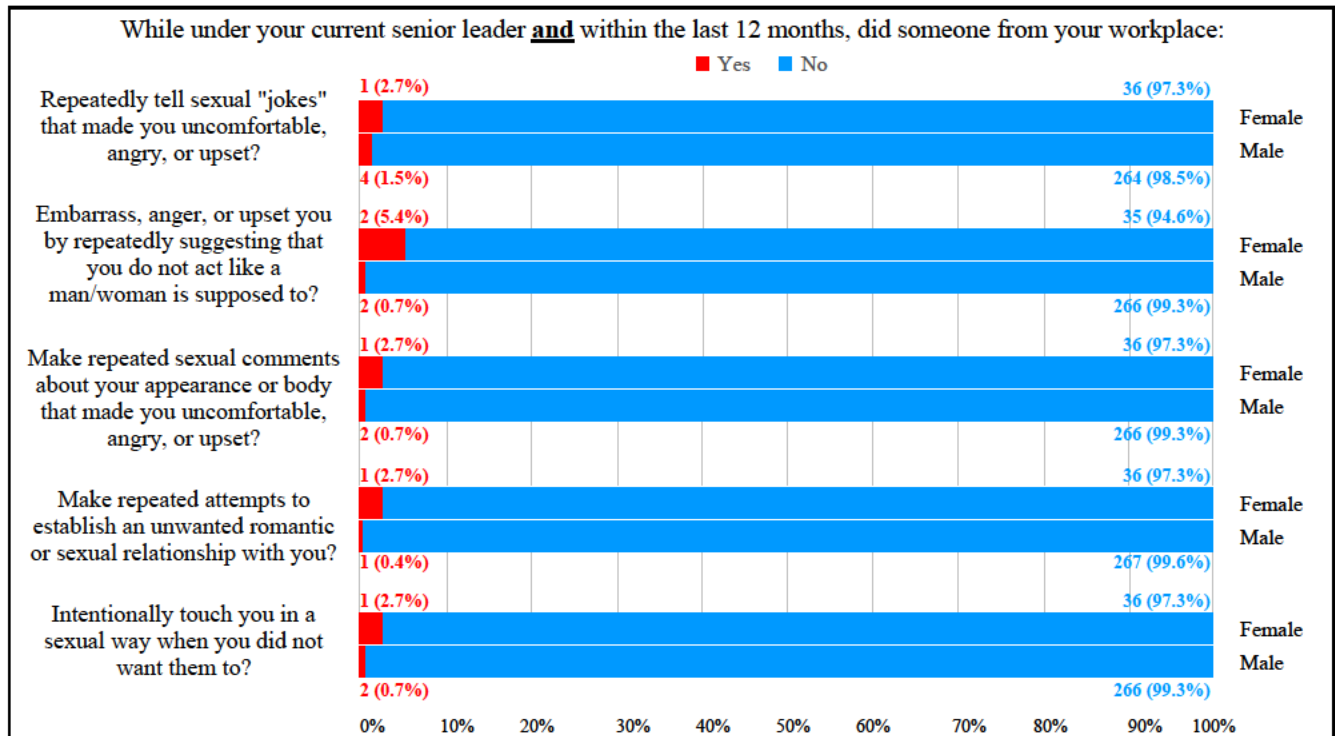
## Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

**Table 4. Respondents' Overall Unwanted Workplace Experience Responses**

While under your current senior leader <b>and</b> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	5	1.6%	300	98.4%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	4	1.3%	301	98.7%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	3	1.0%	302	99.0%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	2	0.7%	303	99.3%
Intentionally touch you in a sexual way when you did not want them to?	3	1.0%	302	99.0%

