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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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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 |
|--------------|-----------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Green | 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. |
| Blue | 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. |
| Red | 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:⁵The 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.

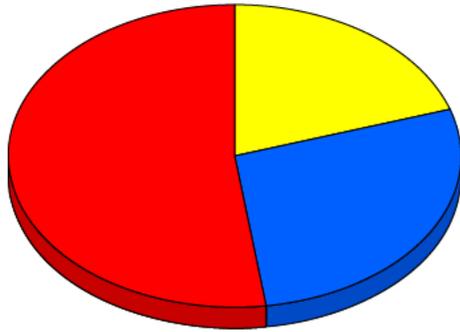
MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

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

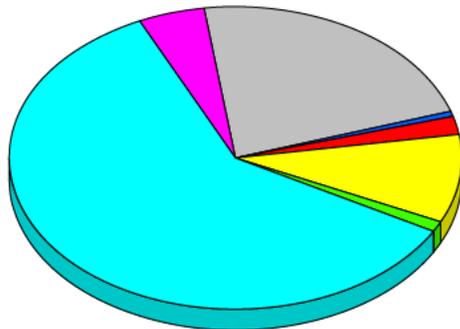
MINORITY vs MAJORITY



| | Frequency | Percent |
|--------------|------------|---------------|
| Minority | 180 | 27.73 |
| Majority | 340 | 52.39 |
| Declined | 129 | 19.88 |
| Total | 649 | 100.00 |

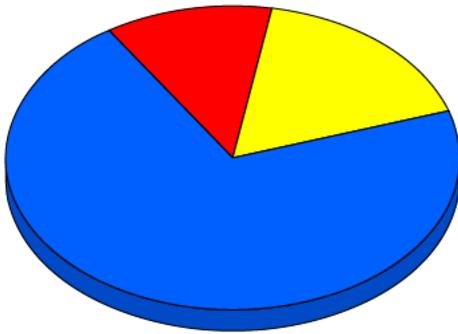
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

RACE



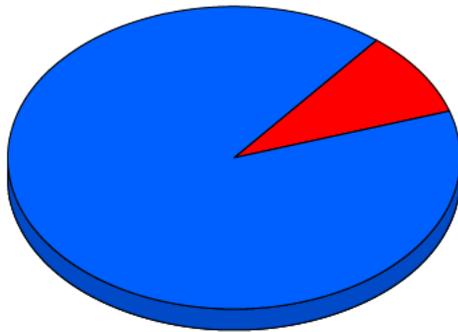
| | Frequency | Percent |
|-----------------|------------|---------------|
| American Indian | 3 | 0.46 |
| Asian | 14 | 2.16 |
| Black | 61 | 9.40 |
| Native Hawaiian | 7 | 1.08 |
| White | 389 | 59.94 |
| Two or More | 30 | 4.62 |
| Declined | 145 | 22.34 |
| Total | 649 | 100.00 |

ETHNICITY



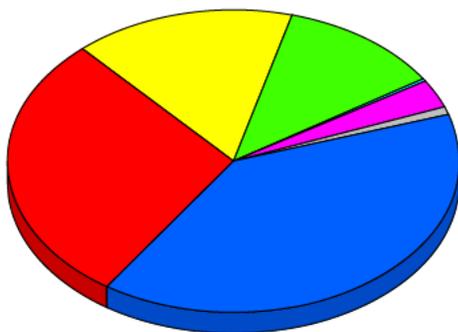
| | Frequency | Percent |
|--------------|------------|---------------|
| Not Hispanic | 459 | 70.72 |
| Hispanic | 78 | 12.02 |
| Declined | 112 | 17.26 |
| Total | 649 | 100.00 |

GENDER



| | Frequency | Percent |
|--------------|------------|---------------|
| Men | 590 | 90.91 |
| Women | 59 | 9.09 |
| Total | 649 | 100.00 |

CATEGORY

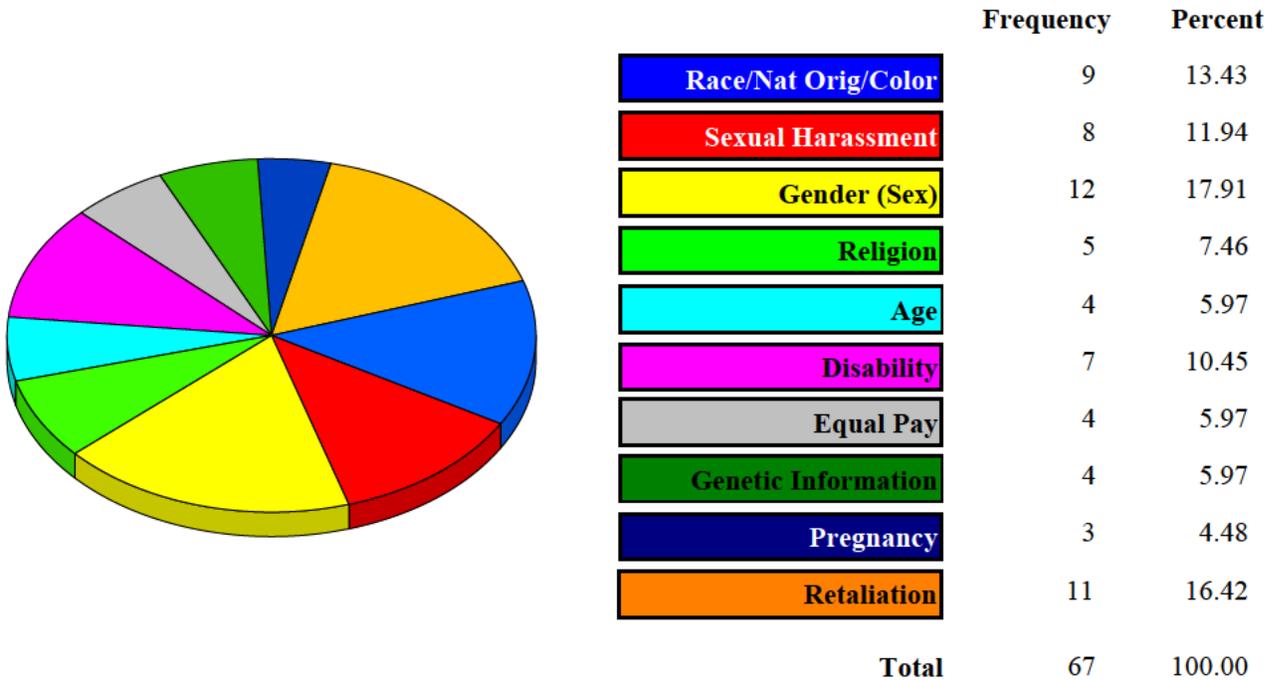


| | Frequency | Percent |
|------------------------|------------|---------------|
| Jr Enlisted (E1-E6) | 256 | 39.45 |
| Sr Enlisted (E7-E9) | 188 | 28.97 |
| Jr Officer (O1-O3) | 102 | 15.72 |
| Sr Officer (O4 and up) | 76 | 11.71 |
| Jr Civ (Grades 1-8) | 2 | 0.31 |
| Sr Civ (Grades 9-SES) | 20 |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

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**):

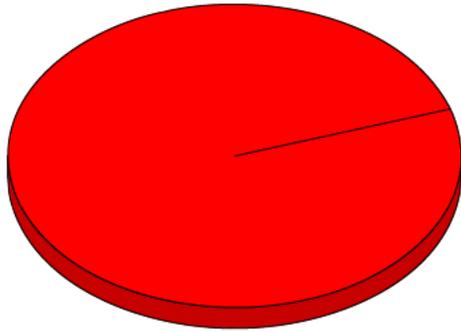


NOTE: Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

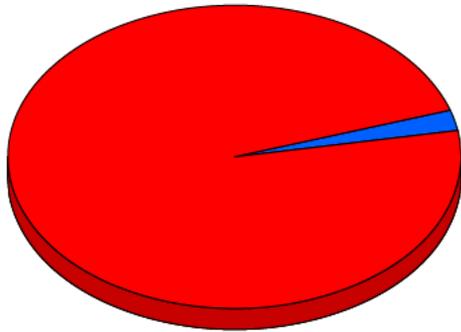
NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY



| | Frequency | Percent |
|--------------|-----------|---------|
| YES | 0 | 0.00 |
| NO | 340 | 100.00 |
| Total | 340 | 100.00 |

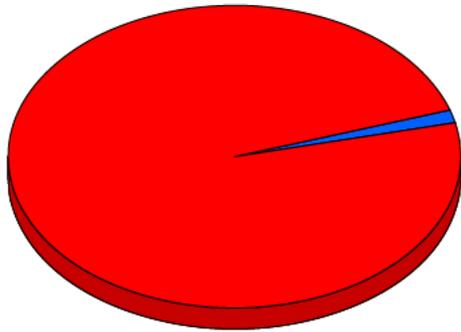
MINORITY



| | Frequency | Percent |
|--------------|-----------|---------|
| YES | 4 | 2.22 |
| NO | 176 | 97.78 |
| Total | 180 | 100.00 |

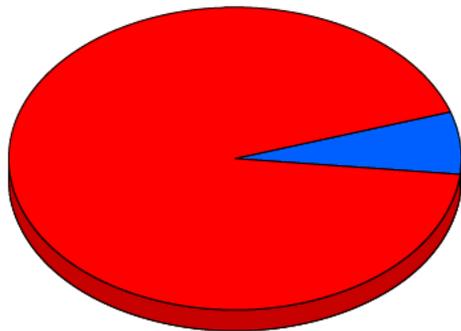
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



| | Frequency | Percent |
|--------------|------------|---------------|
| YES | 8 | 1.36 |
| NO | 582 | 98.64 |
| Total | 590 | 100.00 |

WOMEN

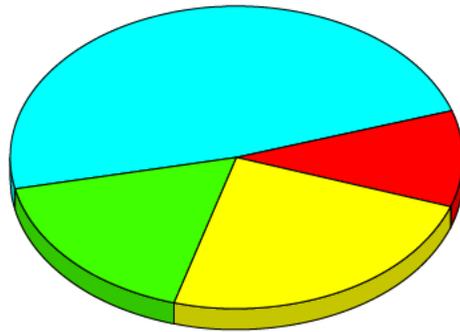


| | Frequency | Percent |
|--------------|-----------|---------------|
| YES | 4 | 6.78 |
| NO | 55 | 93.22 |
| Total | 59 | 100.00 |

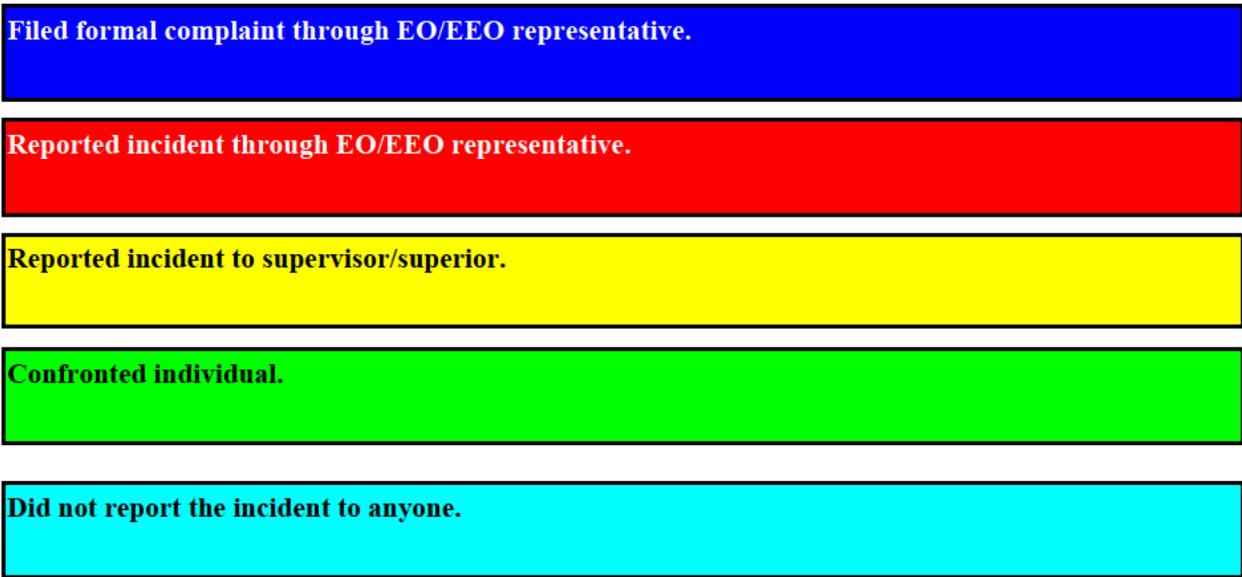
Actions Taken Following Incident of Discrimination

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 |
| Total | 29 | 100.00 |



"N/A" responses not included.

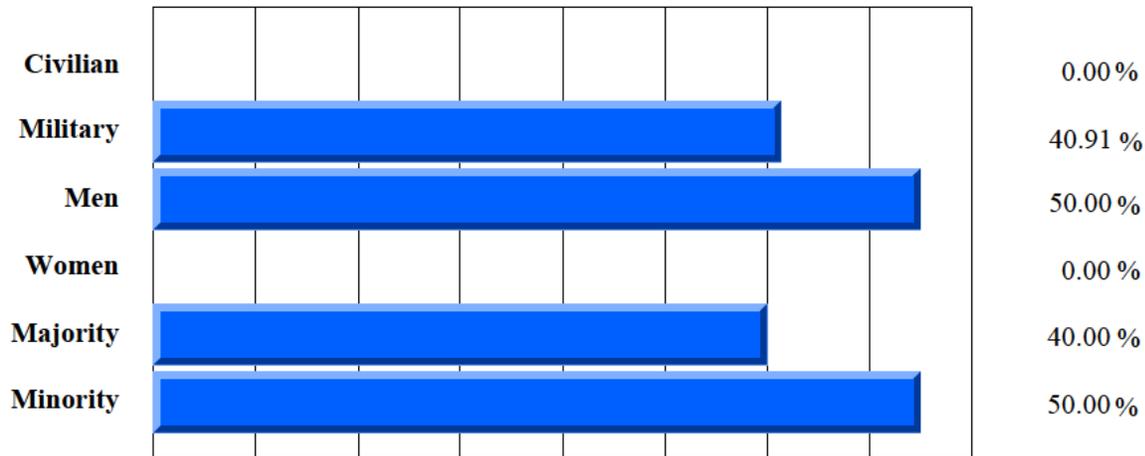
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:
Demographic Breakout**

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 |
| Civilian | 0 | 0.00 | 0 | 0.00 | 0 | 100.00 |
| Military | 9 | 40.91 | 13 | 59.09 | 22 | 100.00 |
| Men | 10 | 50.00 | 10 | 50.00 | 20 | 100.00 |
| Women | 0 | 0.00 | 4 | 100.00 | 4 | 100.00 |
| Majority | 4 | 40.00 | 6 | 60.00 | 10 | 100.00 |
| Minority | 3 | 50.00 | 3 | 50.00 | 6 | 100.00 |

Figure 1. Reported Incident of Discrimination by Demographic Subgroups

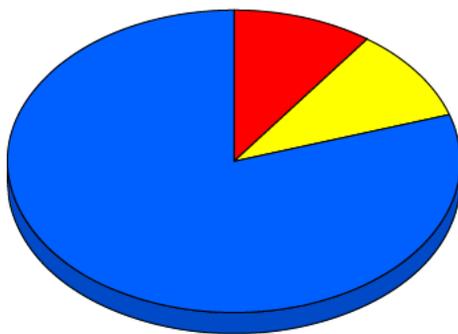


"N/A" responses not included.

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.



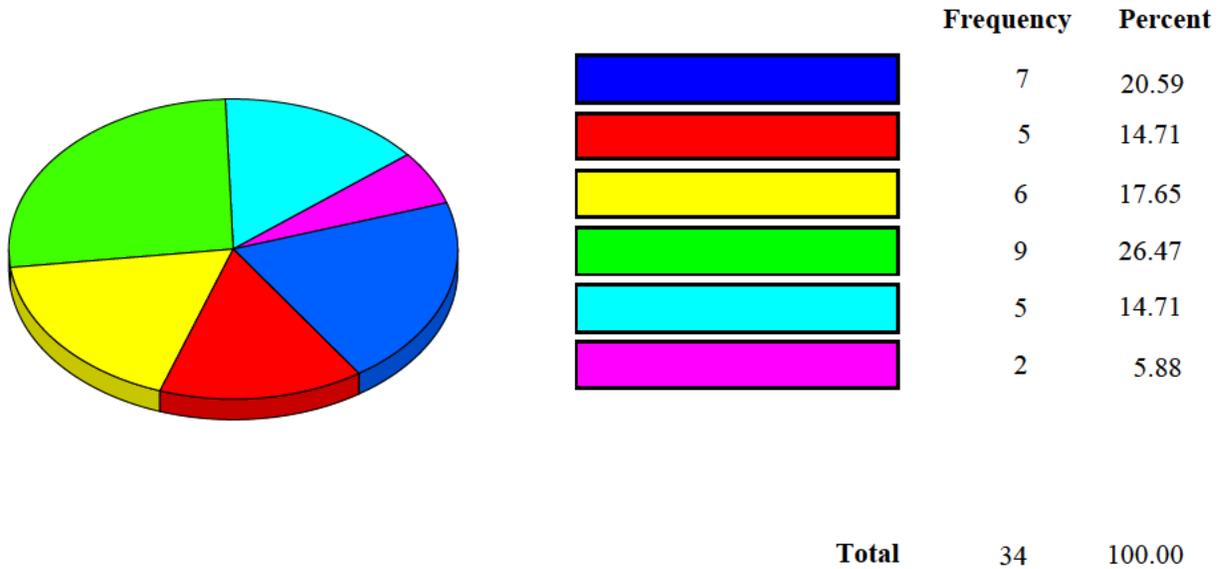
| | Frequency | Percent |
|-----------------------|-----------|---------------|
| Very Dissatisfied | 8 | 80.00 |
| Somewhat Dissatisfied | 1 | 10.00 |
| Somewhat Satisfied | 1 | 10.00 |
| Very Satisfied | 0 | 0.00 |
| Total | 10 | 100.00 |

“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)

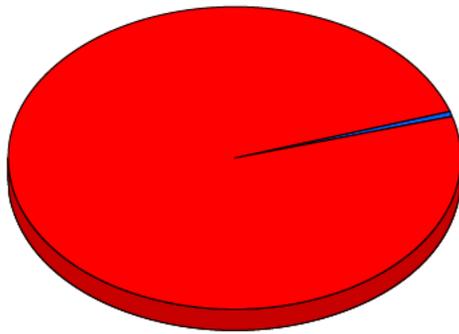
Figure 3. Barriers to Reporting Discrimination



“N/A” responses not included.

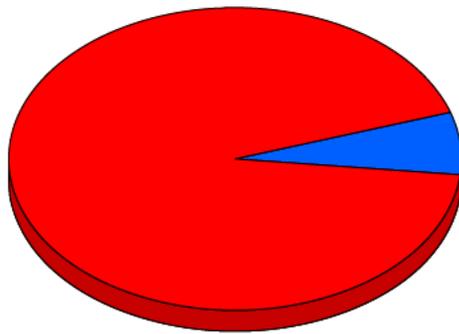
Experiences of Sexual Harassment

MEN



| | Frequency | Percent |
|--------------|-----------|---------|
| YES | 4 | 0.68 |
| NO | 586 | 99.32 |
| Total | 590 | 100.00 |

WOMEN

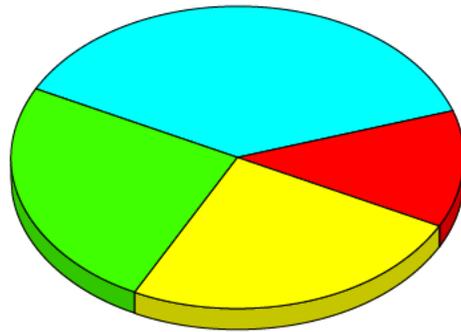


| | Frequency | Percent |
|--------------|-----------|---------|
| YES | 4 | 6.78 |
| NO | 55 | 93.22 |
| Total | 59 | 100.00 |

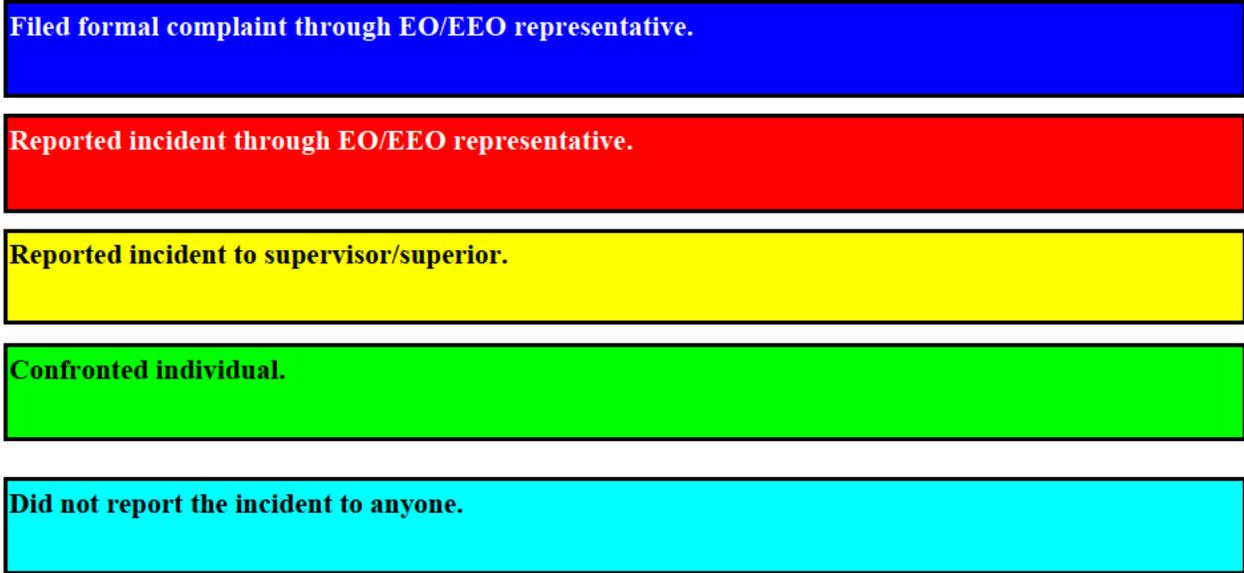
Actions Taken Following Incident of Sexual Harassment

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 |
| Total | 8 | 100.00 |



“N/A” responses not included.

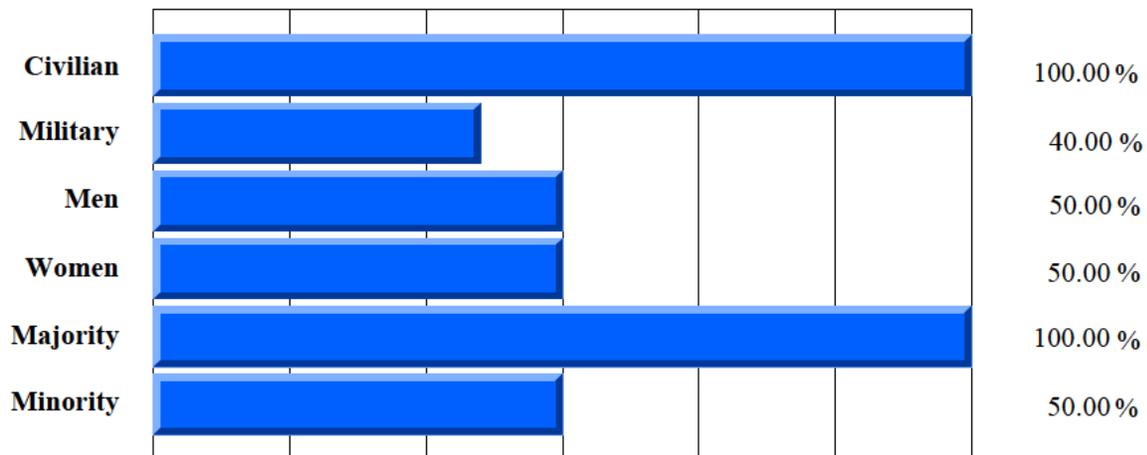
Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or Supervisor: Demographic Breakout

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

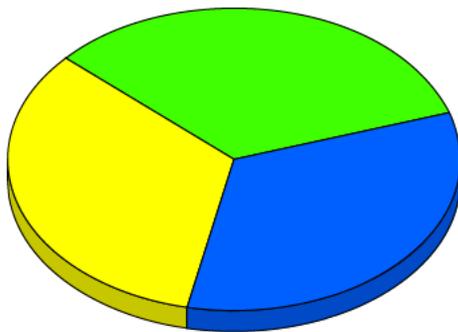


“N/A” responses not included.

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.



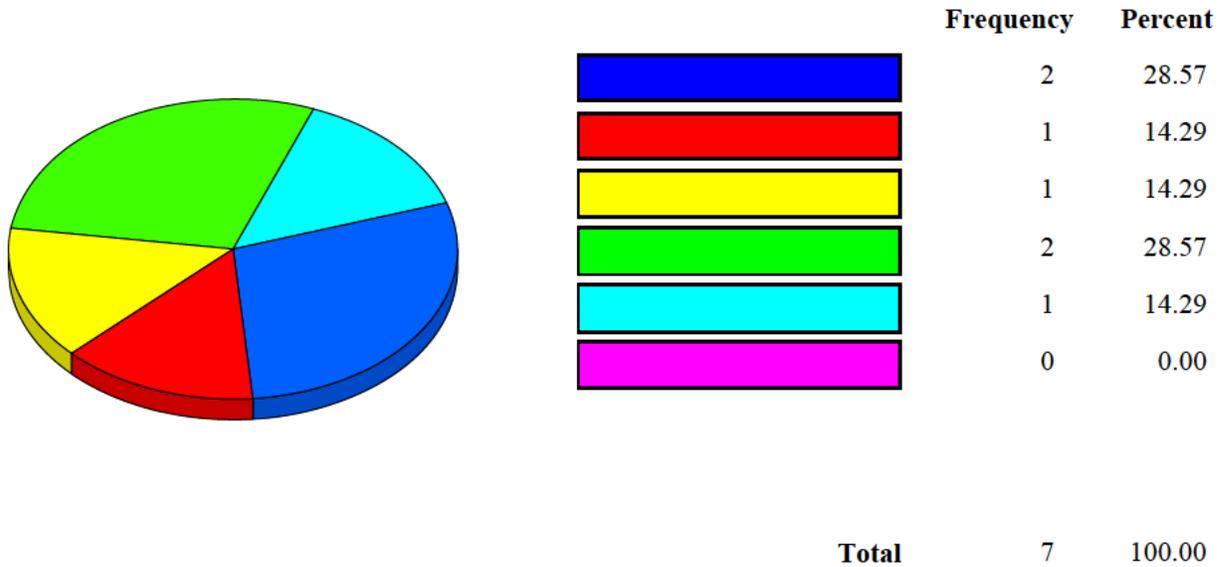
| | Frequency | Percent |
|-----------------------|-----------|---------------|
| Very Dissatisfied | 1 | 33.33 |
| Somewhat Dissatisfied | 0 | 0.00 |
| Somewhat Satisfied | 1 | 33.33 |
| Very Satisfied | 1 | 33.33 |
| Total | 3 | 100.00 |

“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

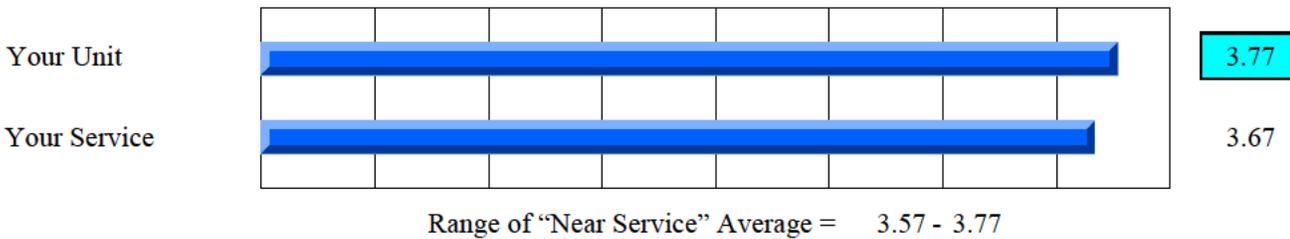
This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 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*

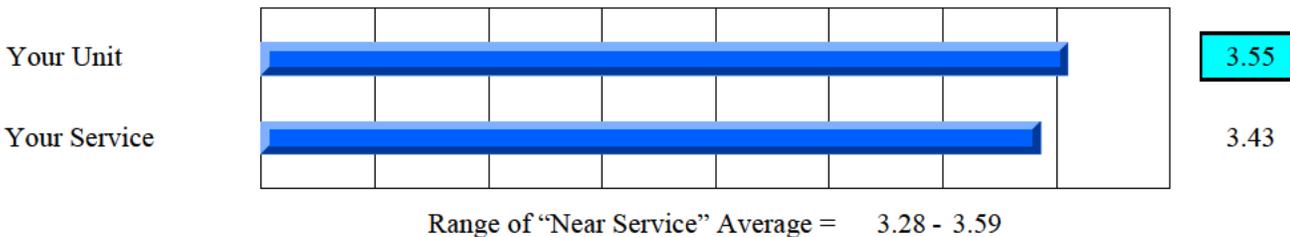
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates 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

| 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 | 126 | 96.18 | 5 | 3.82 | 131 | 100.00 |
| Off-base/post/station | 506 | 97.68 | 12 | 2.32 | 518 | 100.00 |
| To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u> : | 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*.

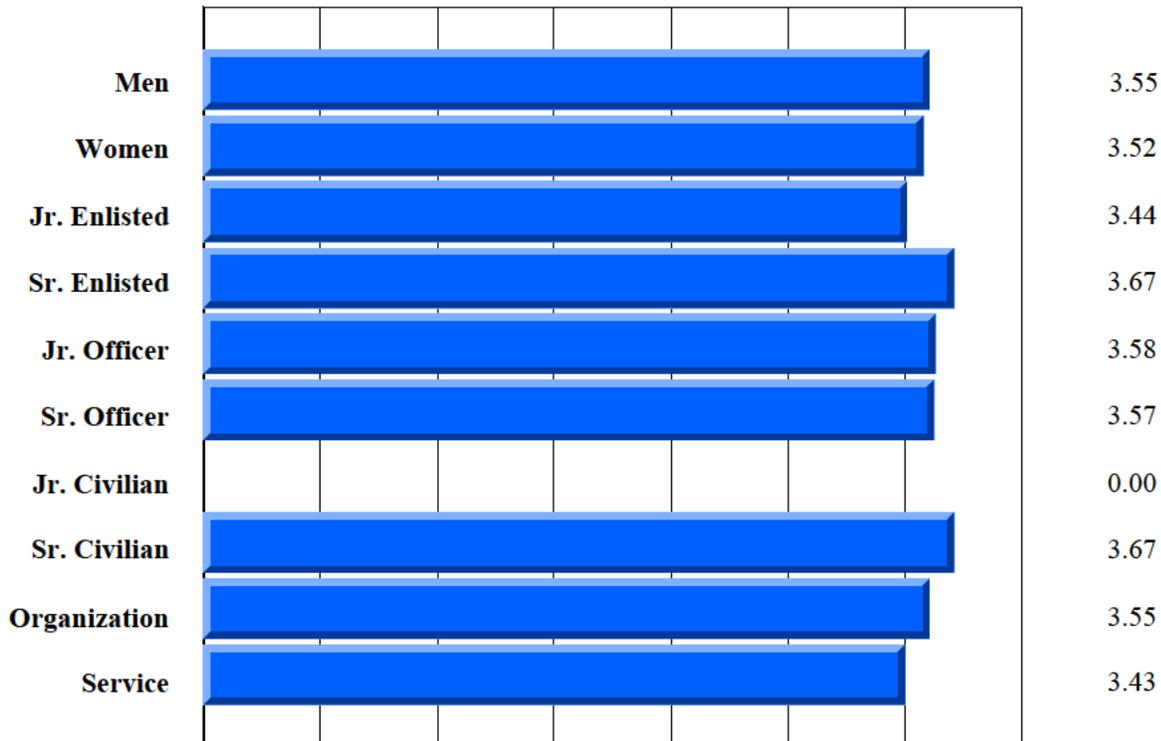
Table 5. Respondents' Perceptions of Chain of Command Support

| 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” | 534 | 82.66 | 112 | 17.34 | 646 | 100.00 |
| Refrain from sexist comments and behaviors | 615 | 95.20 | 31 | 4.80 | 646 | 100.00 |
| Actively discourage sexist comments and behaviors | 597 | 92.41 | 49 | 7.59 | 646 | 100.00 |
| Provide sexual assault prevention and response training that interests and engages you | 551 | 85.29 | 95 | 14.71 | 646 | 100.00 |
| Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior | 608 | 94.12 | 38 | 5.88 | 646 | 100.00 |
| Encourage victims to report sexual assault | 608 | 94.12 | 38 | 5.88 | 646 | 100.00 |
| Create an environment where victims feel comfortable reporting sexual assault | 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. Also, follow links on 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*.

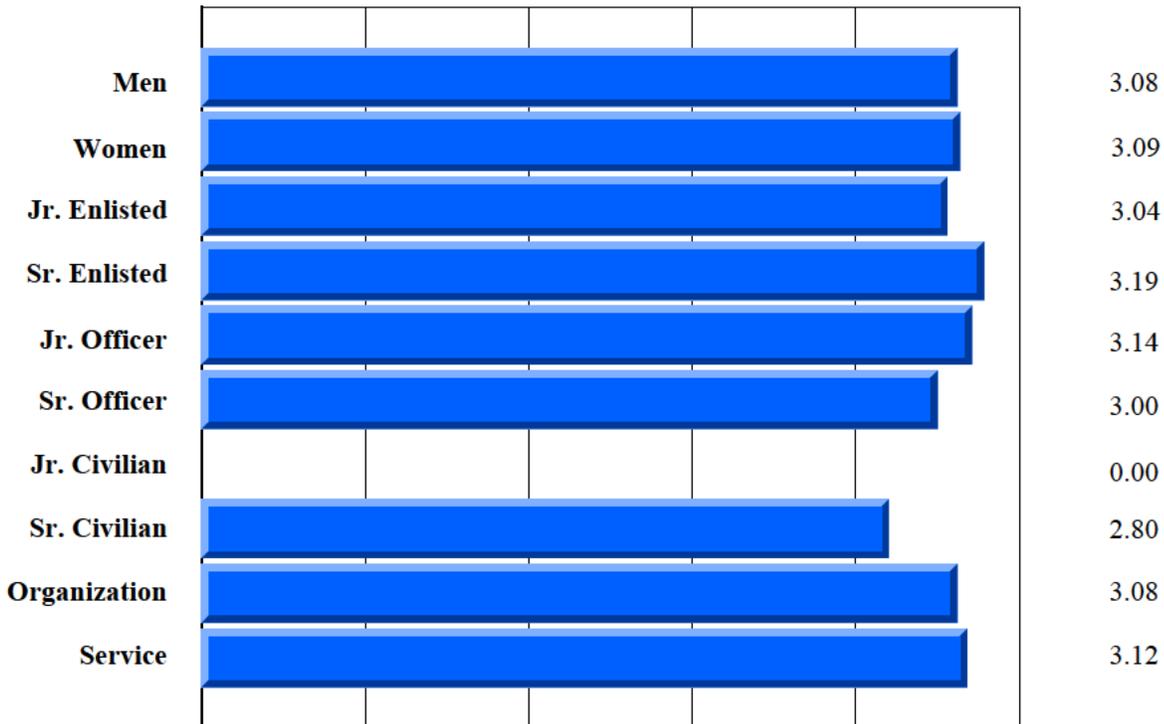
Table 6. Respondents' Perceptions of Publicity of SAPR Information

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

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

Visit www.safehelpline.org for outreach materials.

Visit 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

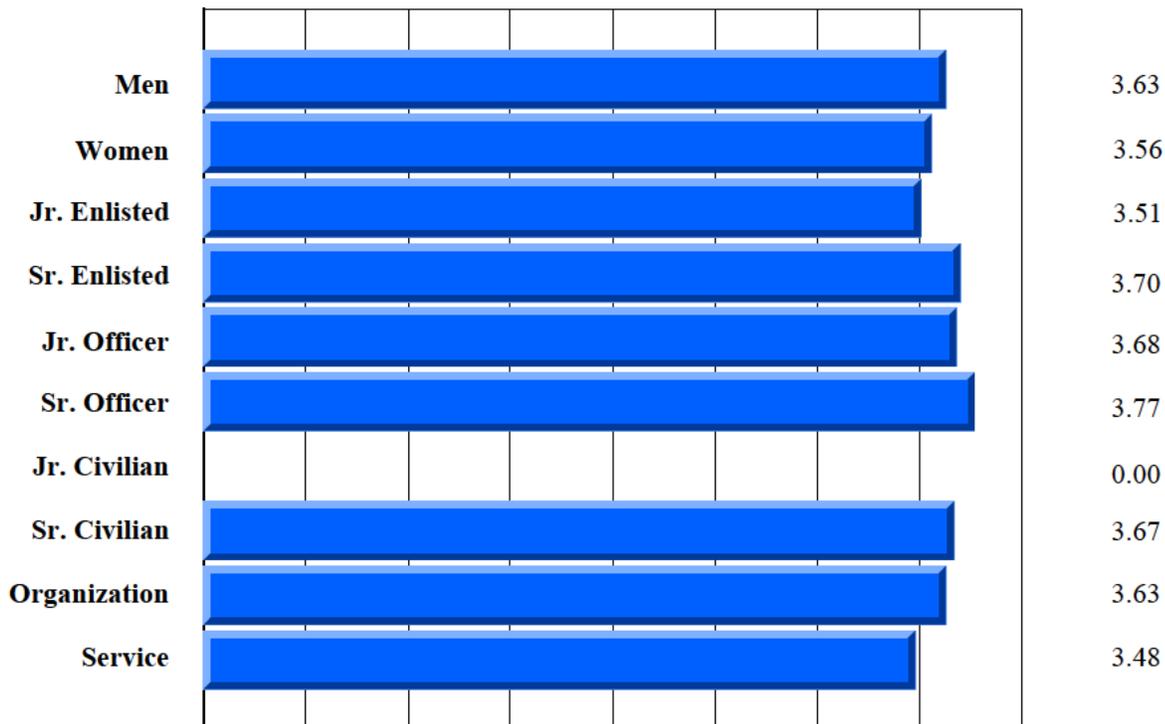
| If someone were to report a sexual assault to your current chain of command, how likely is it that: | Favorable | | Unfavorable | | Total | |
|---------------------------------------------------------------------------------------------------------------|-----------|---------|-------------|---------|--------|---------|
| | 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 |

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

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- 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

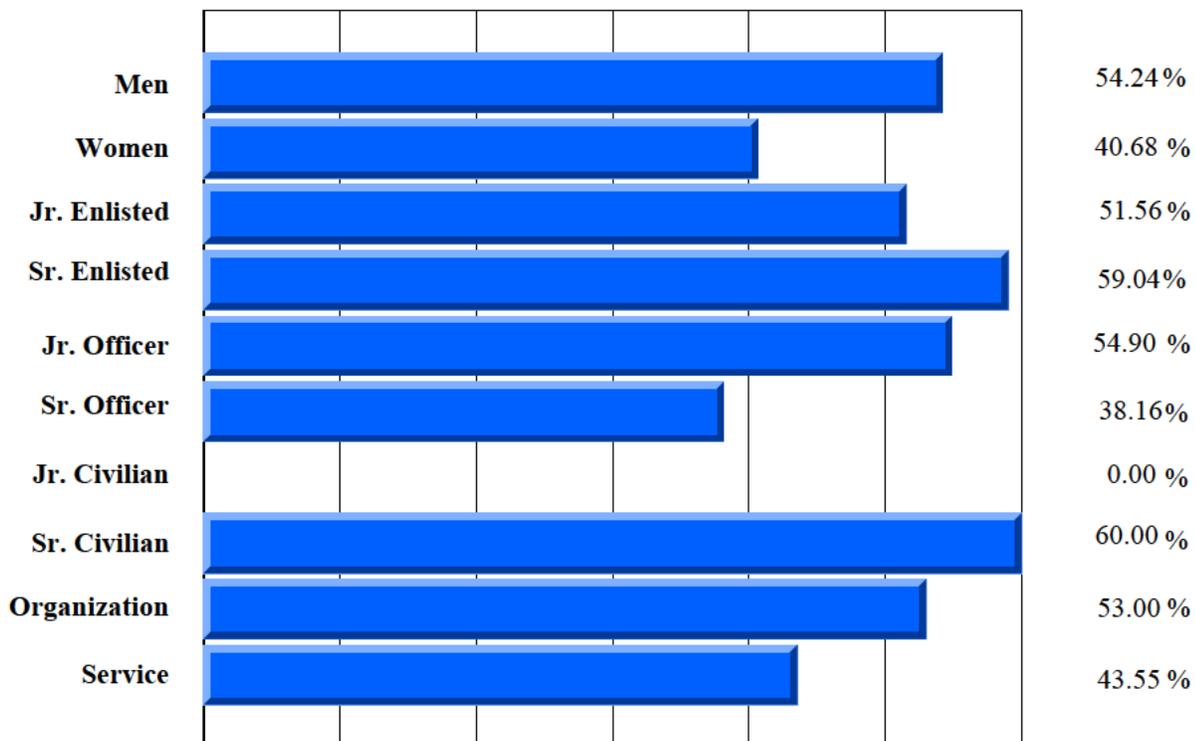


Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

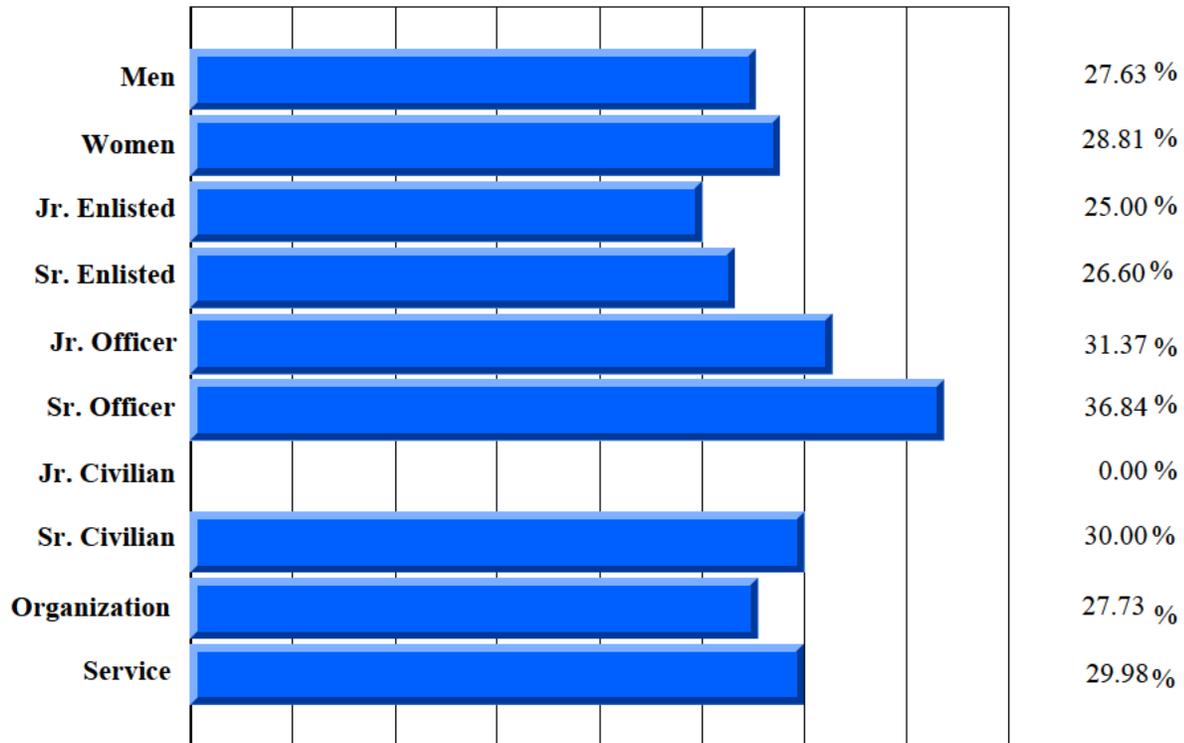
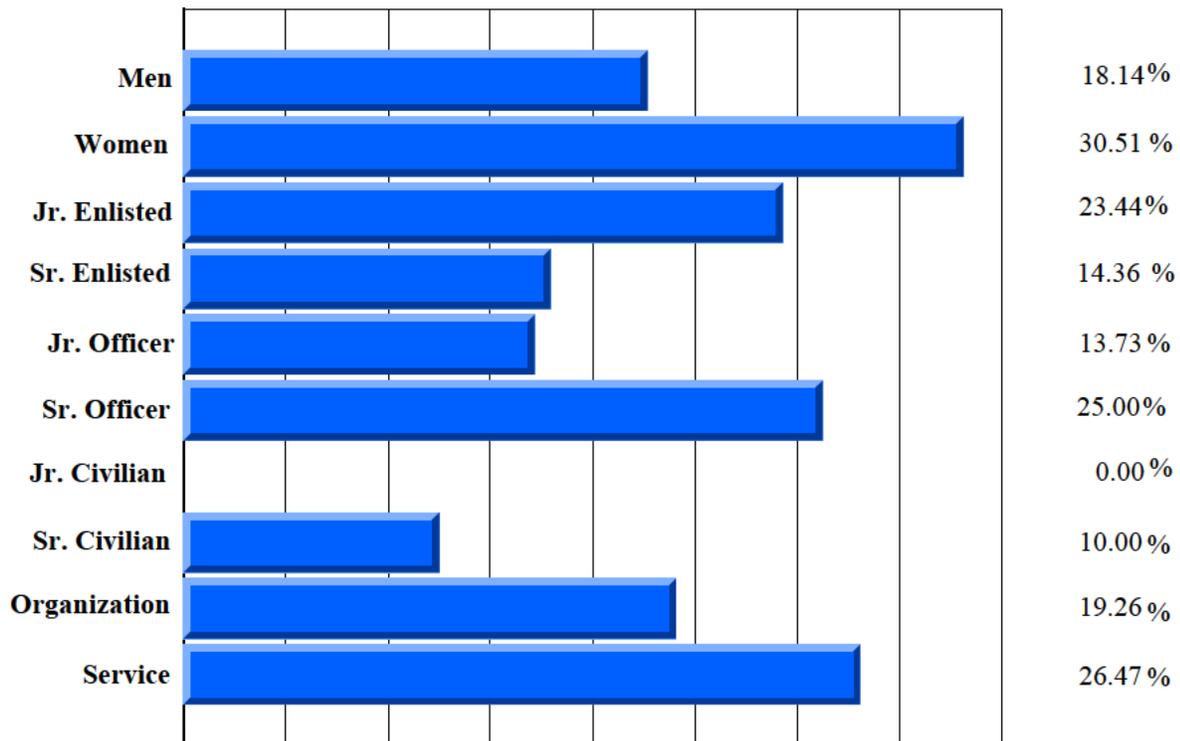


Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups



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:

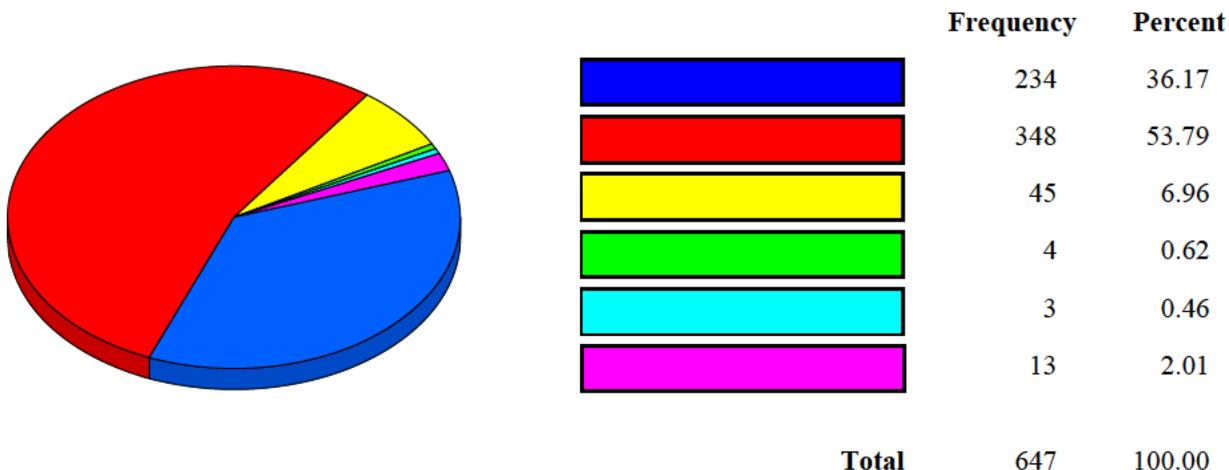
- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards 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

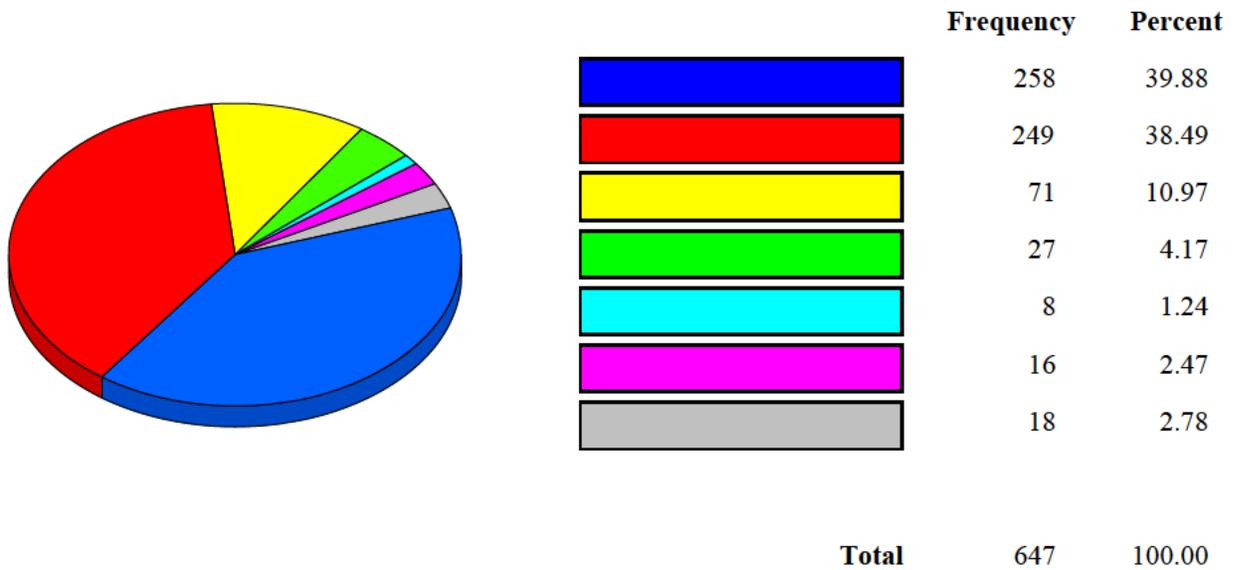
Suppose you see someone secretly putting something in another person’s drink. You’re unsure what it was. Which of the following are you most likely to do in this kind of situation?



- 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)

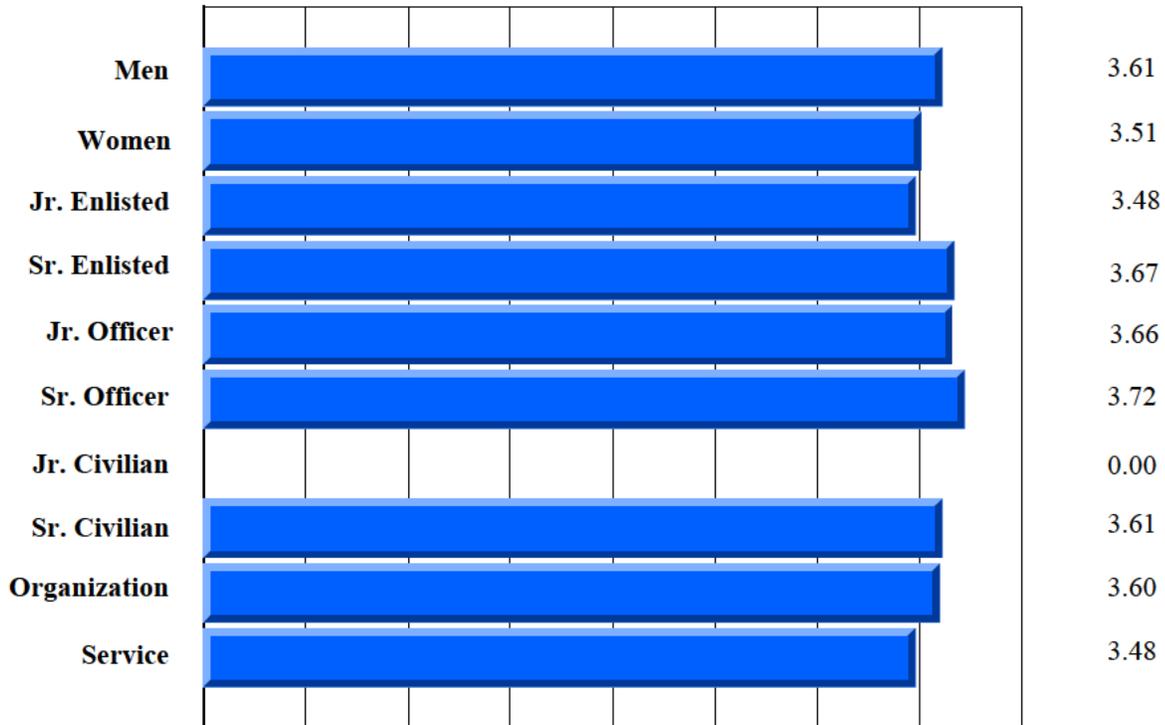


- A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.**
- The senior leader buys a second and third drink for the same person despite his/her repeated objections.**
- The person appears intoxicated and disoriented, 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

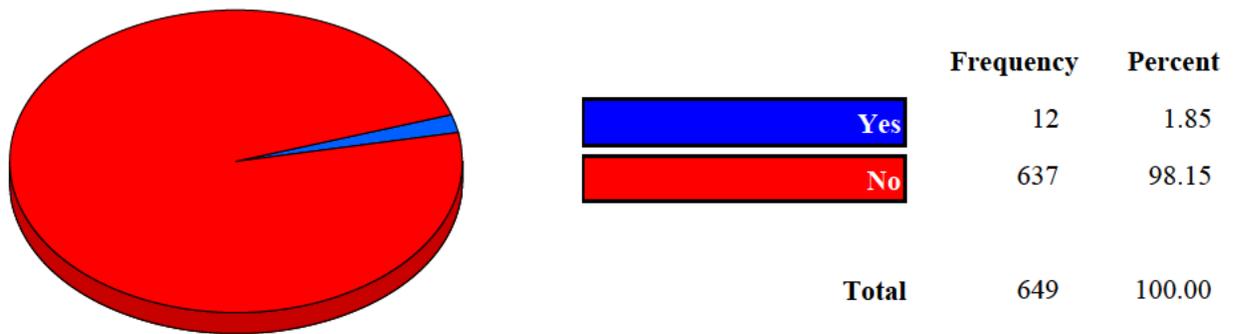


Prevalence of Respondents Observing High Risk Situations and Responses

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

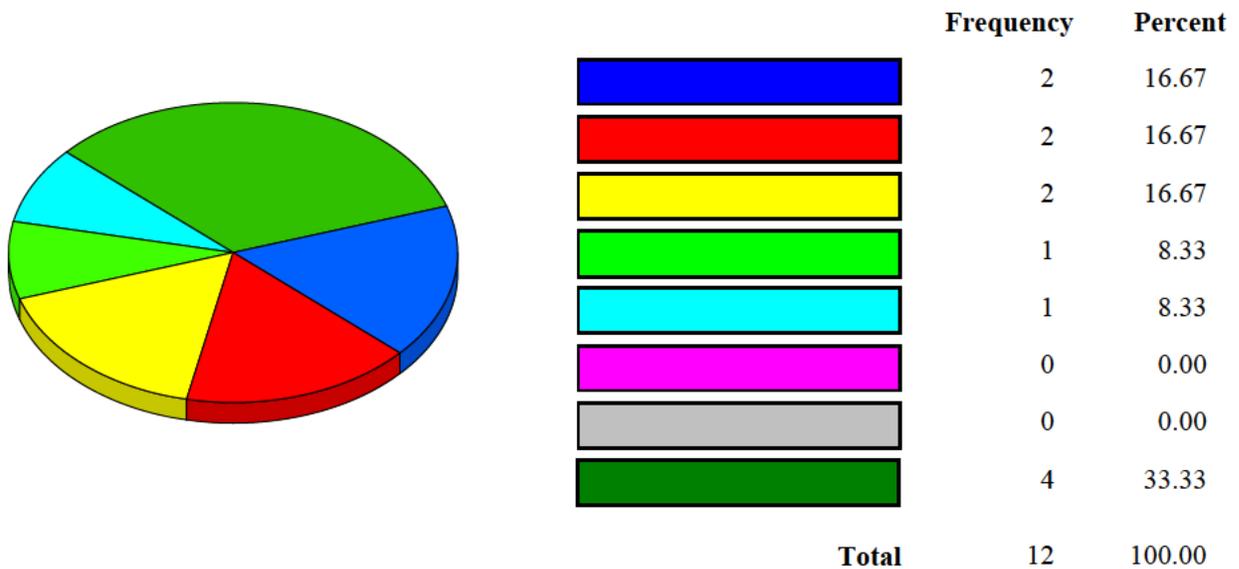
In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.



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 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.

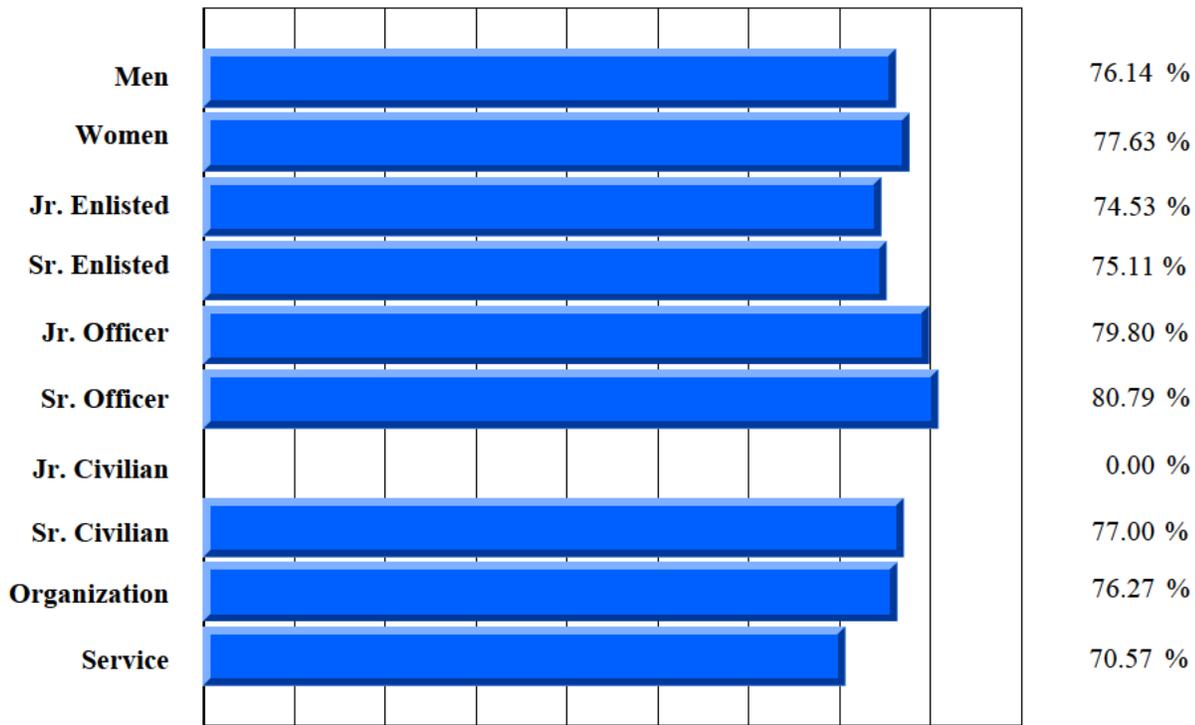
Table 9. Respondents’ Restricted Reporting Knowledge

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

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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 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

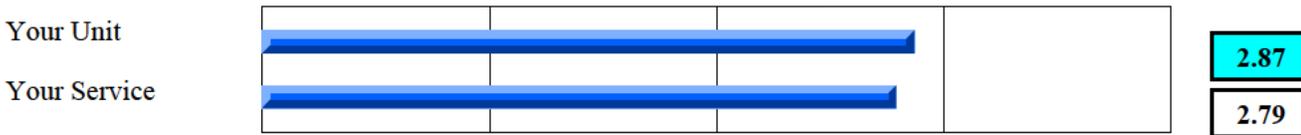
The figures below compare your organization’s average for each climate factor against your Service’s average. The box to the right of each figure containing your organization’s average will be color-coded blue, red, or green. Blue indicates your organization’s average falls within the Range of “Near 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



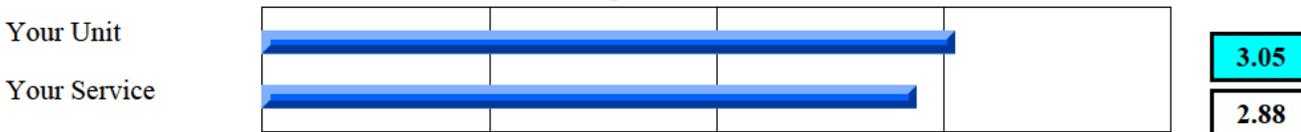
Range of “Near Service” Average = 2.58 - 3.01

Organizational Performance



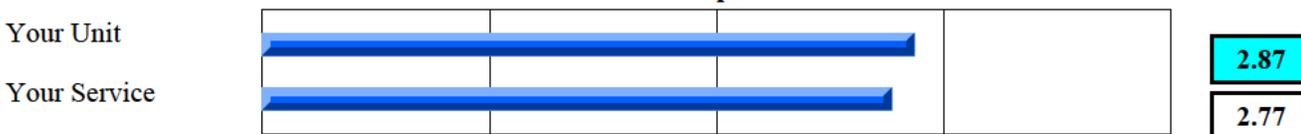
Range of “Near Service” Average = 2.64 - 3.01

Organizational Cohesion



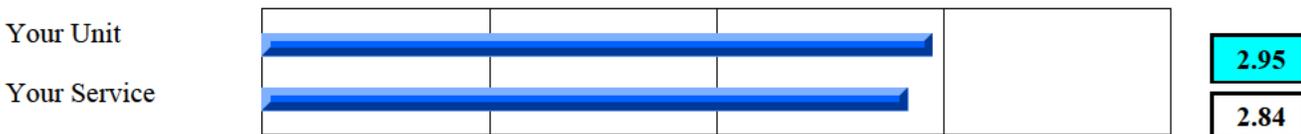
Range of “Near Service” Average = 2.71 - 3.07

Leadership Cohesion



Range of “Near Service” Average = 2.57 - 2.98

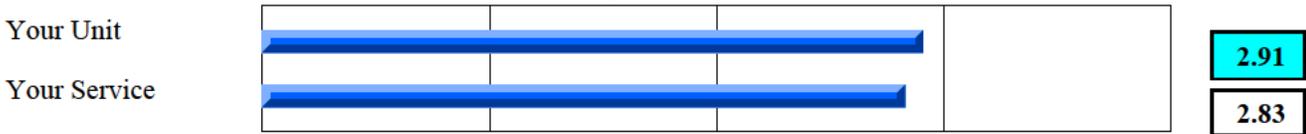
Job Satisfaction



Range of “Near Service” Average = 2.63 - 3.07

| | | |
|------------------------------------|------------------------------------|--------------------------------------|
| Red = Below Service Average | Blue = Near Service Average | Green = Above Service Average |
|------------------------------------|------------------------------------|--------------------------------------|

Organizational Processes



Diversity Management



Help Seeking Behaviors



Exhaustion



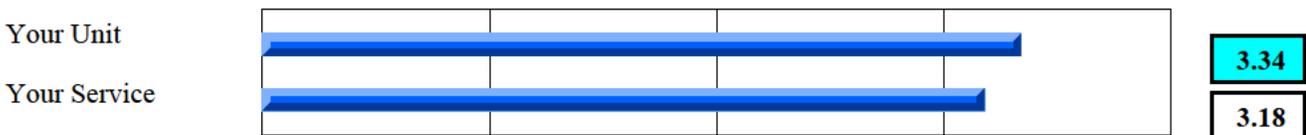
Sexist Behaviors



Sexual Harassment



Sex Discrimination



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



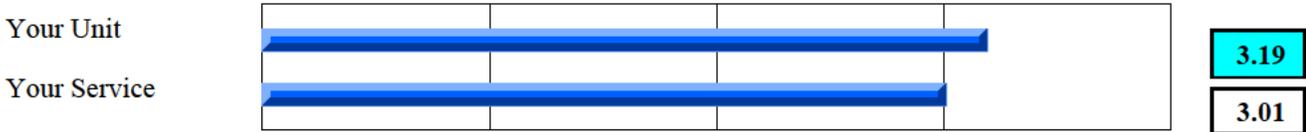
Range of "Near Service" Average = 2.93 - 3.27

Religious Discrimination



Range of "Near Service" Average = 3.16 - 3.39

Demeaning Behaviors



Range of "Near Service" Average = 2.82 - 3.19

Hazing Behaviors



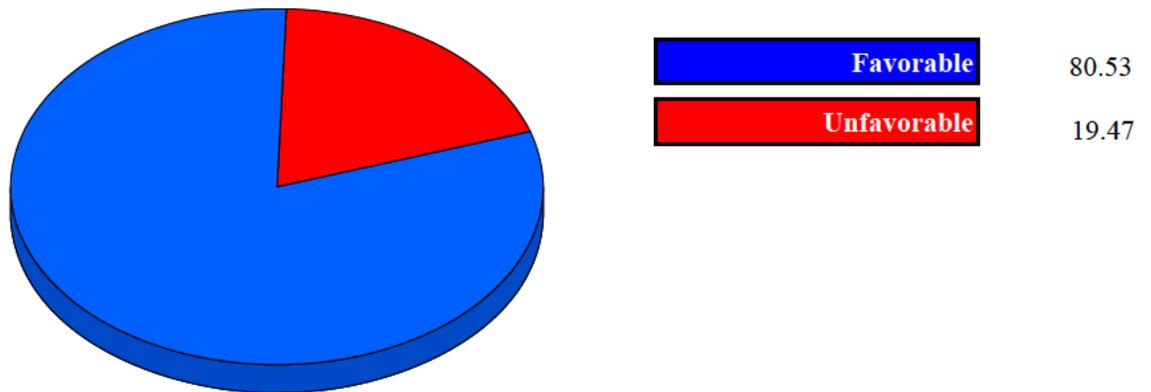
Range of "Near Service" Average = 3.15 - 3.49

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

VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

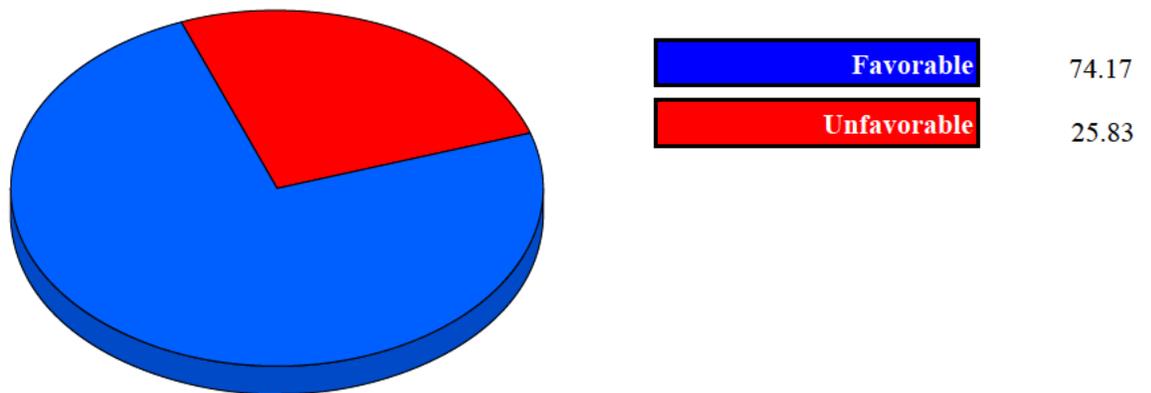
Organizational Commitment

| 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 |
| Overall Average | 1,568 | 80.53 | 379 | 19.47 | 1,947 | 100.00 |



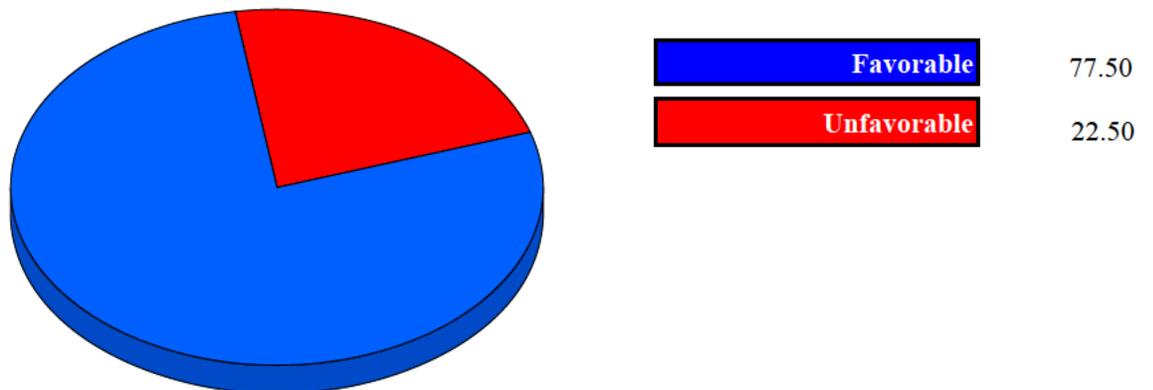
Trust in Leadership

| 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 |
| Overall Average | 1,444 | 74.17 | 503 | 25.83 | 1,947 | 100.00 |



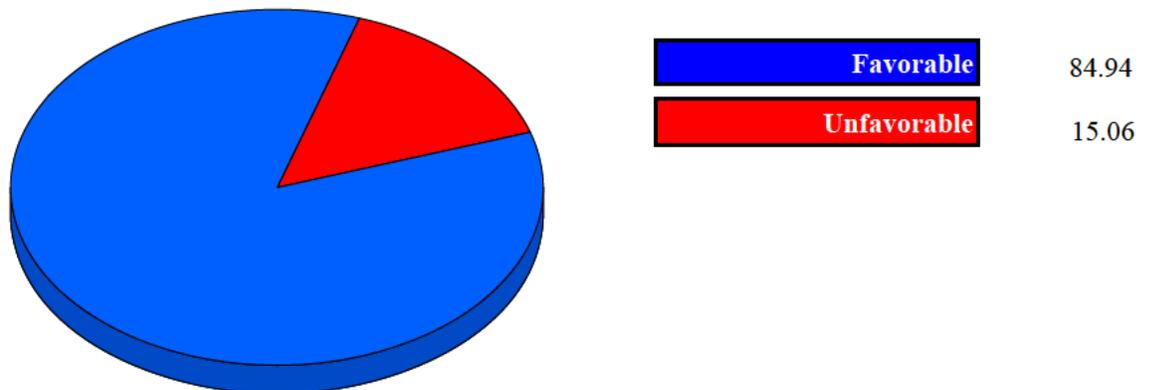
Organizational Performance

| 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 |
| Overall | 2,012 | 77.50 | 584 | 22.50 | 2,596 | 100.00 |



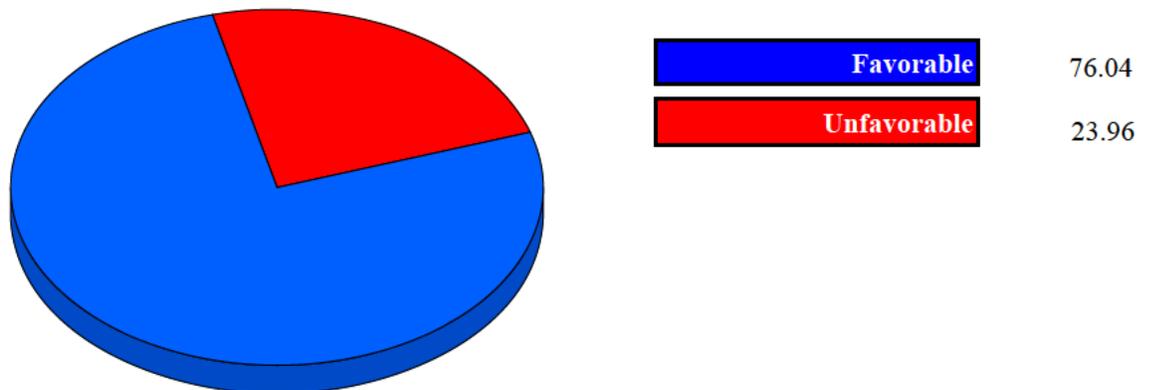
Organizational Cohesion

| 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 |
| Overall | 2,205 | 84.94 | 391 | 15.06 | 2,596 | 100.00 |



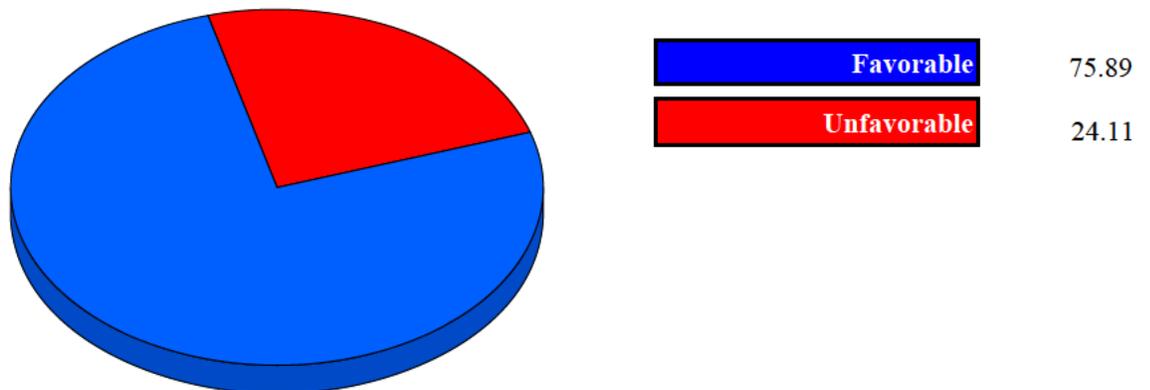
Leadership Cohesion

| 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 |
| Overall | 1,974 | 76.04 | 622 | 23.96 | 2,596 | 100.00 |



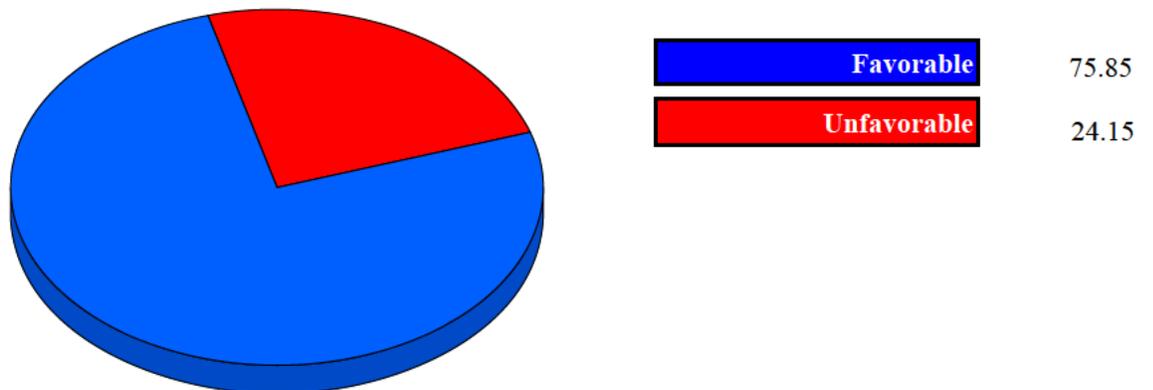
Job Satisfaction

| 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 |
| Overall | 1,970 | 75.89 | 626 | 24.11 | 2,596 | 100.00 |



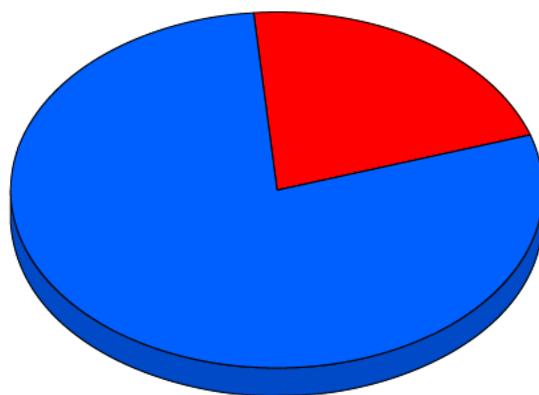
Diversity Management

| 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 |
| Overall | 1,969 | 75.85 | 627 | 24.15 | 2,596 | 100.00 |



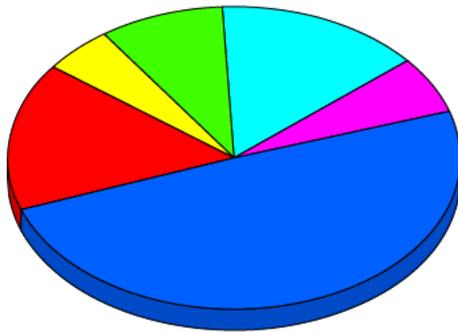
Organizational Processes

| 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 |
| Overall | 2,549 | 78.55 | 696 | 21.45 | 3,245 | 100.00 |



| | |
|-------------|-------|
| Favorable | 78.55 |
| Unfavorable | 21.45 |

What best describes your career intentions?

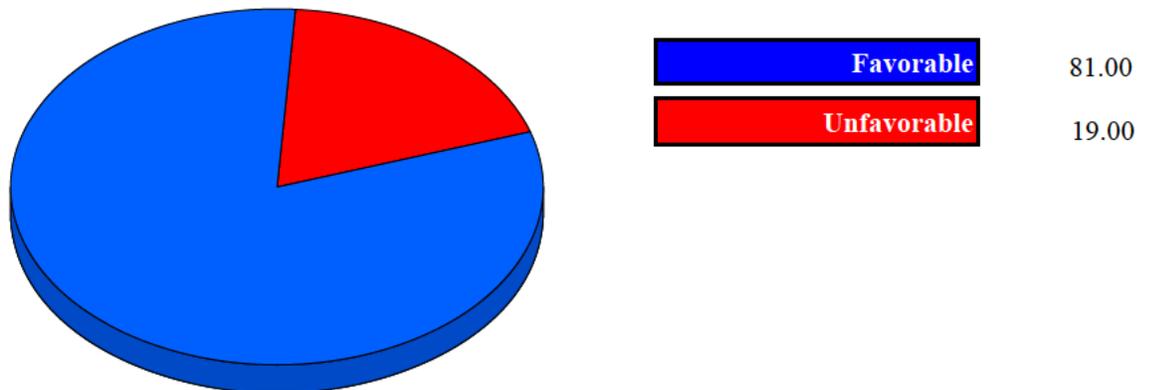


| | Frequency | Percent |
|------------------------------------------------------------------------------------|------------|---------------|
|  | 320 | 49.31 |
|  | 103 | 15.87 |
|  | 33 | 5.08 |
|  | 57 | 8.78 |
|  | 96 | 14.79 |
|  | 40 | 6.16 |
| Total | 649 | 100.00 |



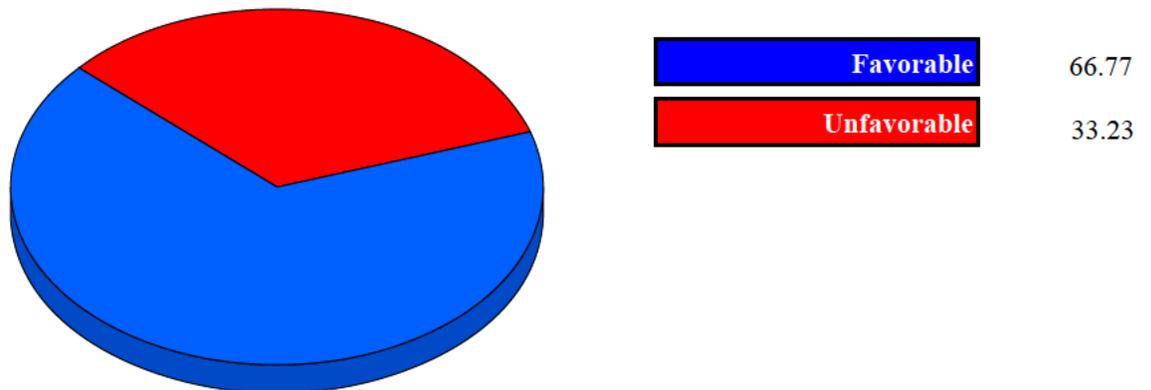
Help Seeking Behaviors

| 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 |
| Overall | 1,577 | 81.00 | 370 | 19.00 | 1,947 | 100.00 |



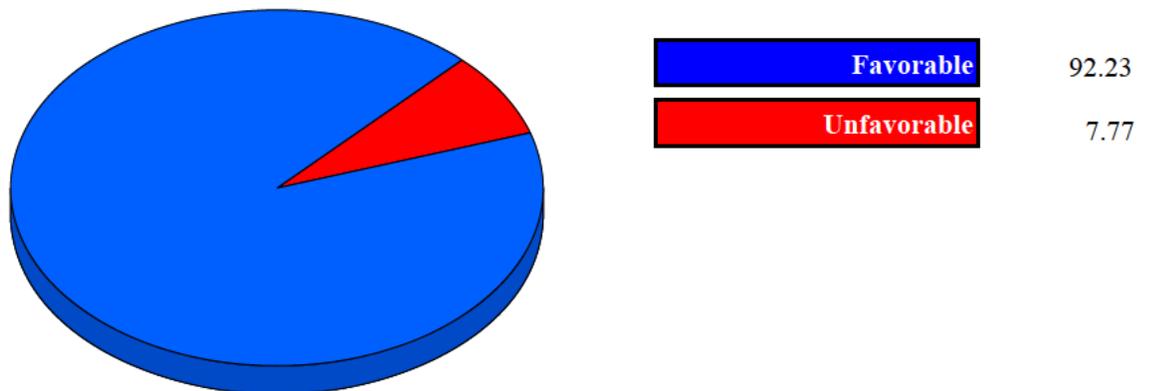
Exhaustion

| 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 |
| Overall | 1,300 | 66.77 | 647 | 33.23 | 1,947 | 100.00 |



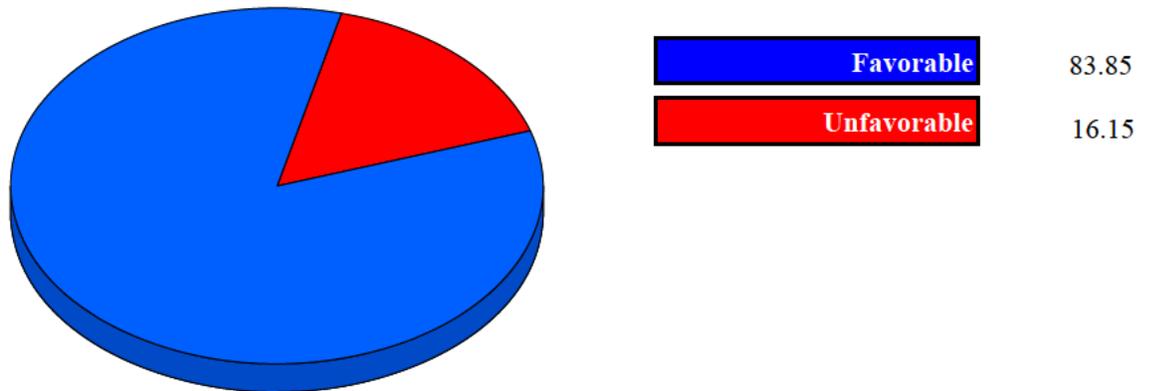
Hazing Behaviors

| 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 |
| Overall Average | 1,793 | 92.23 | 151 | 7.77 | 1,944 | 100.00 |

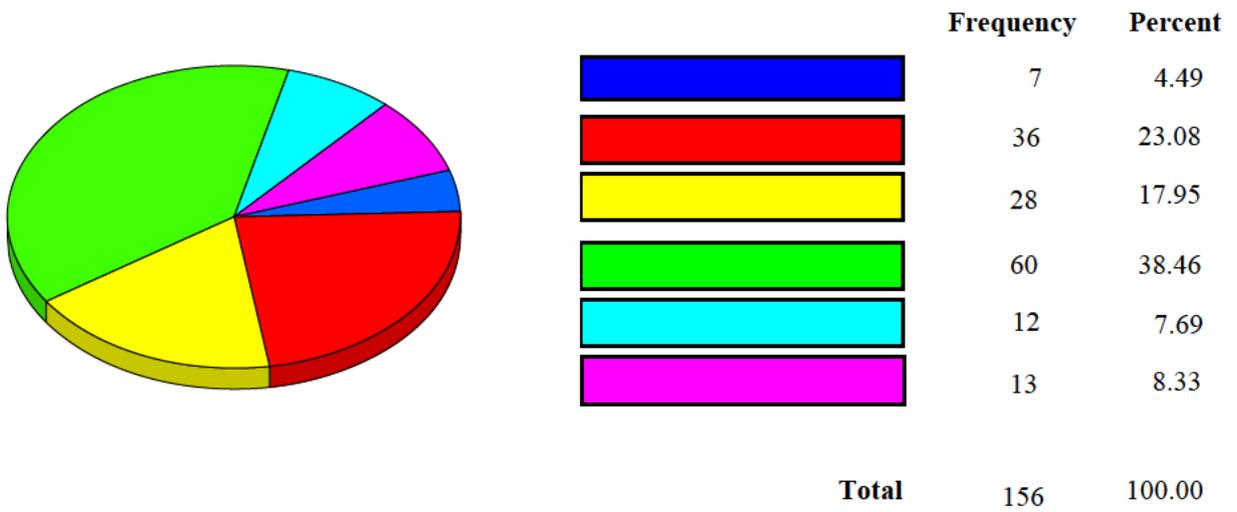


Demeaning Behaviors

| 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 |
| Overall | 1,630 | 83.85 | 314 | 16.15 | 1,944 | 100.00 |

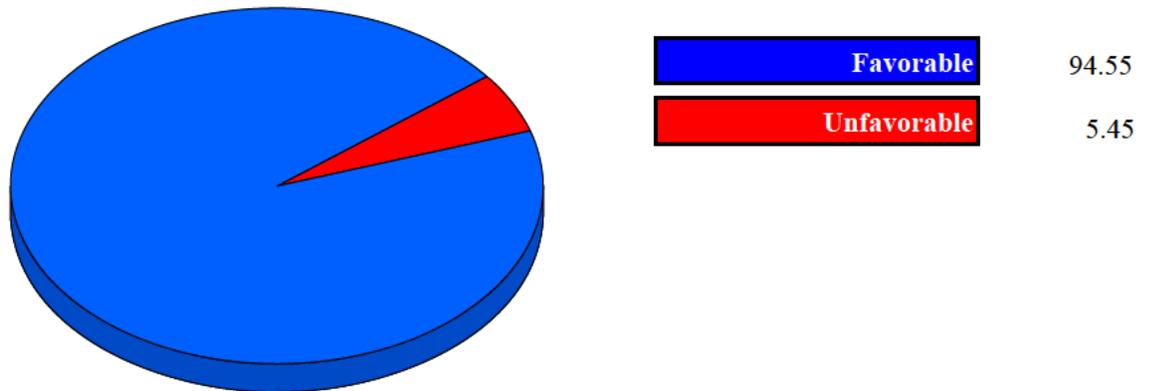


In what way or ways do you perceive favoritism is being displayed?



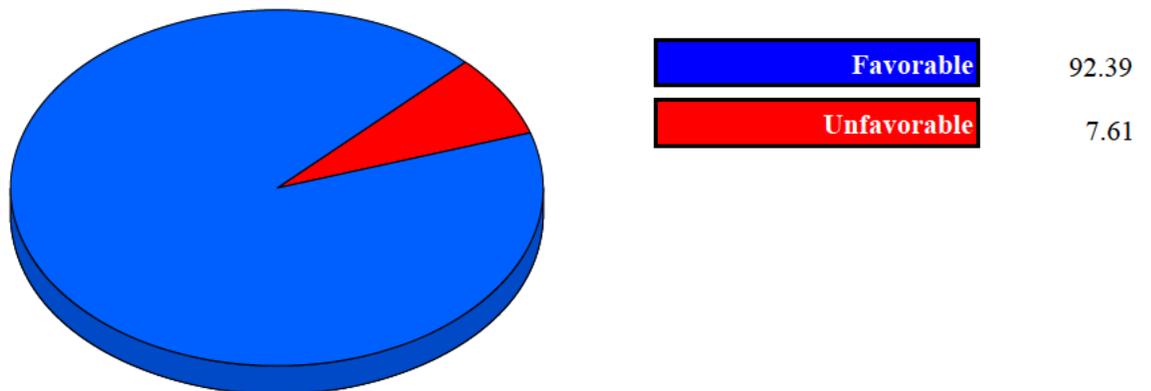
Racial Discrimination

| 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 |
| Overall | 1,838 | 94.55 | 106 | 5.45 | 1,944 | 100.00 |



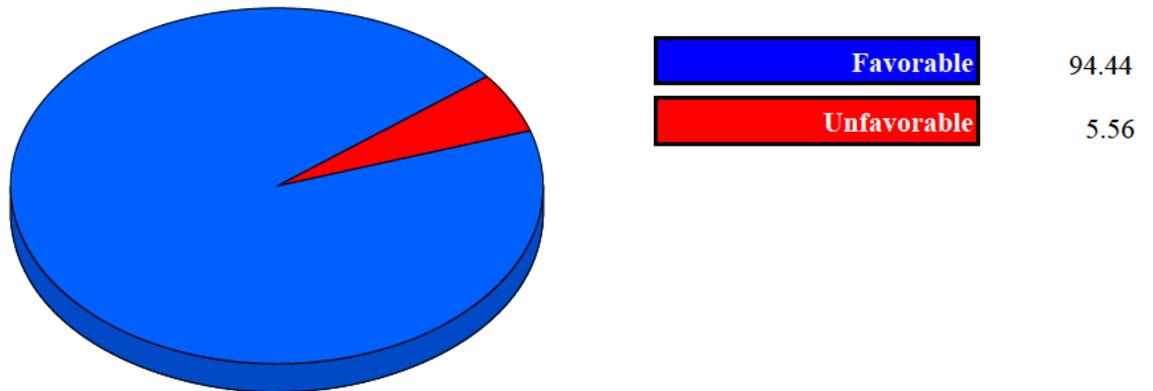
Sex Discrimination

| 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 |
| Overall | 1,796 | 92.39 | 148 | 7.61 | 1,944 | 100.00 |



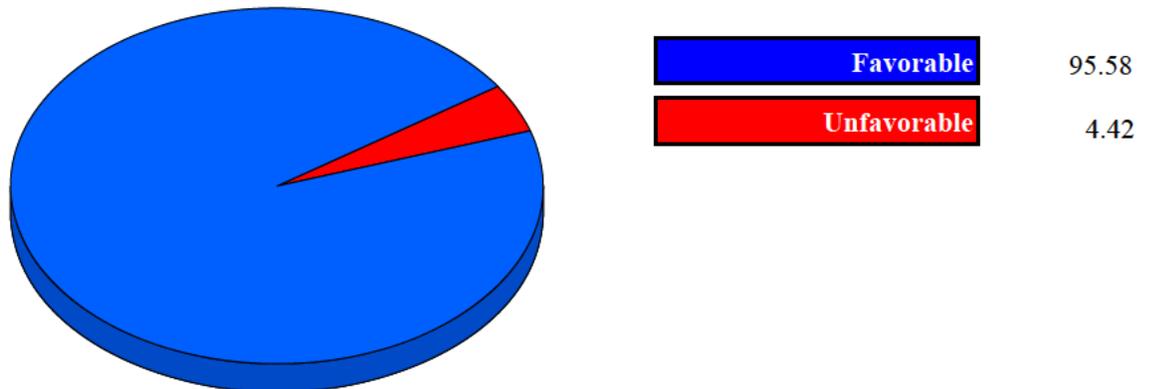
Religious Discrimination

| 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 |
| Overall | 1,836 | 94.44 | 108 | 5.56 | 1,944 | 100.00 |



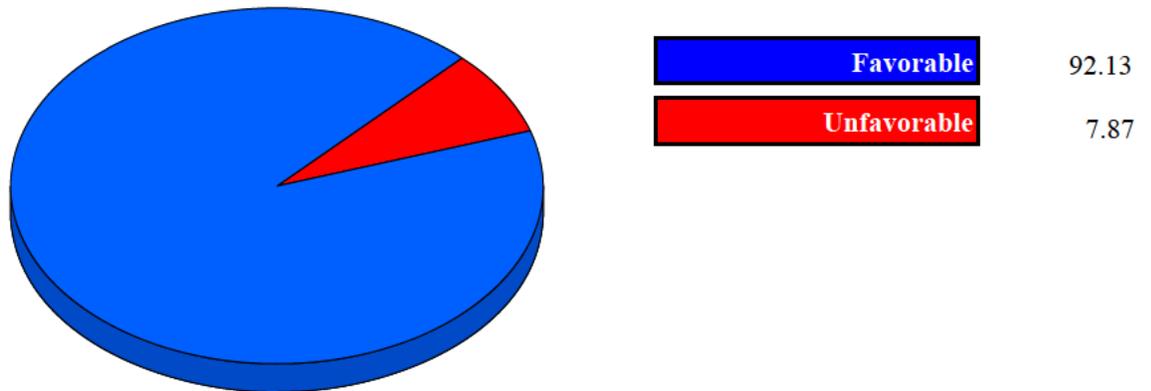
Sexual Harassment

| 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 |
| Overall | 1,858 | 95.58 | 86 | 4.42 | 1,944 | 100.00 |



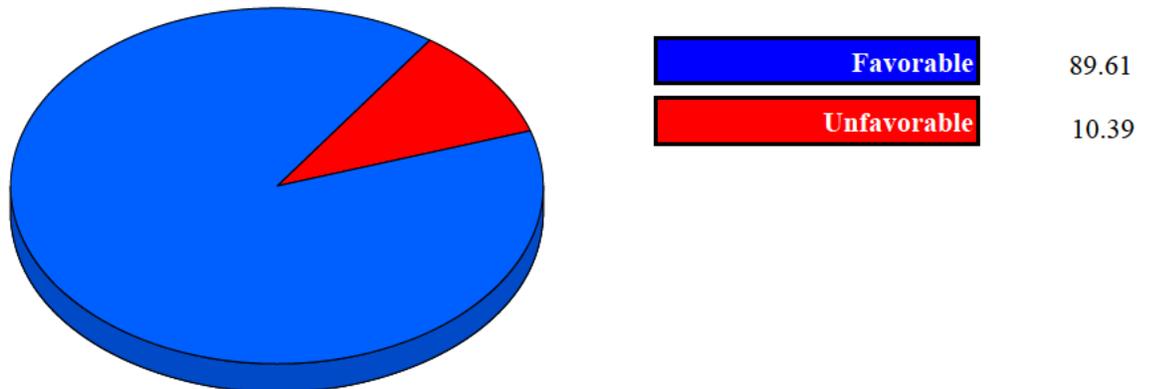
Racist Behaviors

| 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 |
| Overall | 1,791 | 92.13 | 153 | 7.87 | 1,944 | 100.00 |



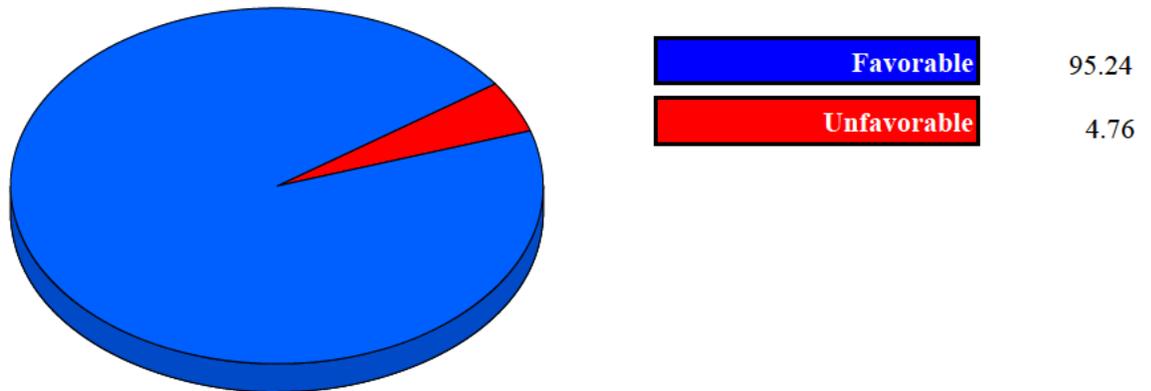
Sexist Behaviors

| 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 |
| Overall | 1,742 | 89.61 | 202 | 10.39 | 1,944 | 100.00 |



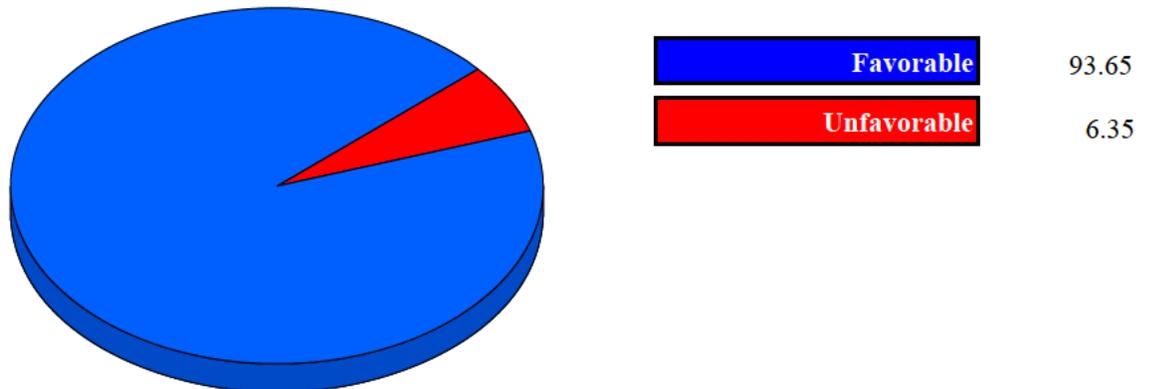
Age Discrimination (Civilians only)

| 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 |
| Overall | 60 | 95.24 | 3 | 4.76 | 63 | 100.00 |



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. | 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 |
| Overall | 59 | 93.65 | 4 | 6.35 | 63 | 100.00 |



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 ⁸¹these 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

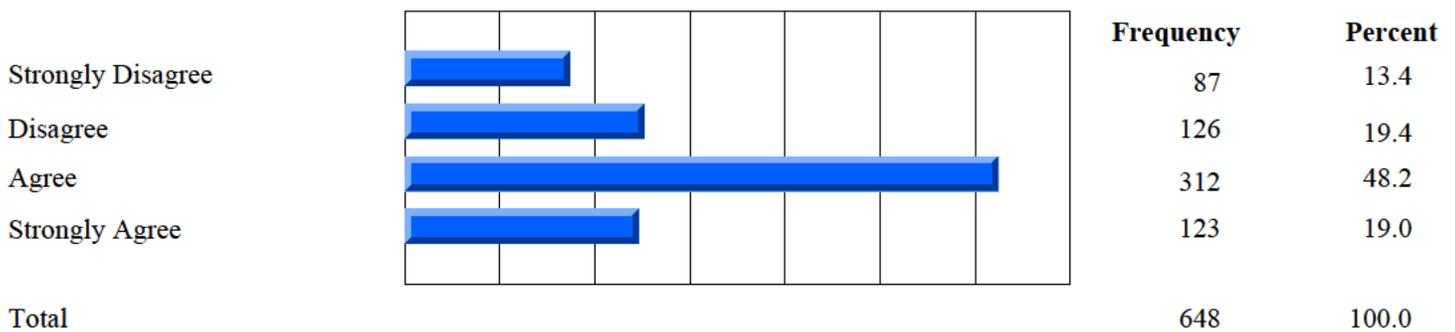
Appendix A: Your Locally Developed Questions

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.