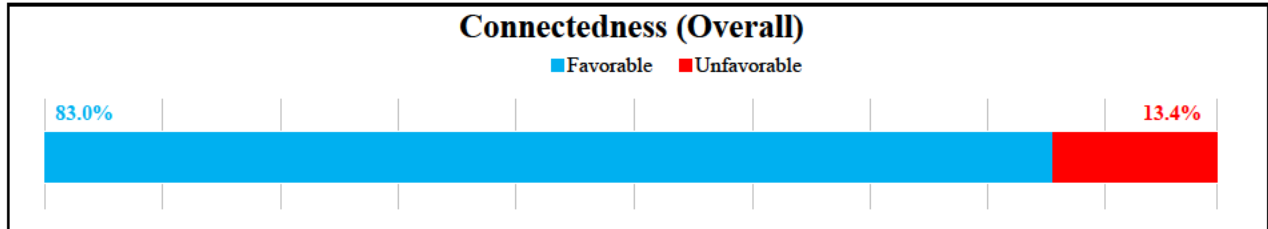
**Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex**



## Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

**Figure 9. Percentage of Respondents' Overall Connectedness**



**Table 5. Respondents' Connectedness Responses**

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	11 (4%)	16 (5%)	24 (8%)	43 (14%)	10 (3%)	82 (27%)	119 (39%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	2 (1%)	8 (3%)	15 (5%)	-	12 (4%)	72 (24%)	196 (64%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	18 (6%)	14 (5%)	30 (10%)	-	44 (14%)	133 (44%)	66 (22%)
These days, I feel that there are people I can turn to in times of need.	7 (2%)	9 (3%)	10 (3%)	-	34 (11%)	135 (44%)	110 (36%)
<b>Total*</b>	3%	4%	6%	-	8%	35%	40%
	13%				83%		

\* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

**Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide**

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	44	14.4%
Attempted	28	9.2%
Died by Suicide	8	2.6%
Thought of, Attempted	21	6.9%
Attempted, Died by Suicide	0	0.0%
Thought of, Died by Suicide	3	1.0%
Thought of, Attempted, Died by Suicide	7	2.3%
None of the above	194	63.6%

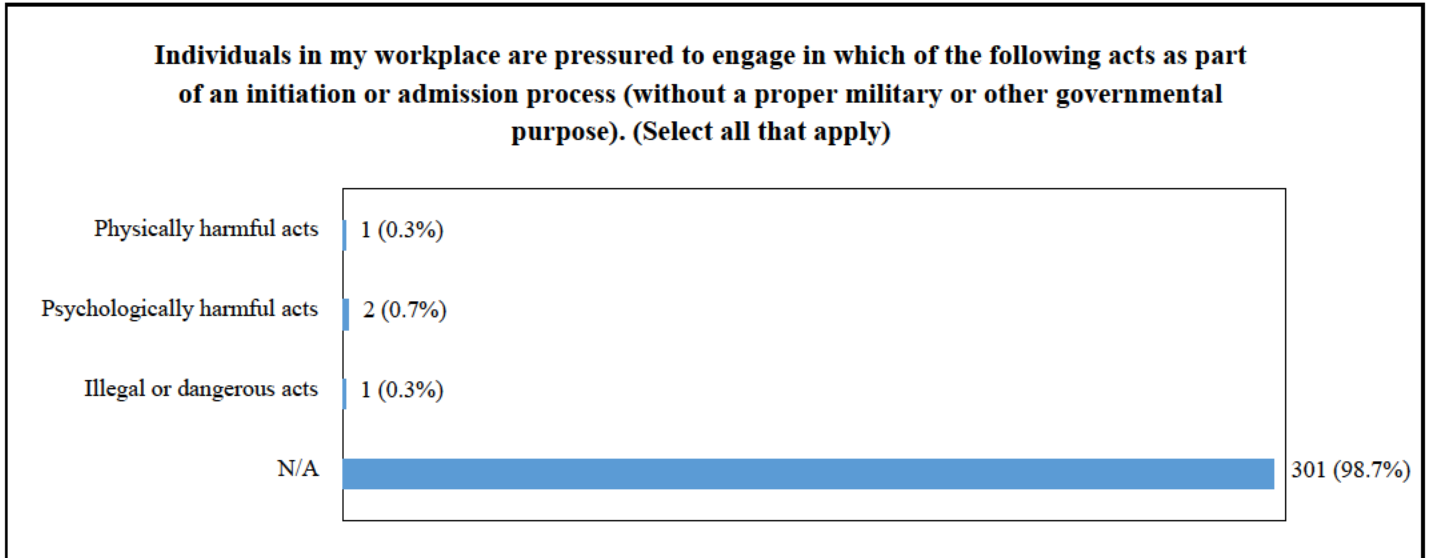
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

### Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

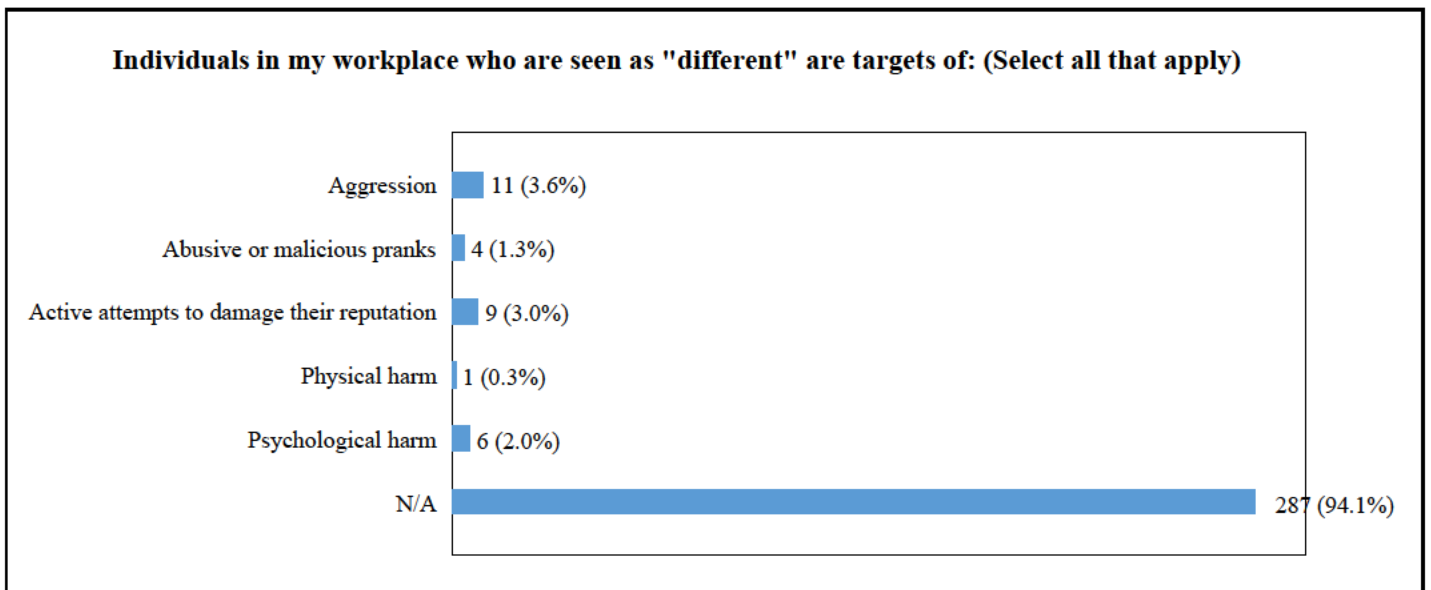
**Figure 11. Respondents' Responses to Hazing**



### Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

**Figure 12. Respondents' Responses to Bullying**



## VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

### Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

### ASSESSMENT TO SOLUTIONS

Assessment to Solutions ([www.deocs.net](http://www.deocs.net)) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<https://www.deocs.net>**

The DEOCS Support Team is available to assist you and can be contacted at:

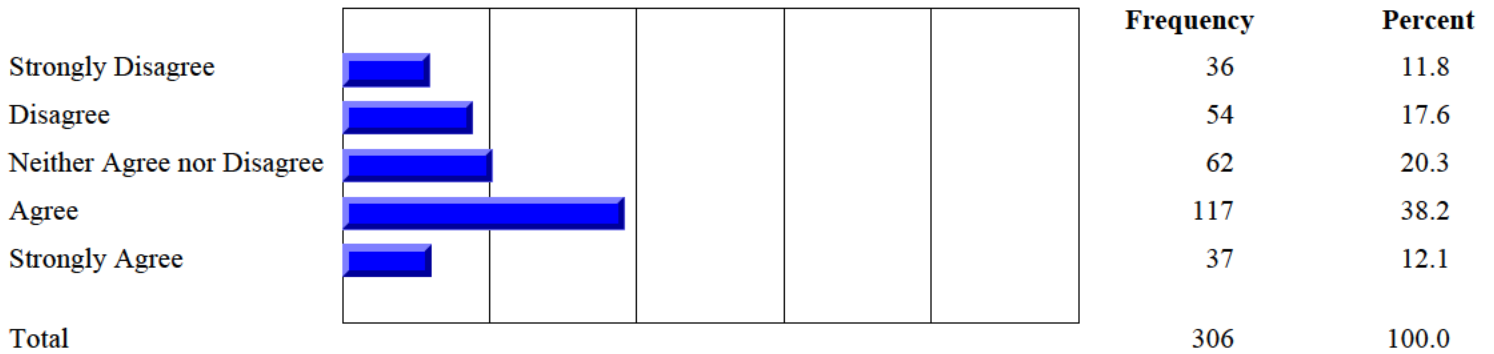
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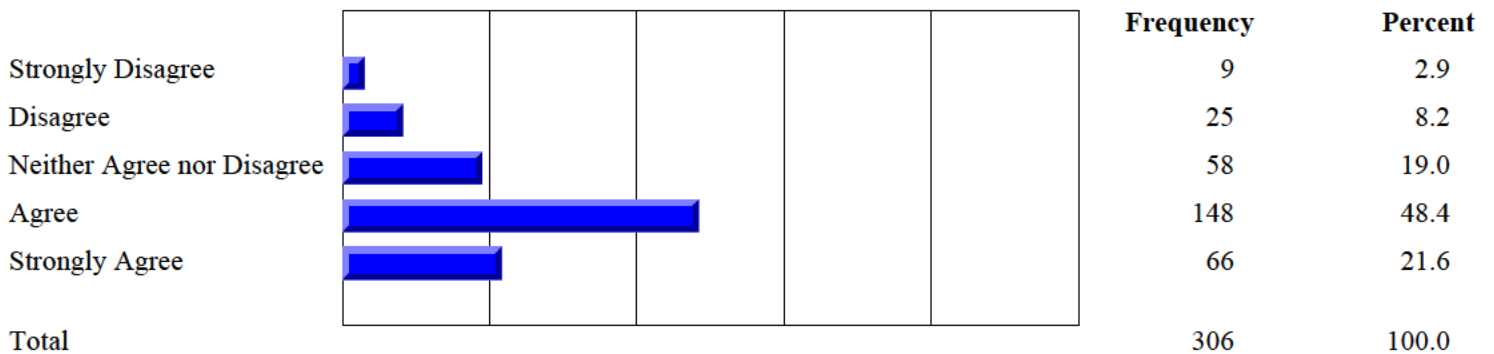
[support@deocs.net](mailto:support@deocs.net)

**Appendix A: Your Locally Developed Questions**

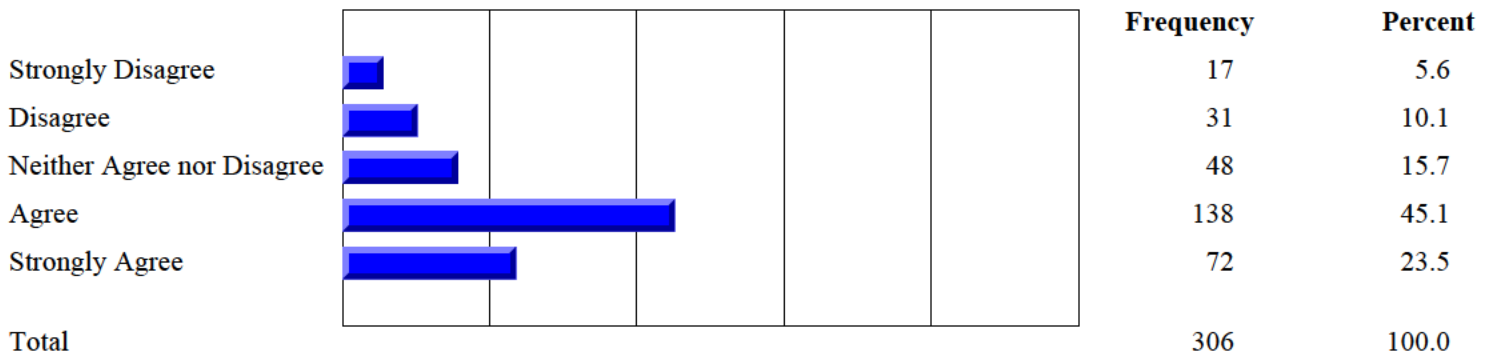
**1. Communication flows freely from senior leadership to all levels of the organization.**