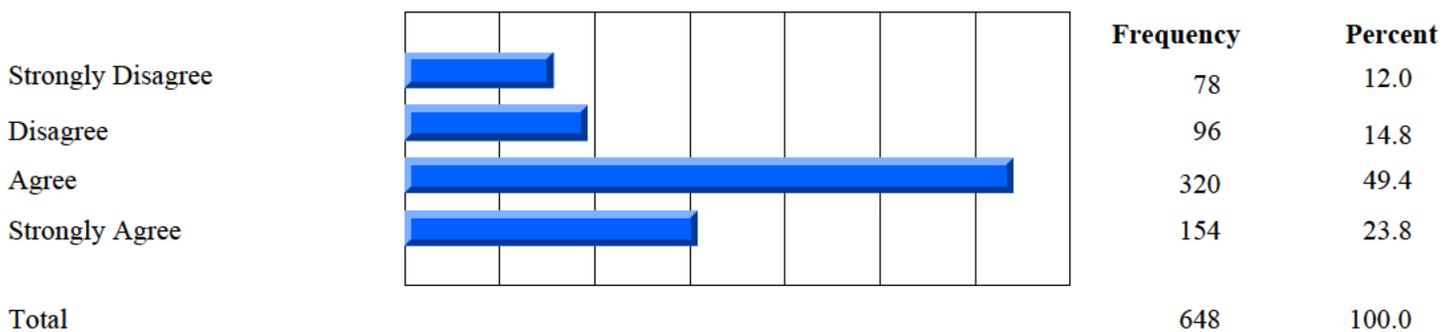
1. I am provided with the resources needed to do my job effectively.



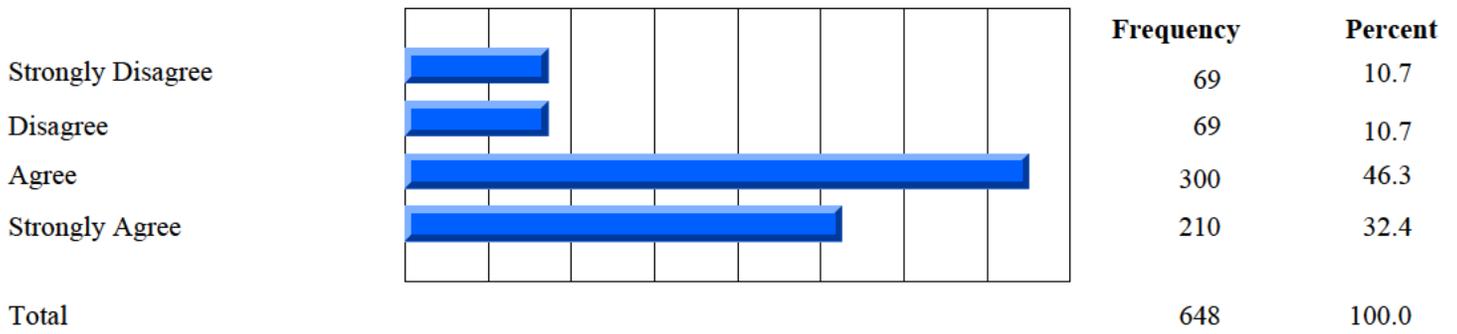
2. Information moves freely up and down the Chain of Command.



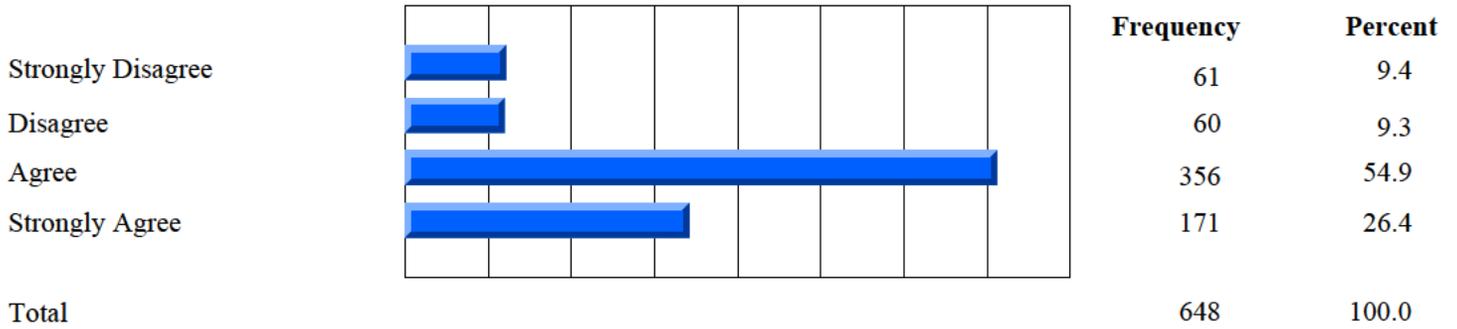
3. All subordinate units and MOS's are treated fairly and given the same opportunities with the command.



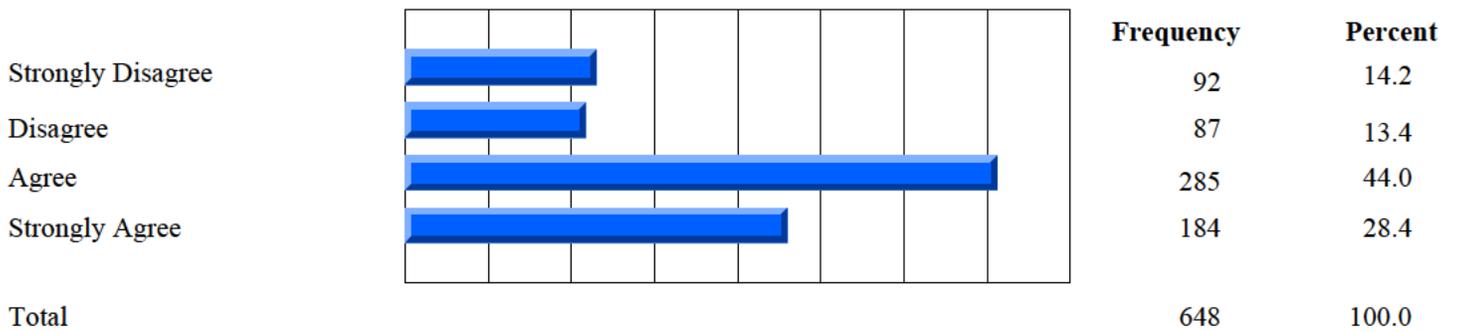
4. **The leaders in my command show a real interest in the welfare of families.**



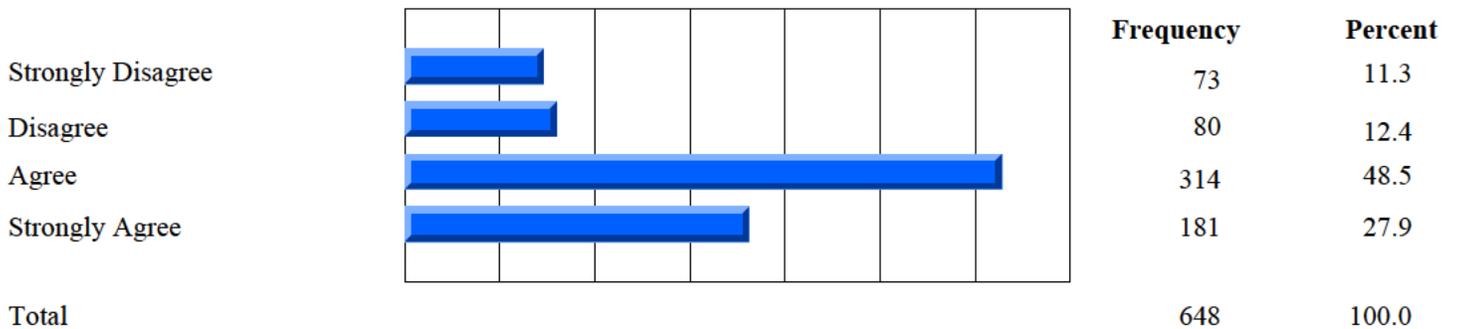
5. **Problems with human relations are handled correctly in the command**



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

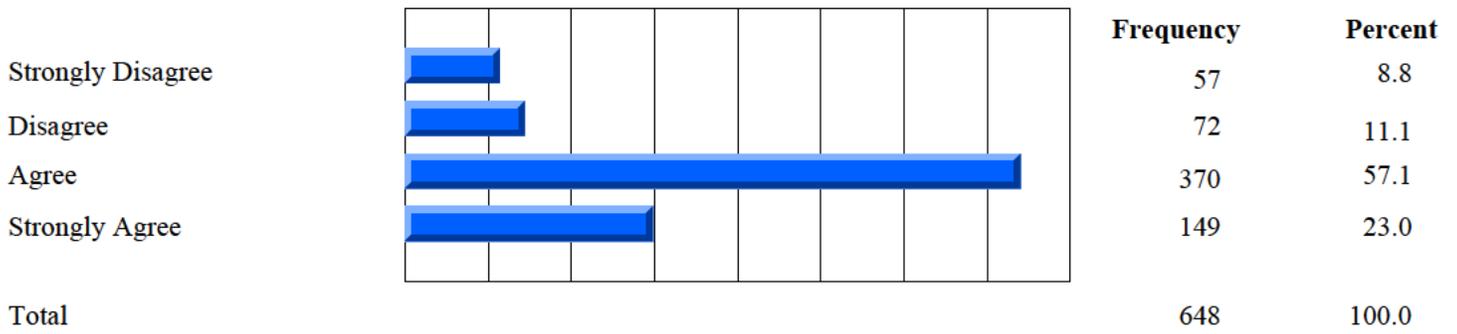


7. **All unit personnel receive the same level of respect from leadership**

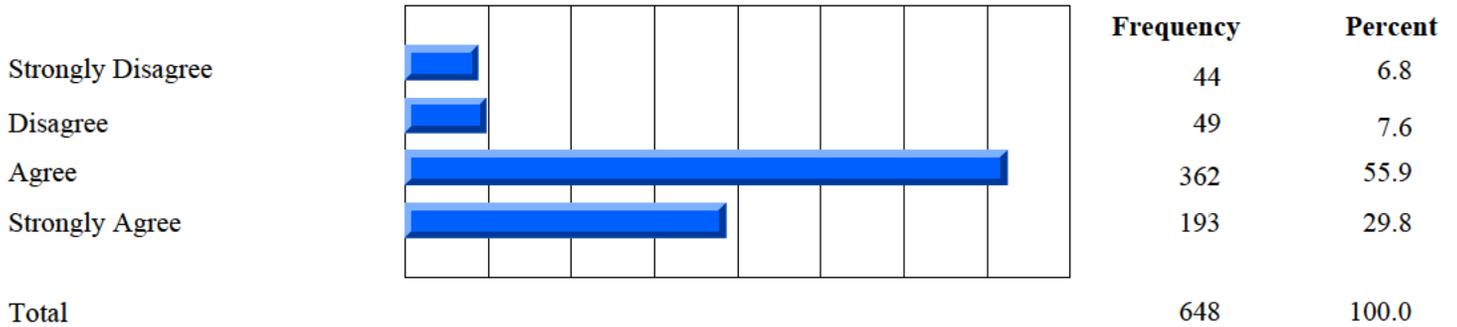


8. Civilian managers efficiently supervise military and civilian personnel equally.

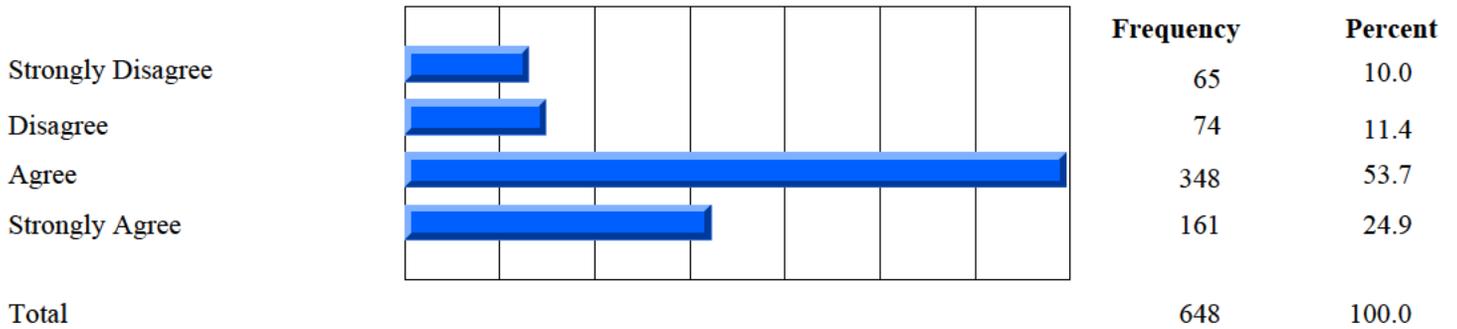
84



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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| | |
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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 ¹

| 1st Special Forces CMD | Number | Percent |
|-------------------------------------------|------------|---------|
| 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) ² | 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% |
| Total Respondents | 257 | |

¹ 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.

² 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

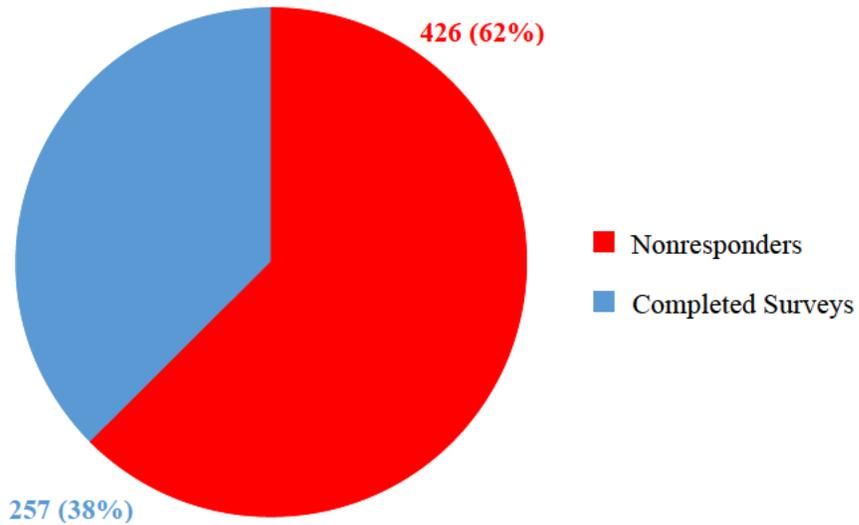


Table 2. Completion Rate^{3,4}

| | Passwords Requested | Completed Surveys | Completion Rate | Percent of Total Responses |
|-------------------------------|---------------------|-------------------|-----------------|----------------------------|
| 1st Special Forces CMD | 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% |

³ 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

⁴ 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.⁵

Figure 2. How to Interpret DEOCS Color Coding

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

⁵ 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

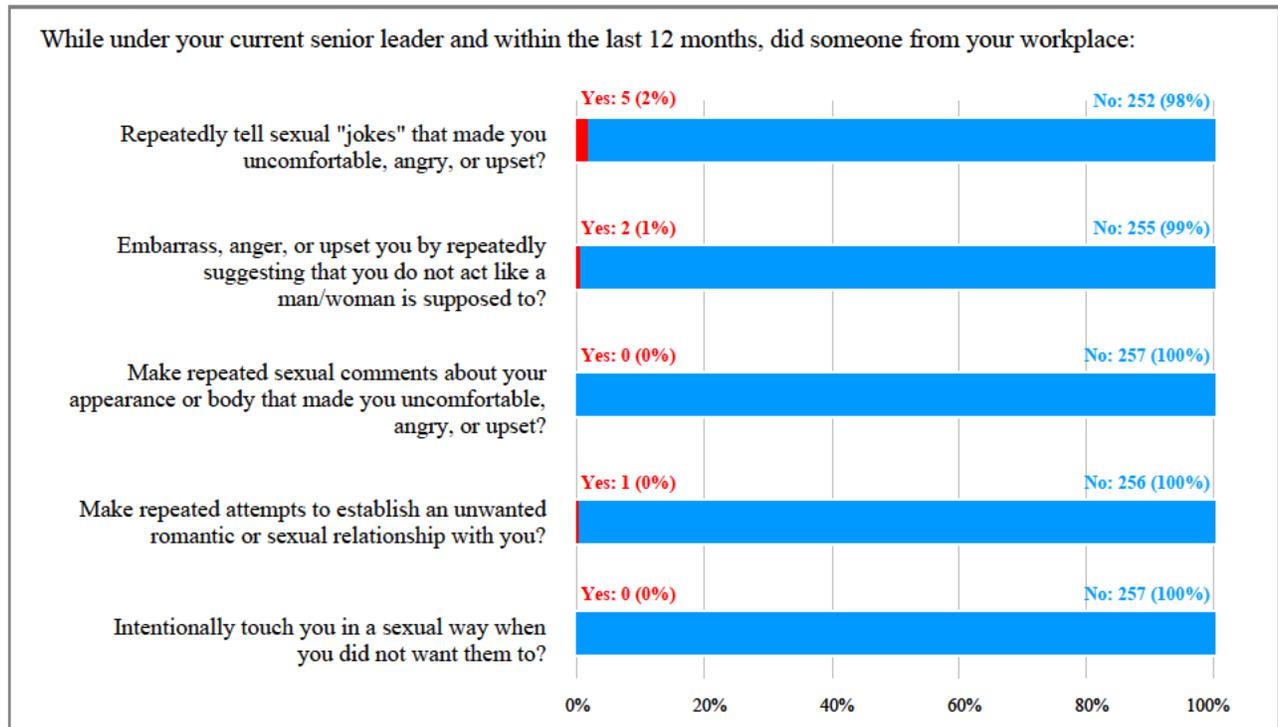
| | <u>Organizational Effectiveness</u> | | | | | | | |
|---------------------------|-------------------------------------|---------------|-------------|----------------|-----------------|---------------|-------------|--------|
| | Commit | Senior Leader | Org Perform | Group Cohesion | Trust in Leader | 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% |

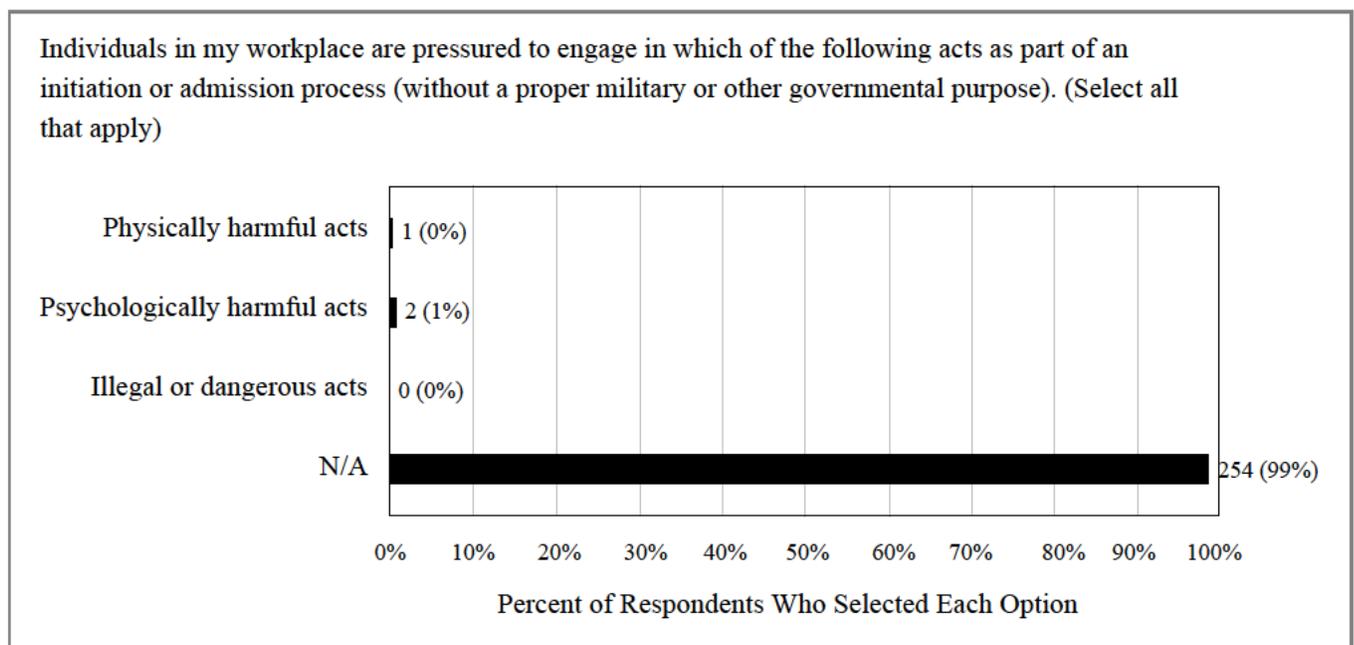
VI. Additional DEOCS Factors

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

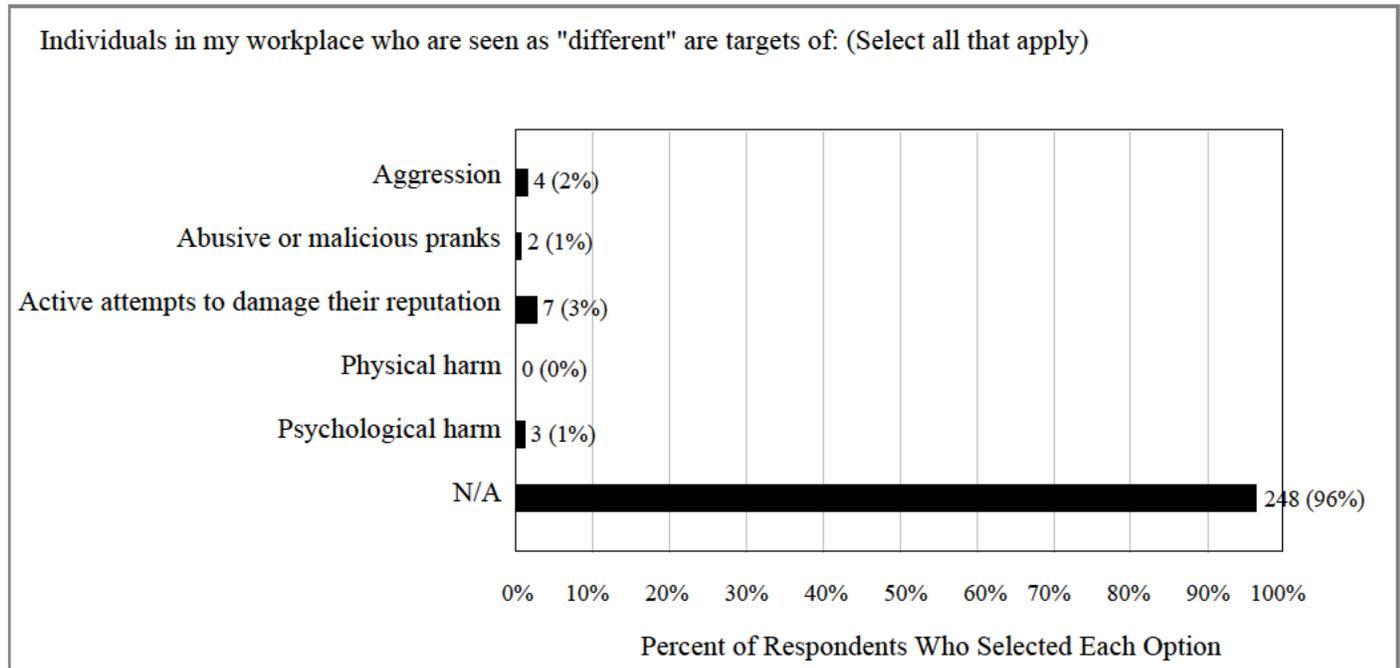


Figure 9. Connectedness

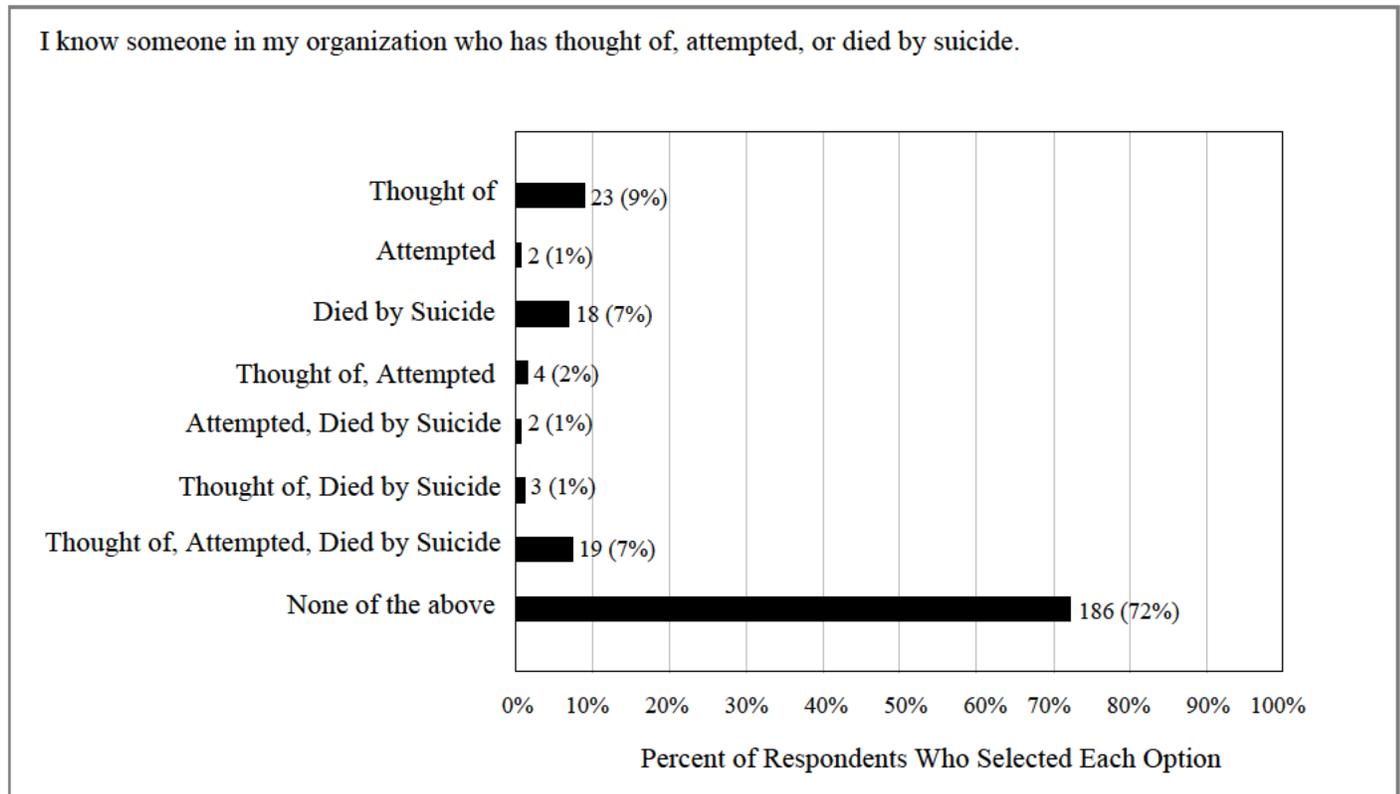
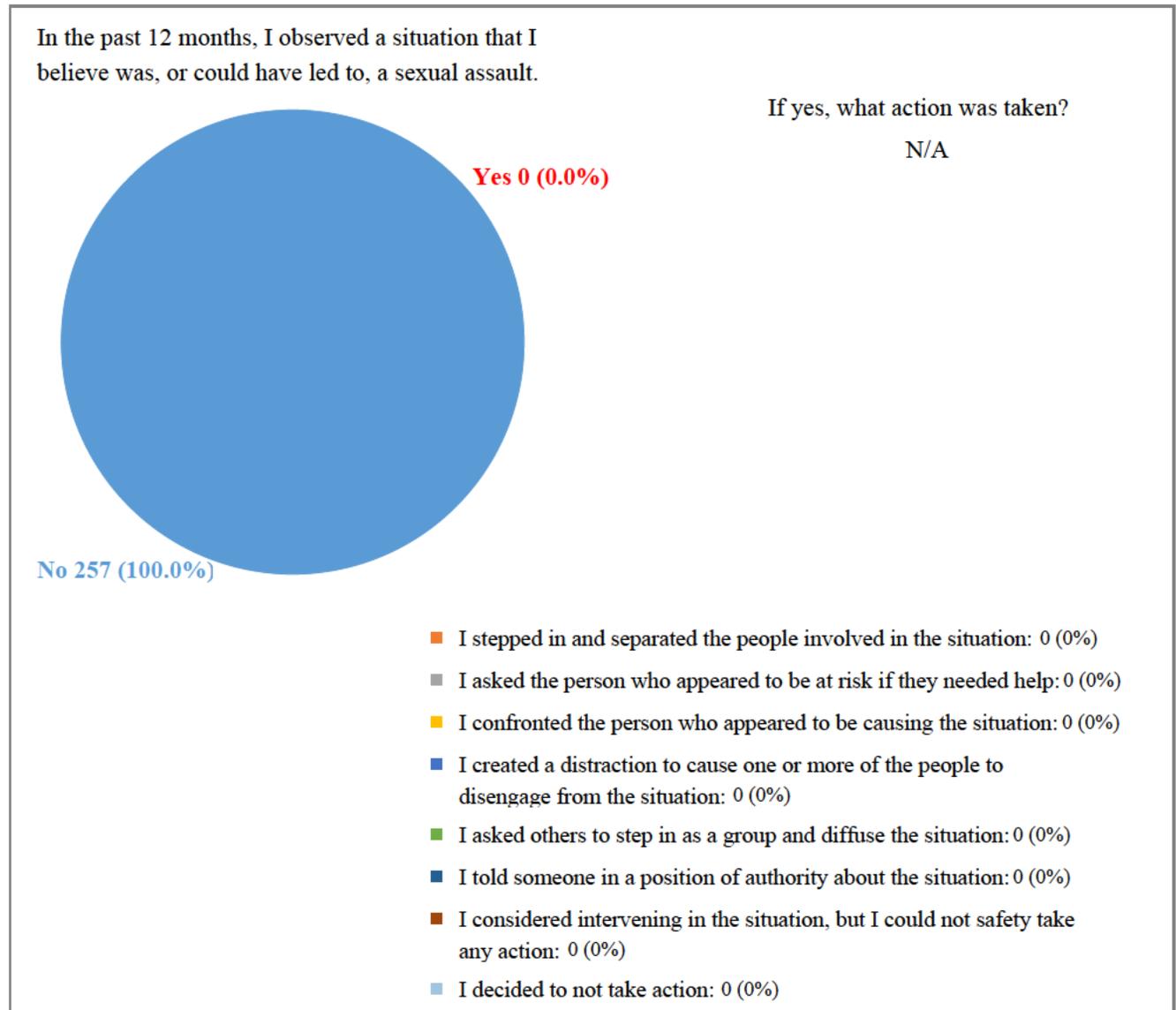


Figure 10. Bystander Intervention



VII. Locally Developed Questions

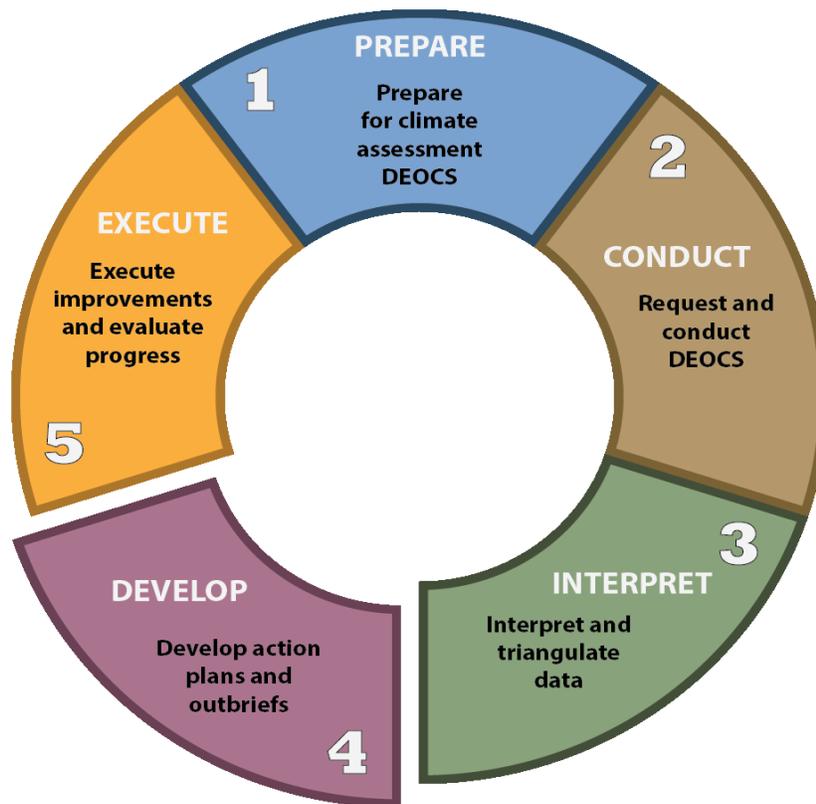
The DEOCS provides leaders the opportunity to include up to 10 Locally Developed Questions (LDQs). LDQs are statements that respondents indicate agreement or disagreement with along a five point scale: *strongly disagree*, *disagree*, *neither agree nor disagree*, *agree*, or *strongly agree*. To simplify 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

| | |
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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: Demographics¹

| 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) ² | 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% |
| Total Respondents | 229 | |

¹ 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.

² 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

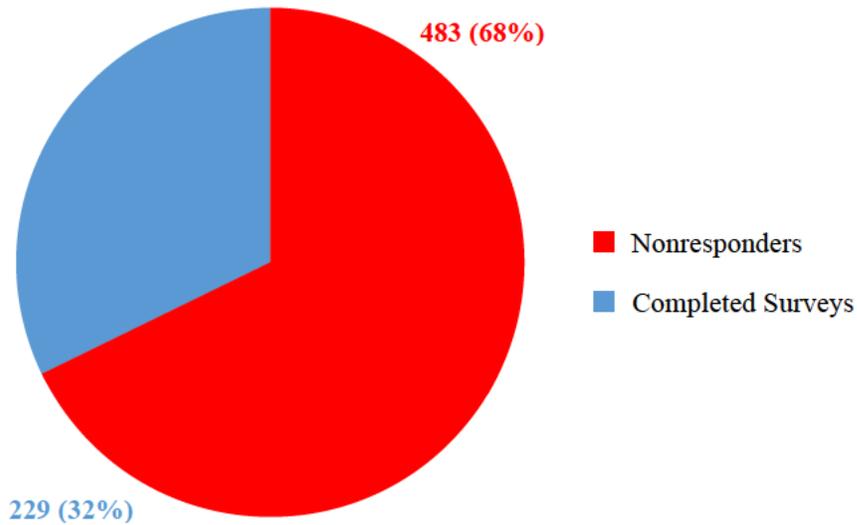


Table 2. Completion Rate^{3,4}

| | Passwords Requested | Completed Surveys | Completion Rate | Percent of Total Responses |
|-------------------------|---------------------|-------------------|-----------------|----------------------------|
| 1st SFC A | 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% |

³ 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

⁴ 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.⁵

Figure 2. How to Interpret DEOCS Color Coding

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

⁵ 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 Type⁶ 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% |

⁶ 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 |
| Service Average | 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 |
| Service Average | 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

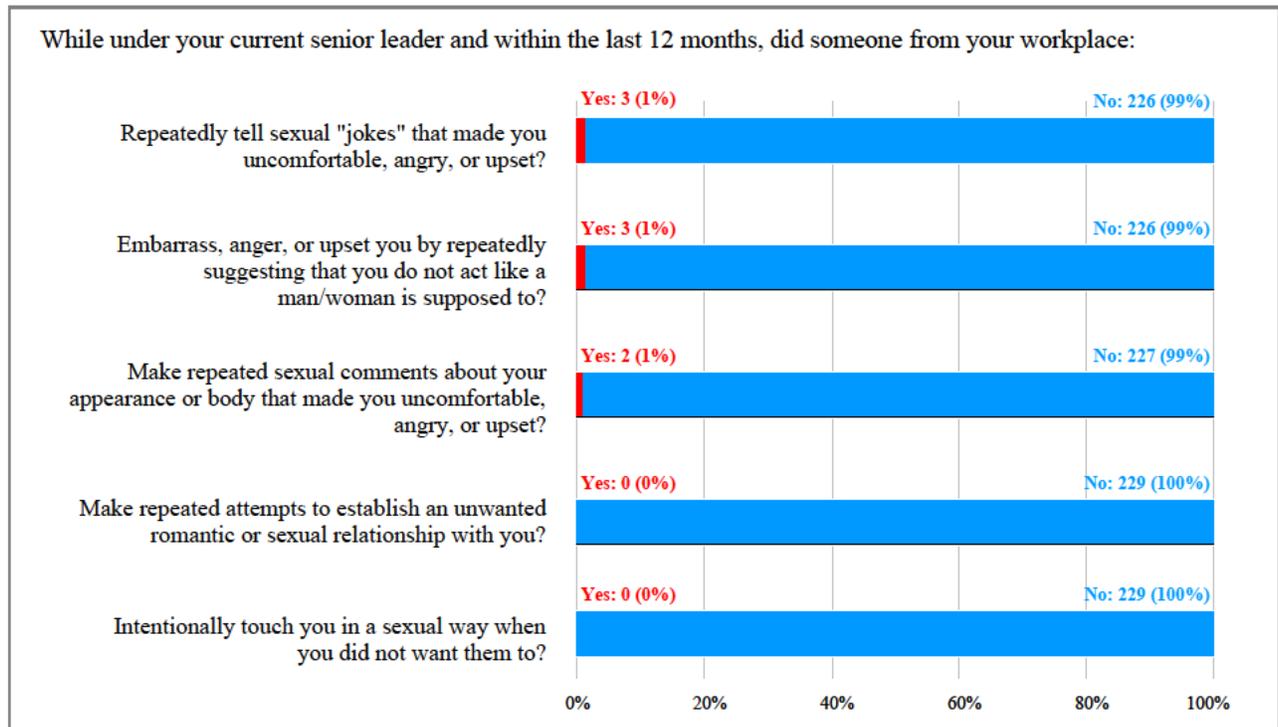


Figure 7. Hazing

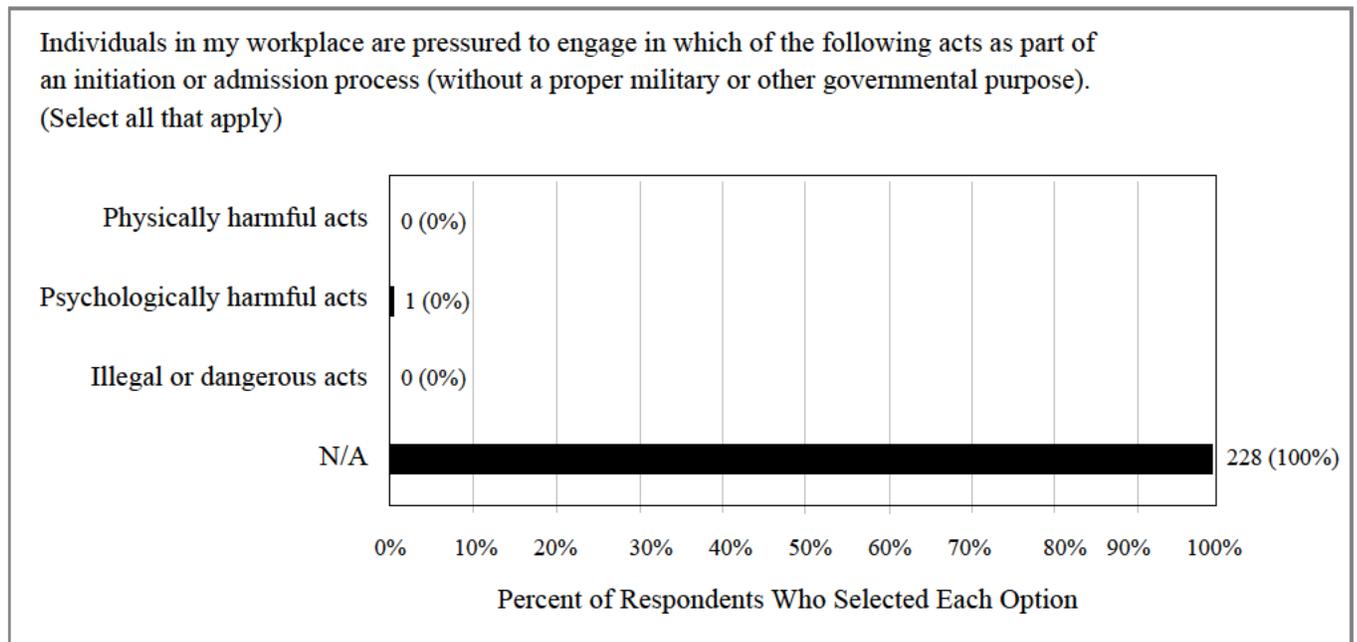


Figure 8. Bullying

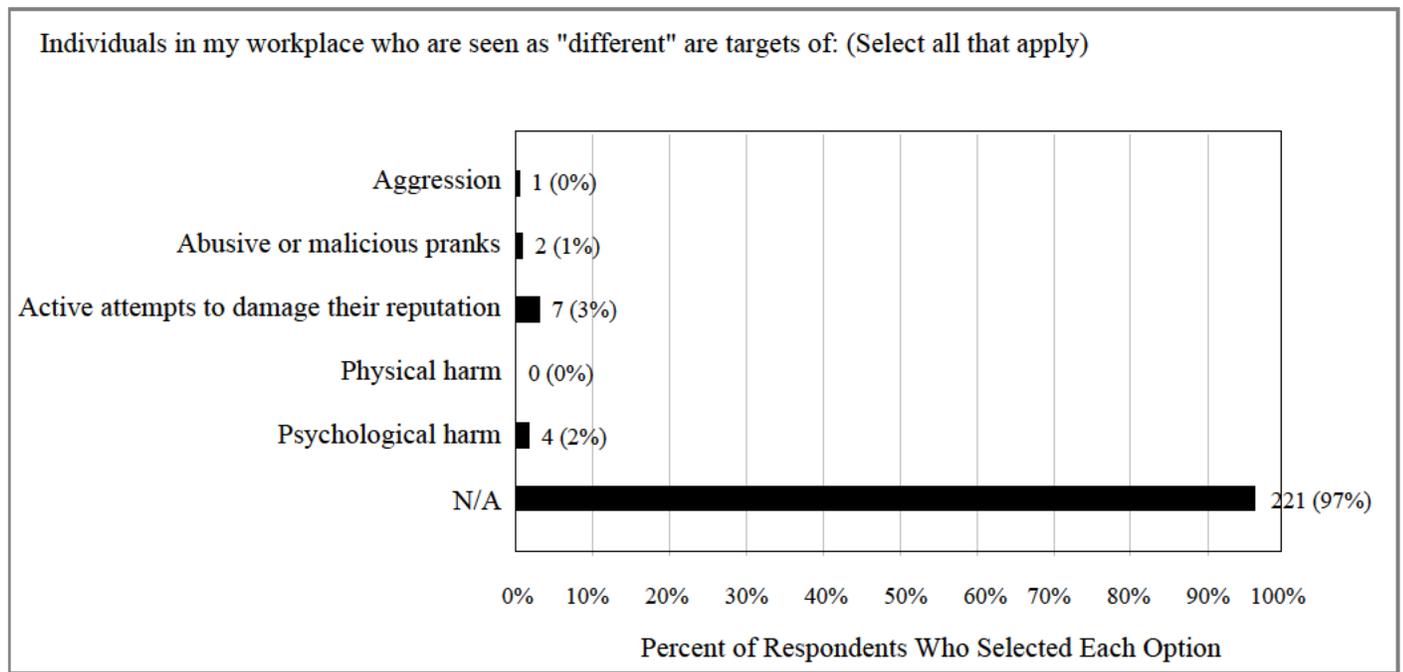


Figure 9. Connectedness

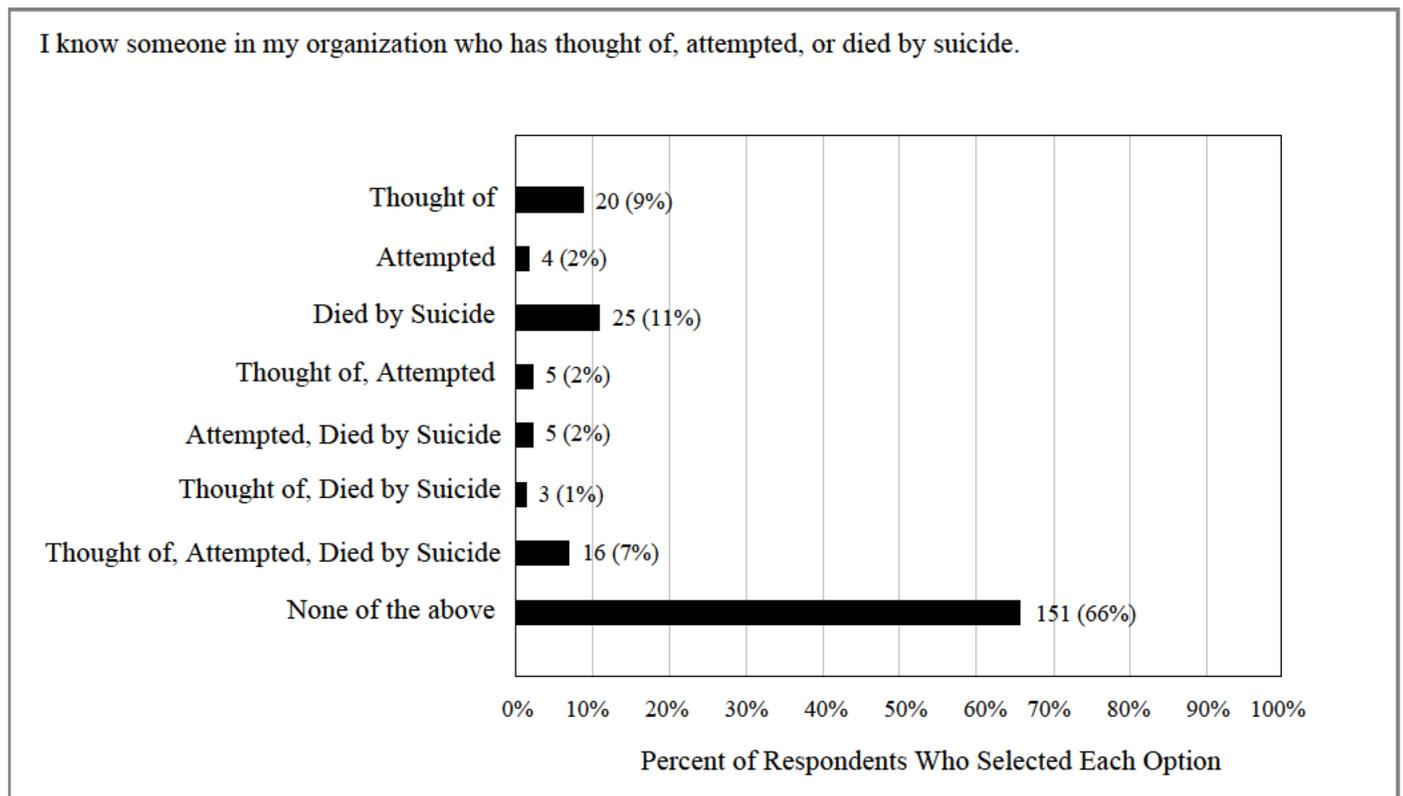
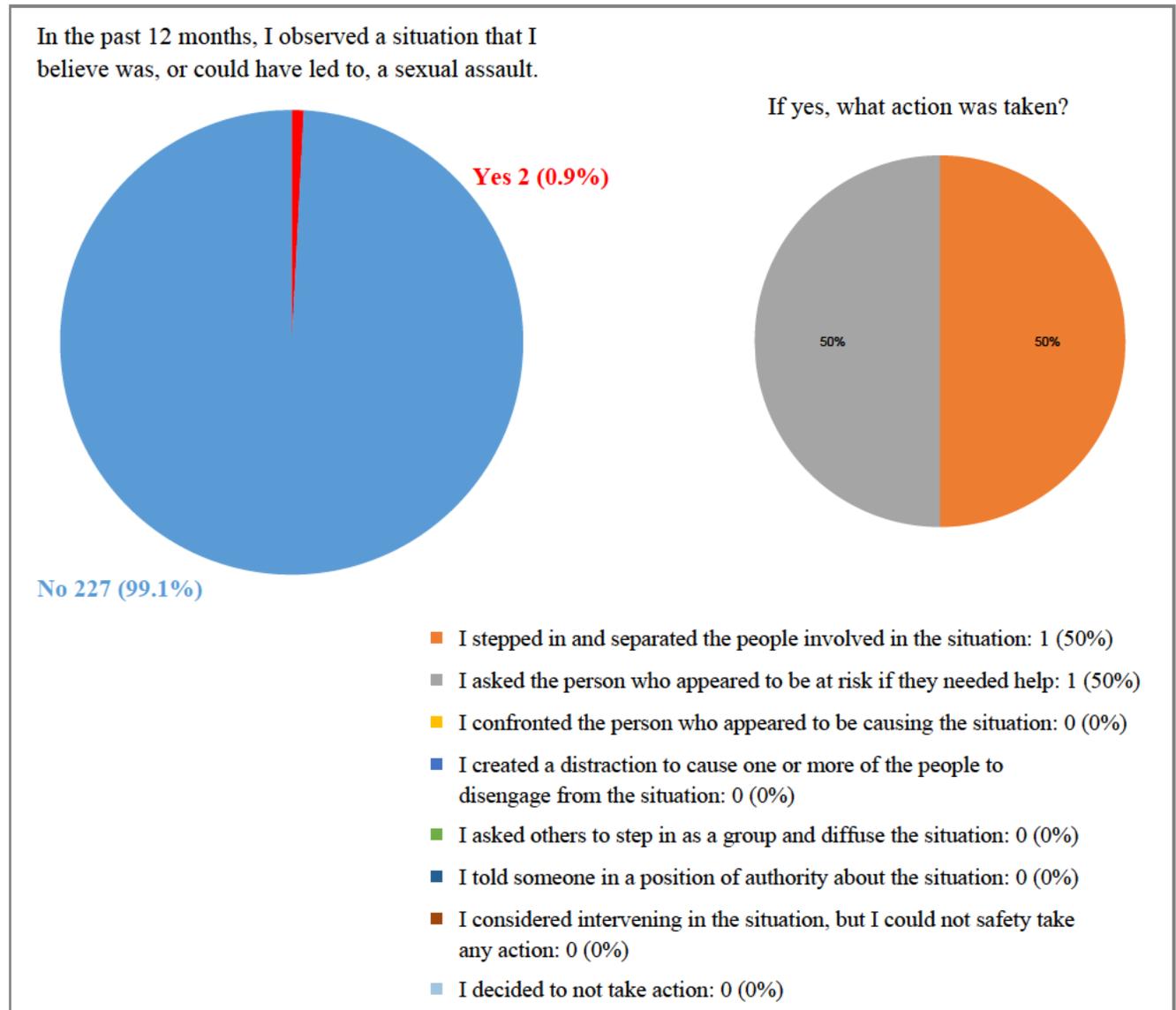


Figure 10. Bystander Intervention



VII. Locally Developed Questions

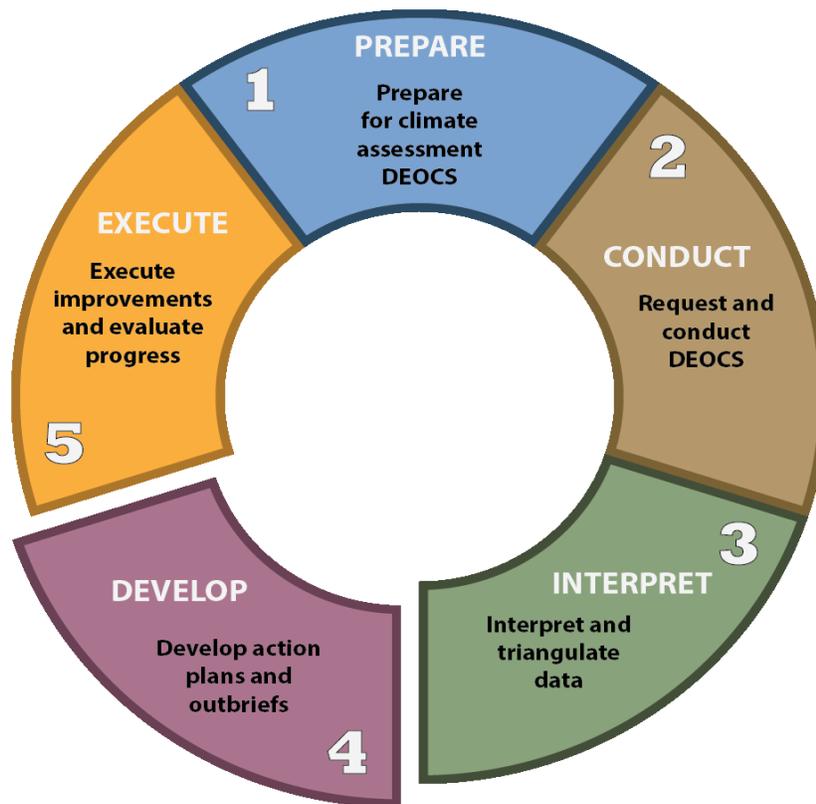
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Table 3. Locally Developed Questions

| 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.



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321-494-2675/3260/4217

DSN: 854-2675/3260/4217

support@deocs.net

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 https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home | |
| | 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 341 | 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: 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. | |
| | 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: | |
| | deocs@datarecognitioncorp.com | |
| | 1-833-867-5674 | |

Response Rate

11%

Total in Unit

2.42K

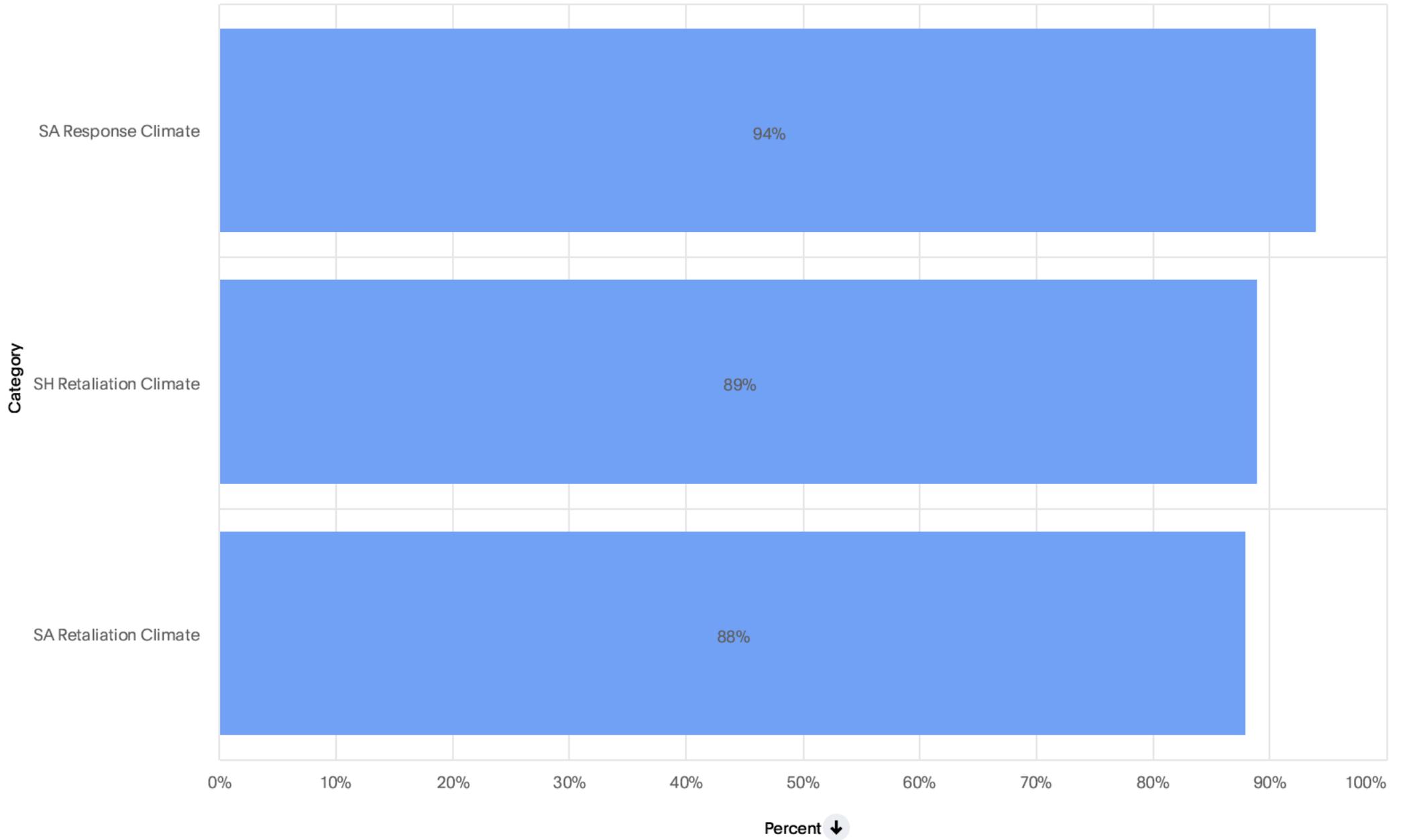
Total Surveys Returned

278

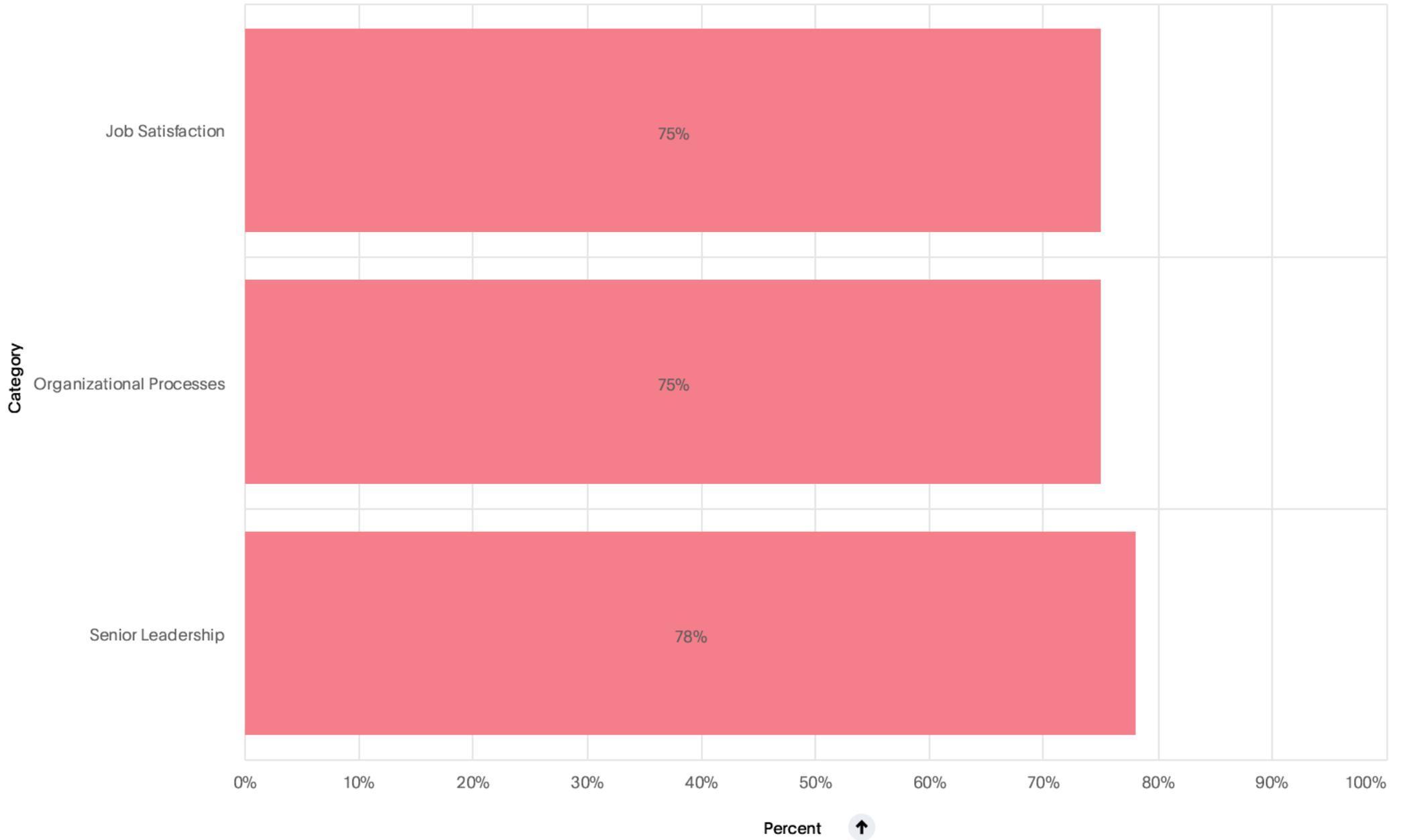
Total Incomplete Surveys

73

Top 3 - Climate Factors with Highest Favorability Ratings

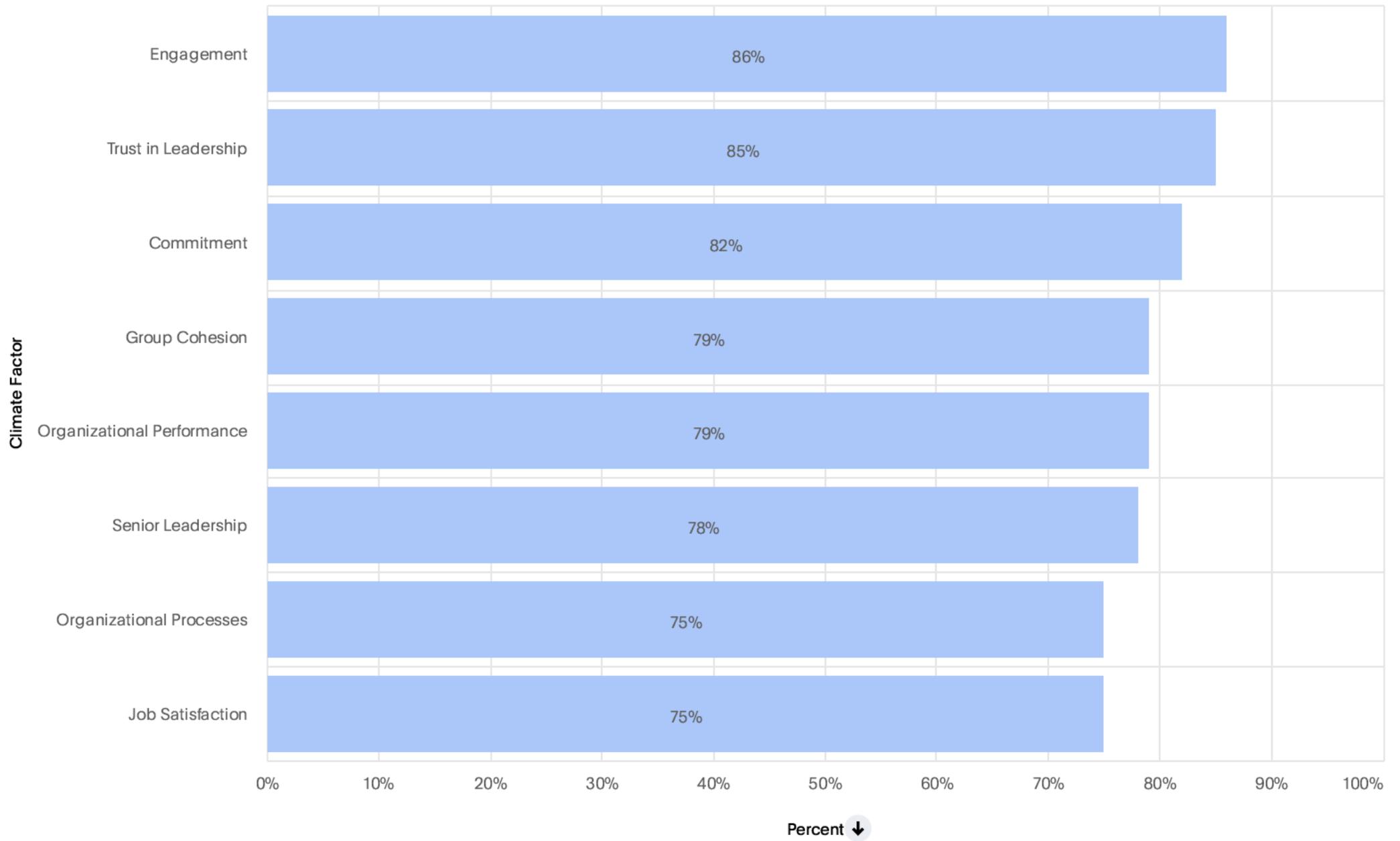


Bottom 34 Climate Factors with Lowest Favorability Ratings



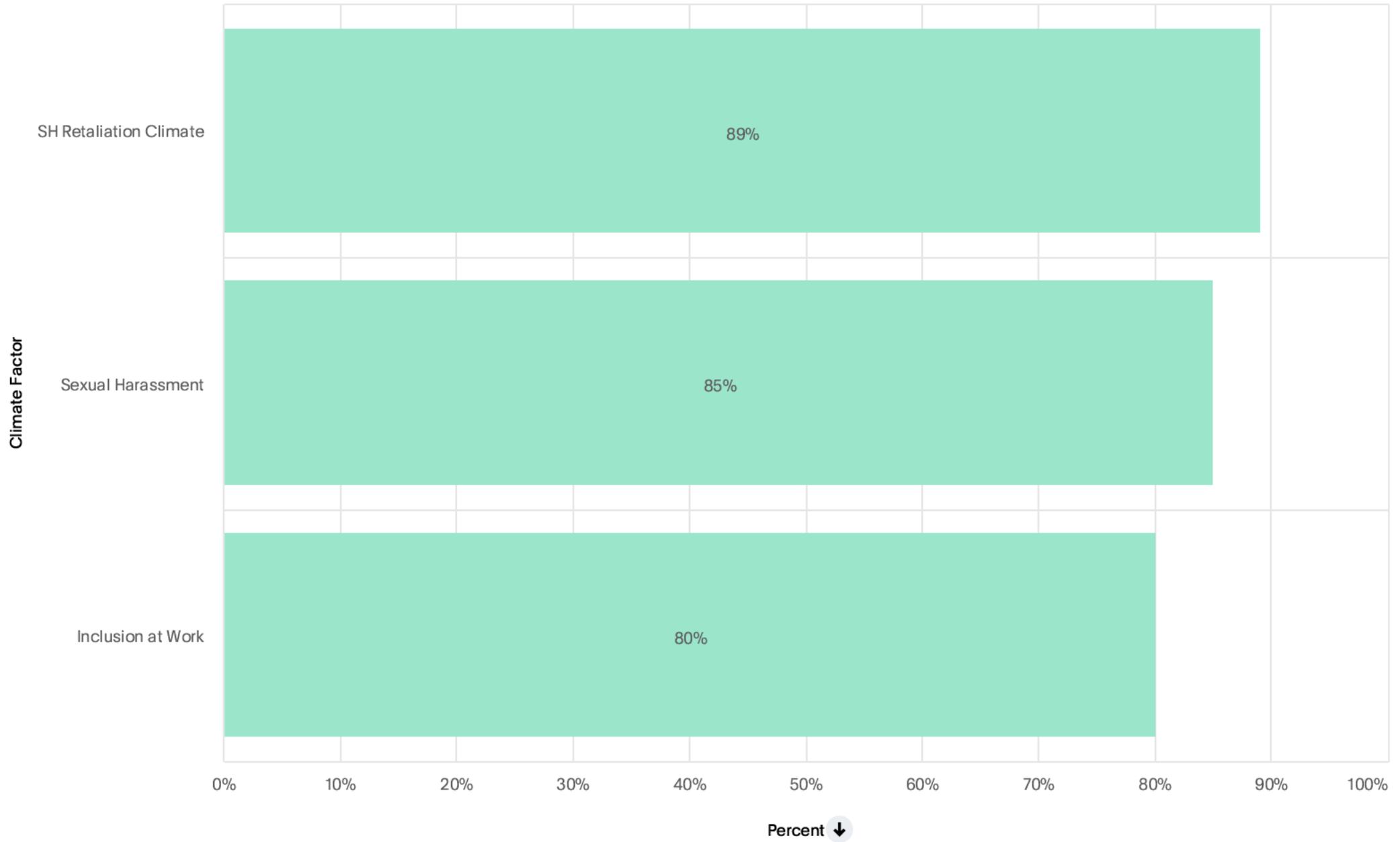
Organizational Effectiveness

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



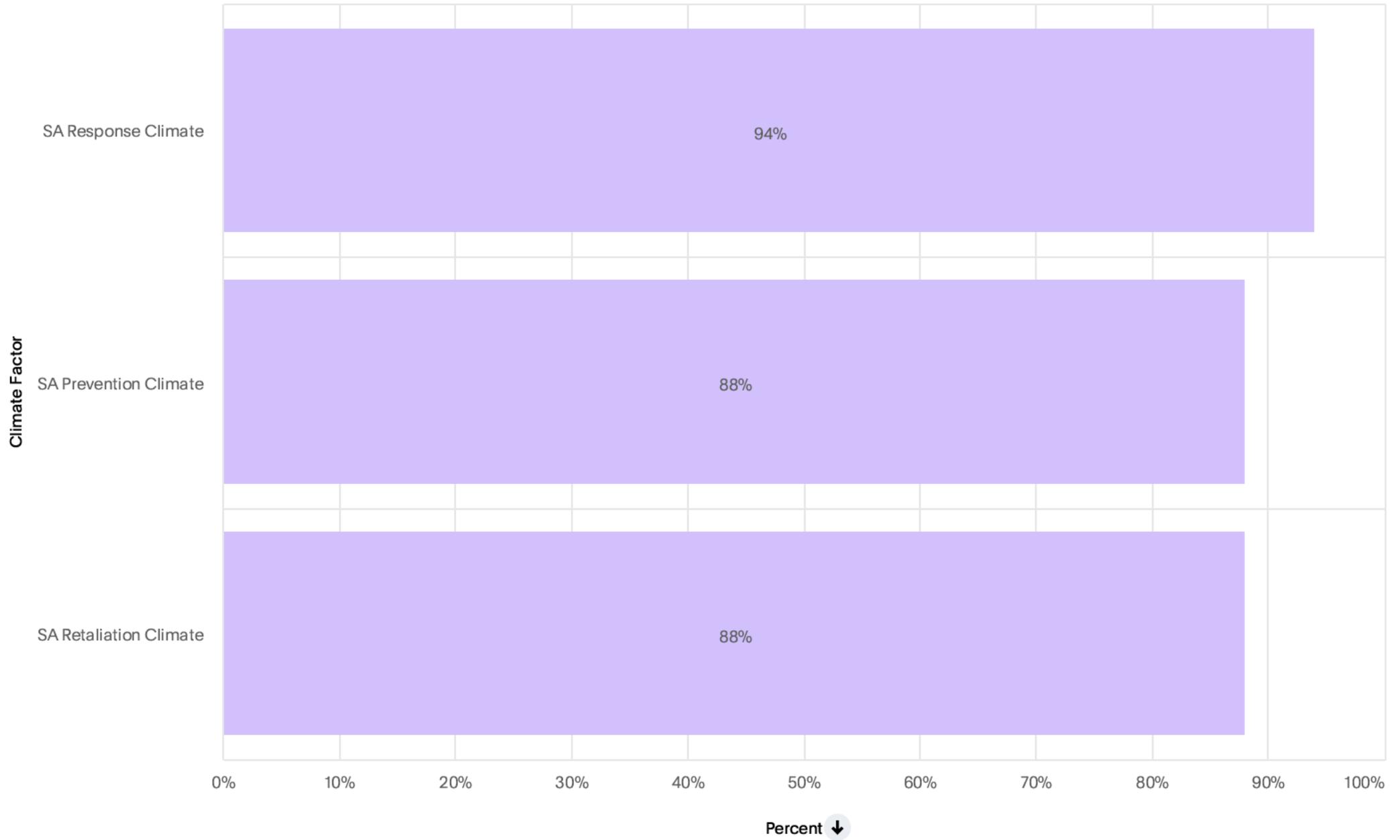
EO/EE/FAIR Treatment

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% |

15 rows total

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% |

352 Connectedness

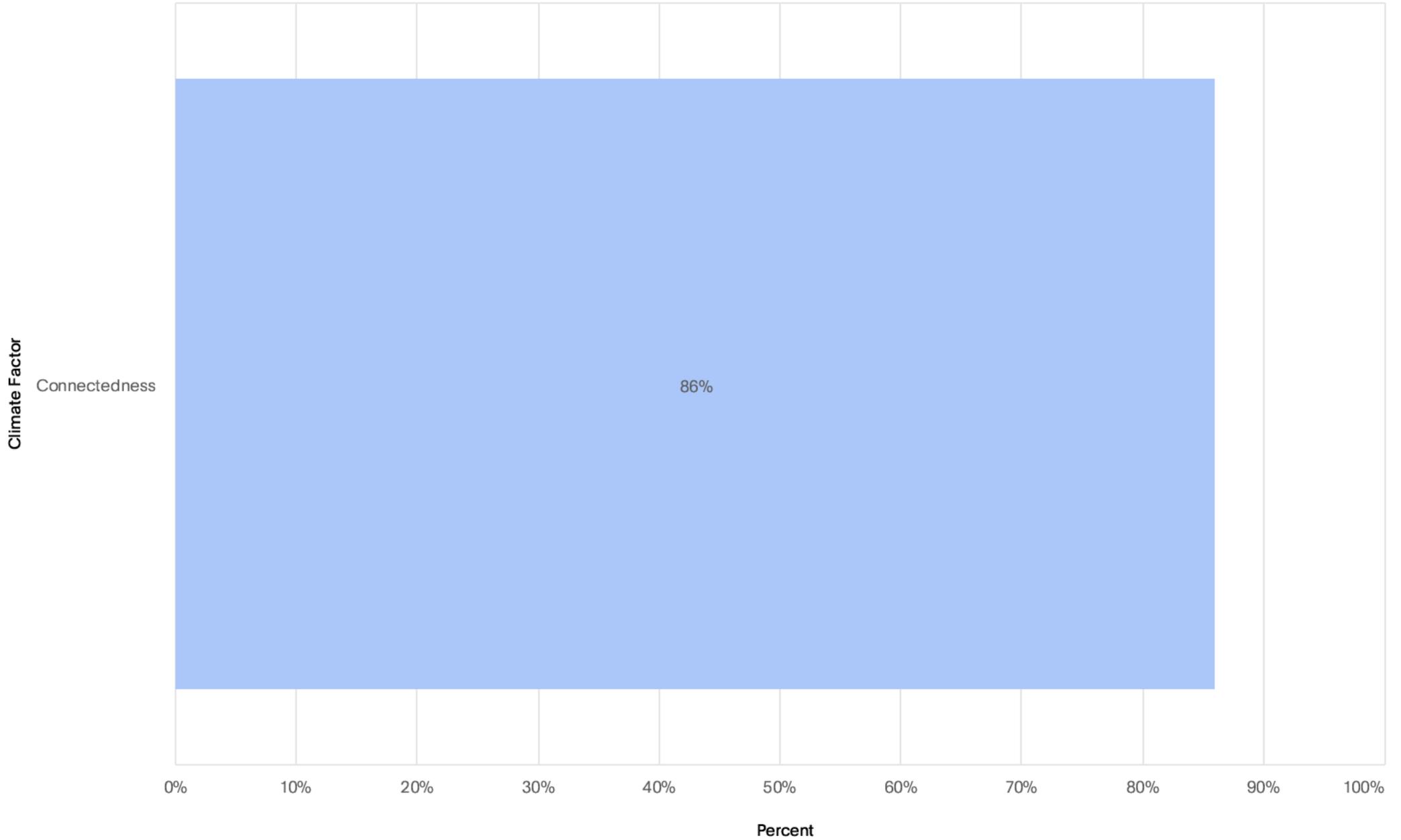
Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.4 for more info.

| 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

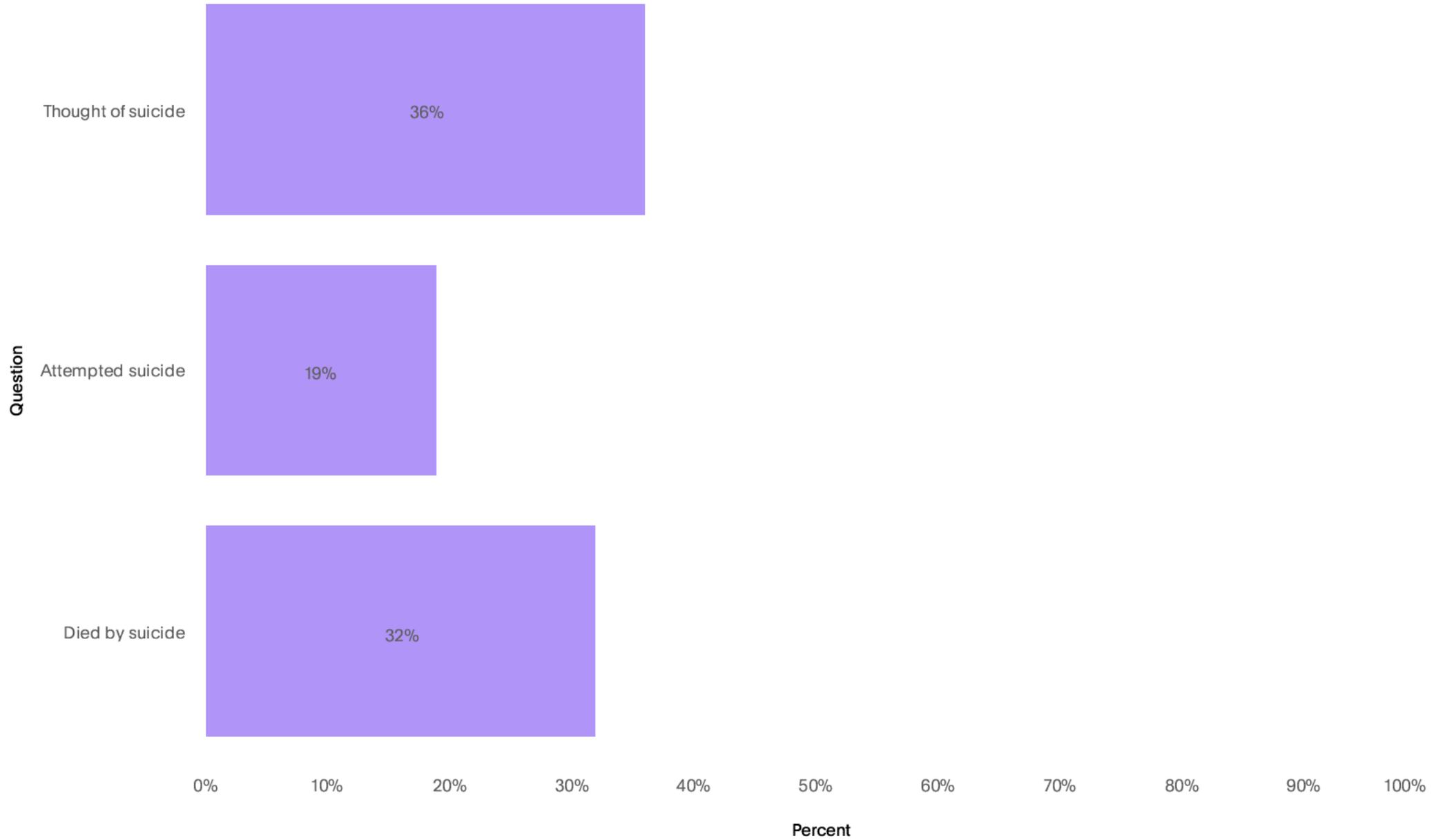
Connectedness (Overall)

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



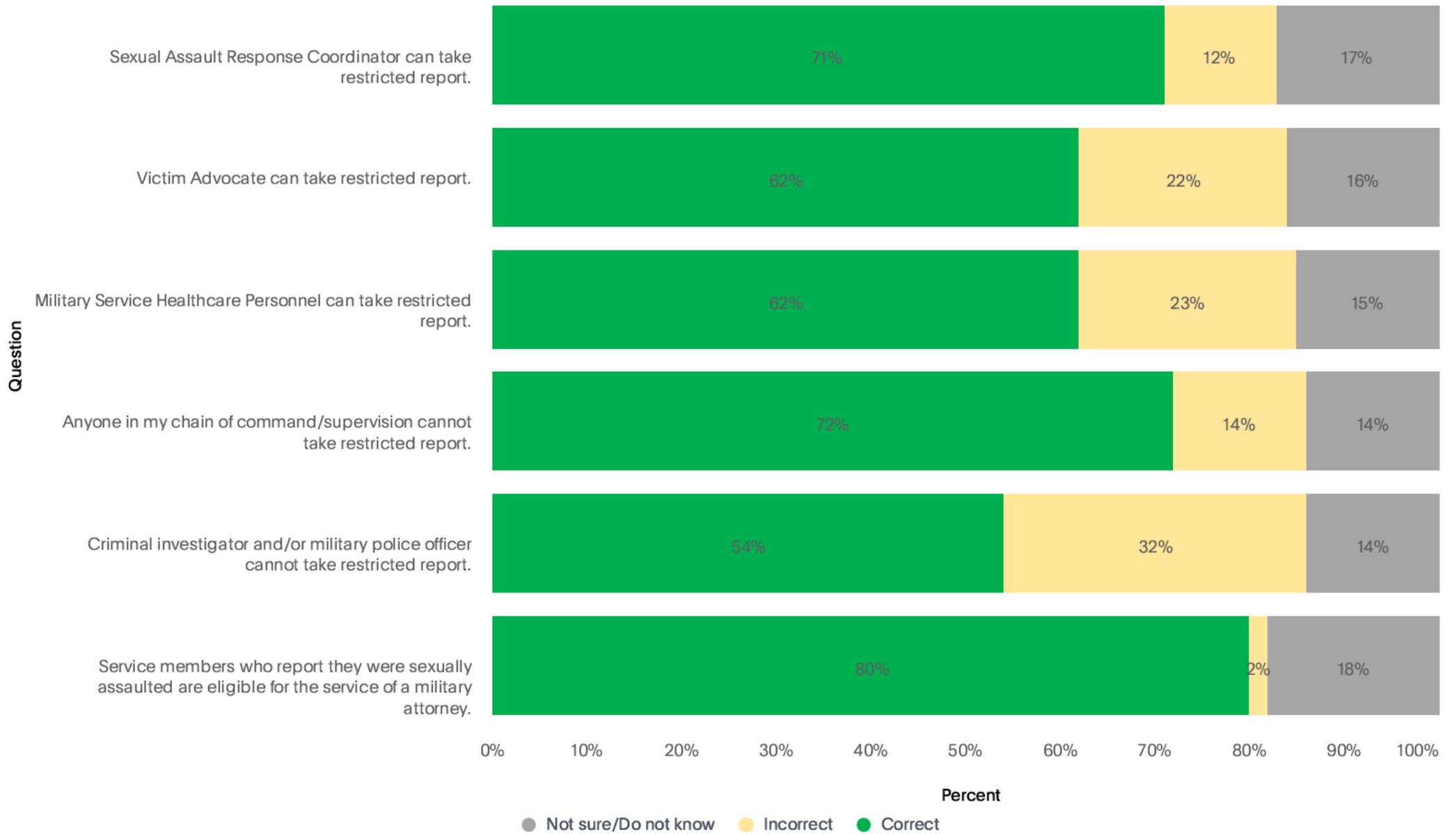
Knowledge of Suicide Ideation, Attempts & Death

I know someone in my organization who has...



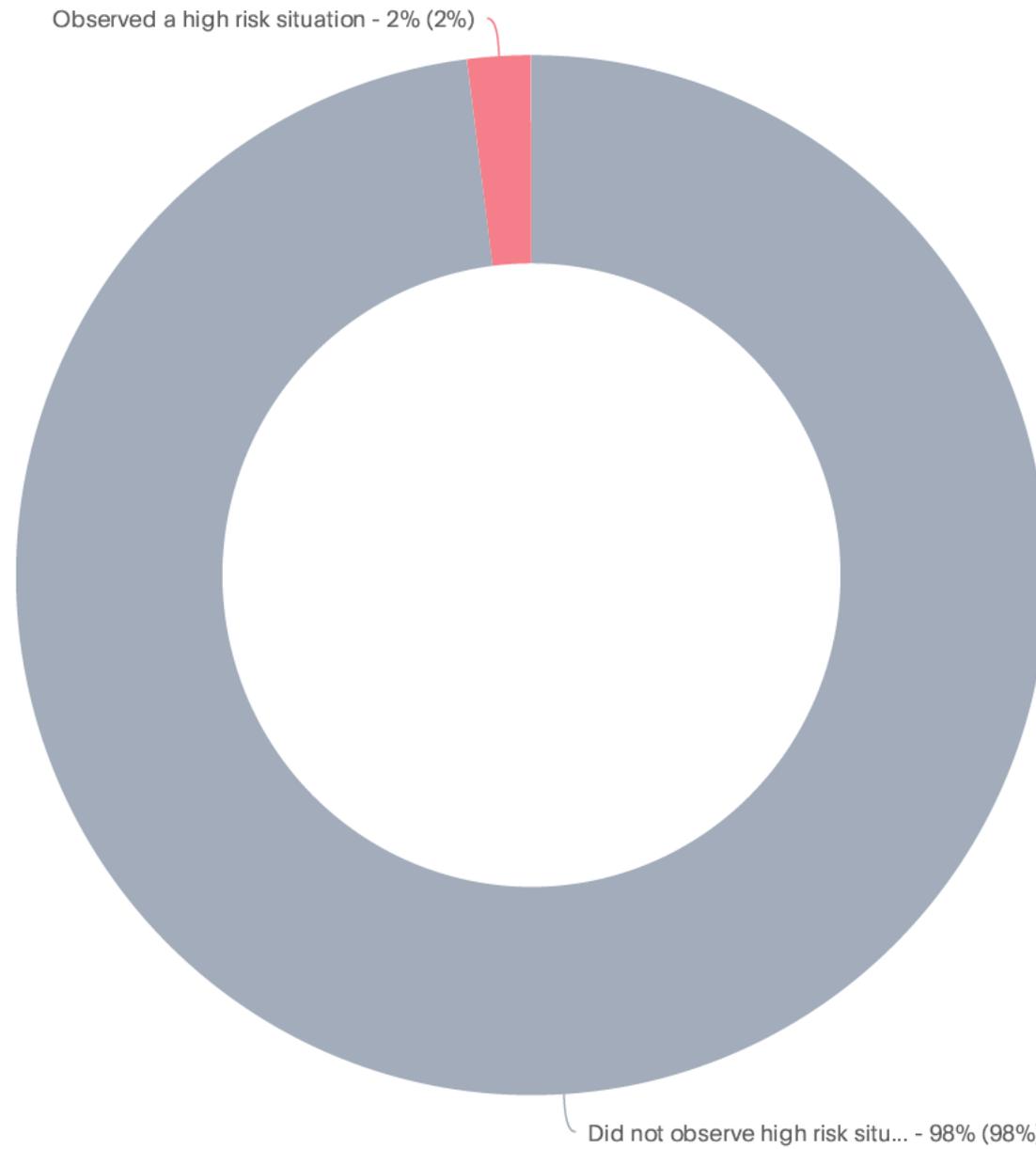
Sexual Assault Reporting Knowledge

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

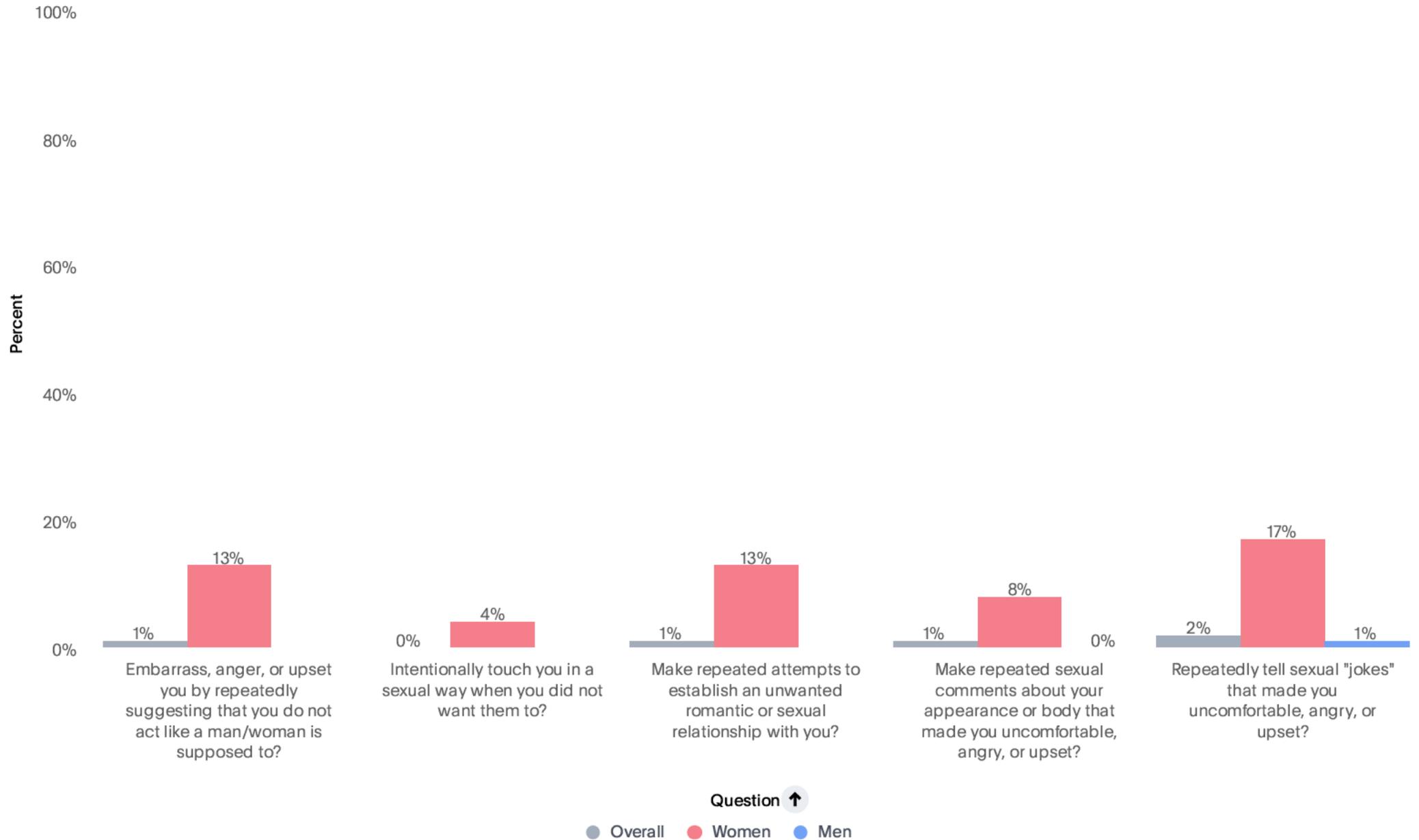
For those individuals who observed a high risk situation, they were asked to choose the response that most closely resembled their actions.

No data

0 rows total

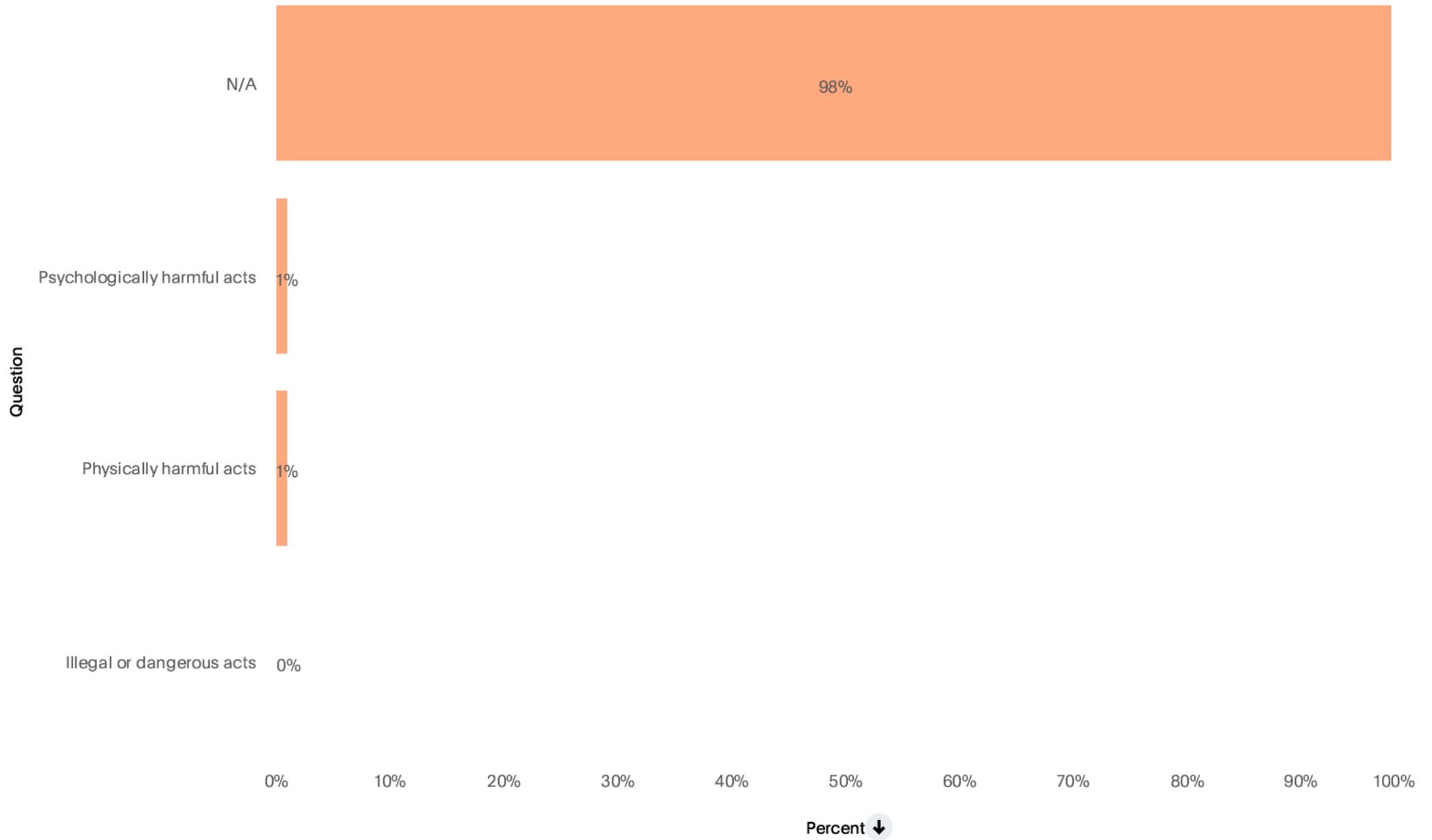
Unwanted Workplace Experiences

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.



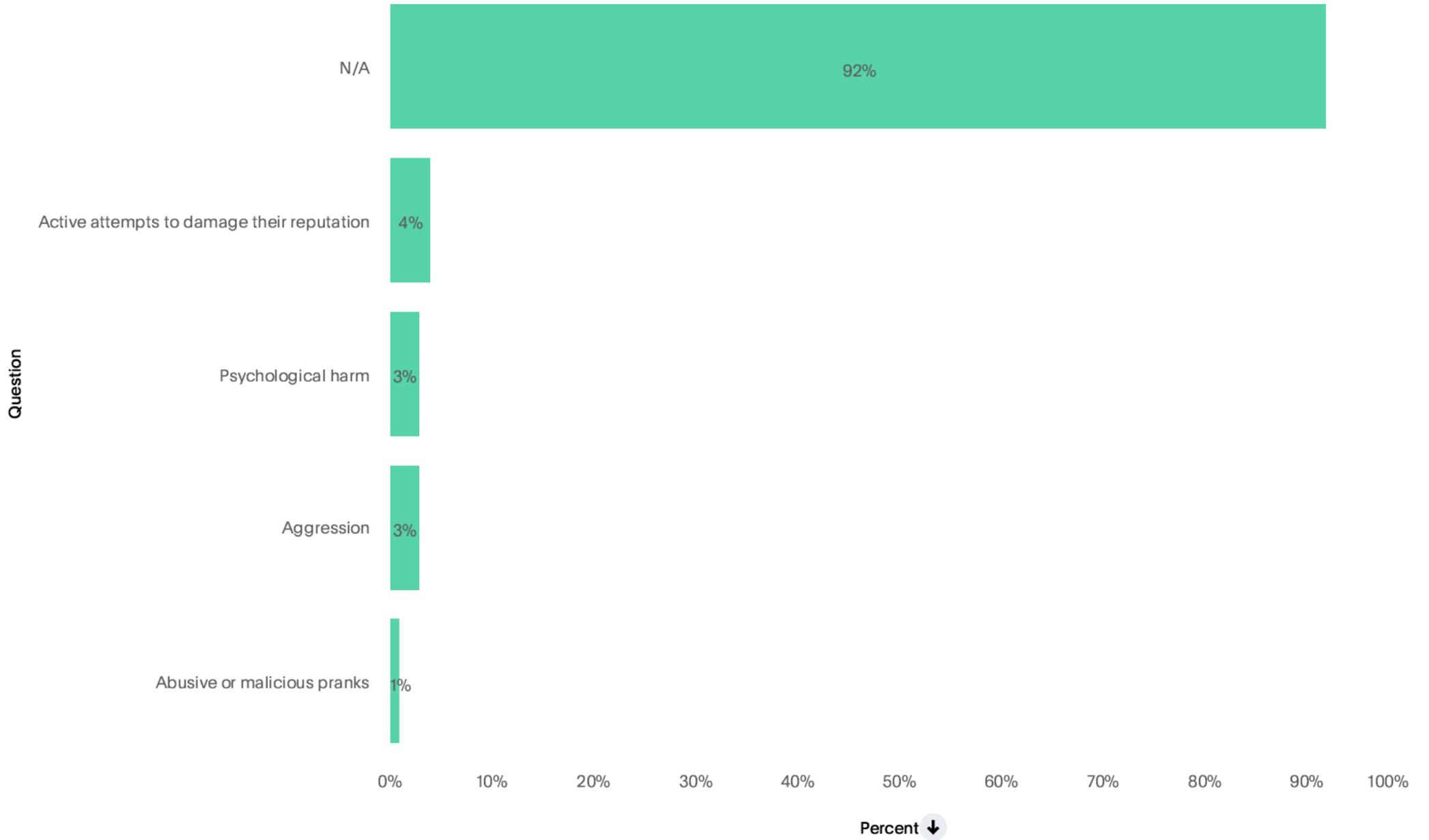
Hazing359

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 | Slightly 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/EEOC 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/EE-75 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 Business: 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) | |

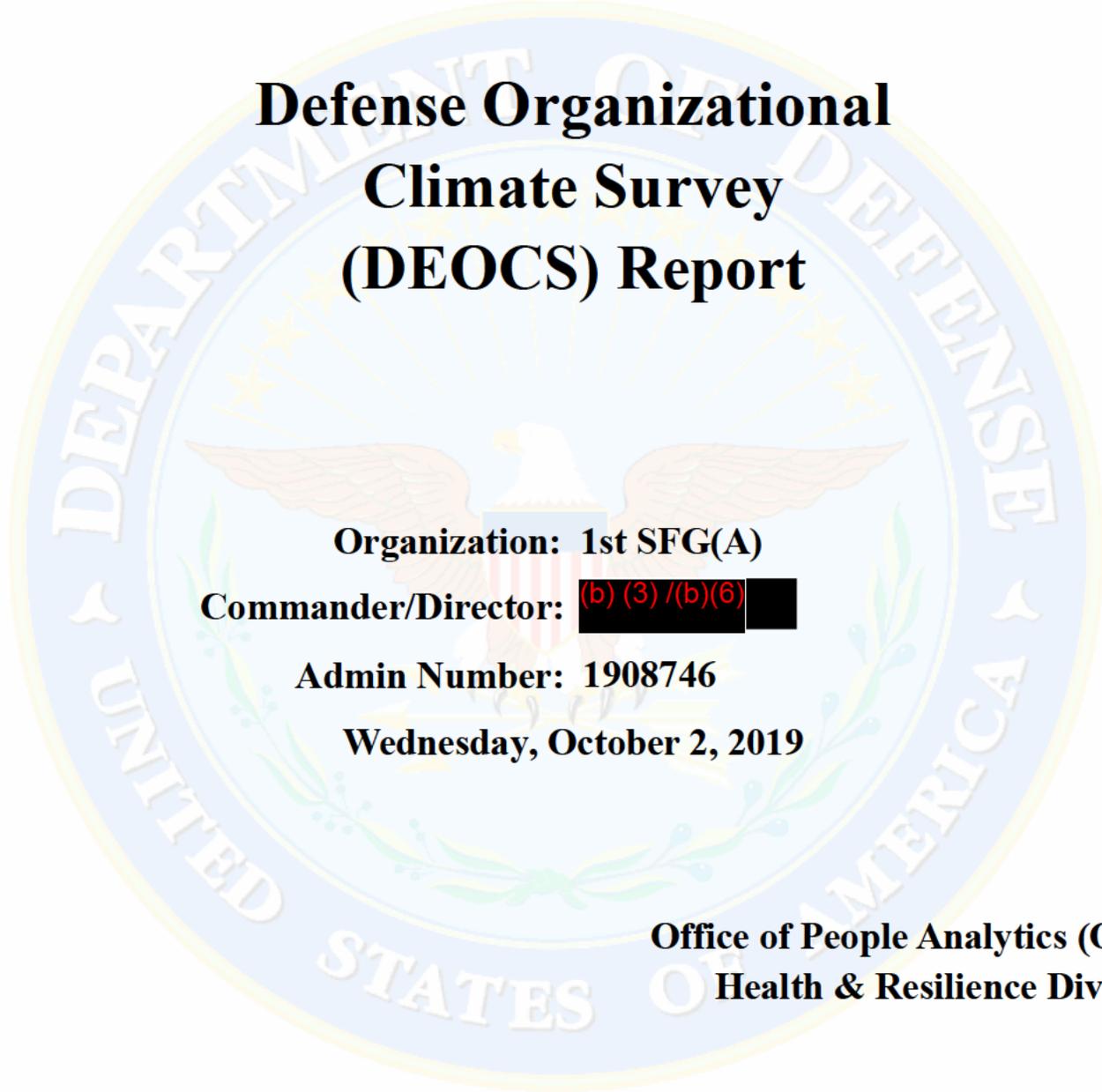
2 rows total

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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|--------|---------|
| 1st SFG(A) | Number | Percent |
| 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.