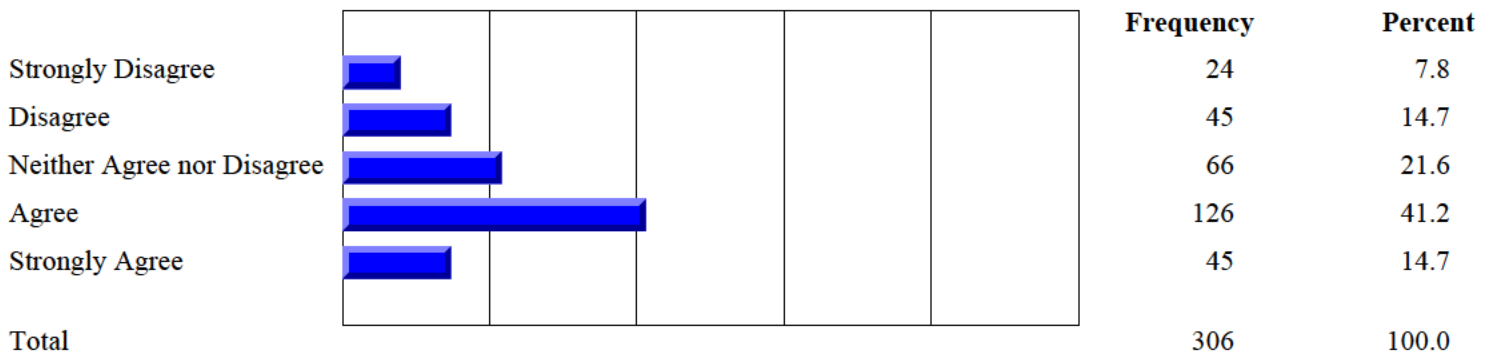
**2. Rules, regulations and policies are enforced in this command.**



**3. I receive periodic formal feedback from my rater.**



**4. My command devotes a reasonable amount of time for social activities.**



**5. I experience a high level of stress in this command.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					21	6.9
Disagree					83	27.1
Neither Agree nor Disagree					91	29.7
Agree					67	21.9
Strongly Agree					44	14.4
Total					306	100.0

**6. A mandatory structured physical training program should be implemented in my unit.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					123	40.2
Disagree					80	26.1
Neither Agree nor Disagree					67	21.9
Agree					23	7.5
Strongly Agree					13	4.2
Total					306	100.0






**7. Alcohol consumption is not a problem in this command.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					5	1.6
Disagree					23	7.5
Neither Agree nor Disagree					69	22.5
Agree					143	46.7
Strongly Agree					66	21.6
Total					306	100.0






**8. The current level of morale is high.**

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					45	14.7
Disagree					53	17.3
Neither Agree nor Disagree					67	21.9
Agree					116	37.9
Strongly Agree					25	8.2
Total					306	100.0

9. Favoritism involving personal relationships does not occur in my work area.

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					37	12.1
Disagree					41	13.4
Neither Agree nor Disagree					71	23.2
Agree					106	34.6
Strongly Agree					51	16.7
Total					306	100.0

10. I am encouraged to offer ideas on how to improve operations.

					<b>Frequency</b>	<b>Percent</b>
Strongly Disagree					25	8.2
Disagree					27	8.8
Neither Agree nor Disagree					46	15.0
Agree					128	41.8
Strongly Agree					80	26.1
Total					306	100.0





























































































































































































