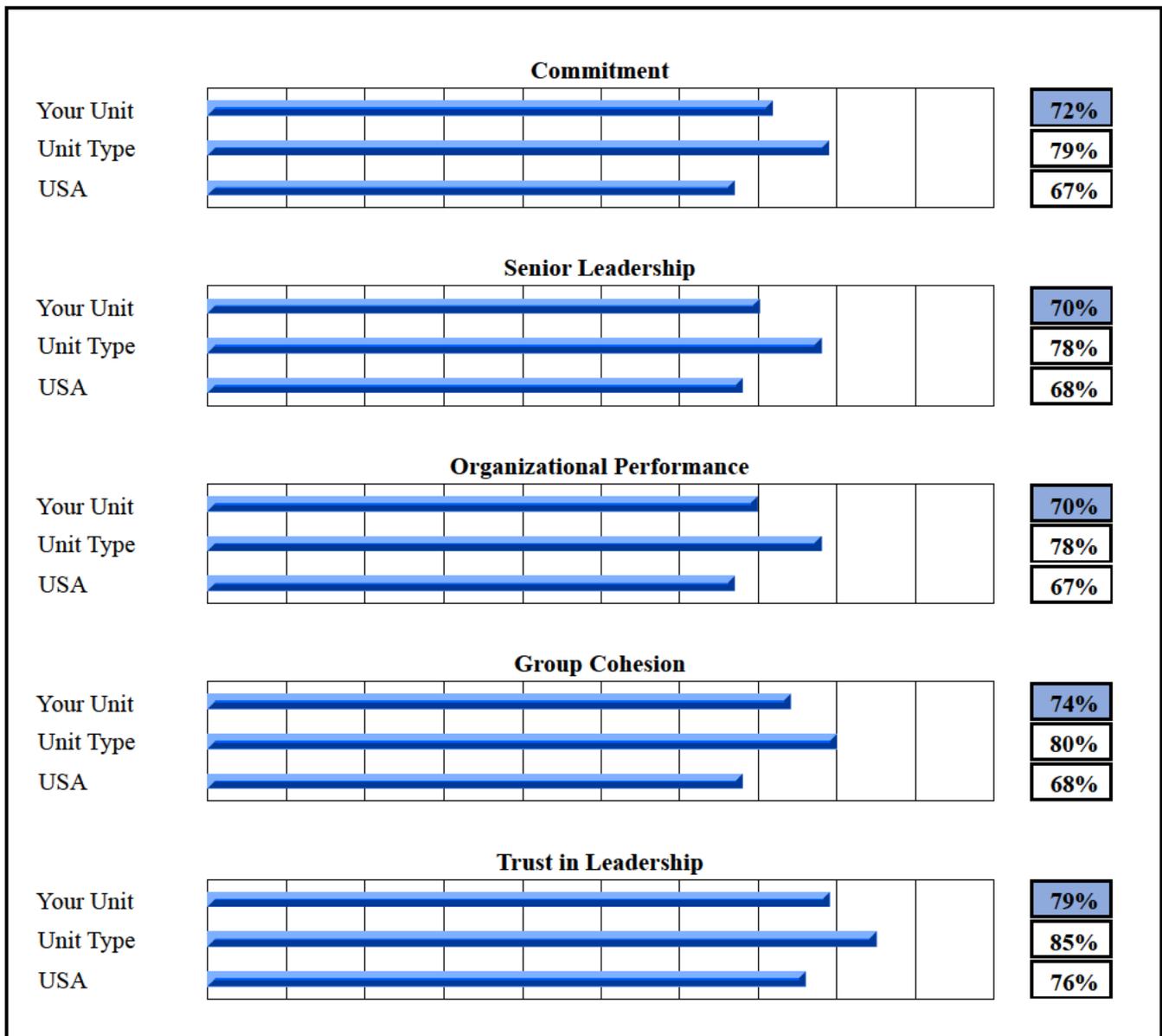
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

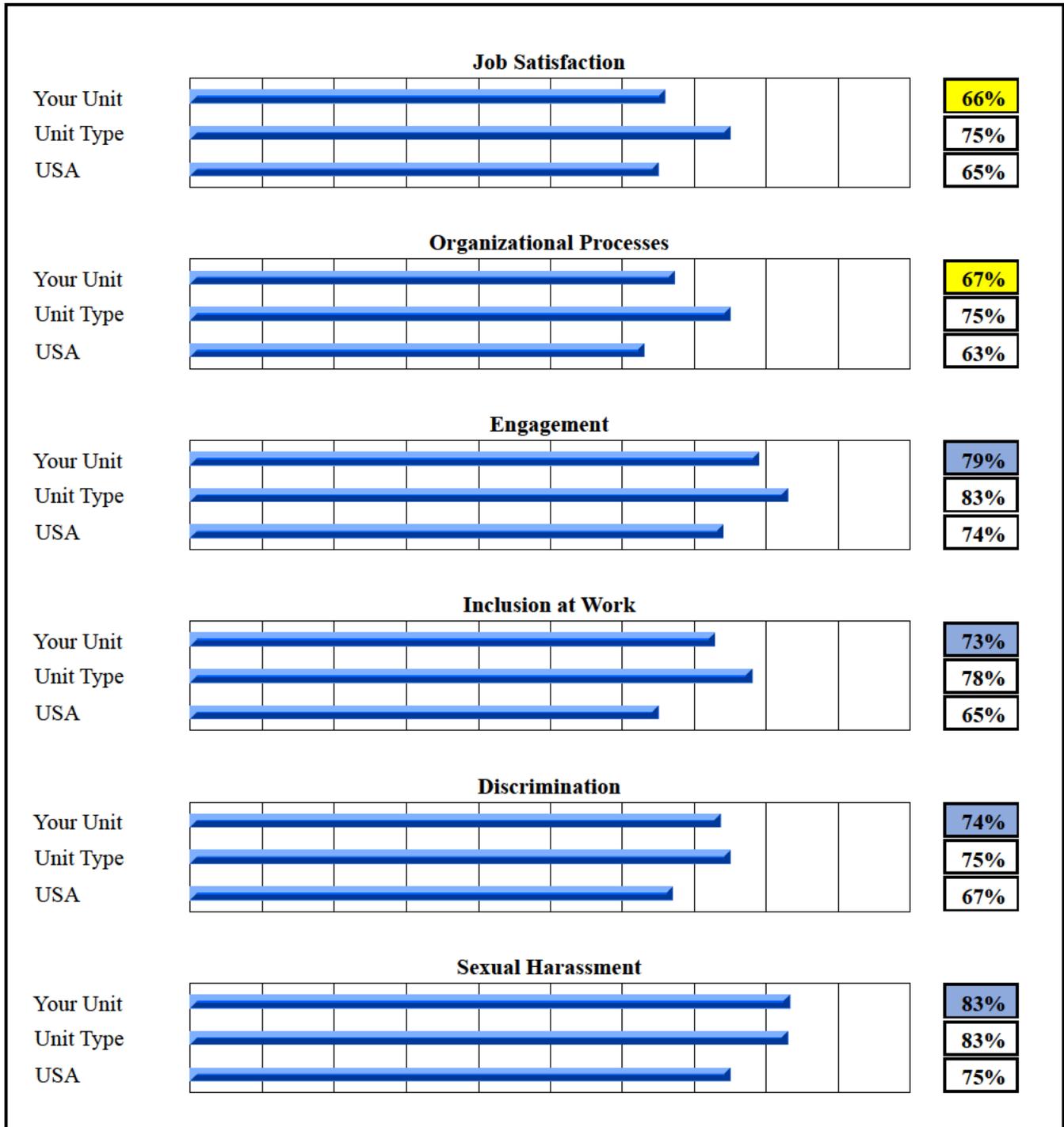
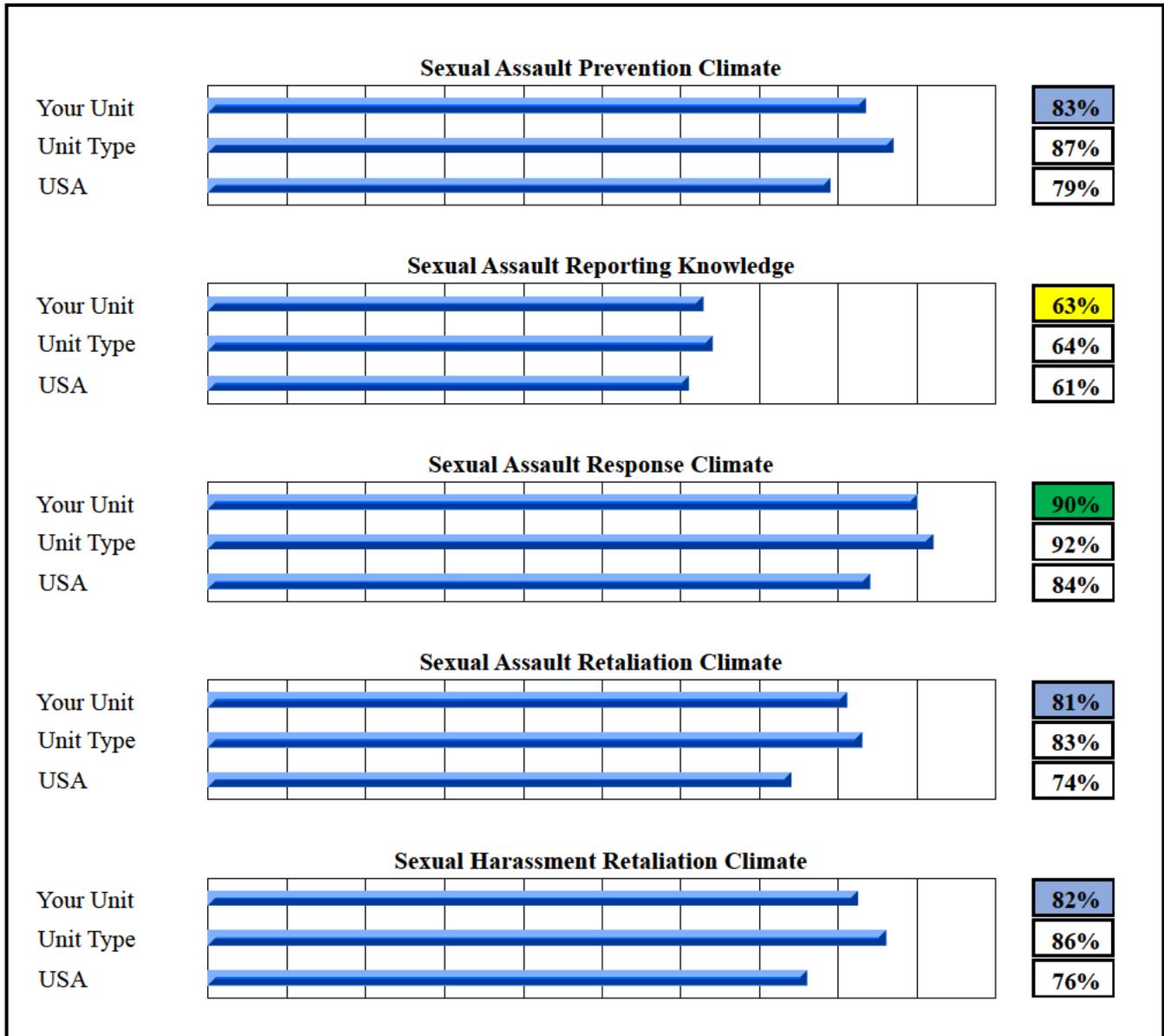


Figure 2 (cont): Unit Summaries

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>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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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>1st SFG(A)</u> | | | | | | | |
|-----------------|--|------------------------------|----------------|-----------|-----------------------|-------------------|----------------------------|--------------------|-----------------------|
| | | <u>EO/EEO/Fair Treatment</u> | | | | <u>SAPR</u> | | | |
| | | <u>Inclusion</u> | <u>Discrim</u> | <u>SH</u> | <u>SH Retaliation</u> | <u>SA Prevent</u> | <u>SA Report Knowledge</u> | <u>SA Response</u> | <u>SA Retaliation</u> |
| 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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%) |
| Total | 5% | 6% | 4% | 13% | 13% | 37% | 23% |
| | | 15% | | | | 72% | |

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%) |
| Total | 5% | 7% | 4% | 15% | 14% | 35% | 21% |
| | | 15% | | | | 70% | |

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%) |
| Total | 5% | 7% | 6% | 12% | 15% | 31% | 23% |
| | | 18% | | | | 70% | |

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%) |
| Total | 5% | 5% | 5% | 11% | 15% | 38% | 21% |
| | | 15% | | | | 74% | |

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%) |
| Total | 5% | 3% | 4% | 9% | 9% | 37% | 33% |
| | | 12% | | | | 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. | 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%) |
| Total | 9% | 8% | 4% | 13% | 17% | 31% | 18% |
| | | 21% | | | | 66% | |

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%) |
| Total | 7% | 6% | 6% | 14% | 14% | 38% | 15% |
| | | 19% | | | | 67% | |

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%) |
| Total | 4% | 4% | 2% | 11% | 11% | 40% | 28% |
| | | 10% | | | | 79% | |

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%) |
| | 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 (3%) | 13 (5%) | 18 (7%) | 26 (10%) | 8 (3%) | 101 (37%) | 96 (36%) |
| Total | 4% | 6% | 6% | 11% | 12% | 40% | 21% |
| | | 16% | | | | 73% | |

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

* 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 |
|---------------------------------------------------------------|-------------|---------|-----------|
| Race/Color/National Origin | 35 (13%) | 20 (7%) | 215 (80%) |
| Religion | 38 (14%) | 16 (6%) | 216 (80%) |
| Sex | 41 (15%) | 20 (7%) | 209 (77%) |
| Sexual Orientation | 35 (13%) | 24 (9%) | 211 (78%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 1% | 1% | 0% | 8% | 3% | 32% | 55% |
| | | 2% | | | | 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. | 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%) |
| Total | 49% | 30% | 2% | 13% | 2% | 2% | 2% |
| | | 81% | | | | 6% | |

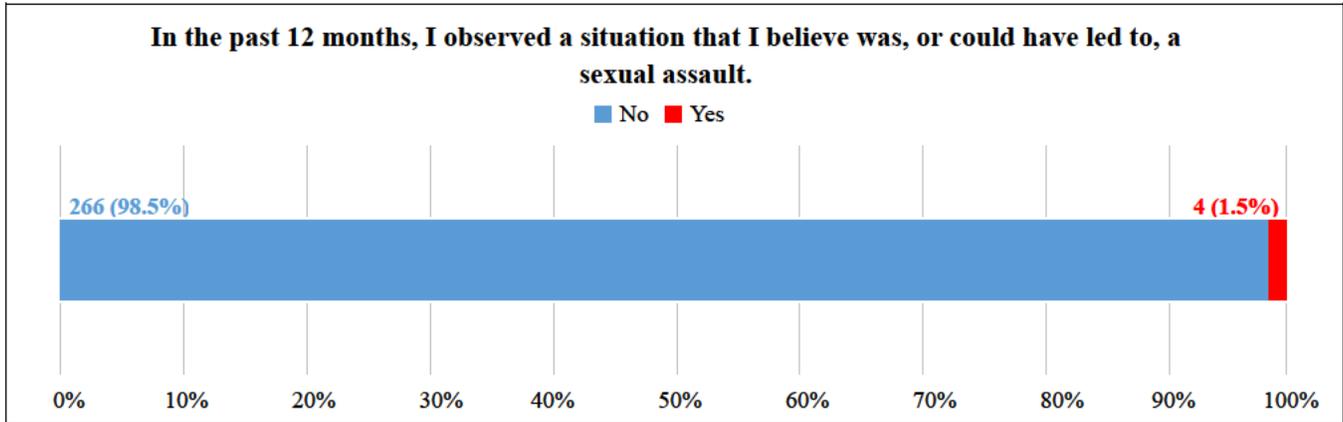
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 50% | 30% | 3% | 12% | 2% | 2% | 1% |
| | | 82% | | | | 6% | |

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% |
| Total | 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.

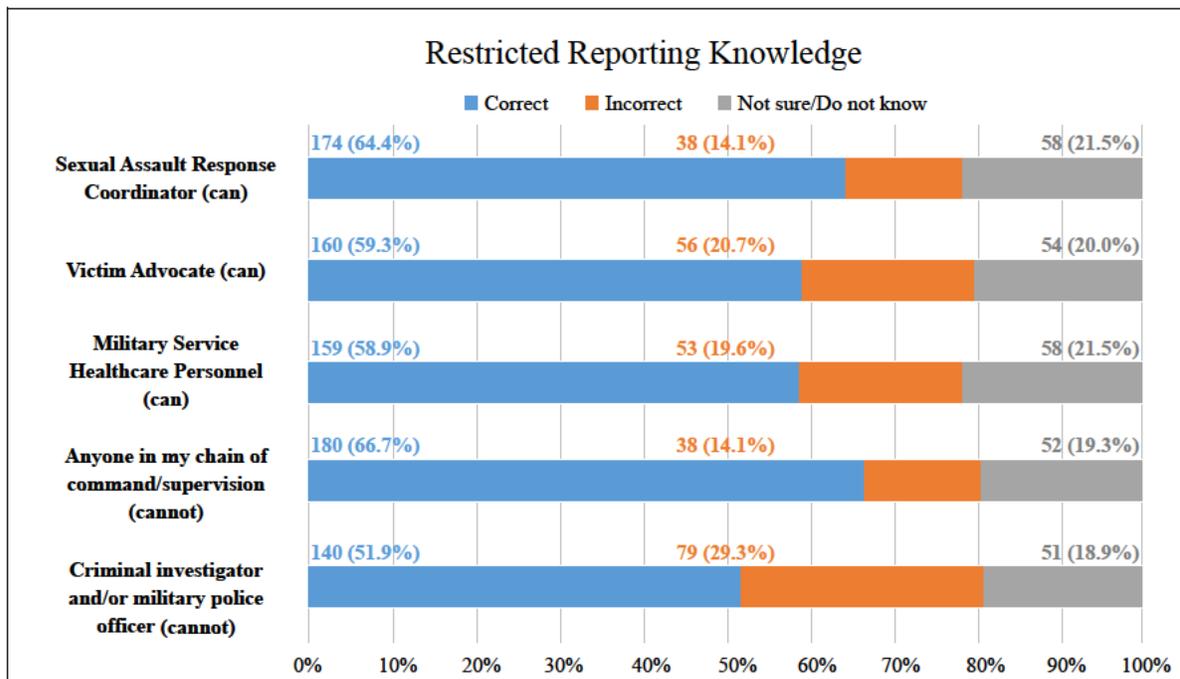
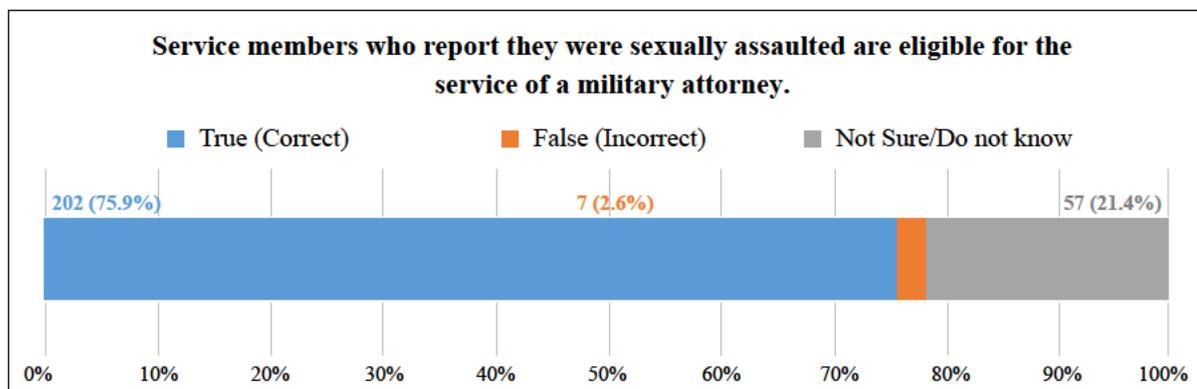


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



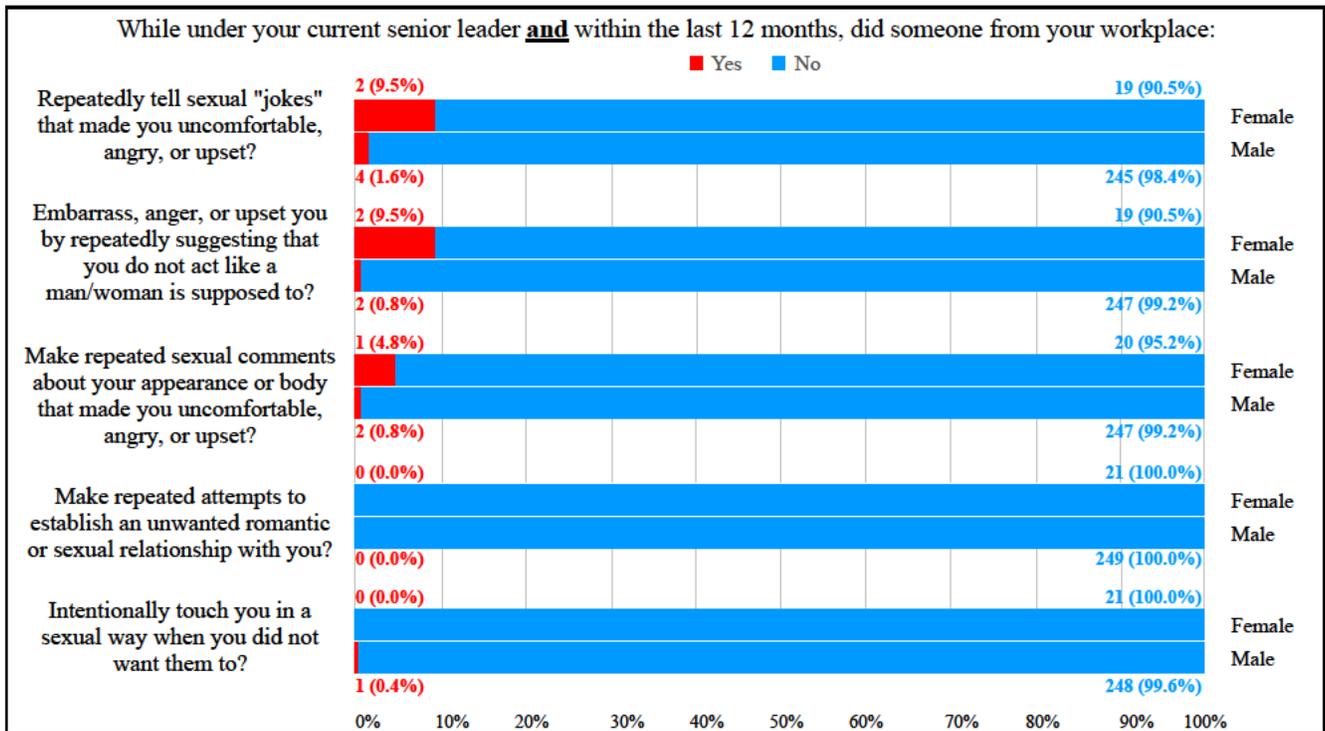
Unwanted Workplace Experiences

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 and 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

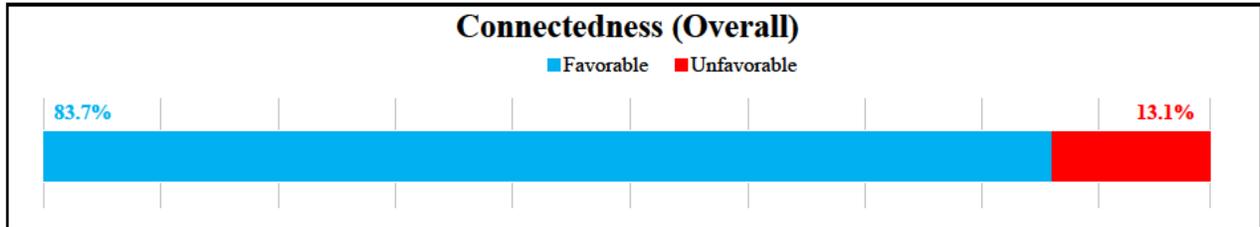


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

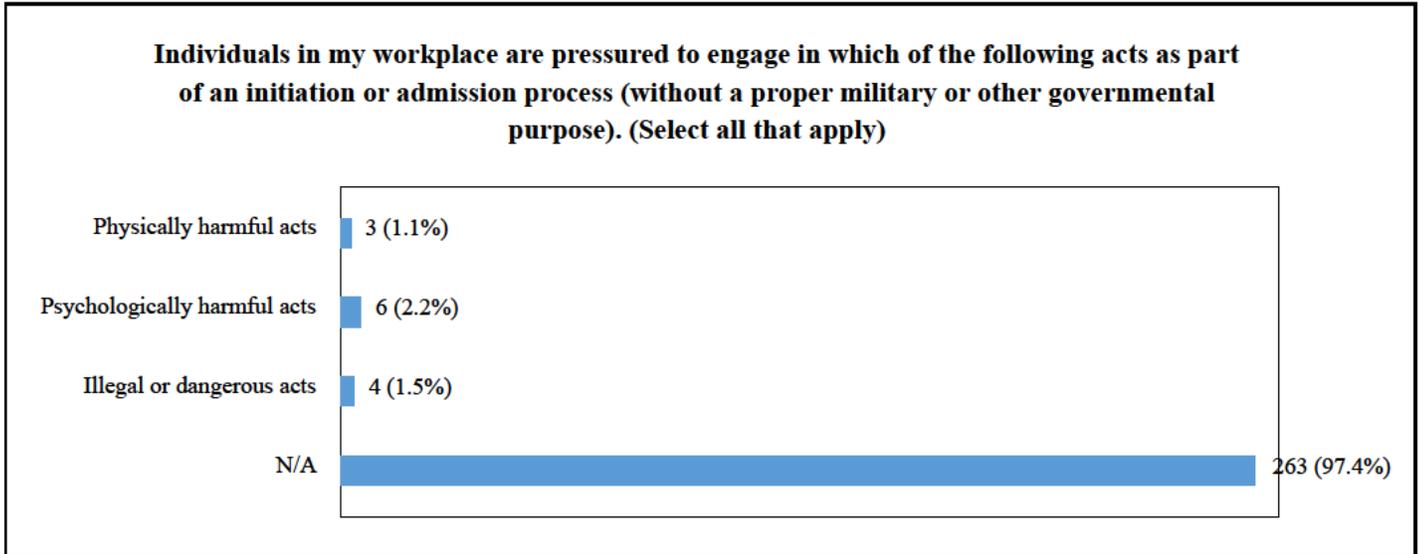
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

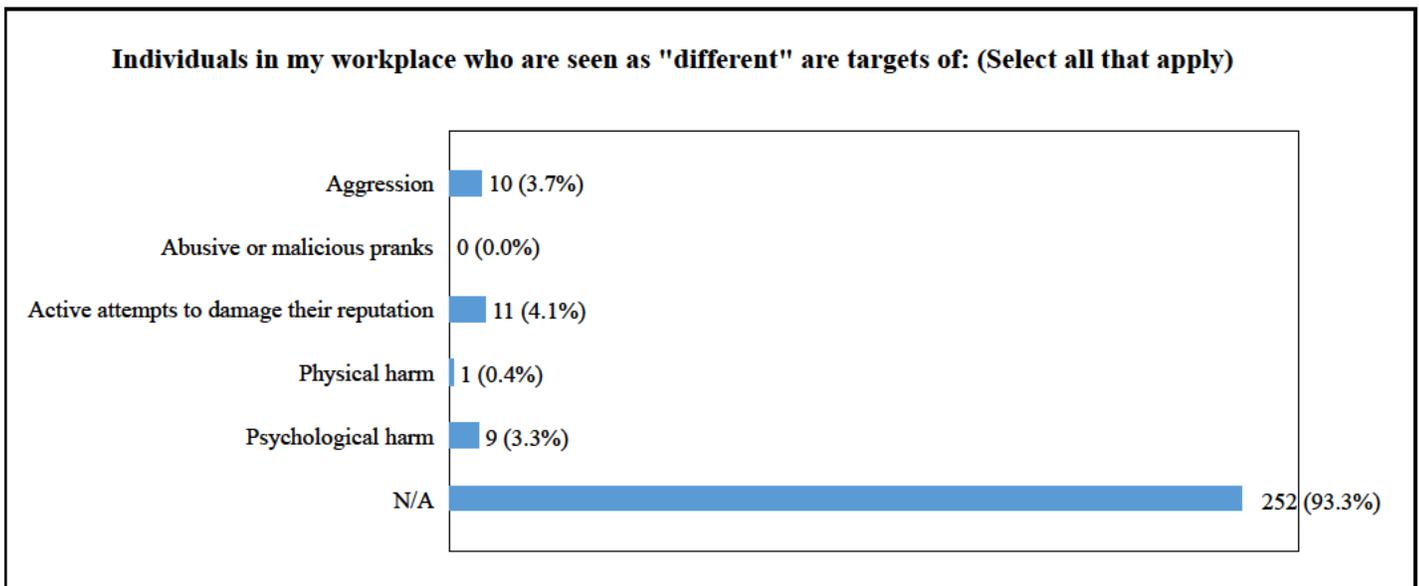
Figure 11. Respondents' Responses to Hazing



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) 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

Appendix A: Your Locally Developed Questions

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

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|------------------|----------------|
| Strongly Disagree | | | | | | 22 | 8.1 |
| Disagree | | | | | | 48 | 17.8 |
| Neither Agree nor Disagree | | | | | | 58 | 21.5 |
| Agree | | | | | | 102 | 37.8 |
| Strongly Agree | | | | | | 40 | 14.8 |
| Total | | | | | | 270 | 100.0 |

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

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|------------------|----------------|
| Strongly Disagree | | | | | | 13 | 4.8 |
| Disagree | | | | | | 14 | 5.2 |
| Neither Agree nor Disagree | | | | | | 33 | 12.2 |
| Agree | | | | | | 143 | 53.0 |
| Strongly Agree | | | | | | 67 | 24.8 |
| Total | | | | | | 270 | 100.0 |

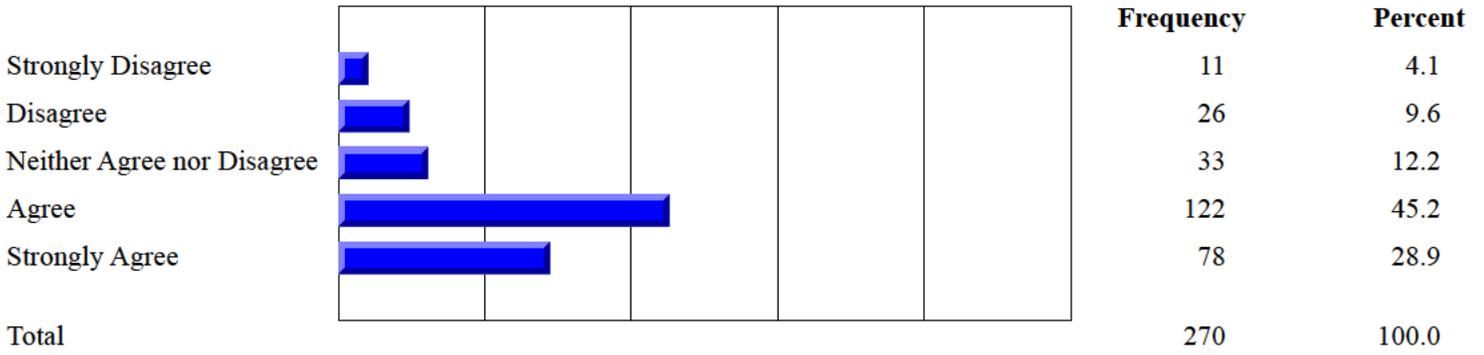
3. This unit takes an active role in caring for the needs of family members of deployed unit personnel.

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|------------------|----------------|
| Strongly Disagree | | | | | | 11 | 4.1 |
| Disagree | | | | | | 20 | 7.4 |
| Neither Agree nor Disagree | | | | | | 42 | 15.6 |
| Agree | | | | | | 94 | 34.8 |
| Strongly Agree | | | | | | 103 | 38.1 |
| Total | | | | | | 270 | 100.0 |

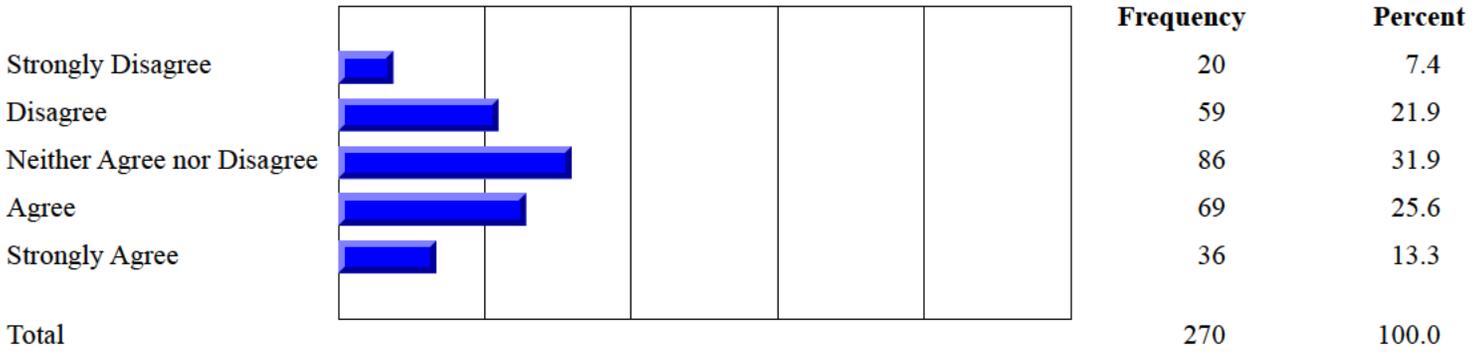
4. The Commander shows an interest in my welfare.

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|------------------|----------------|
| Strongly Disagree | | | | | | 12 | 4.4 |
| Disagree | | | | | | 20 | 7.4 |
| Neither Agree nor Disagree | | | | | | 53 | 19.6 |
| Agree | | | | | | 108 | 40.0 |
| Strongly Agree | | | | | | 77 | 28.5 |
| Total | | | | | | 270 | 100.0 |

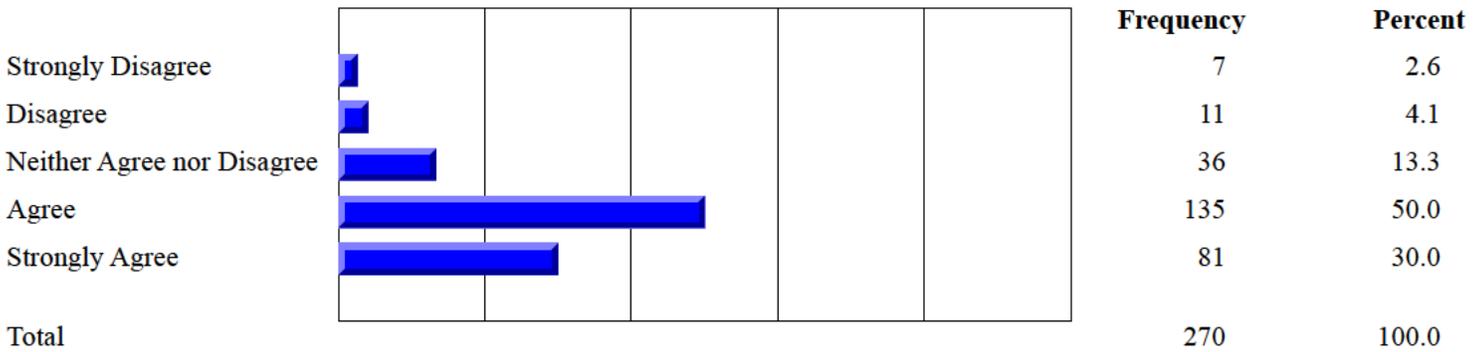
5. I trust management/leadership to handle complaints, problems, or issues seriously.



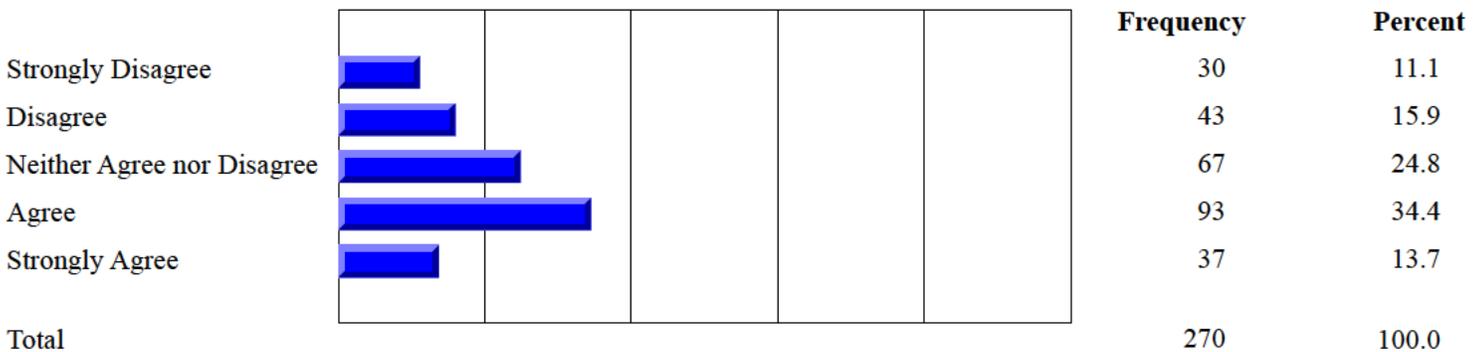
6. I experience a high level of stress in this command.



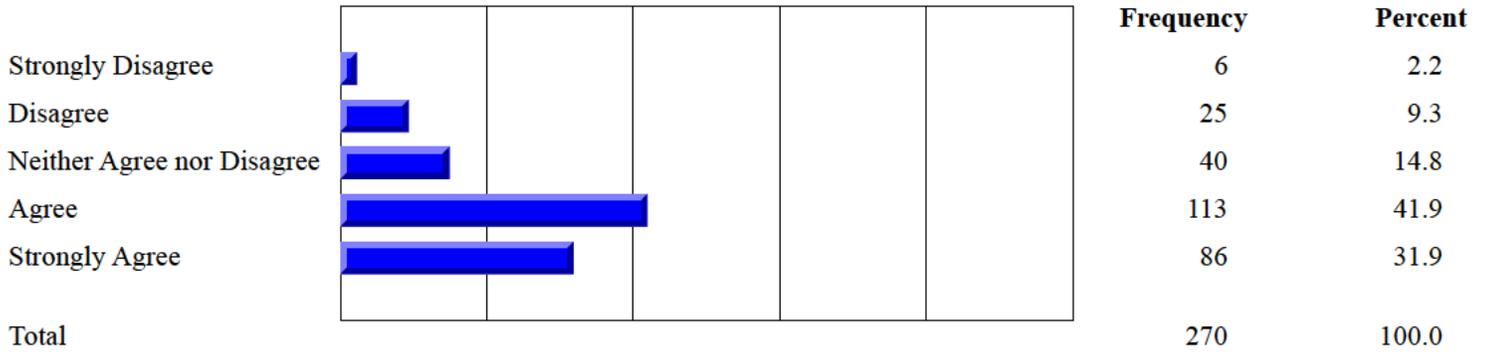
7. An atmosphere of respect exists in my work area.



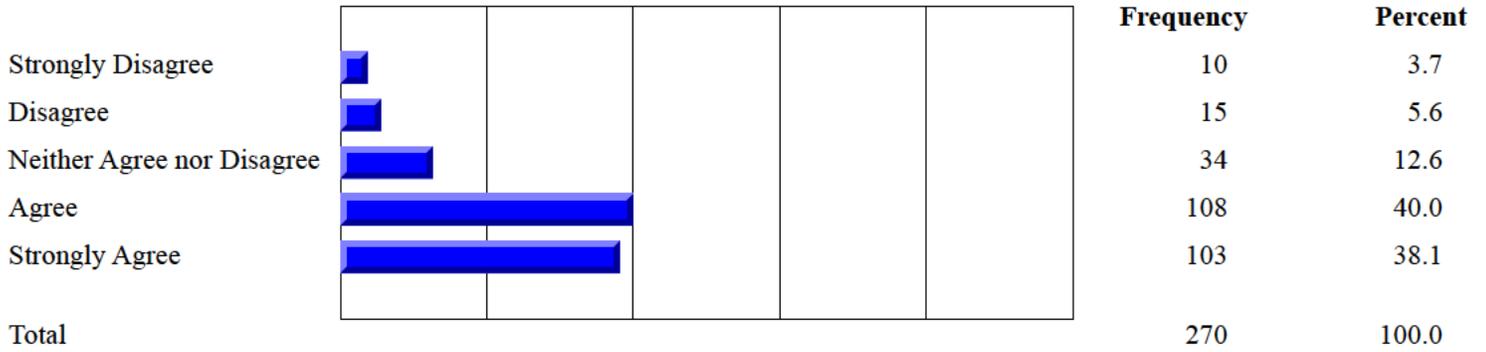
8. The current level of morale is high.



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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 1st SFG(A) | Number | Percent |
| 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.

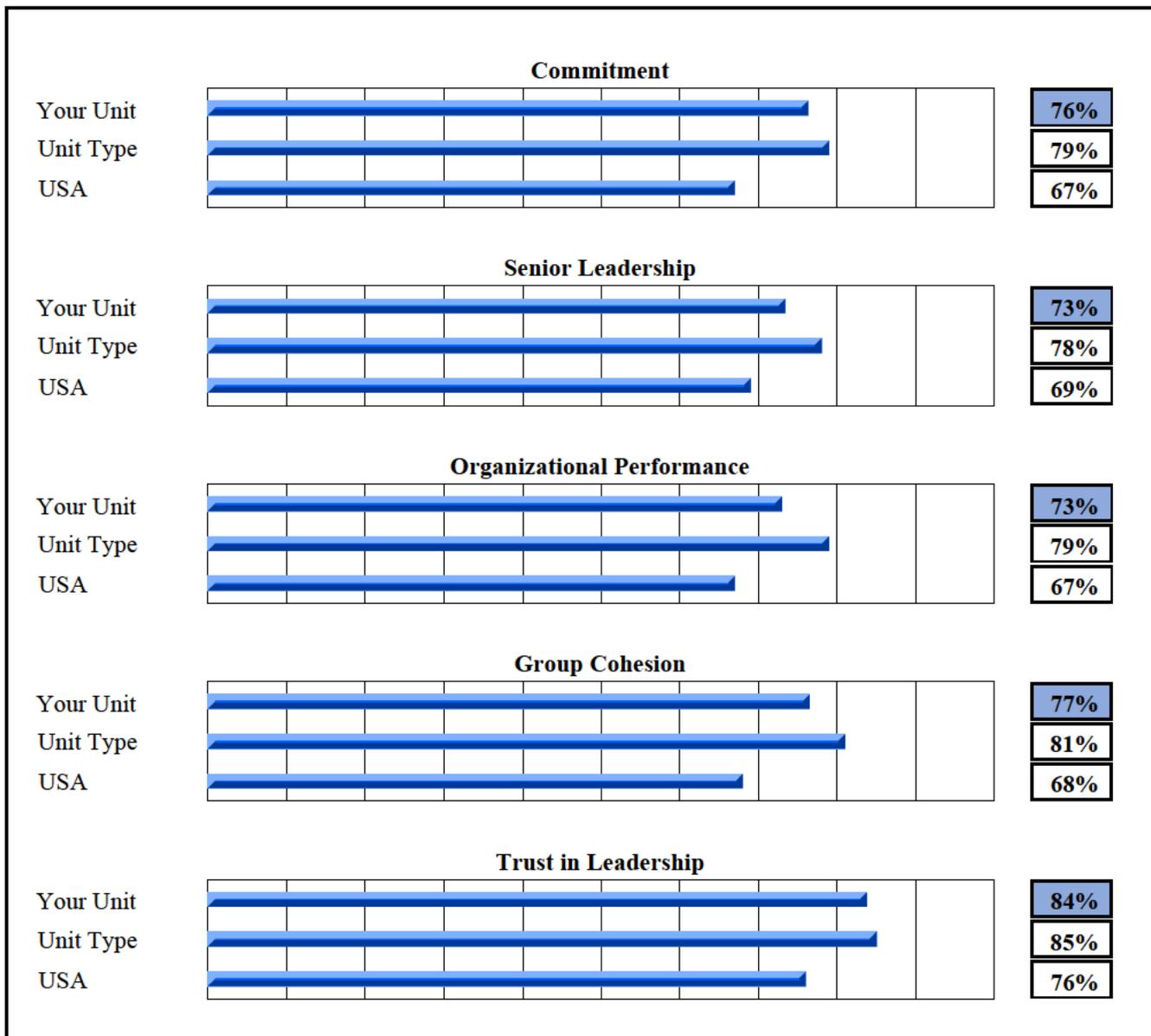
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

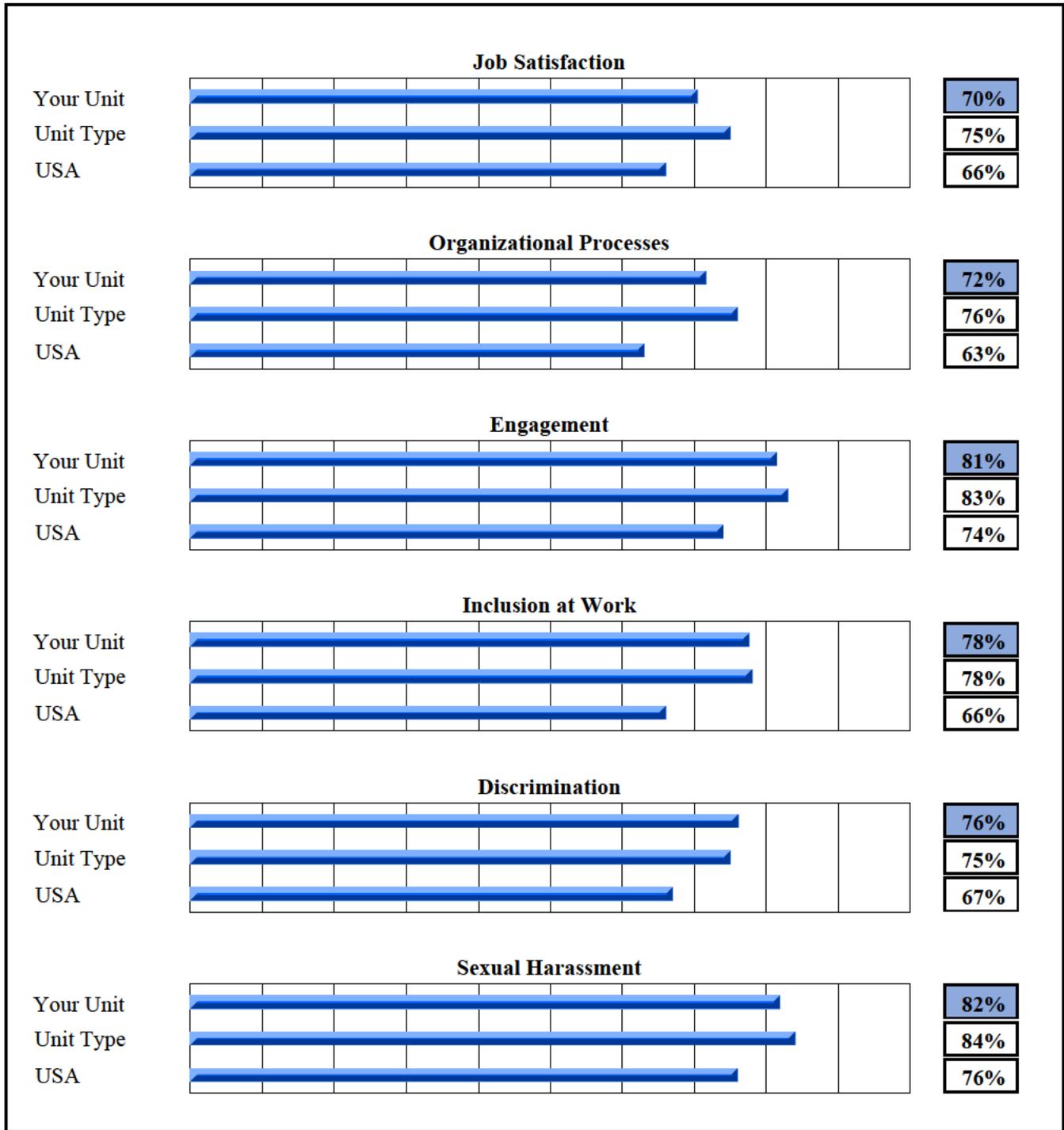
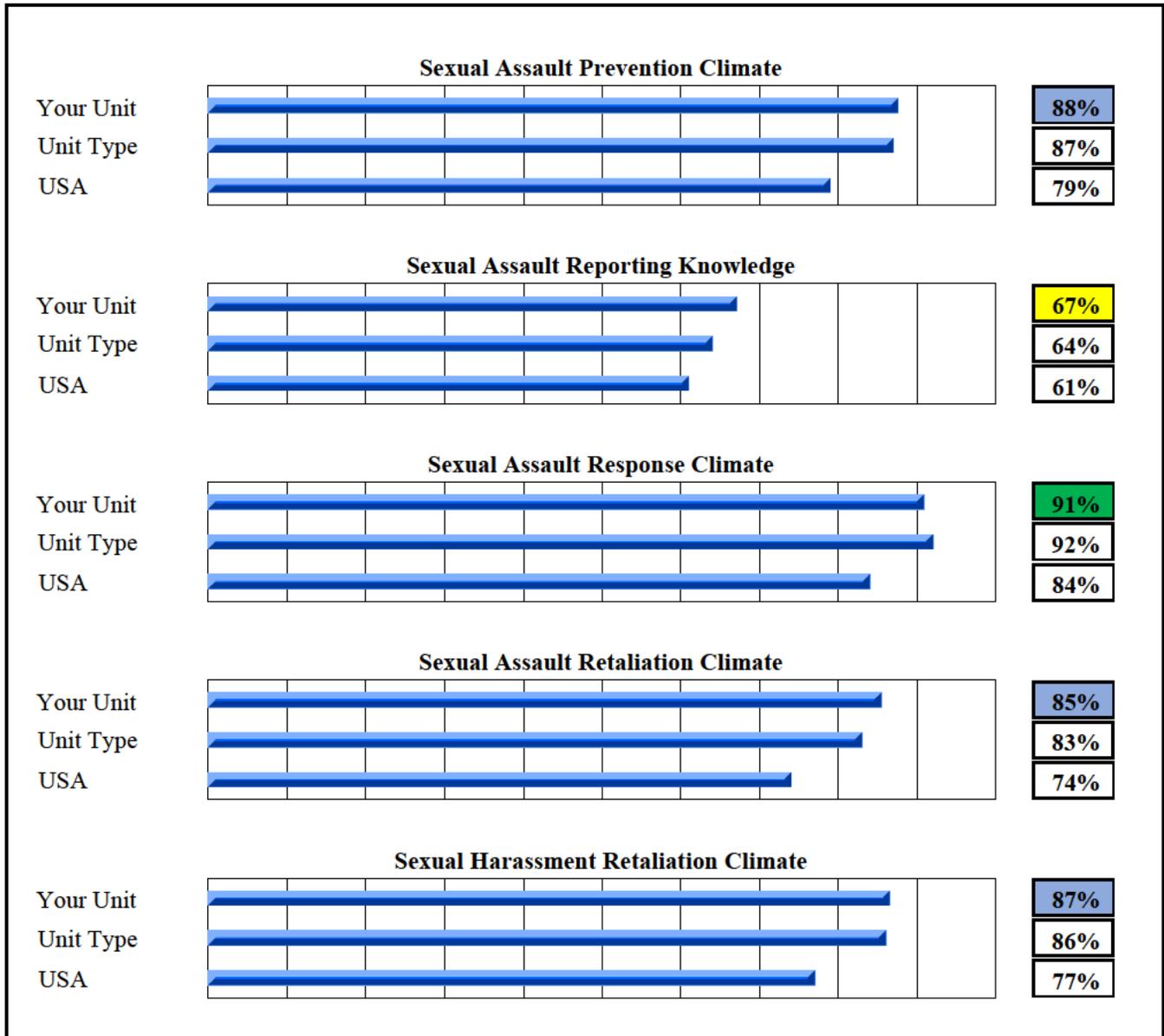


Figure 2 (cont): Unit Summaries

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>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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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

| | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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%) |
| Total | 4% | 6% | 5% | 8% | 15% | 34% | 27% |
| | | 15% | | | | 76% | |

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%) |
| Total | 5% | 5% | 5% | 10% | 13% | 39% | 21% |
| | | 15% | | | | 73% | |

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%) |
| Total | 6% | 4% | 6% | 11% | 14% | 34% | 26% |
| | | 15% | | | | 73% | |

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%) |
| Total | 5% | 4% | 5% | 8% | 14% | 40% | 22% |
| | | 15% | | | | 77% | |

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%) |
| Total | 3% | 2% | 2% | 8% | 9% | 35% | 40% |
| | | 7% | | | | 84% | |

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%) |
| Total | 7% | 4% | 6% | 12% | 16% | 32% | 23% |
| | | 17% | | | | 70% | |

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%) |
| Total | 8% | 4% | 4% | 11% | 13% | 40% | 18% |
| | | 16% | | | | 72% | |

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%) | 0 (0%) | 6 (4%) | 12 (8%) | 62 (44%) | 57 (40%) |
| I am enthusiastic about my work. | 6 (4%) | 6 (4%) | 7 (5%) | 17 (12%) | 16 (11%) | 52 (37%) | 37 (26%) |
| Time flies when I am working. | 3 (2%) | 8 (6%) | 2 (1%) | 17 (12%) | 21 (15%) | 43 (30%) | 47 (33%) |
| Total | 3% | 4% | 2% | 9% | 12% | 37% | 33% |
| | | 8% | | | | 81% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 3 (2%) | 5 (4%) | 13 (9%) | 12 (8%) | 7 (5%) | 42 (30%) | 60 (42%) |
| Total | 4% | 4% | 5% | 10% | 10% | 42% | 25% |
| | | 13% | | | | 78% | |

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

* 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 |
|---------------------------------------------------------------|-------------|---------|-----------|
| Race/Color/National Origin | 12 (8%) | 11 (8%) | 119 (84%) |
| Religion | 14 (10%) | 8 (6%) | 120 (85%) |
| Sex | 17 (12%) | 10 (7%) | 115 (81%) |
| Sexual Orientation | 21 (15%) | 11 (8%) | 110 (77%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 1% | 0% | 1% | 6% | 3% | 28% | 60% |
| | | 3% | | | | 91% | |

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. | 71 (50%) | 40 (28%) | 6 (4%) | 13 (9%) | 7 (5%) | 4 (3%) | 1 (1%) |
| In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes. | 76 (54%) | 45 (32%) | 2 (1%) | 12 (8%) | 4 (3%) | 2 (1%) | 1 (1%) |
| In my work group, reporters of sexual assault would be blamed for causing problems. | 76 (54%) | 41 (29%) | 3 (2%) | 15 (11%) | 4 (3%) | 2 (1%) | 1 (1%) |
| In my work group, reporters of sexual assault would be denied career opportunities. | 82 (58%) | 40 (28%) | 1 (1%) | 15 (11%) | 2 (1%) | 1 (1%) | 1 (1%) |
| In my work group, reporters of sexual assault would be disciplined or given other corrective action. | 81 (57%) | 37 (26%) | 3 (2%) | 15 (11%) | 1 (1%) | 3 (2%) | 2 (1%) |
| In my work group, reporters of sexual assault would be discouraged from moving forward with the report. | 80 (56%) | 43 (30%) | 1 (1%) | 14 (10%) | 2 (1%) | 1 (1%) | 1 (1%) |
| Total | 55% | 29% | 2% | 10% | 2% | 2% | 1% |
| | | 85% | | | | 5% | |

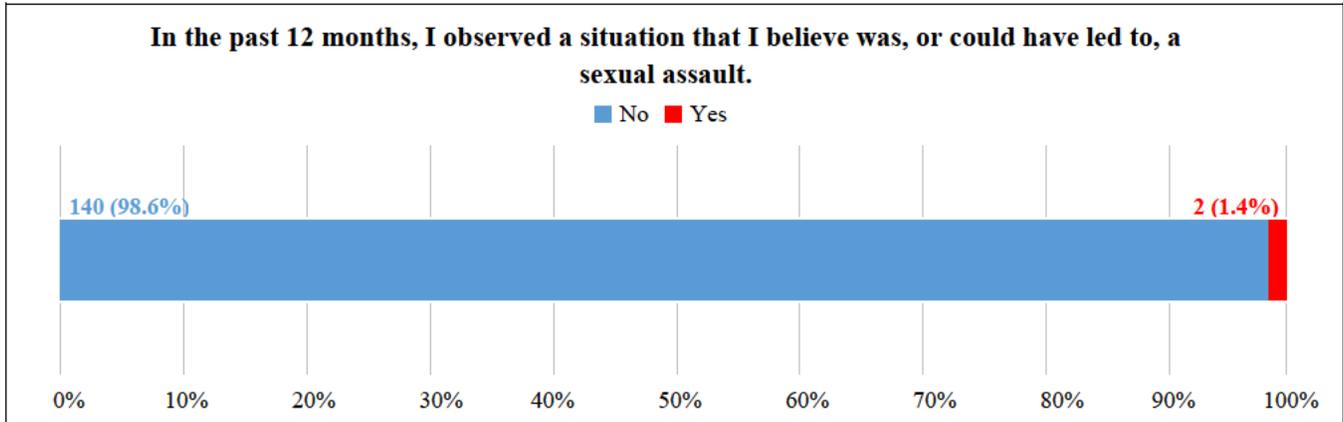
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 57% | 28% | 1% | 9% | 3% | 1% | 1% |
| | | 87% | | | | 4% | |

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% |
| Total | 2 | 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.

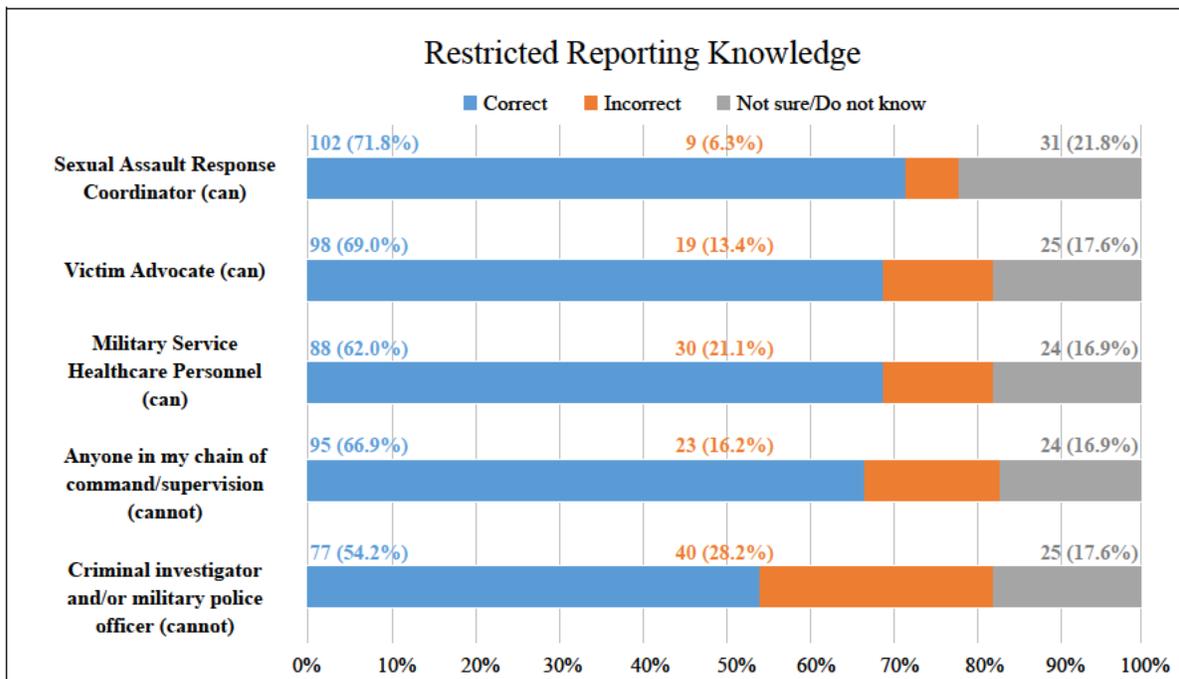
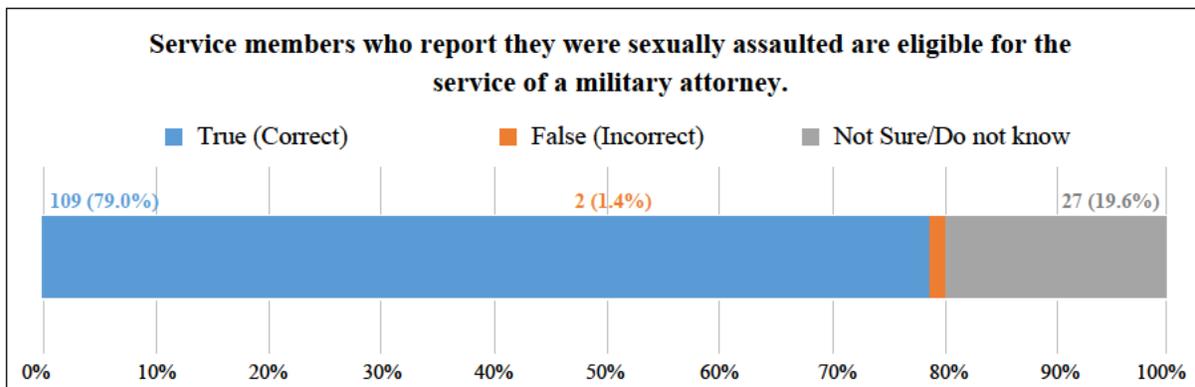


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



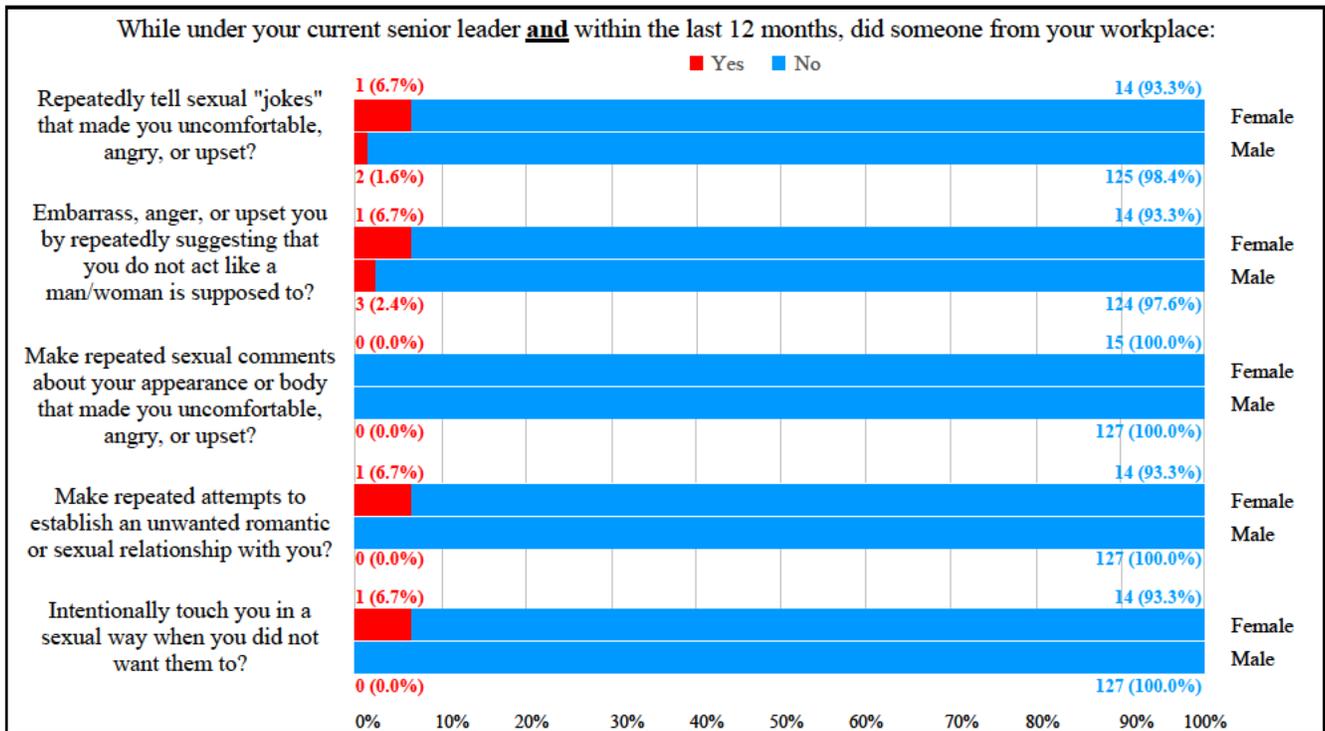
Unwanted Workplace Experiences

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 and 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

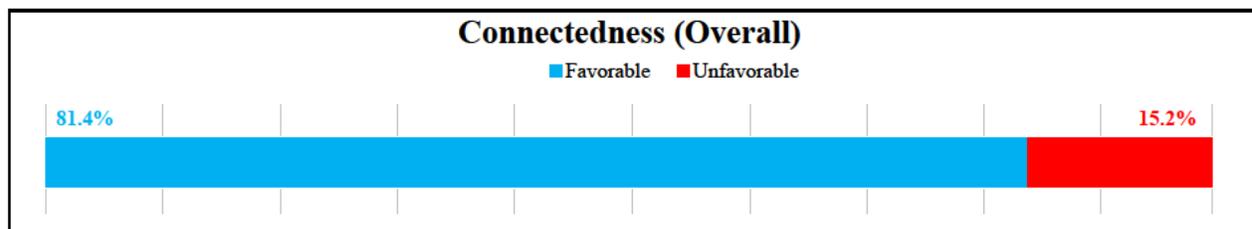


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

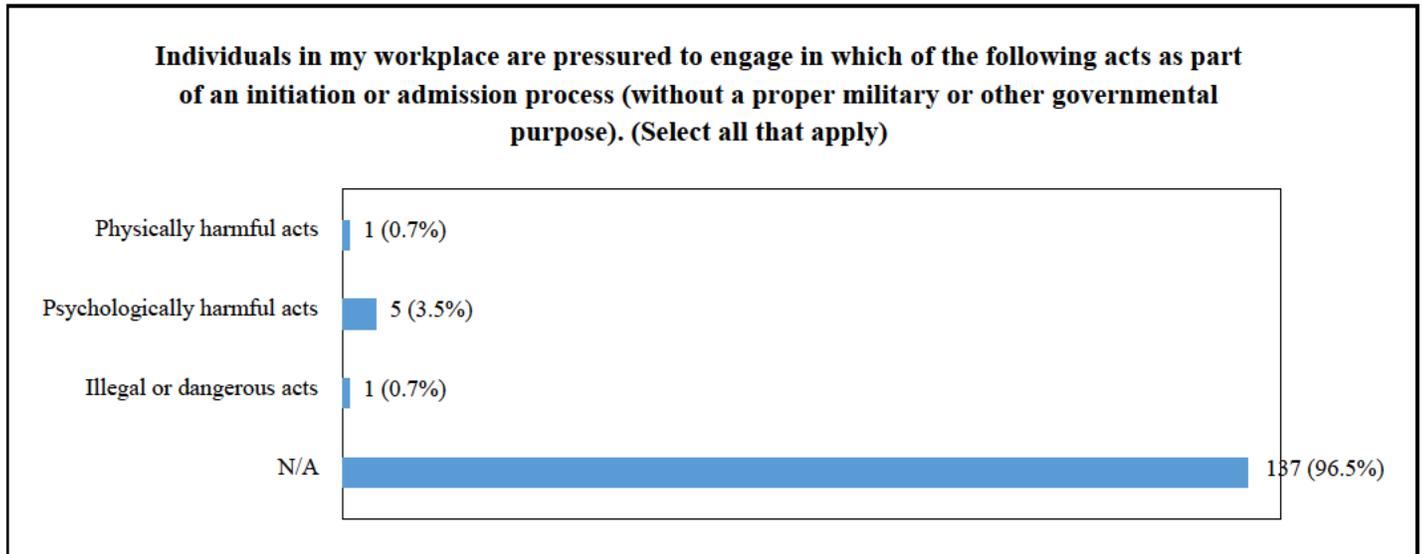
Note. Results presented below the line are the possible combinations of the items above, as it was a "select all that apply."

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.

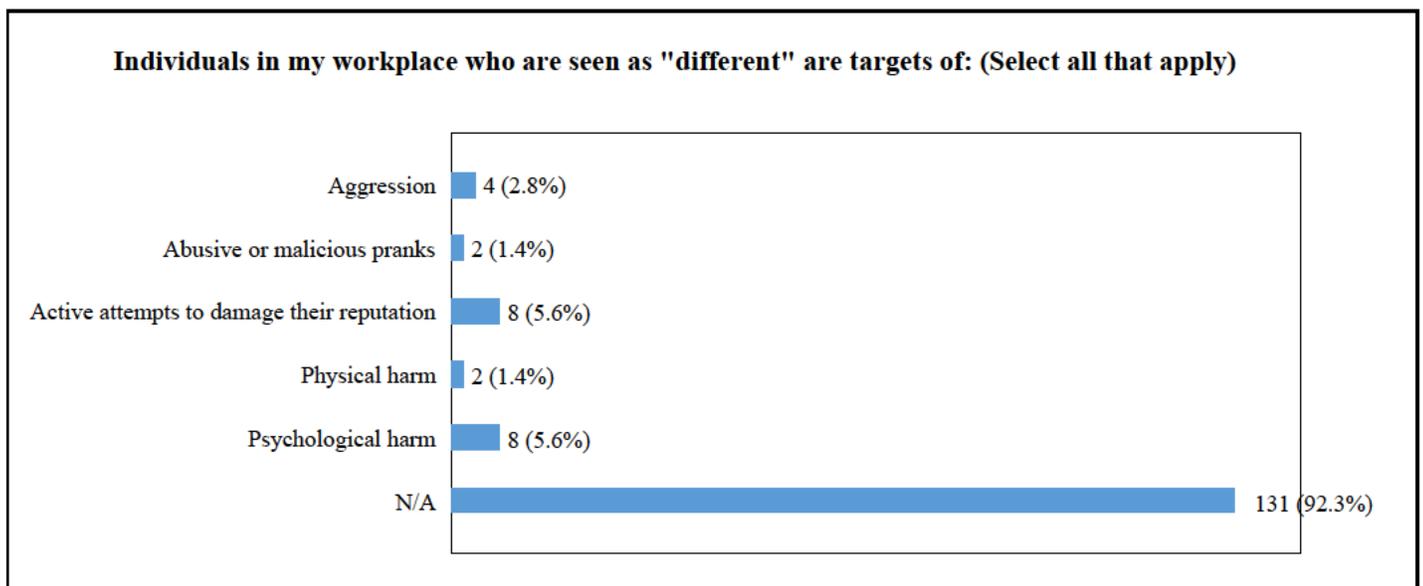
Figure 11. Respondents' Responses to Hazing



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) 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

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.

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|-----------|---------|
| Strongly Disagree | | | | | | 10 | 7.0 |
| Disagree | | | | | | 8 | 5.6 |
| Neither Agree nor Disagree | | | | | | 17 | 12.0 |
| Agree | | | | | | 55 | 38.7 |
| Strongly Agree | | | | | | 52 | 36.6 |
| Total | | | | | | 142 | 100.0 |

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

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|-----------|---------|
| Strongly Disagree | | | | | | 14 | 9.9 |
| Disagree | | | | | | 37 | 26.1 |
| Neither Agree nor Disagree | | | | | | 34 | 23.9 |
| Agree | | | | | | 31 | 21.8 |
| Strongly Agree | | | | | | 26 | 18.3 |
| Total | | | | | | 142 | 100.0 |

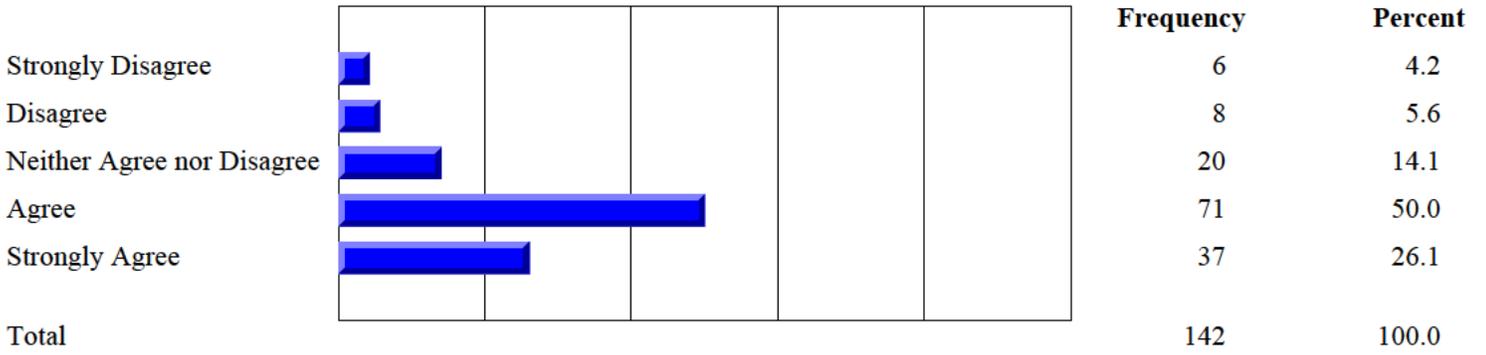
7. An atmosphere of respect exists in my work area.

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|-----------|---------|
| Strongly Disagree | | | | | | 4 | 2.8 |
| Disagree | | | | | | 9 | 6.3 |
| Neither Agree nor Disagree | | | | | | 17 | 12.0 |
| Agree | | | | | | 61 | 43.0 |
| Strongly Agree | | | | | | 51 | 35.9 |
| Total | | | | | | 142 | 100.0 |

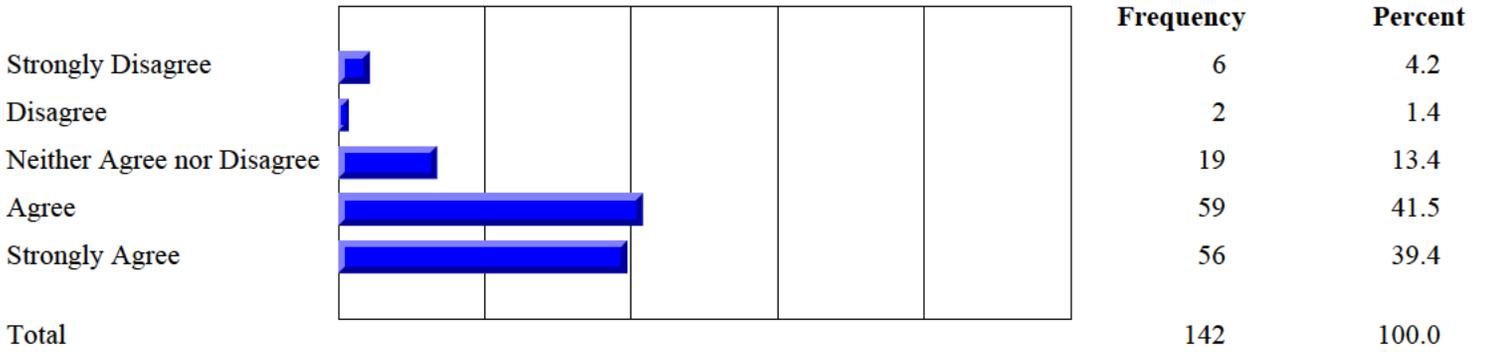
8. The current level of morale is high.

| | | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|--|-----------|---------|
| Strongly Disagree | | | | | | 15 | 10.6 |
| Disagree | | | | | | 14 | 9.9 |
| Neither Agree nor Disagree | | | | | | 33 | 23.2 |
| Agree | | | | | | 60 | 42.3 |
| Strongly Agree | | | | | | 20 | 14.1 |
| Total | | | | | | 142 | 100.0 |

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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 3rd SFG(A) | Number | Percent |
| 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.

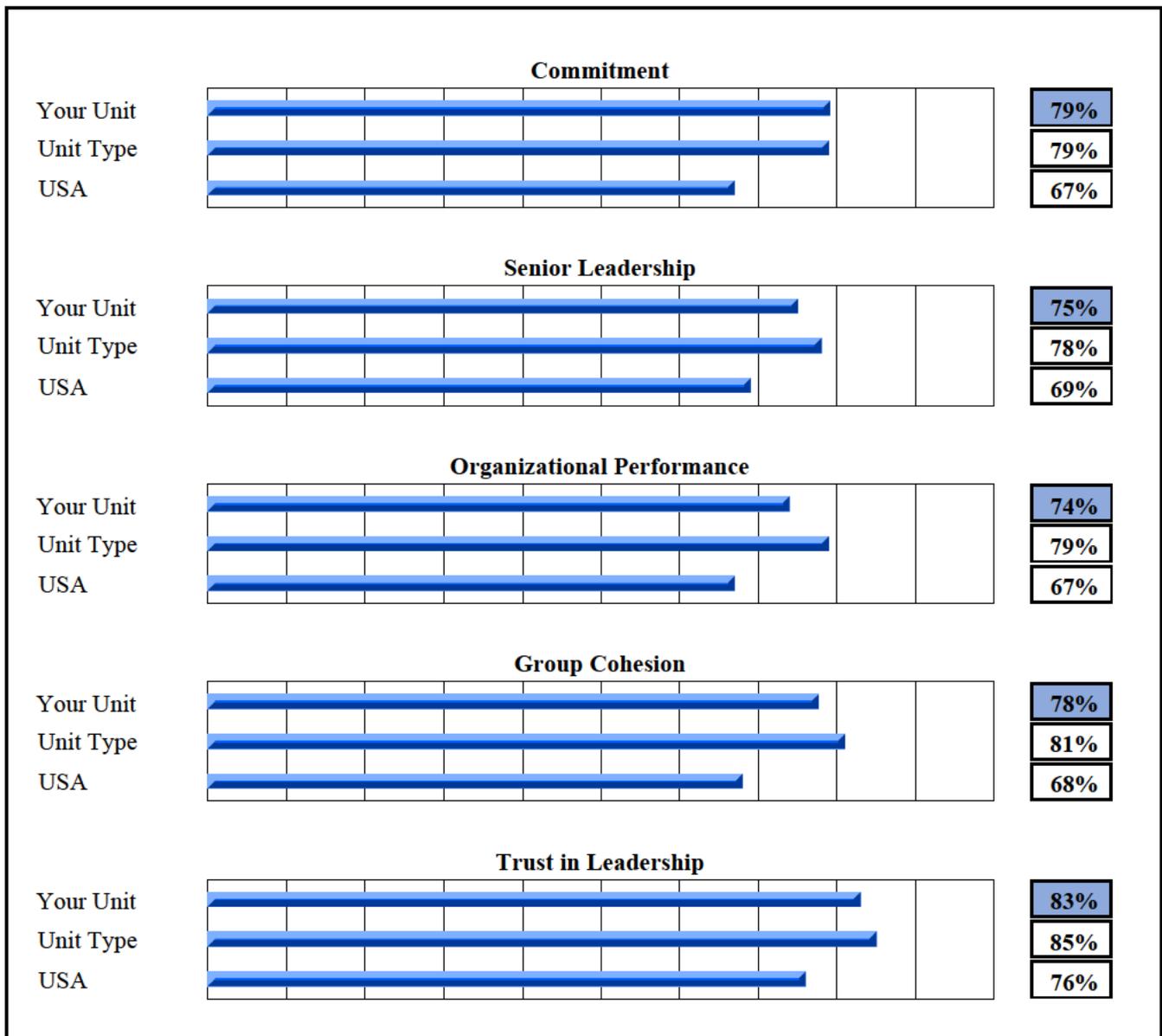
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

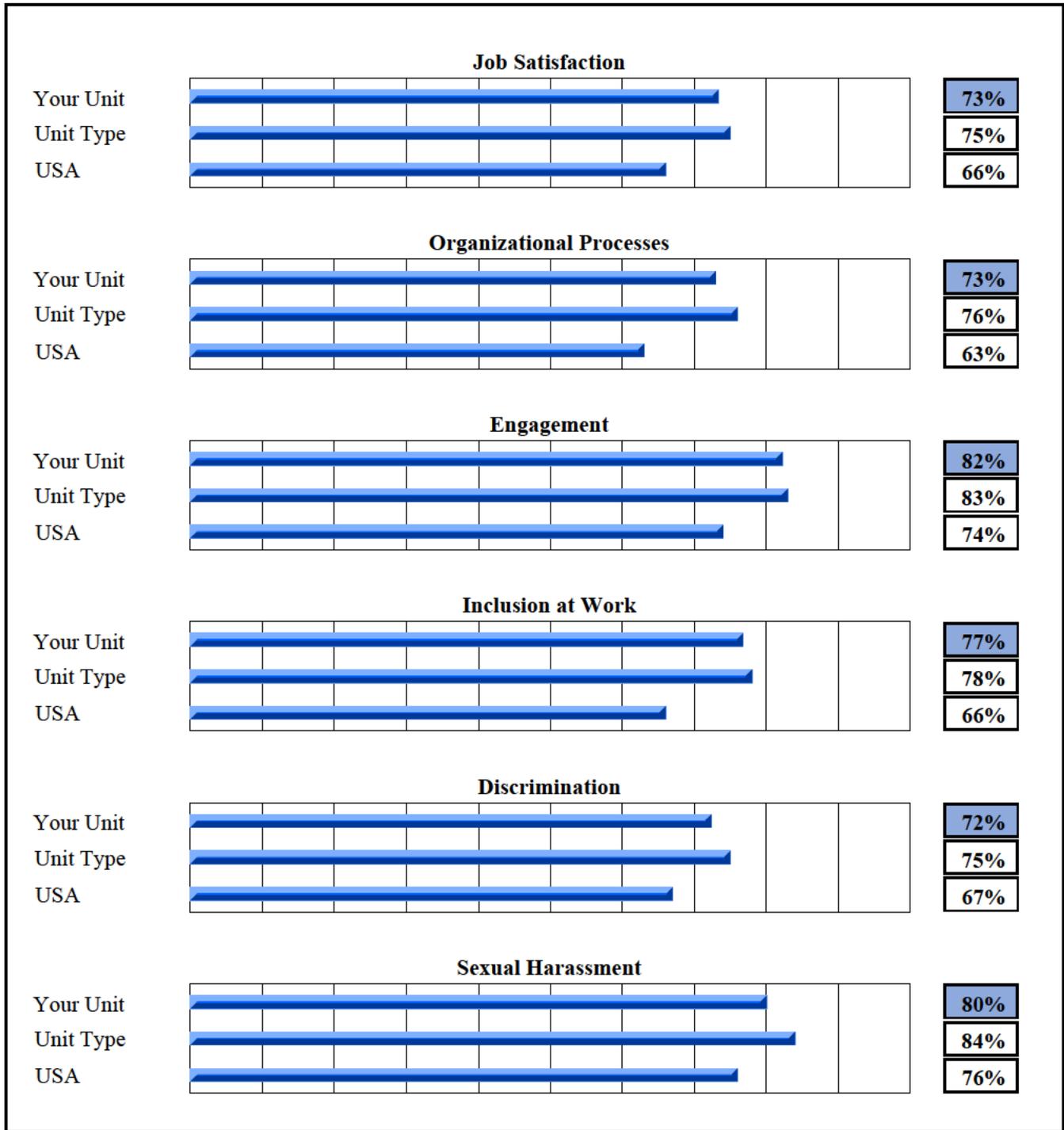
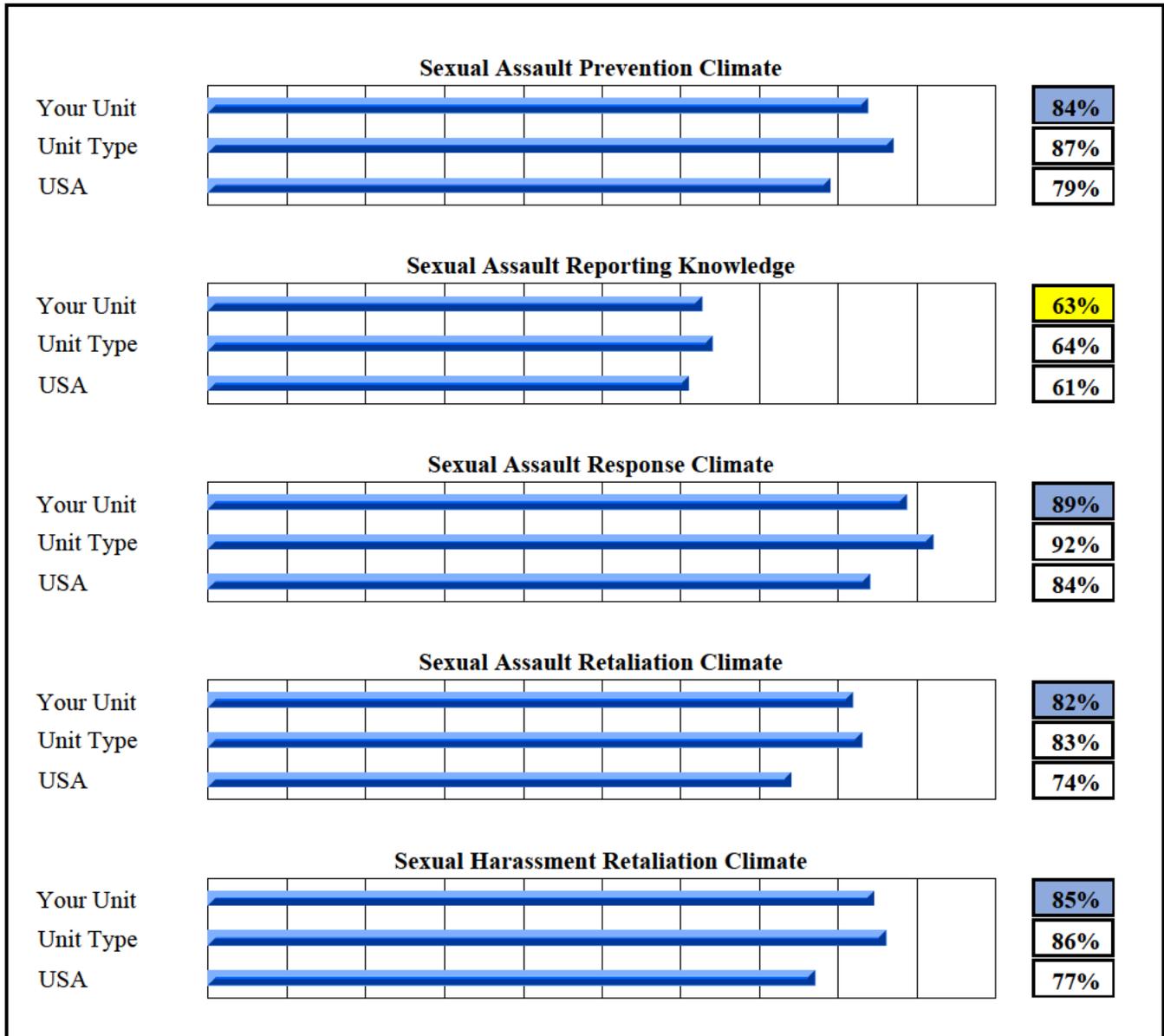


Figure 2 (cont): Unit Summaries

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

| | | 3rd SFG(A) | | | | | | | |
|-----------------|--|-------------------------------------|----------------------|--------------------|-----------------------|------------------------|----------------------|--------------------|---------------|
| | | Organizational Effectiveness | | | | | | | |
| | | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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. | 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%) |
| Total | 4% | 4% | 3% | 11% | 12% | 40% | 28% |
| | | 10% | | | | 79% | |

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%) |
| Total | 5% | 5% | 4% | 11% | 13% | 37% | 25% |
| | | 13% | | | | 75% | |

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%) |
| Total | 3% | 4% | 5% | 14% | 12% | 36% | 26% |
| | | 13% | | | | 74% | |

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%) |
| Total | 4% | 4% | 3% | 11% | 11% | 42% | 24% |
| | | 11% | | | | 78% | |

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%) |
| Total | 3% | 2% | 2% | 9% | 7% | 39% | 37% |
| | | 8% | | | | 83% | |

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%) |
| Total | 6% | 6% | 5% | 9% | 12% | 34% | 28% |
| | | 17% | | | | 73% | |

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%) |
| Total | 5% | 4% | 4% | 13% | 10% | 42% | 21% |
| | | 14% | | | | 73% | |

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. | 10 (1%) | 4 (0%) | 10 (1%) | 78 (8%) | 63 (7%) | 428 (46%) | 329 (36%) |
| I am enthusiastic about my work. | 33 (4%) | 33 (4%) | 23 (2%) | 101 (11%) | 124 (13%) | 347 (38%) | 261 (28%) |
| Time flies when I am working. | 31 (3%) | 31 (3%) | 20 (2%) | 117 (13%) | 116 (13%) | 326 (35%) | 281 (30%) |
| Total | 3% | 2% | 2% | 11% | 11% | 40% | 31% |
| | | 7% | | | | 82% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 23 (2%) | 34 (4%) | 42 (5%) | 118 (13%) | 19 (2%) | 338 (37%) | 347 (38%) |
| Total | 3% | 4% | 4% | 12% | 10% | 41% | 26% |
| | | 11% | | | | 77% | |

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

* 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 |
|---------------------------------------------------------------|-------------|-----------|-----------|
| Race/Color/National Origin | 126 (14%) | 89 (10%) | 706 (77%) |
| Religion | 122 (13%) | 87 (9%) | 712 (77%) |
| Sex | 141 (15%) | 92 (10%) | 688 (75%) |
| Sexual Orientation | 127 (14%) | 111 (12%) | 683 (74%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 1% | 1% | 0% | 8% | 2% | 36% | 50% |
| | | 3% | | | | 89% | |

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. | 395 (43%) | 291 (32%) | 17 (2%) | 136 (15%) | 16 (2%) | 46 (5%) | 20 (2%) |
| In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes. | 427 (46%) | 319 (35%) | 16 (2%) | 124 (13%) | 12 (1%) | 14 (2%) | 9 (1%) |
| In my work group, reporters of sexual assault would be blamed for causing problems. | 421 (46%) | 319 (35%) | 18 (2%) | 122 (13%) | 14 (2%) | 17 (2%) | 10 (1%) |
| In my work group, reporters of sexual assault would be denied career opportunities. | 434 (47%) | 319 (35%) | 19 (2%) | 111 (12%) | 15 (2%) | 14 (2%) | 9 (1%) |
| In my work group, reporters of sexual assault would be disciplined or given other corrective action. | 431 (47%) | 319 (35%) | 10 (1%) | 119 (13%) | 9 (1%) | 22 (2%) | 11 (1%) |
| In my work group, reporters of sexual assault would be discouraged from moving forward with the report. | 438 (48%) | 316 (34%) | 15 (2%) | 121 (13%) | 9 (1%) | 15 (2%) | 7 (1%) |
| Total | 46% | 34% | 2% | 13% | 1% | 2% | 1% |
| | | 82% | | | | 5% | |

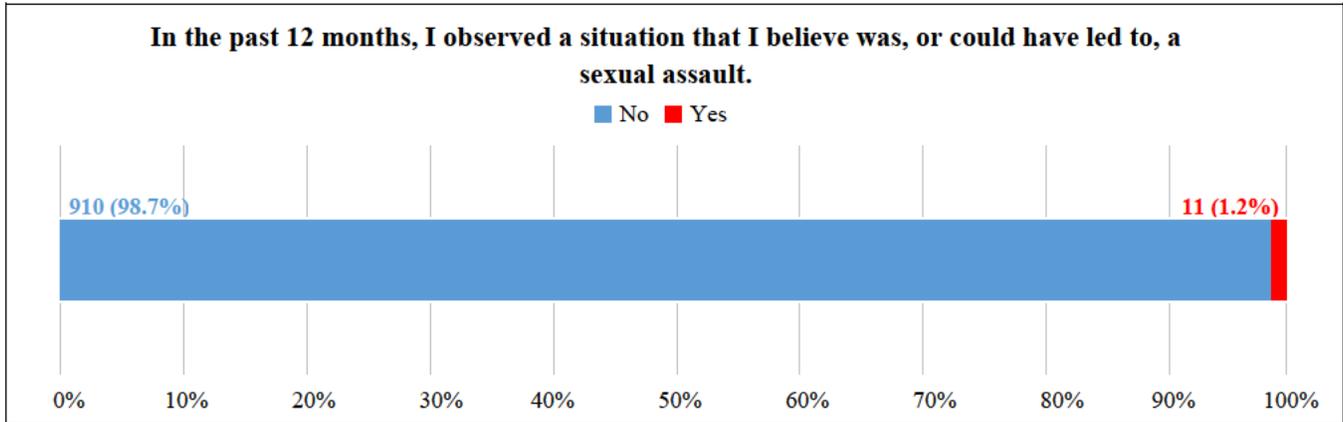
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 48% | 34% | 2% | 13% | 1% | 1% | 0% |
| | | 85% | | | | 3% | |

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% |
| Total | 11 | 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.

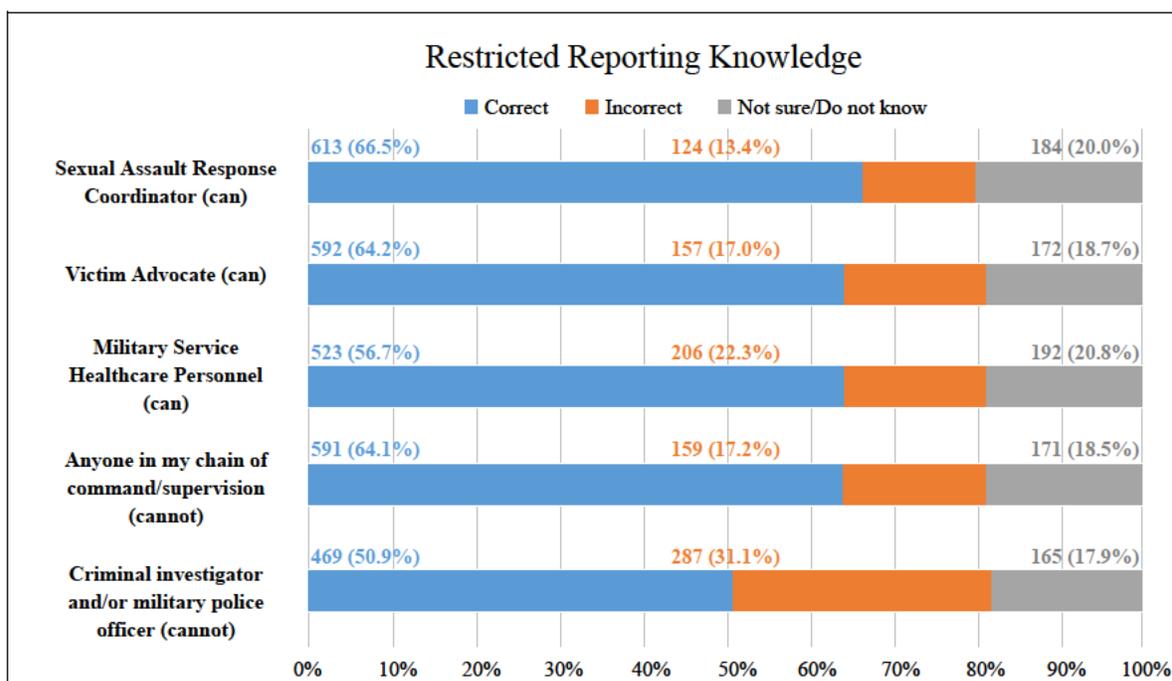
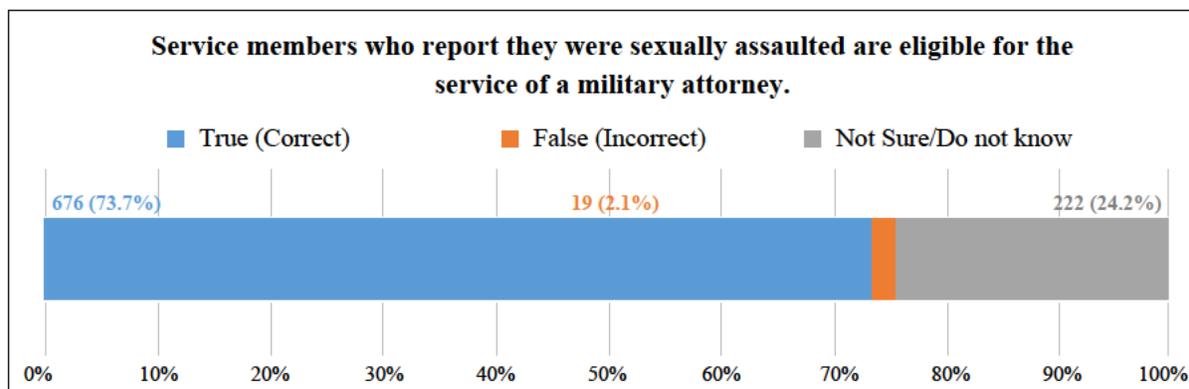


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



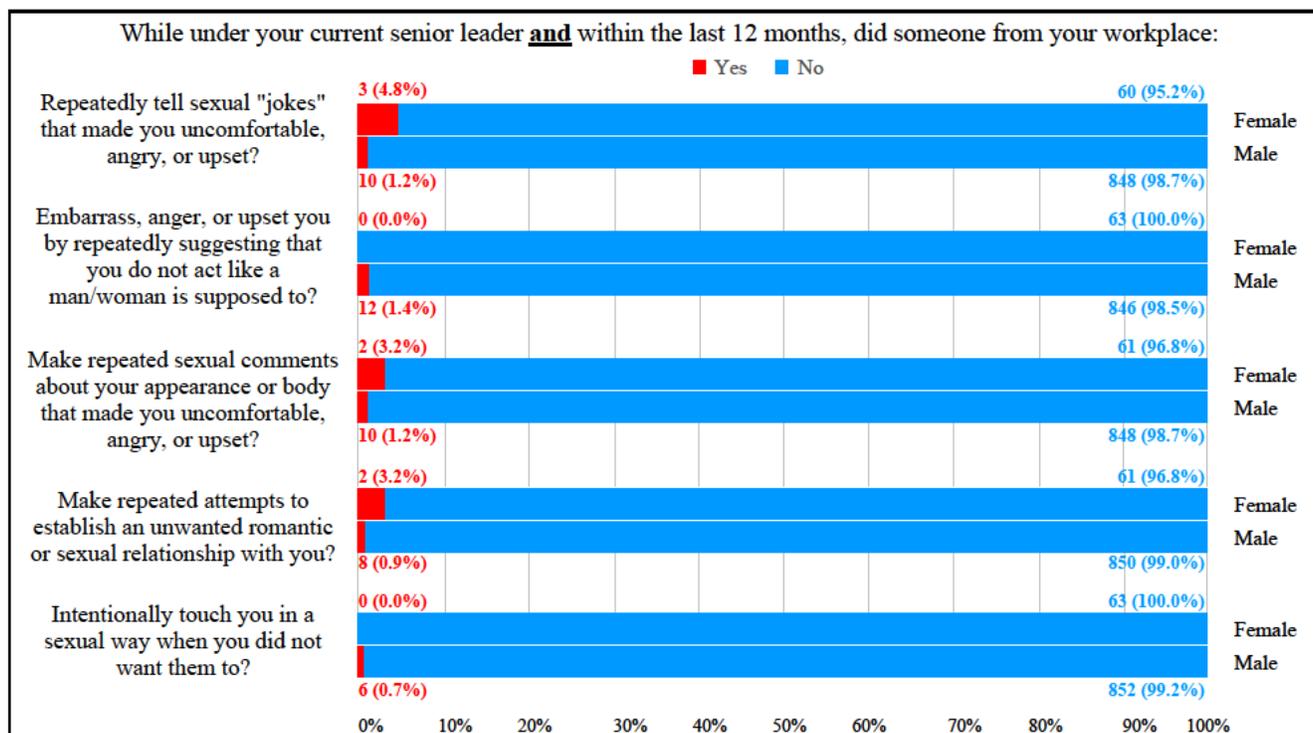
Unwanted Workplace Experiences

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 and 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

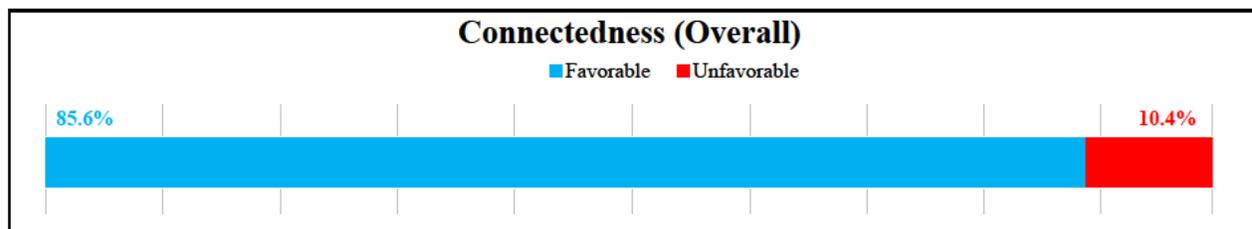


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

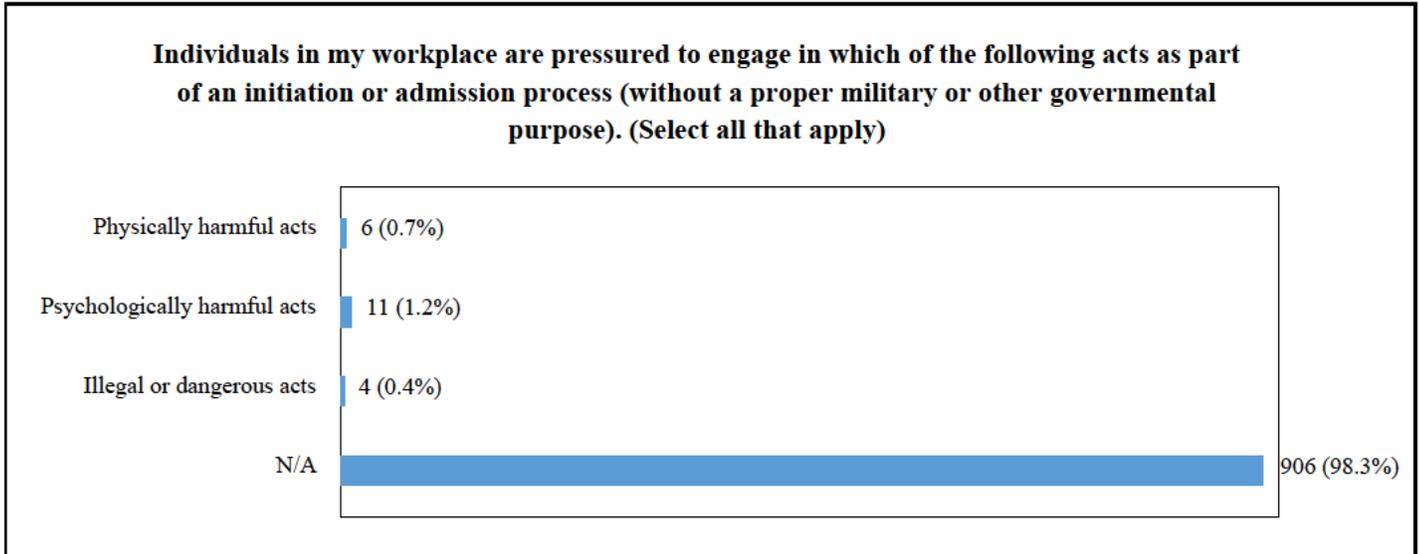
Note. Results presented below the line are the possible combinations of the items above, as it was a "select all that apply."

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.

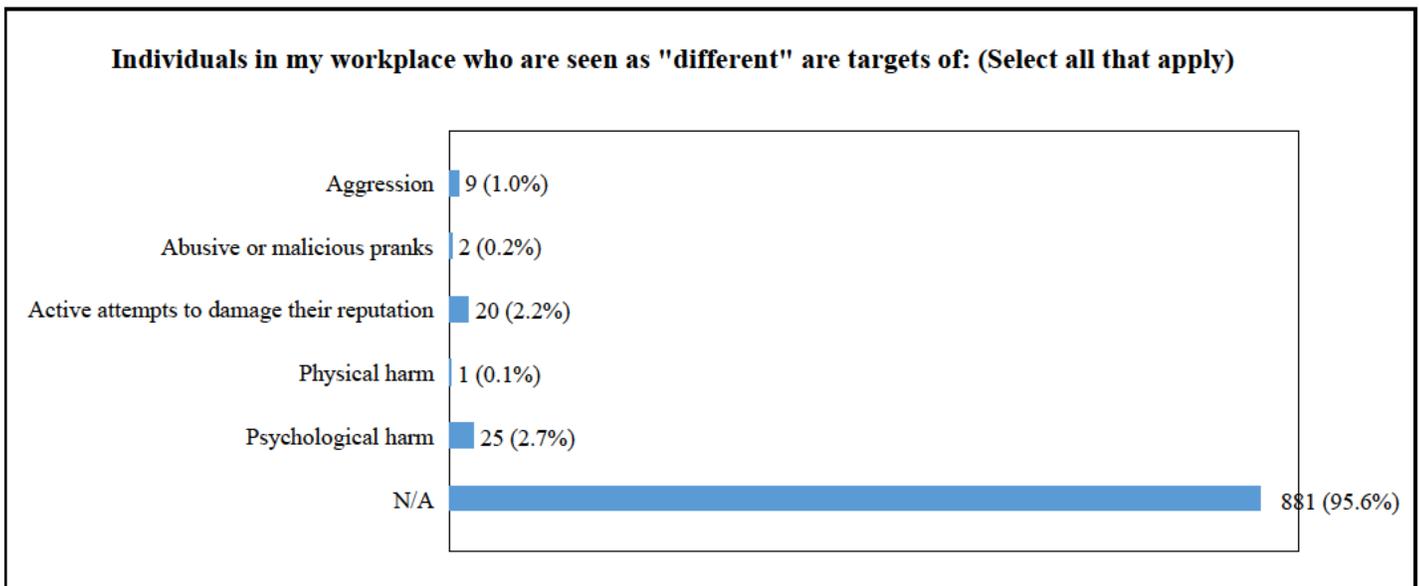
Figure 11. Respondents' Responses to Hazing



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) 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:

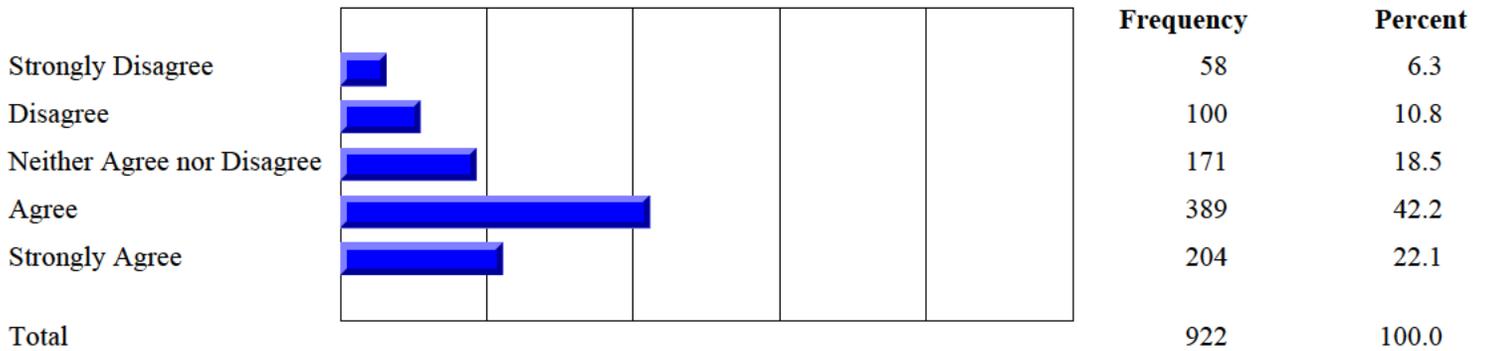
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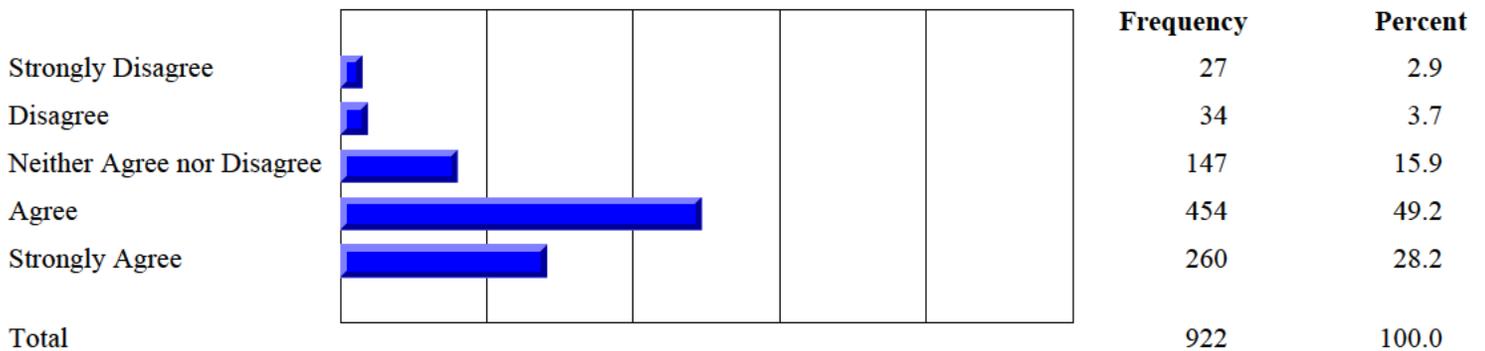
support@deocs.net

Appendix A: Your Locally Developed Questions

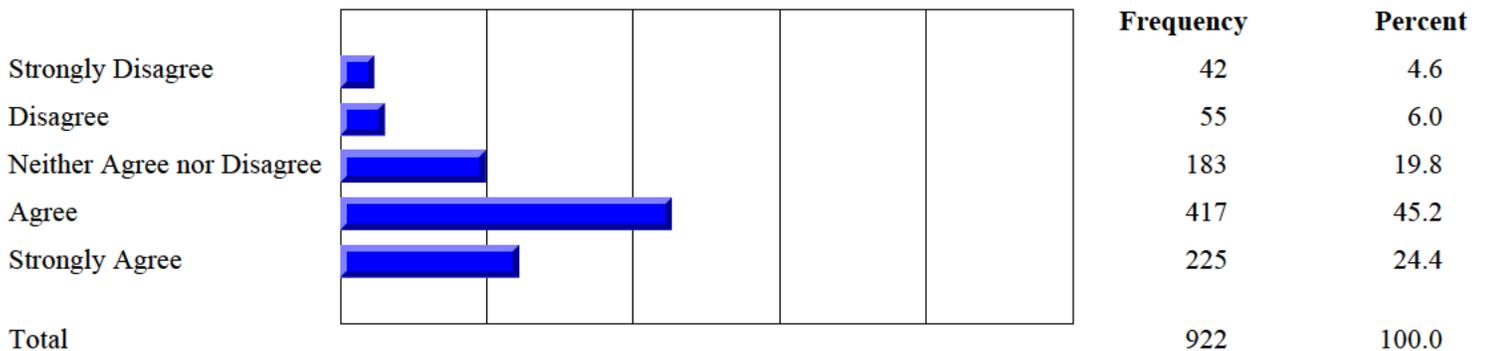
1. Communication flow from the chain of command is good.



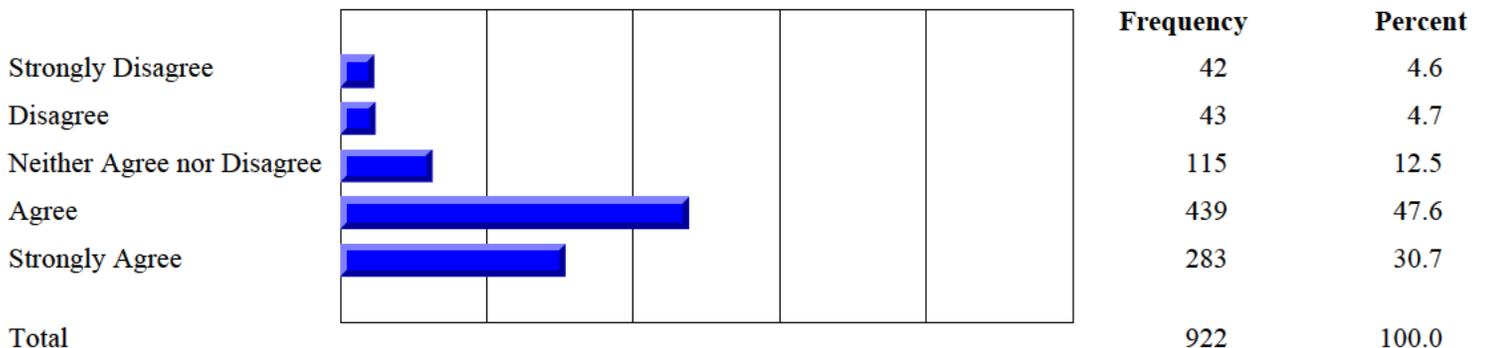
2. Rules, regulations and policies are enforced in this command.



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 |

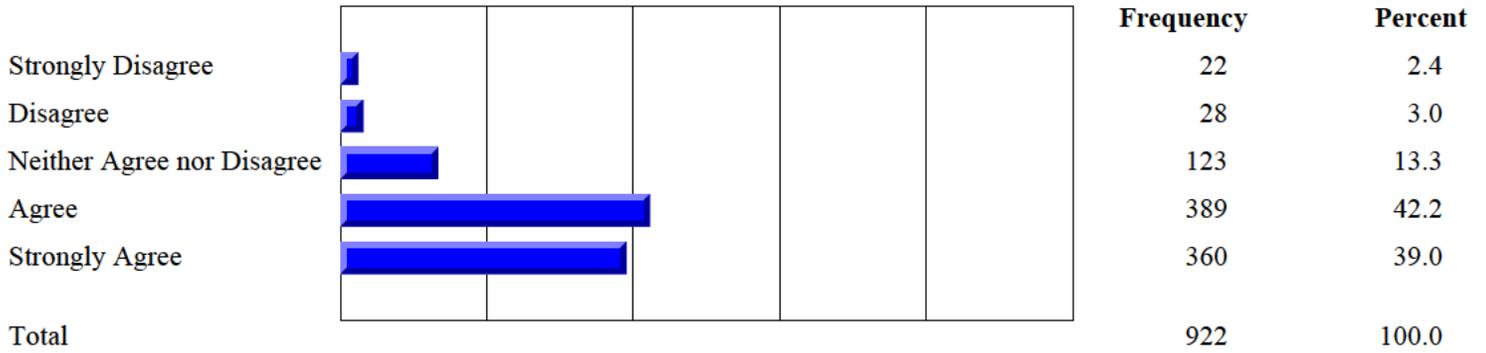
7. I would seek the assistance of my Commander/Director.

| | | 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 |

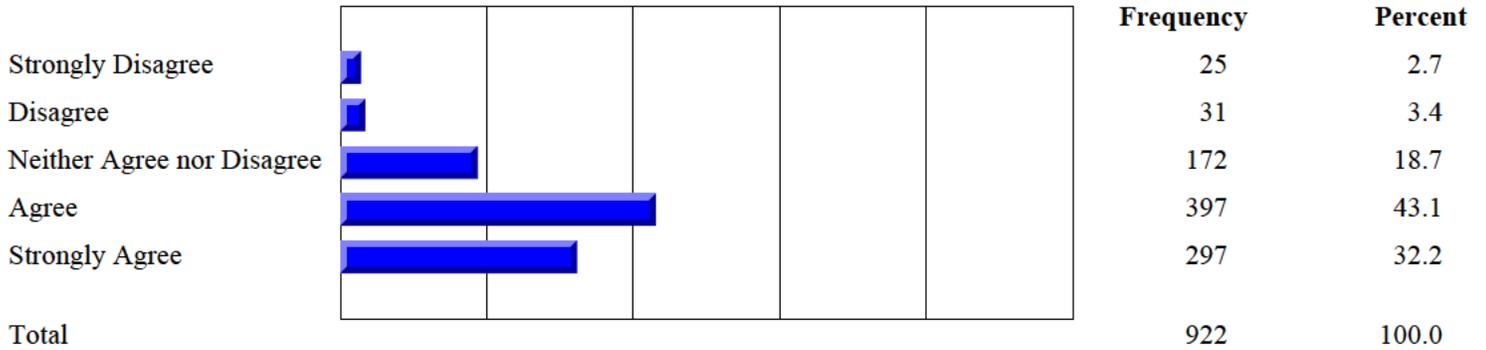
8. I trust management/leadership to handle complaints, problems, or issues seriously.

| | | 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

| | |
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| CUSTOM ITEMS | 29 |
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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
- 1-833-867-5674

SUMMARY

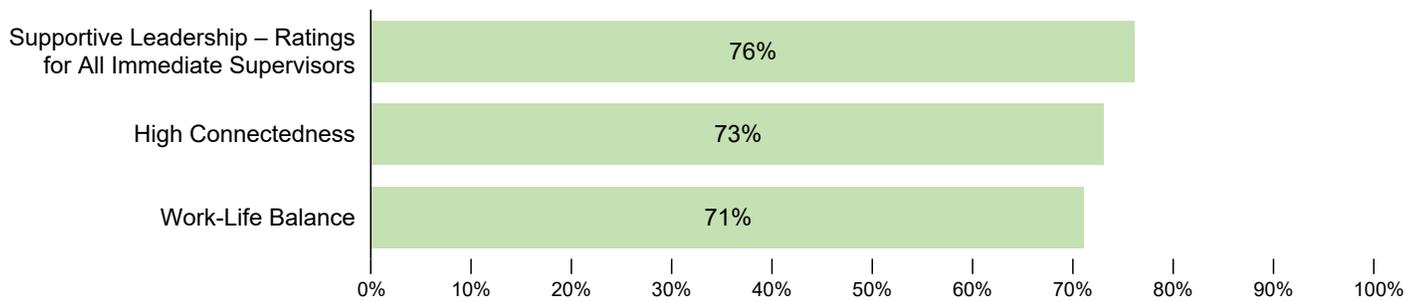
Response Rates

| 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.

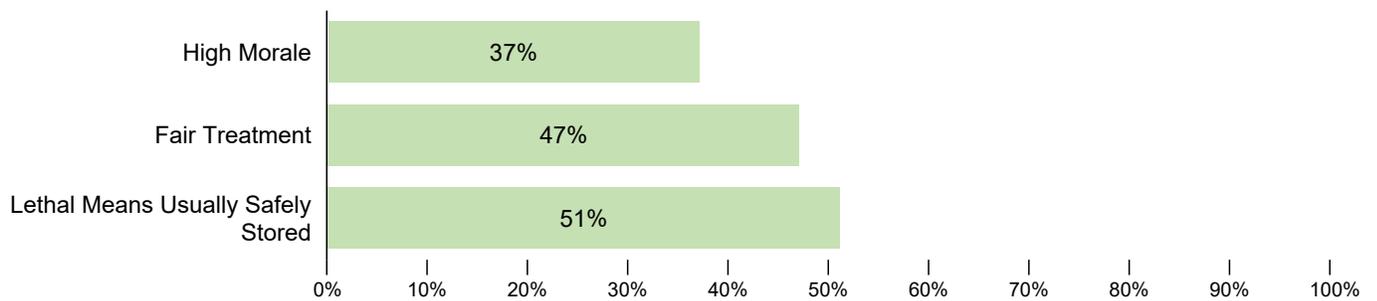
Top 3 – Protective Factors With the Highest Favorability Ratings

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.



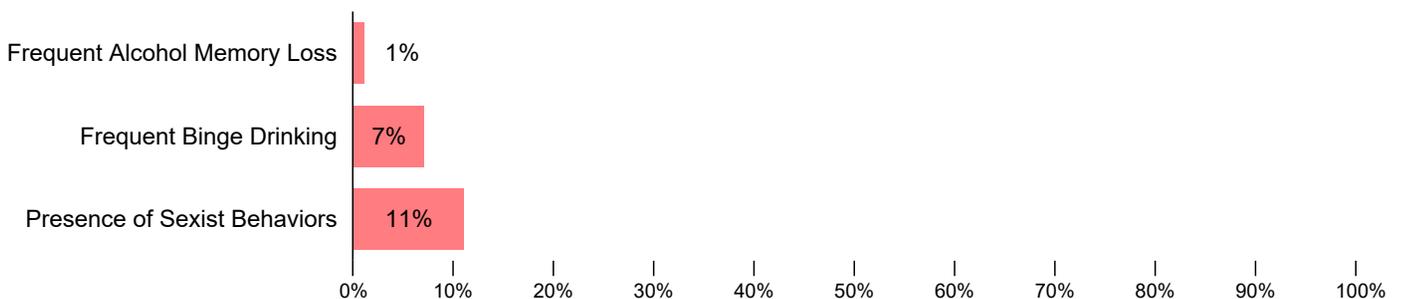
Bottom 3 – Protective Factors With the Lowest Favorability Ratings

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.



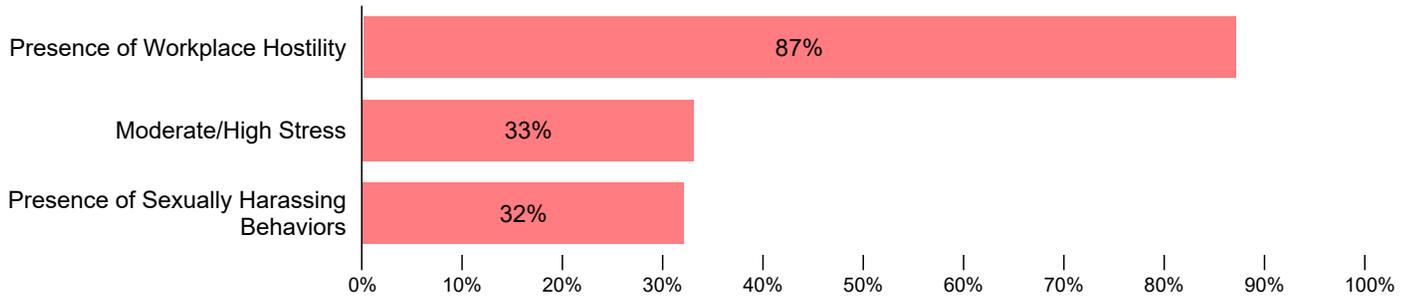
Top 3 – Risk Factors With the Lowest Unfavorability Ratings

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.



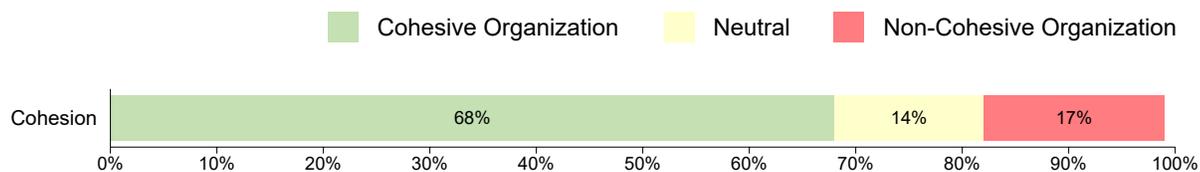
PROTECTIVE FACTORS

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.

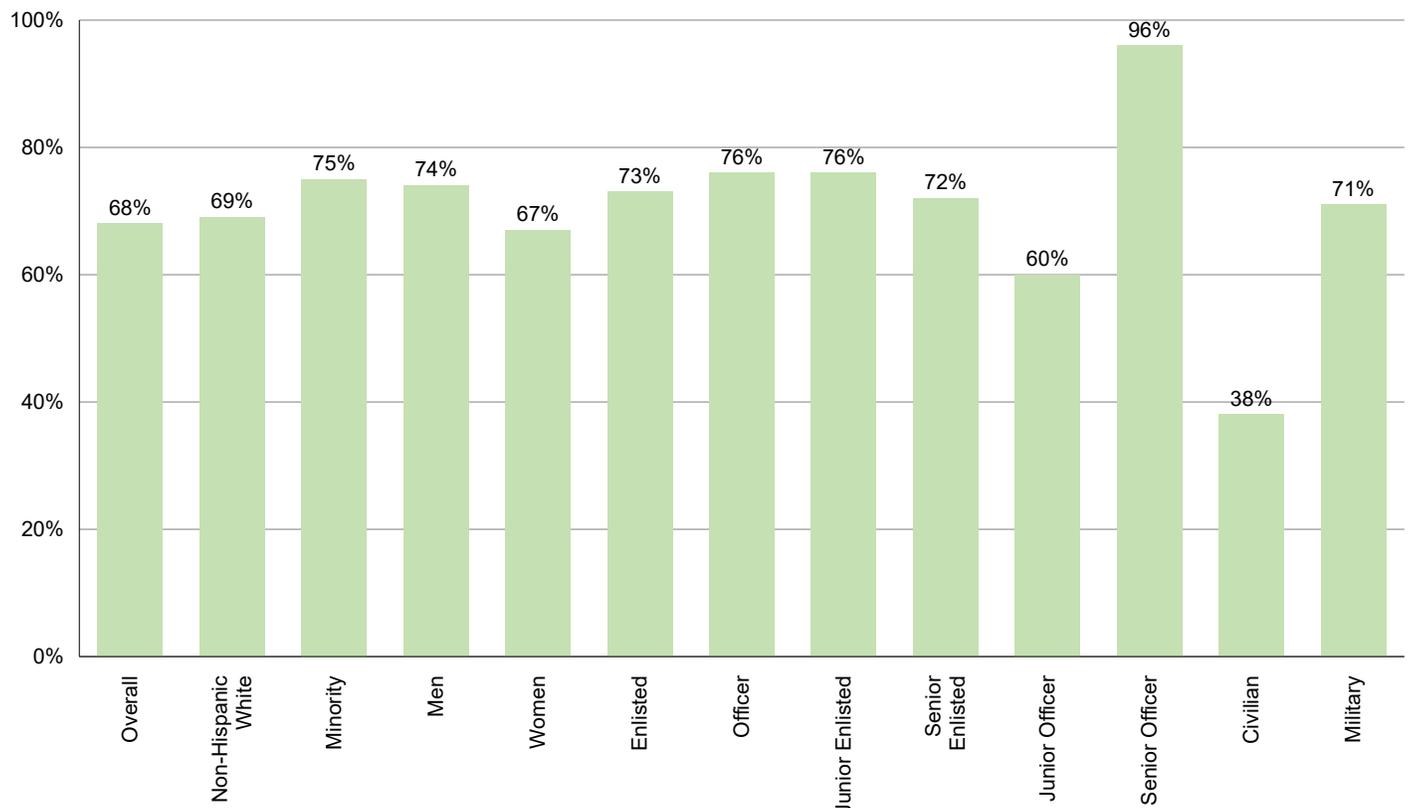
Cohesion

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.



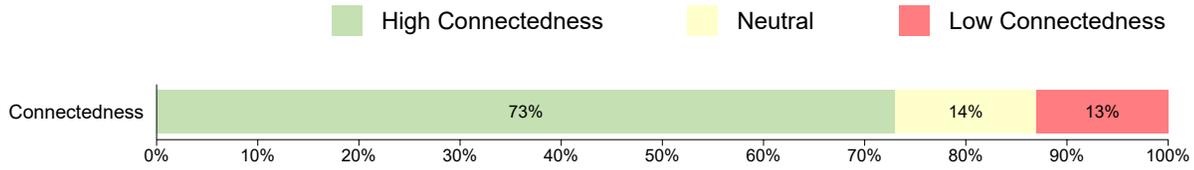
Cohesive Organization by Demographic Category

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



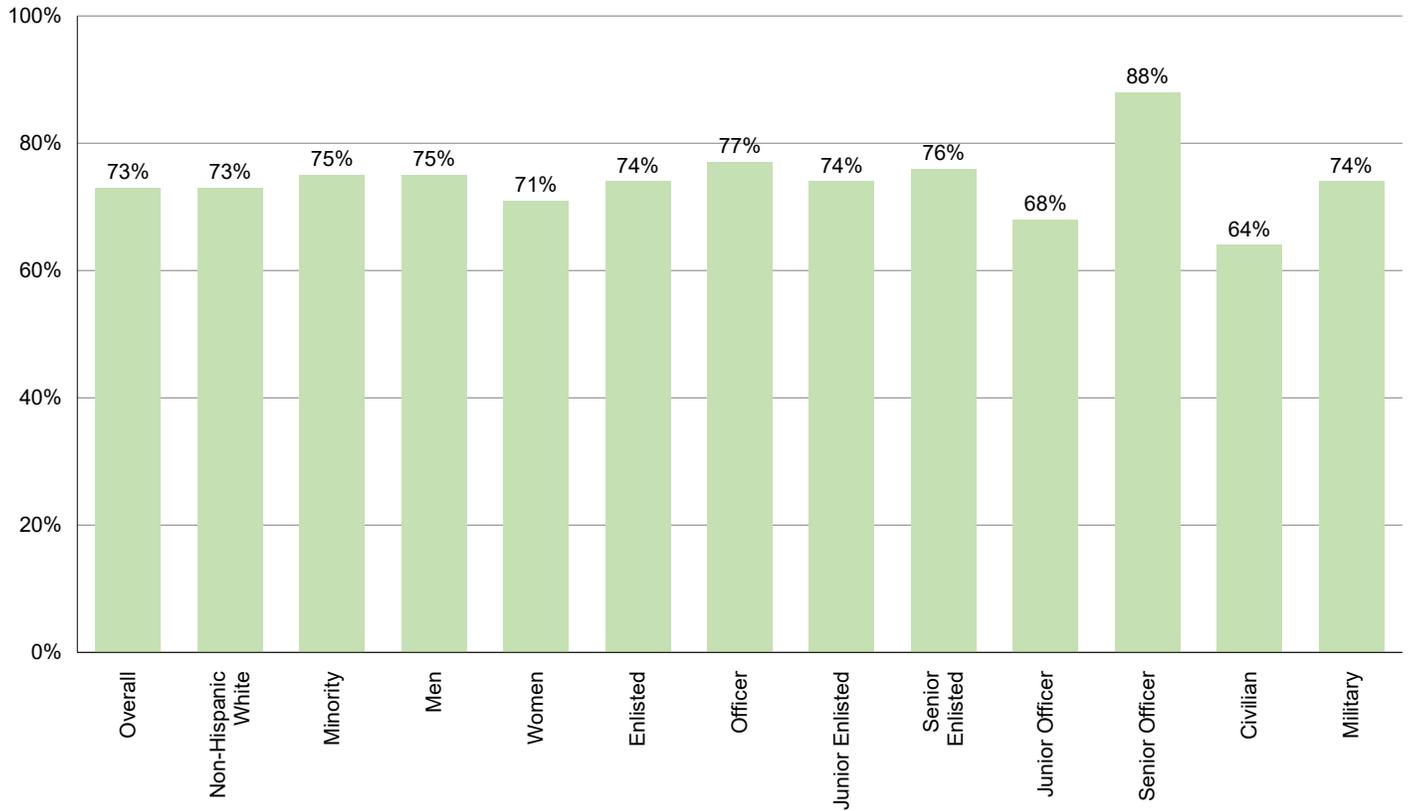
Connectedness

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.



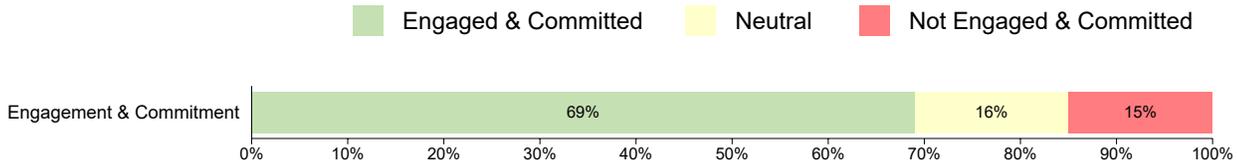
High Connectedness by Demographic Category

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



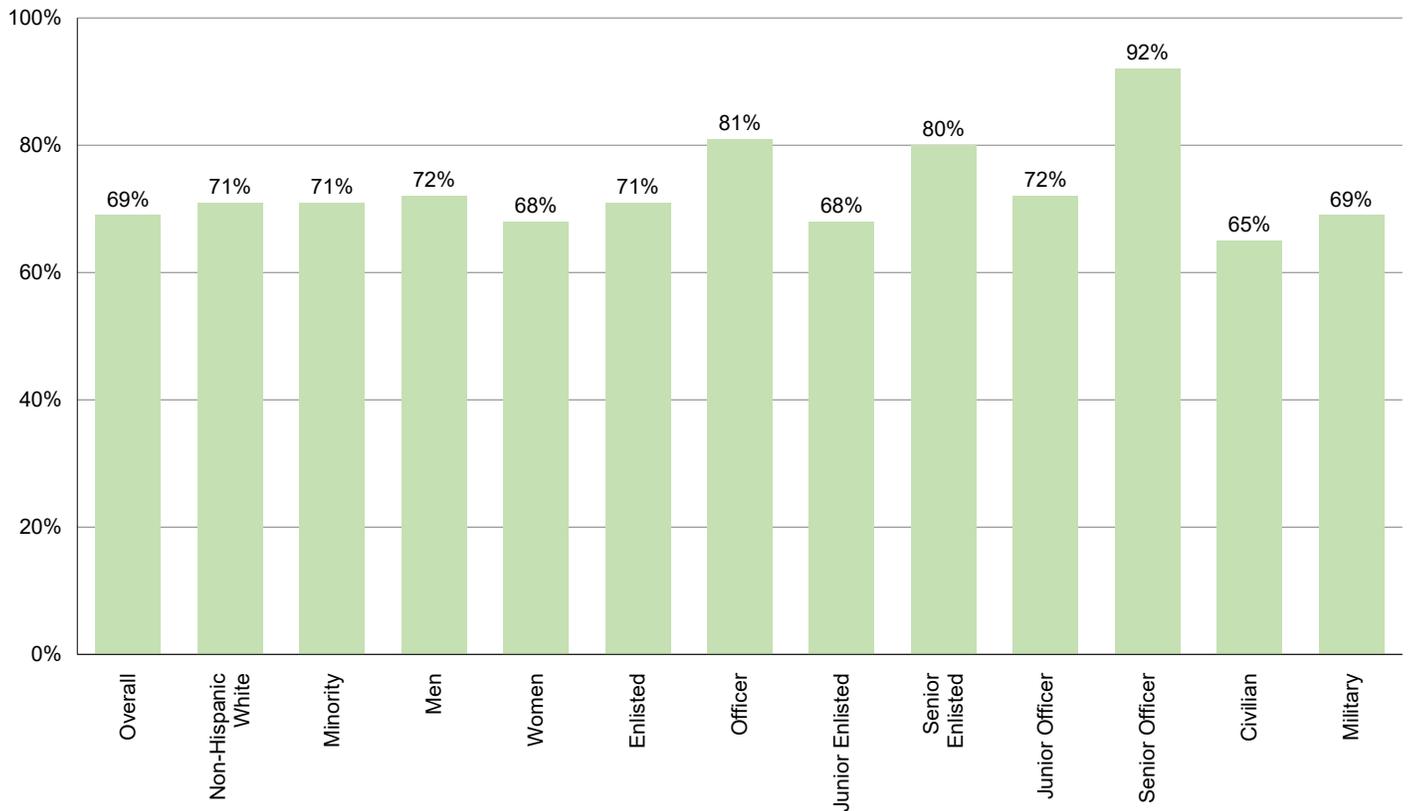
Engagement & Commitment

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.



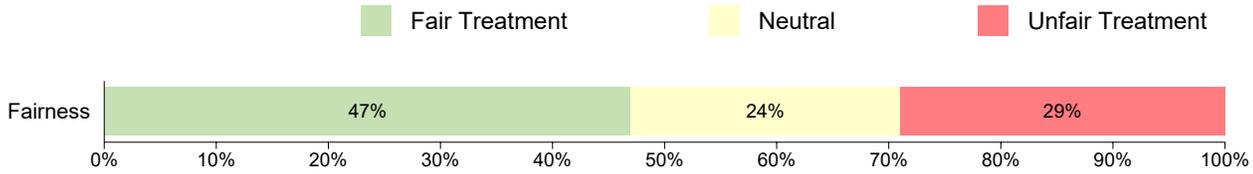
Engaged & Committed by Demographic Category

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



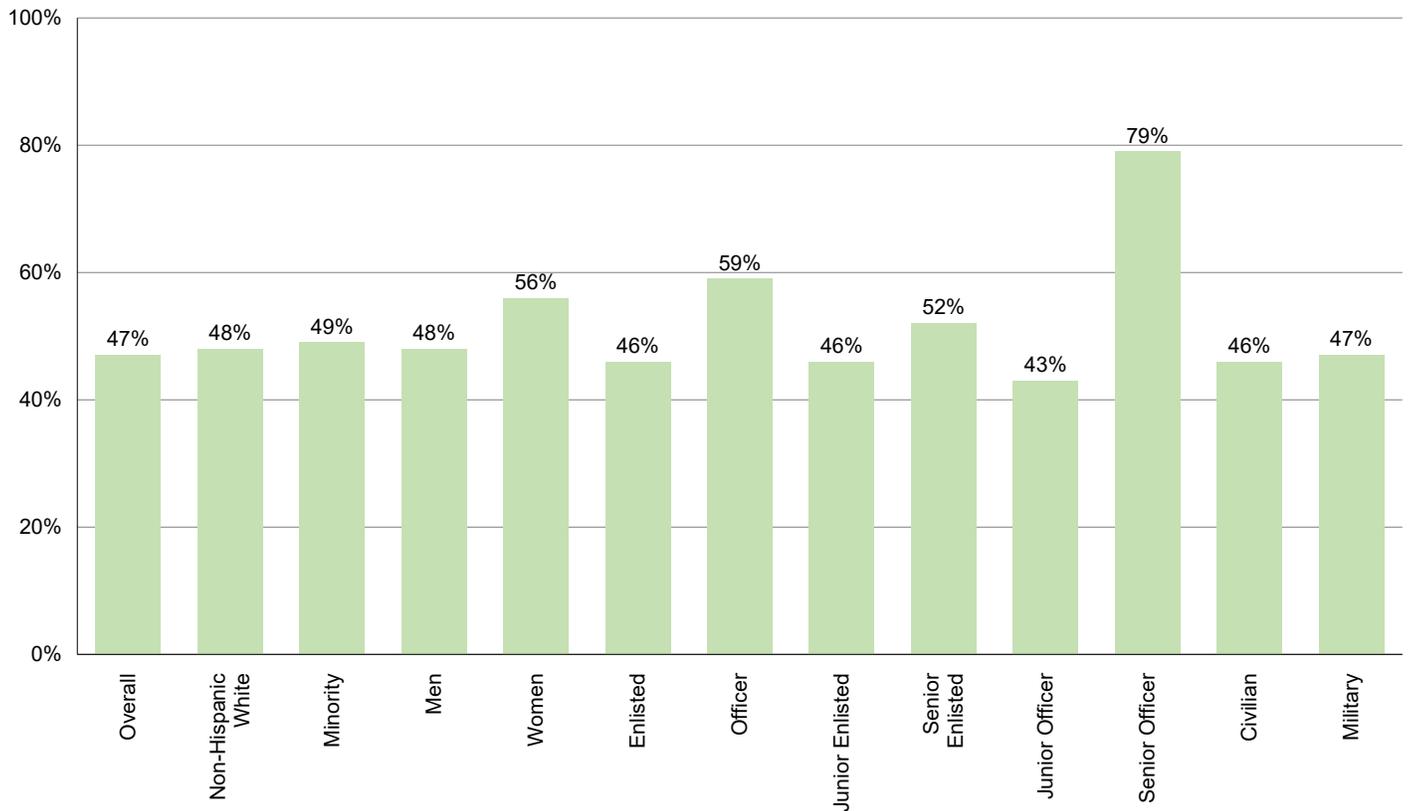
Fairness

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.



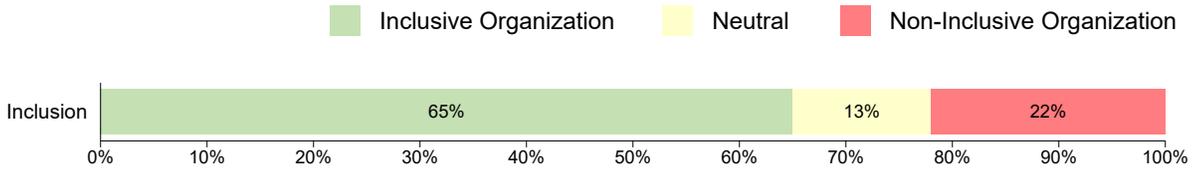
Fair Treatment by Demographic Category

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



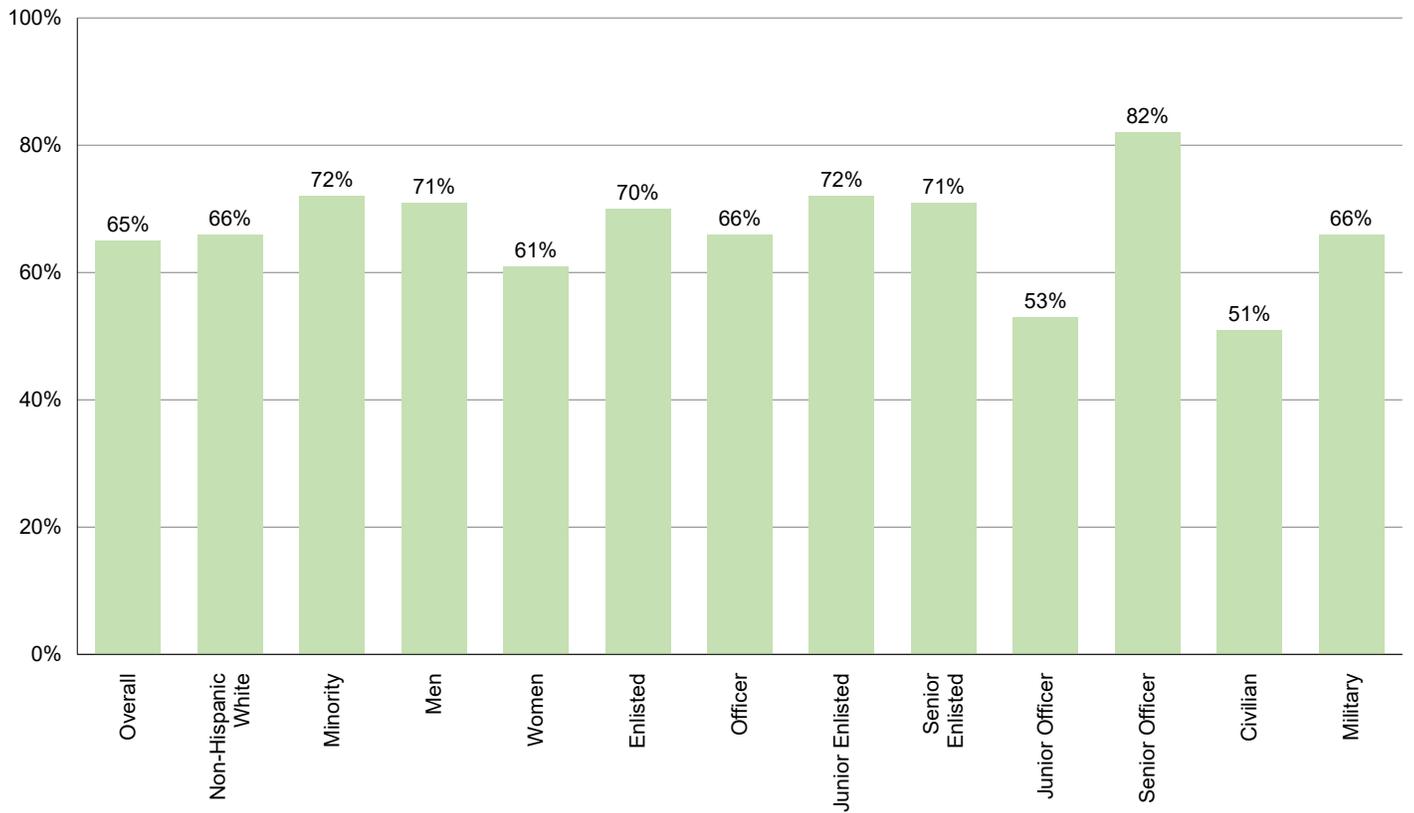
Inclusion

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.



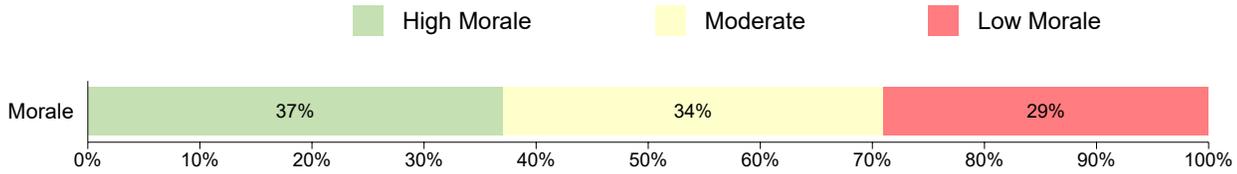
Inclusive Organization by Demographic Category

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



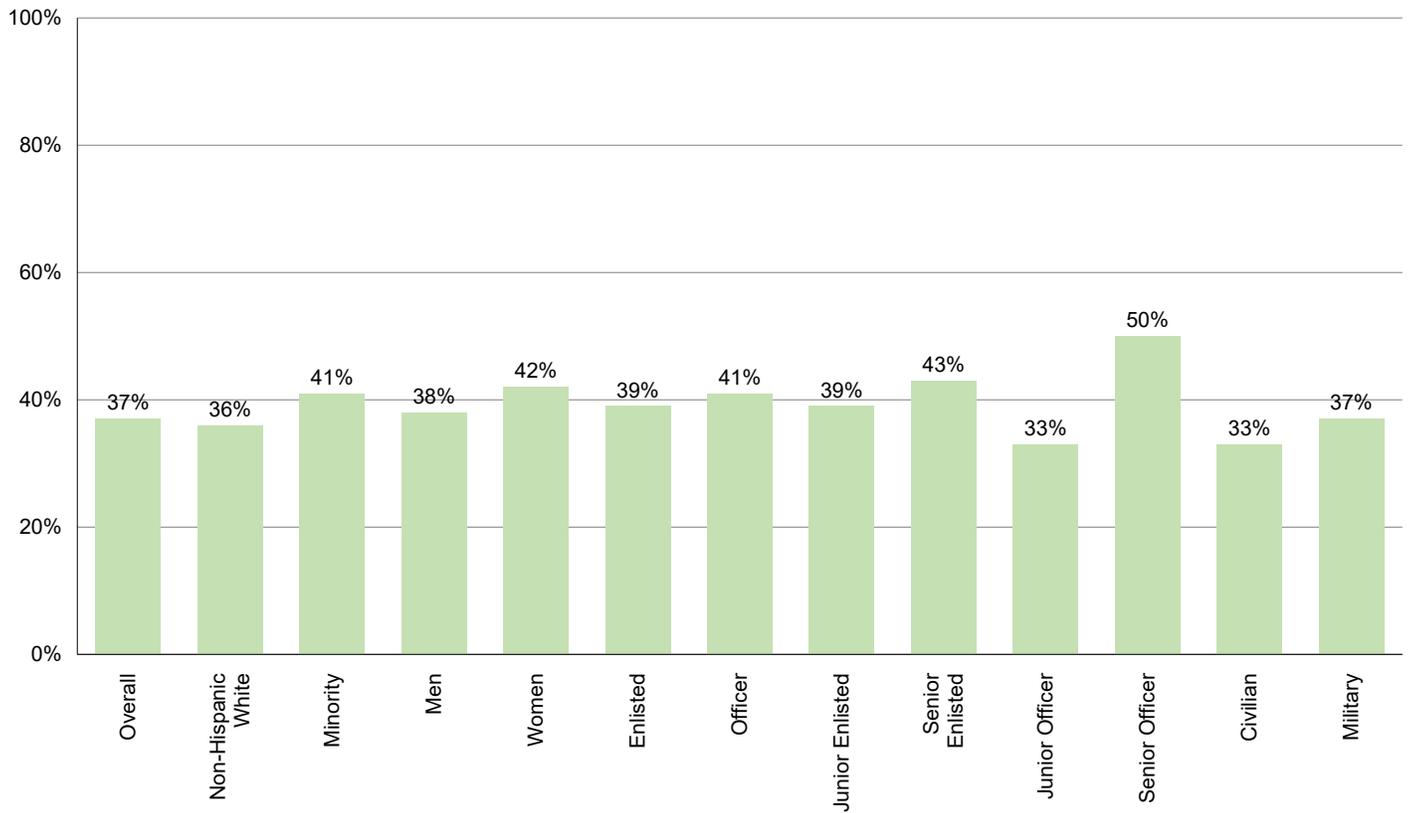
Morale

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.



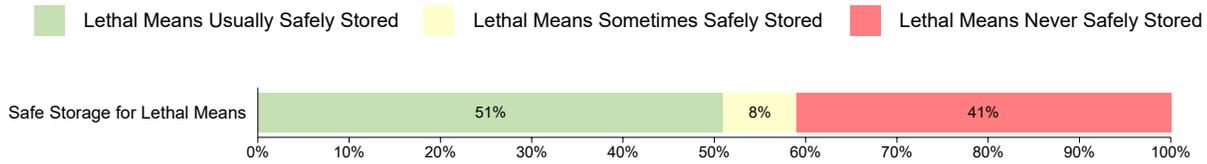
High Morale by Demographic Category

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



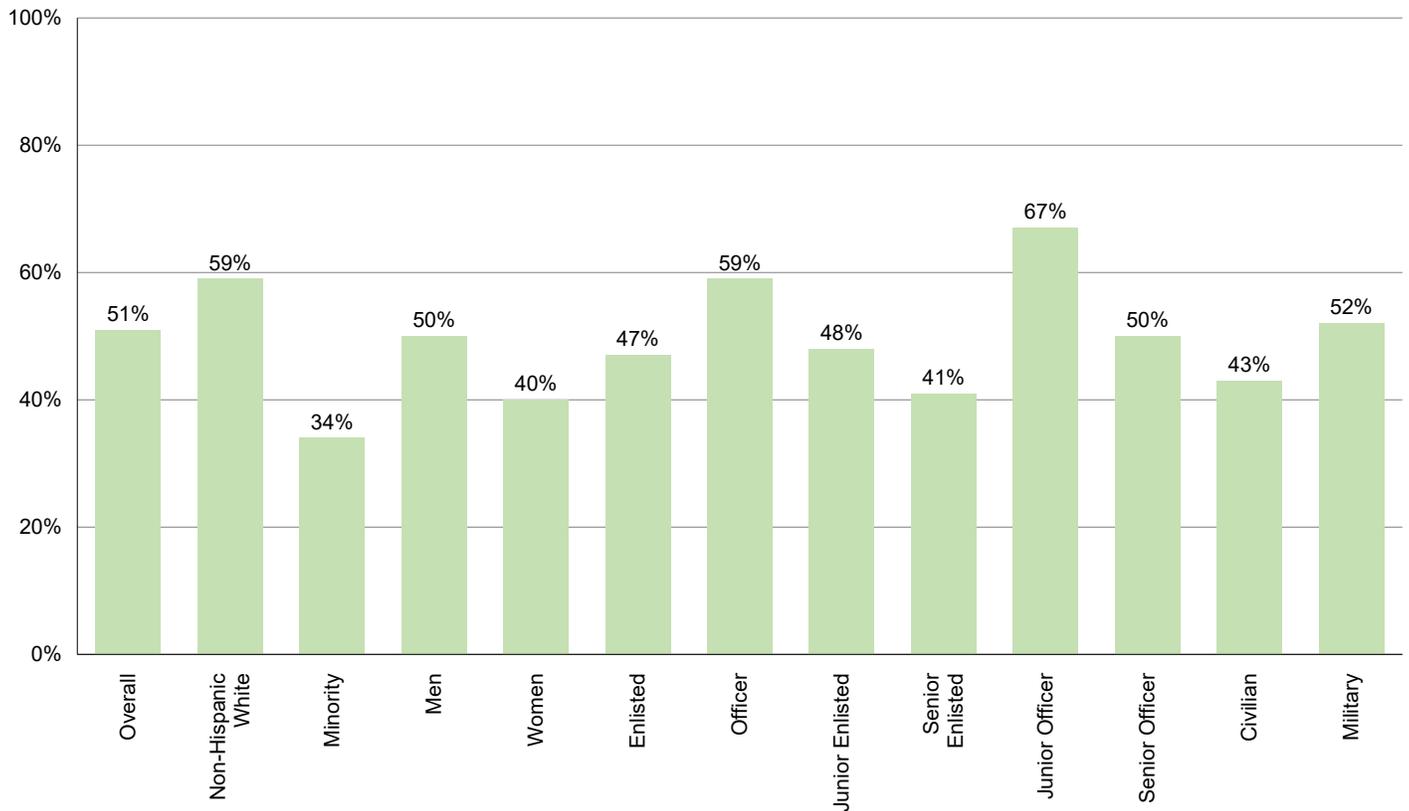
Safe Storage for Lethal Means

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.



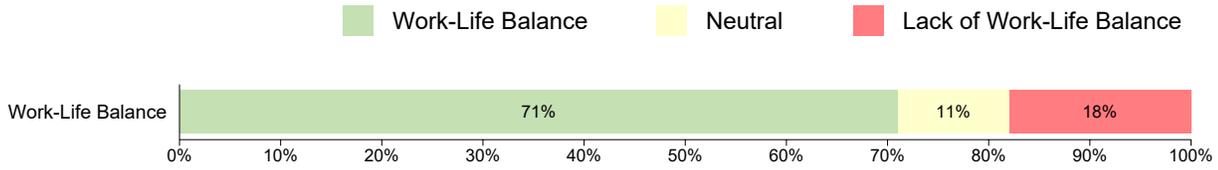
Safe Storage for Lethal Means by Demographic Category

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



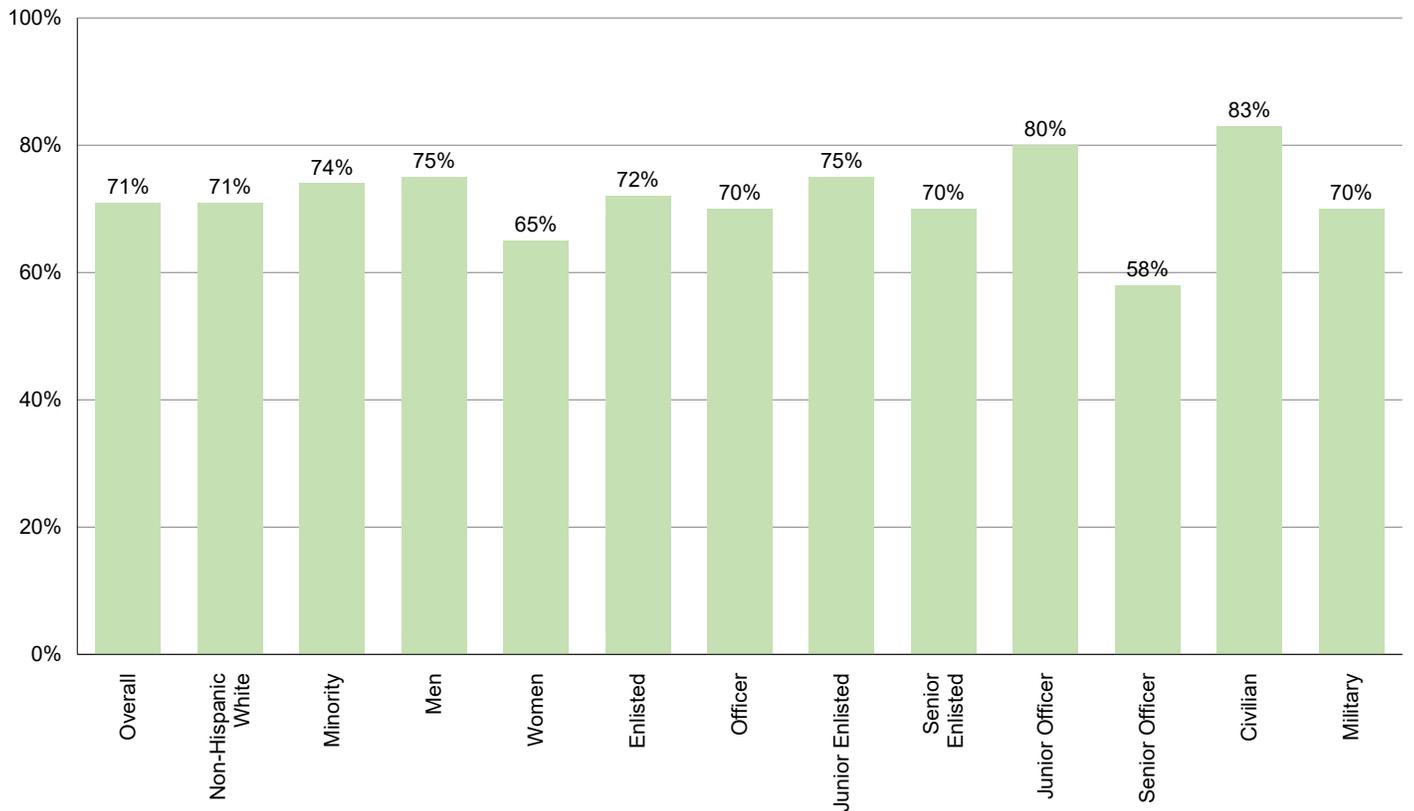
Work-Life Balance

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.



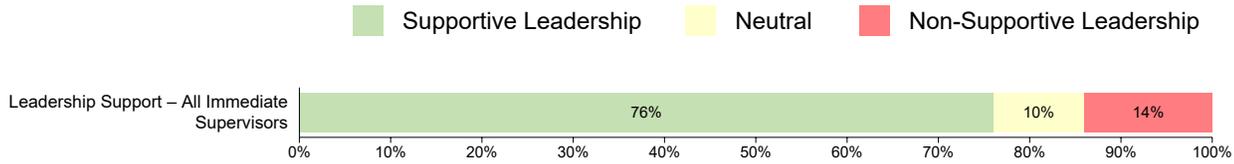
Work-Life Balance by Demographic Category

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



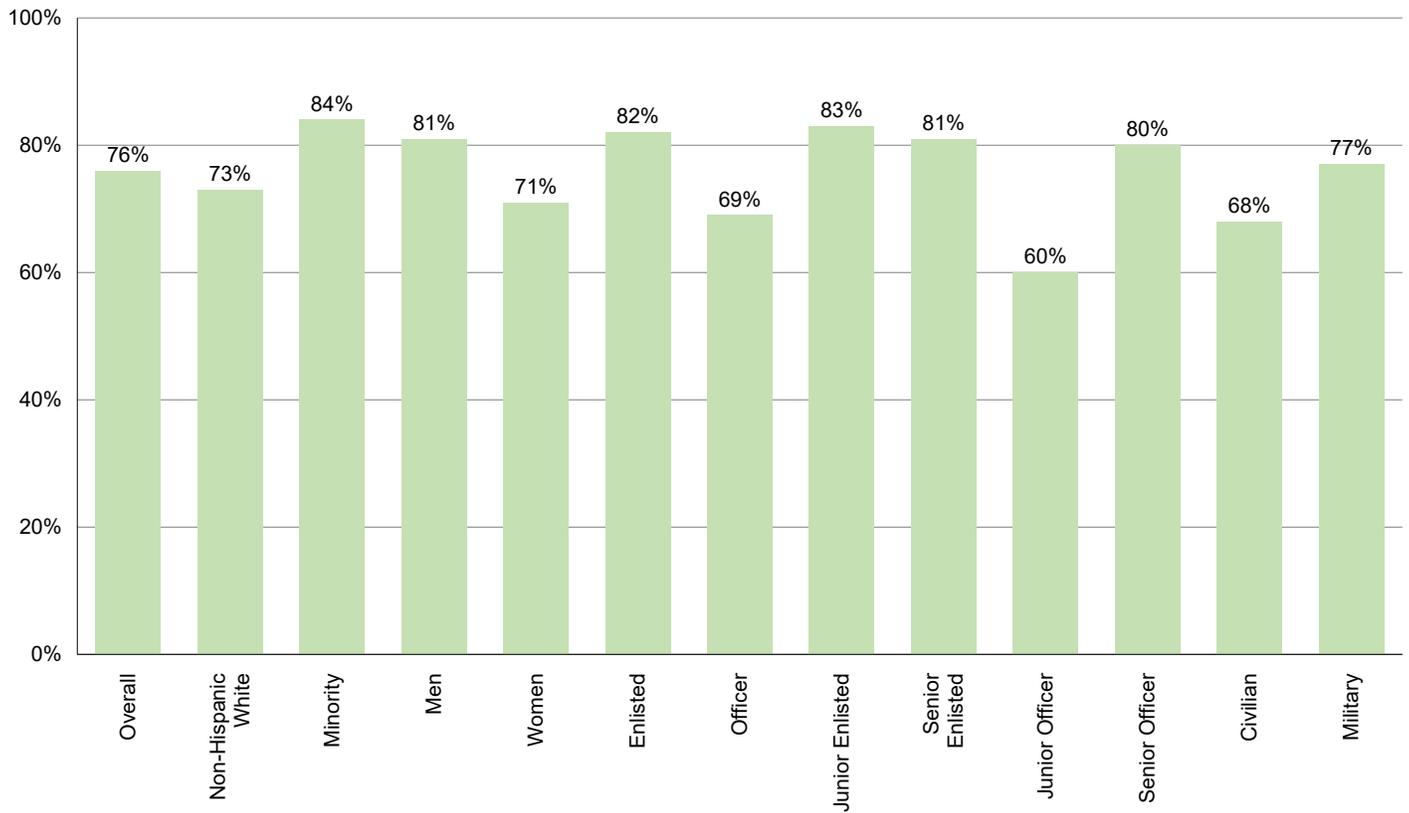
Leadership Support – Ratings for All Immediate Supervisors

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.



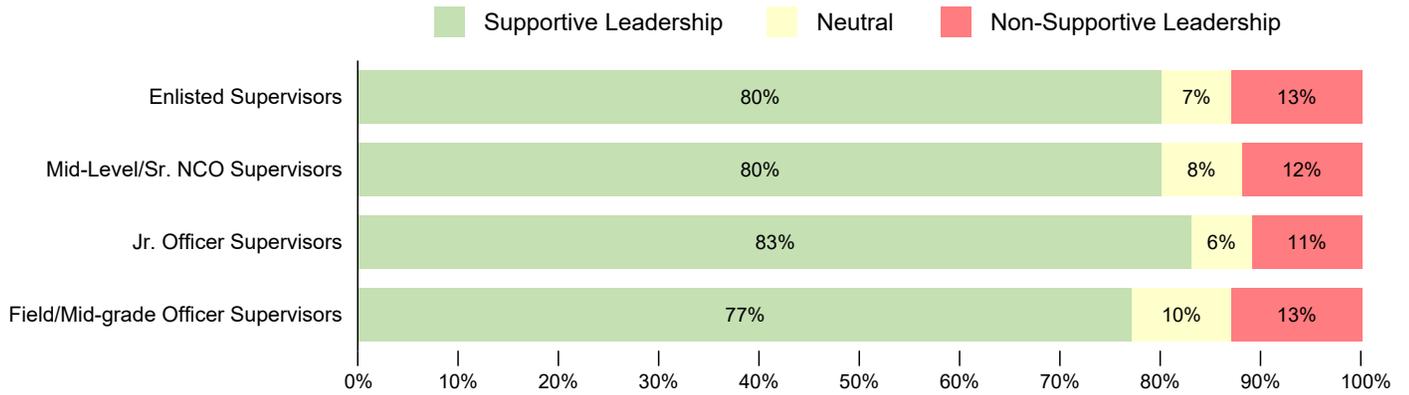
Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

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



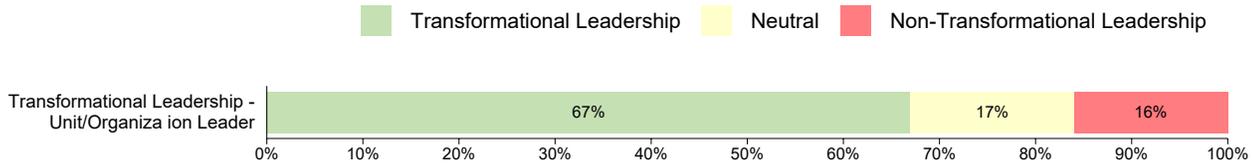
Leadership Support – Ratings by Paygrade of Immediate Supervisor

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



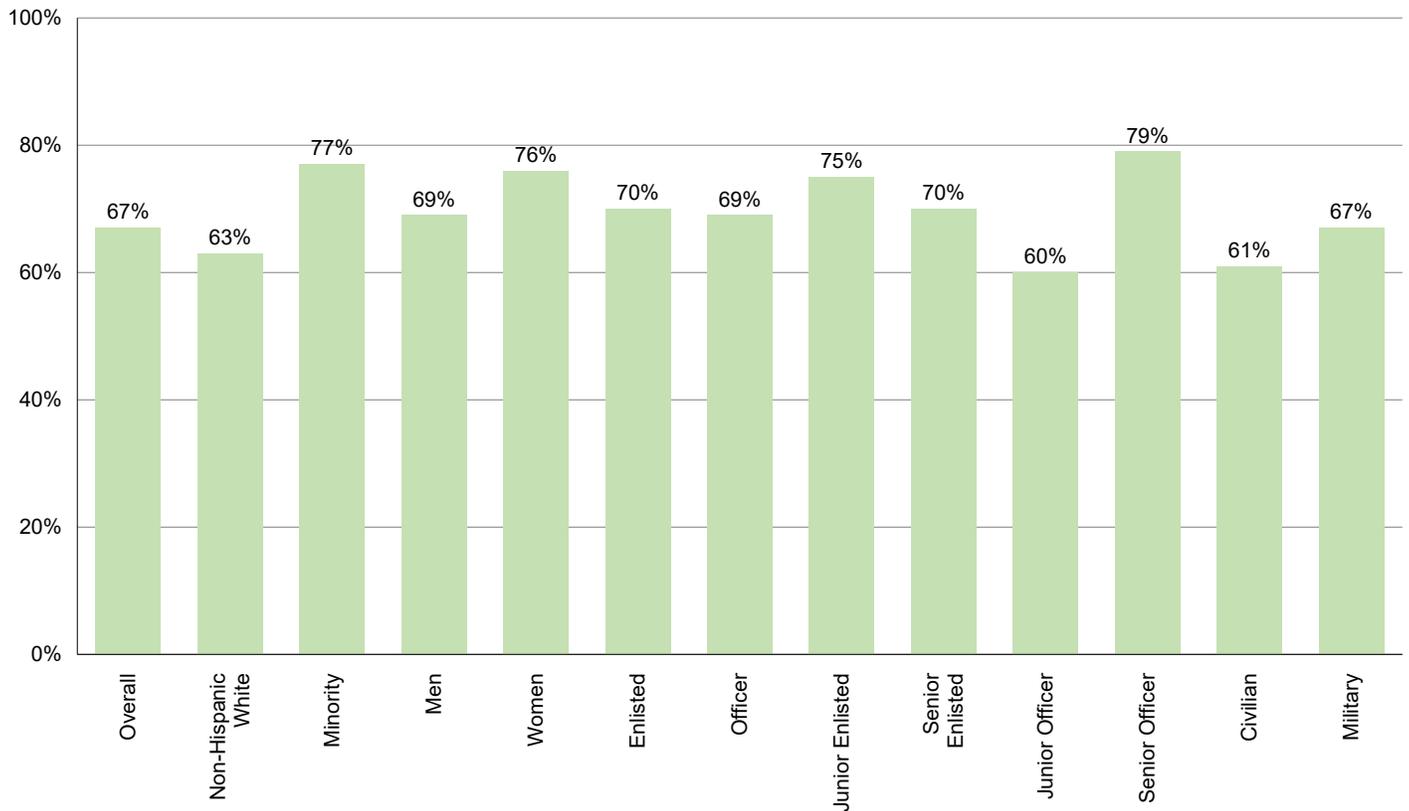
Transformational Leadership – Ratings for Unit/Organization Leader

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.



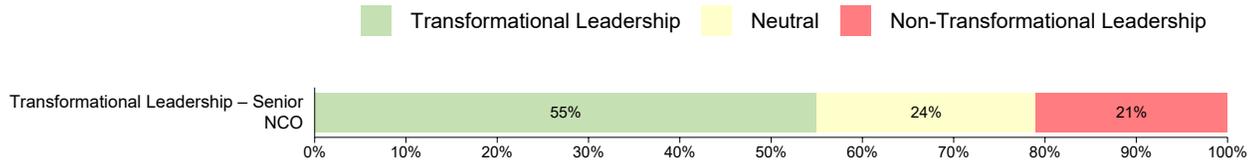
Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

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



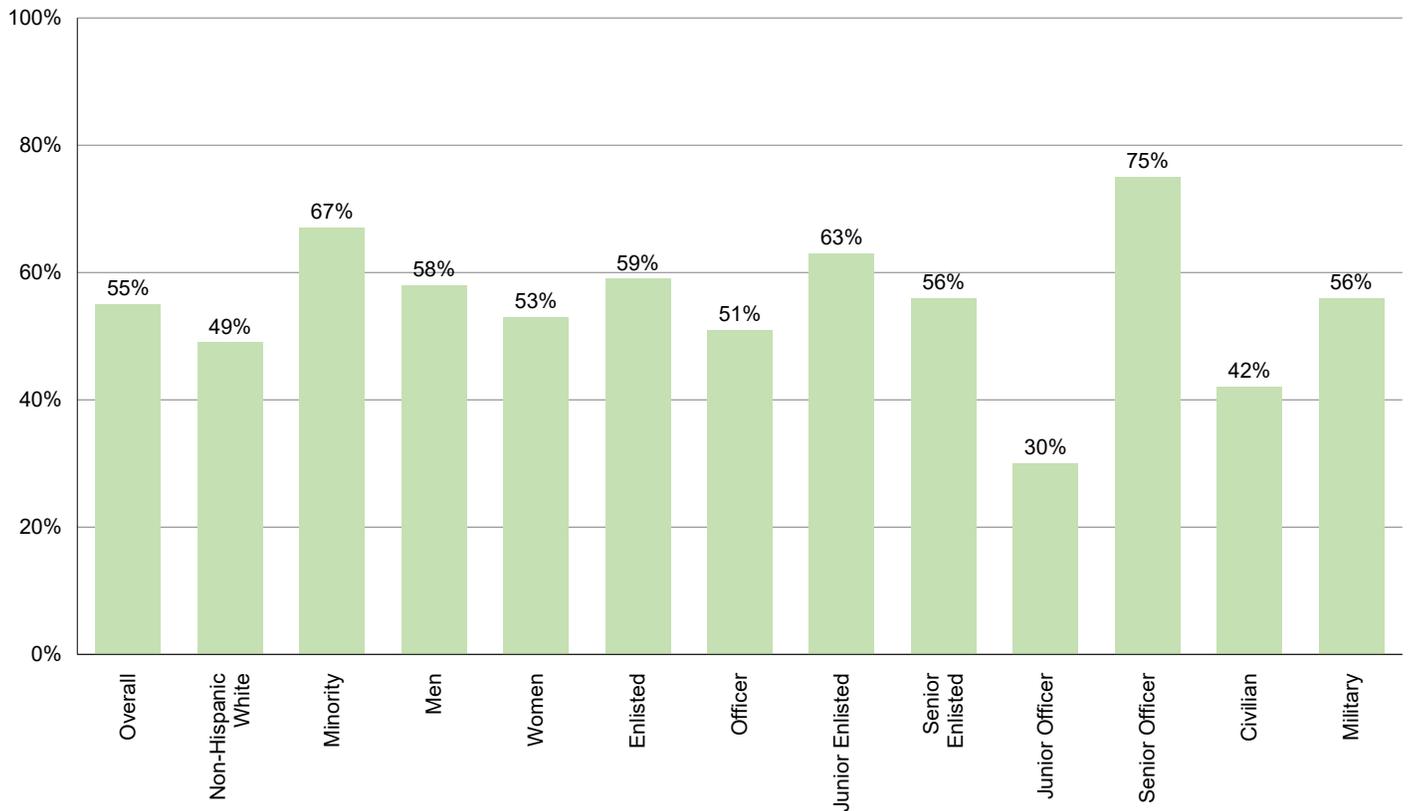
Transformational Leadership – Ratings for Senior NCO

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.



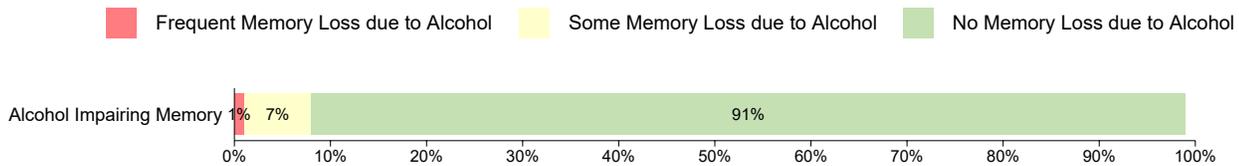
RISK FACTORS

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.

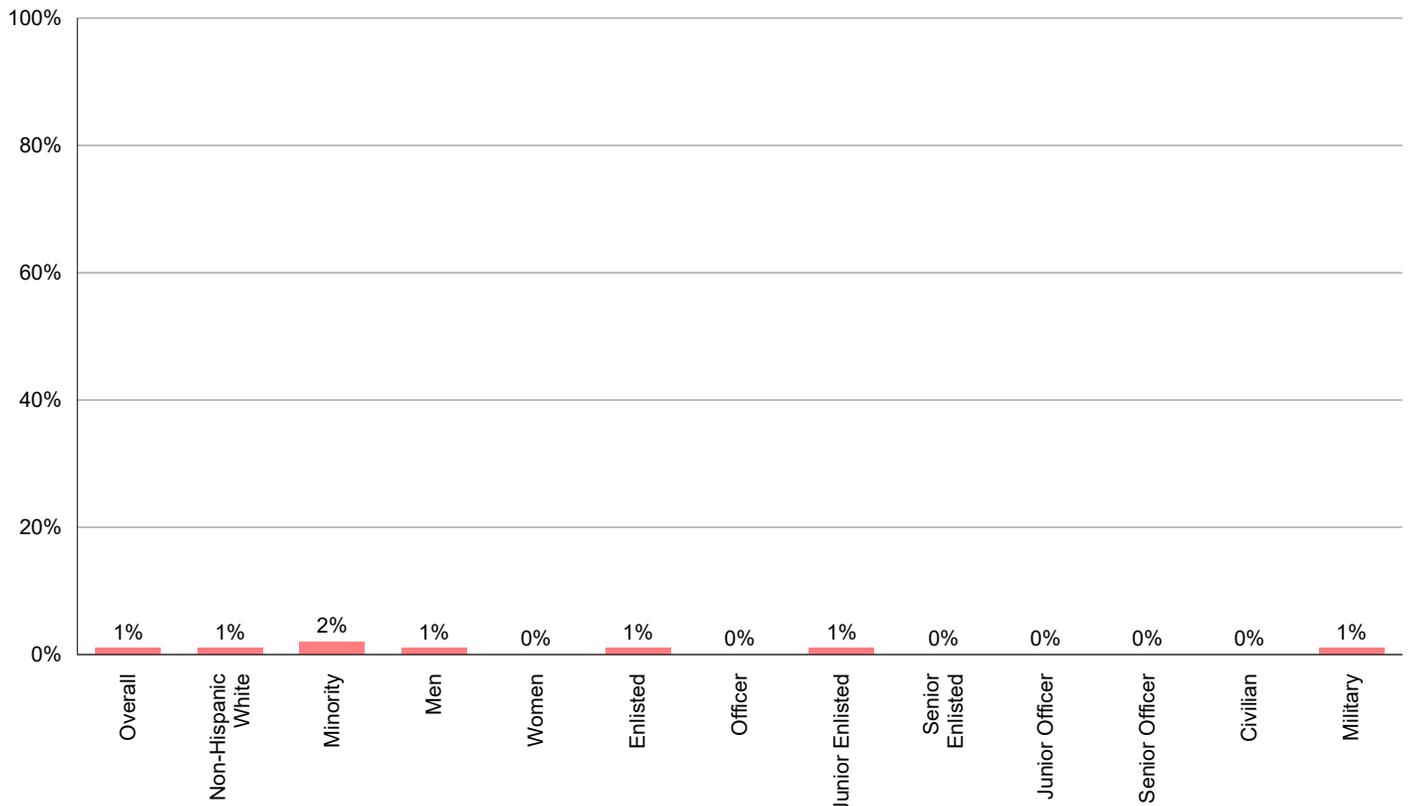
Alcohol Impairing Memory

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.



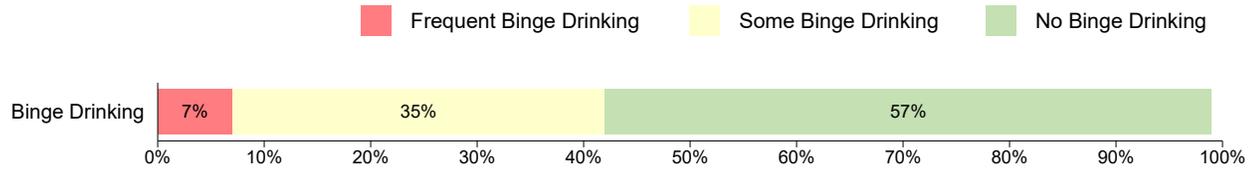
Frequent Alcohol Memory Loss by Demographic Category

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



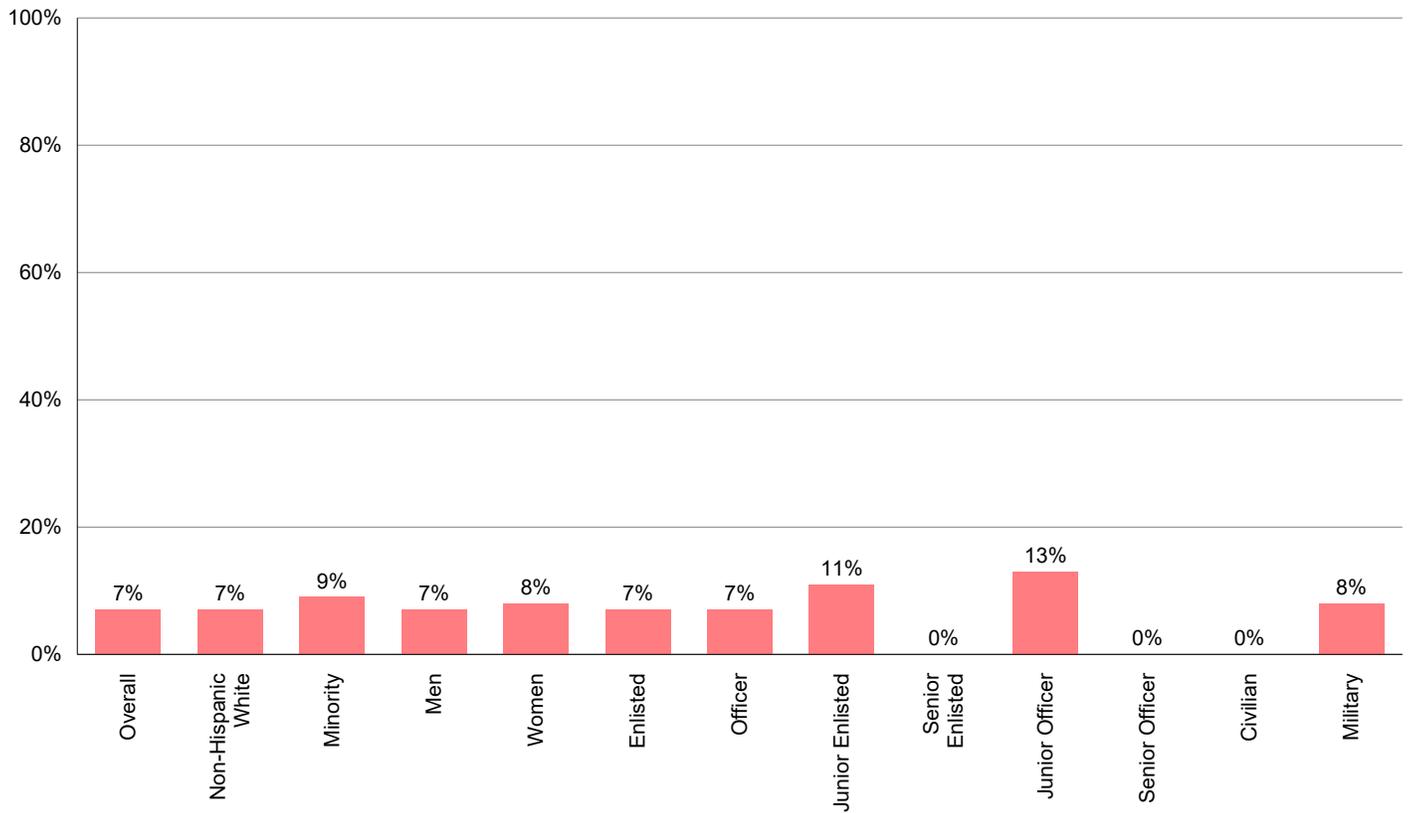
Binge Drinking

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.



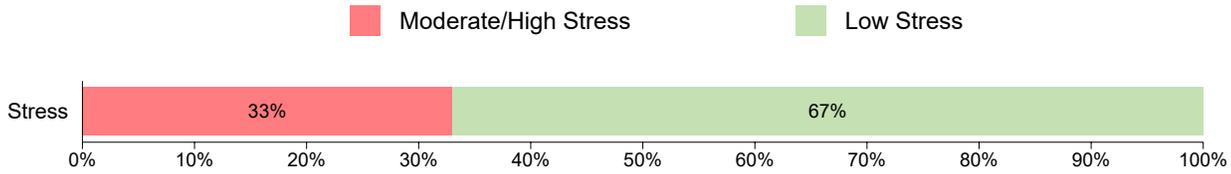
Frequent Binge Drinking by Demographic Category

This graph displays the percentage who reported frequent binge drinking.



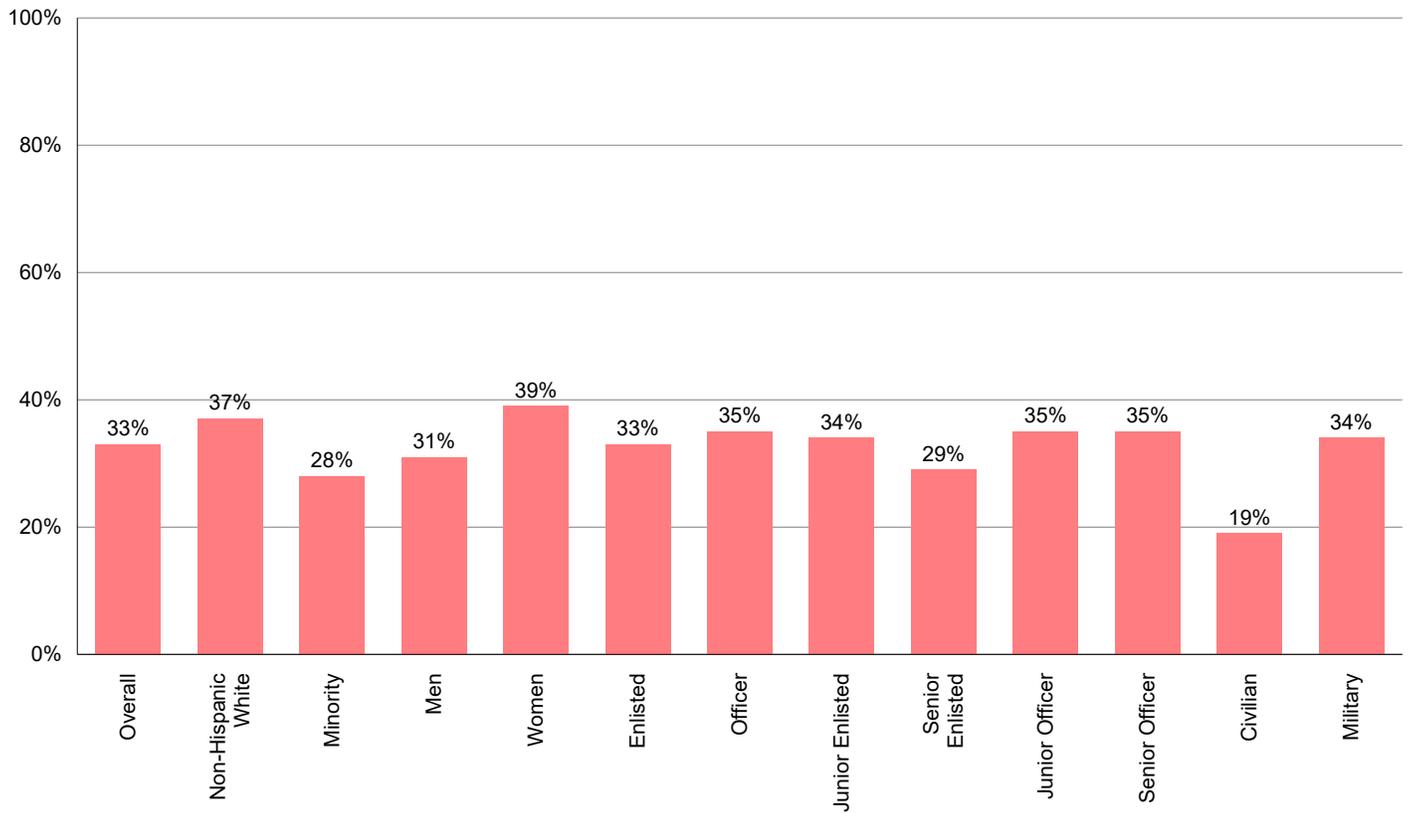
Stress

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.



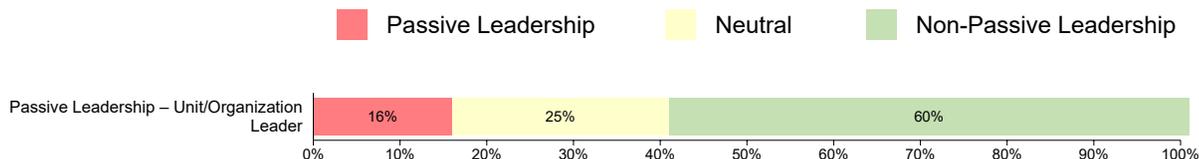
Moderate/High Stress by Demographic Category

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



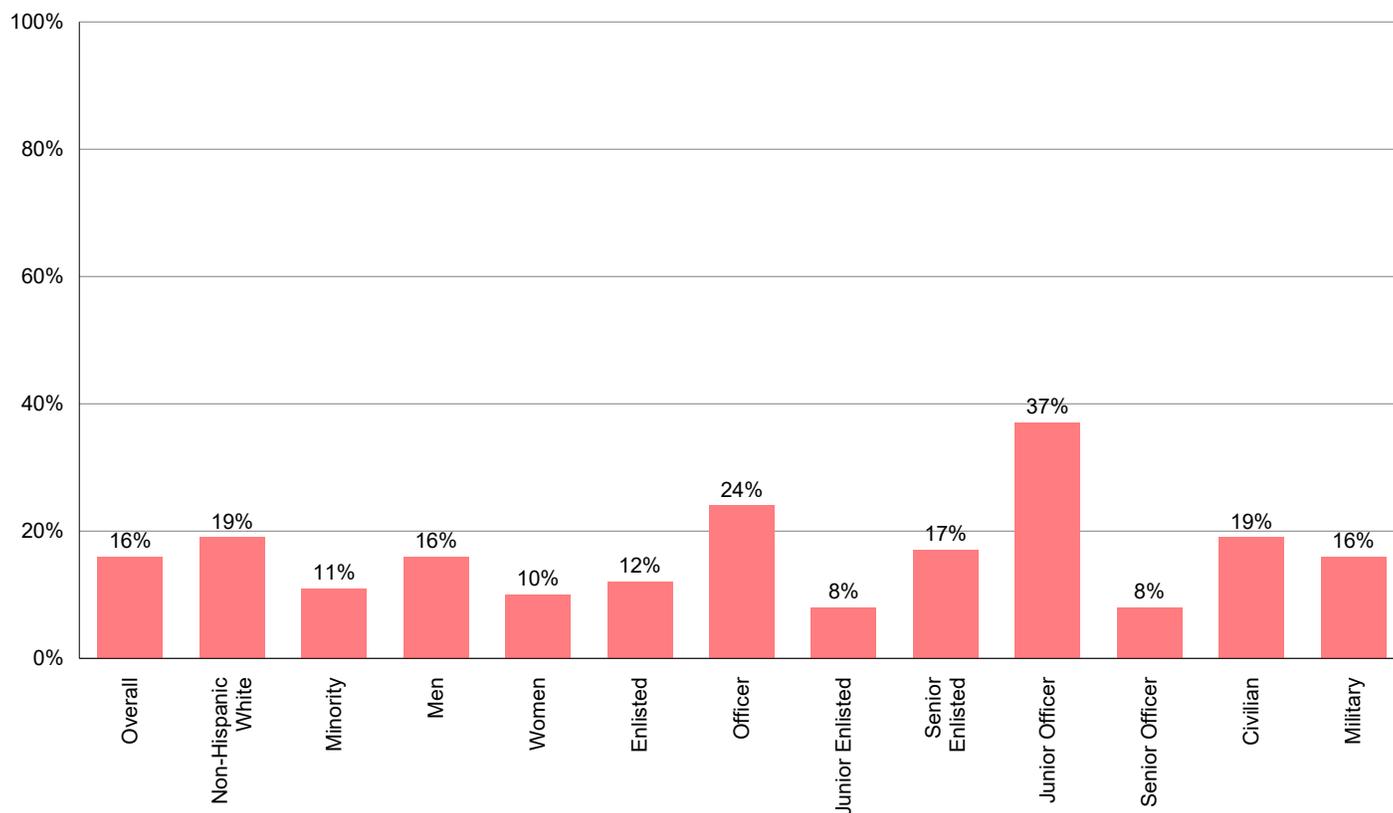
Passive Leadership - Ratings for Unit/Organization Leader

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.



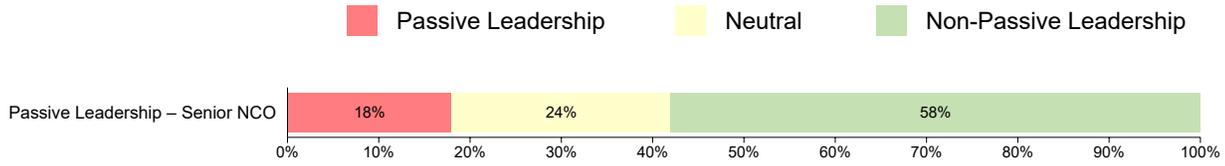
Passive Leadership - Ratings for Unit/Organization Leader Demographic Category

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



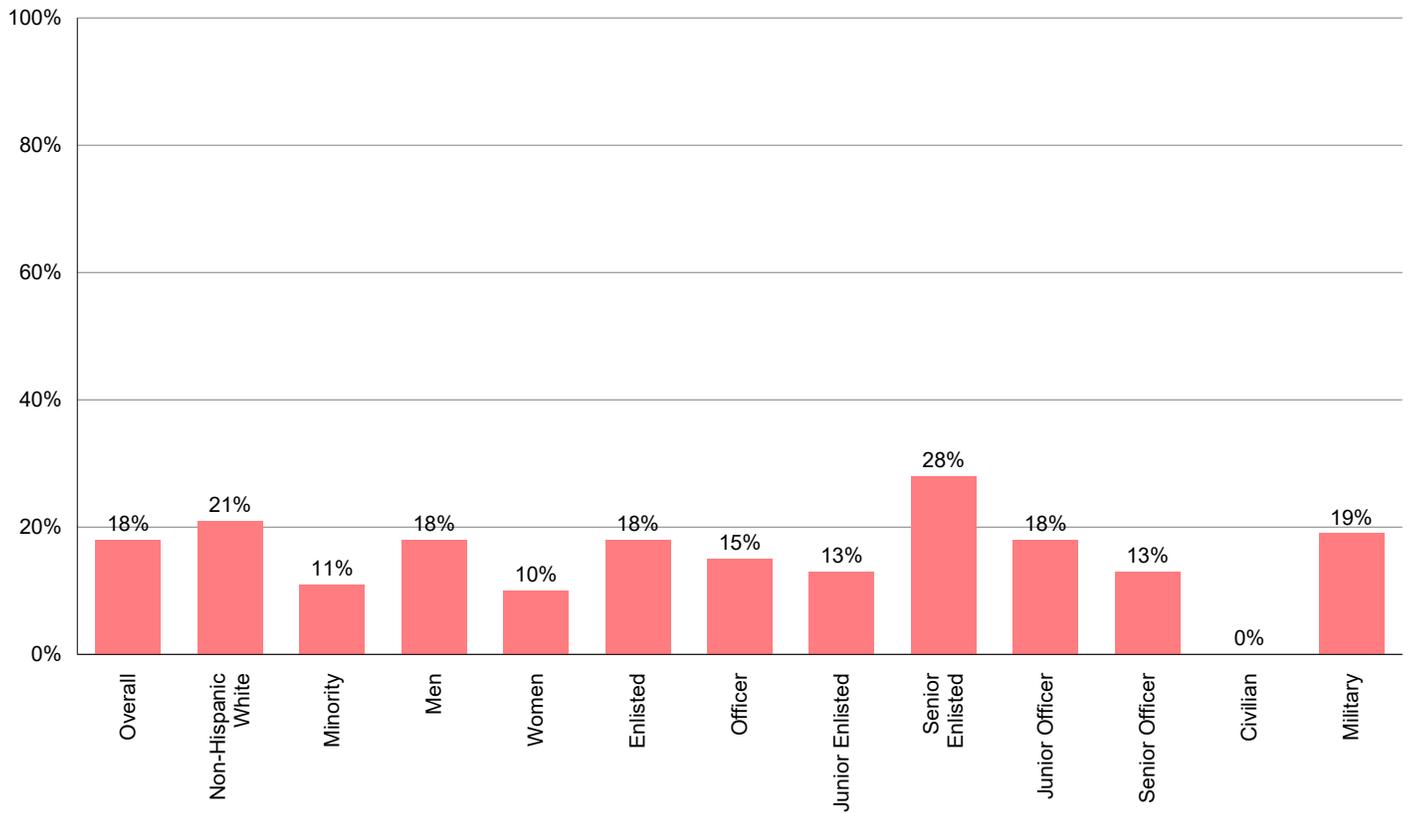
Passive Leadership - Ratings for Senior NCO

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.



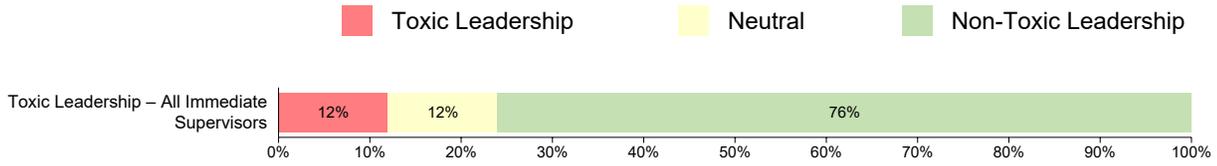
Passive Leadership – Ratings for Senior NCO by Demographic Category

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



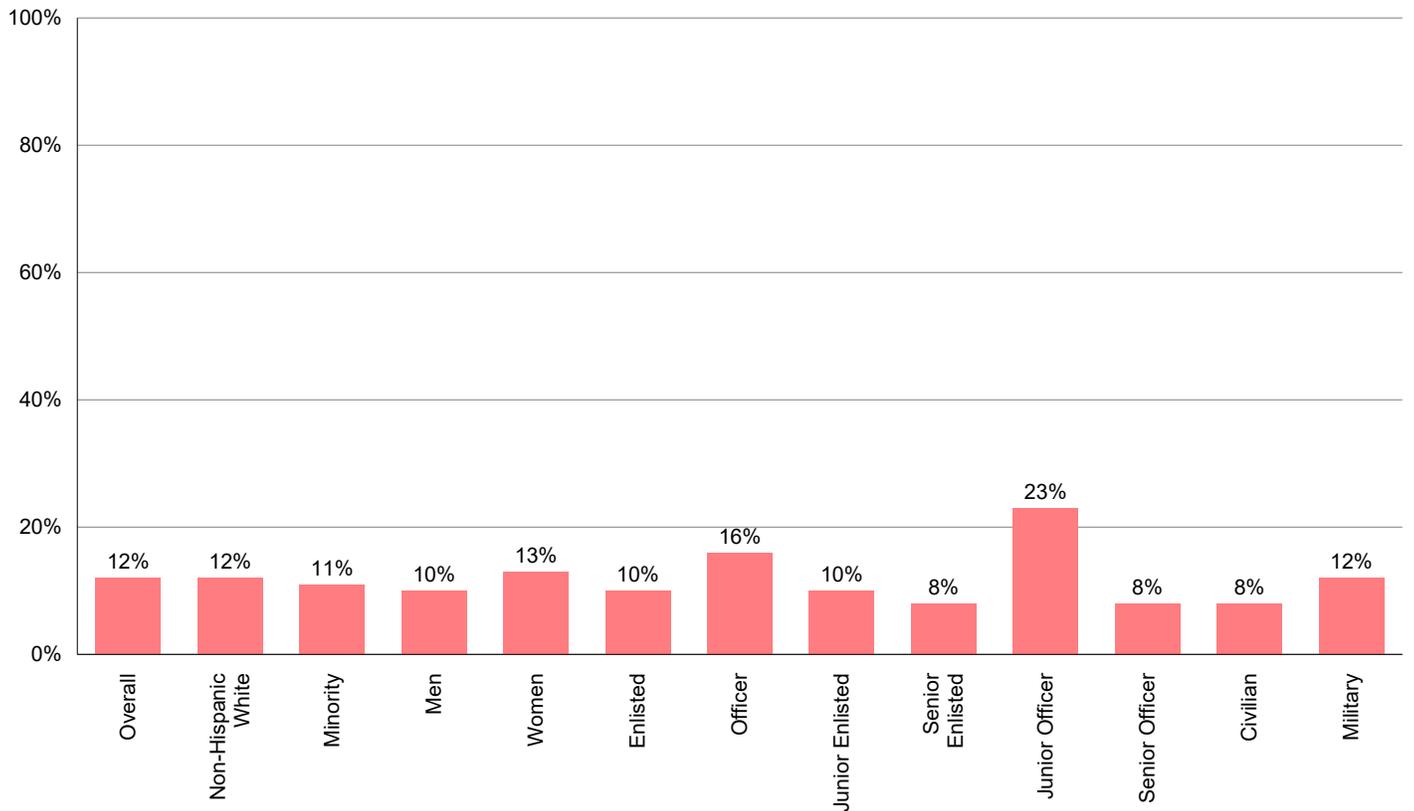
Toxic Leadership - Ratings for All Immediate Supervisors

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.



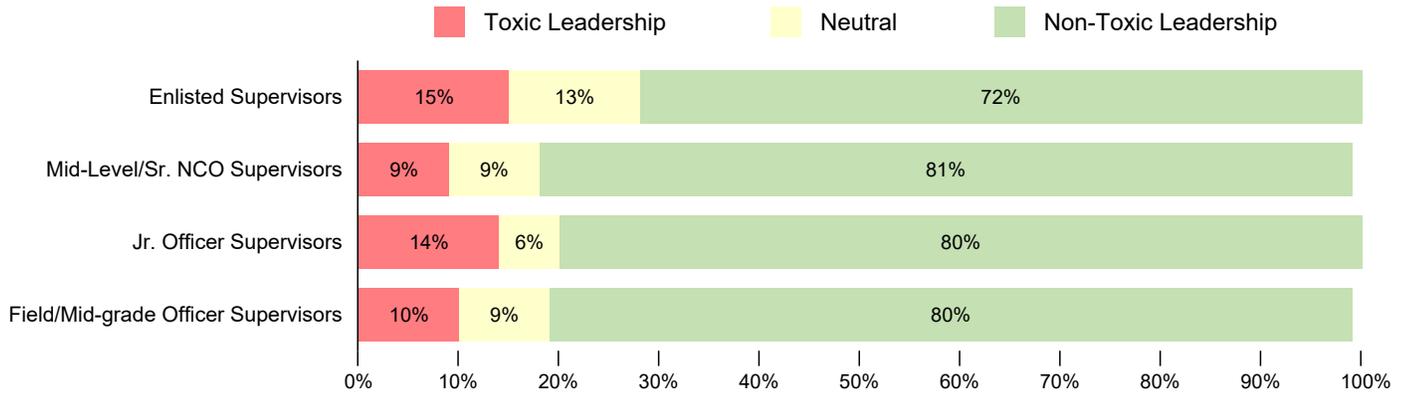
Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category

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



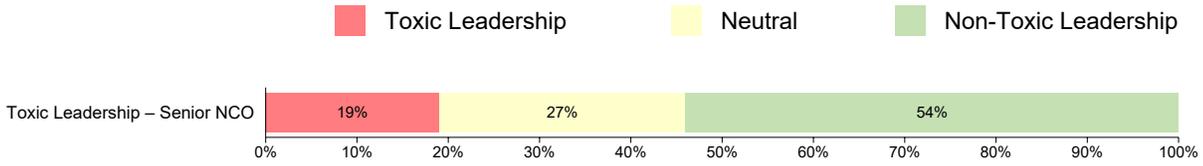
Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

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



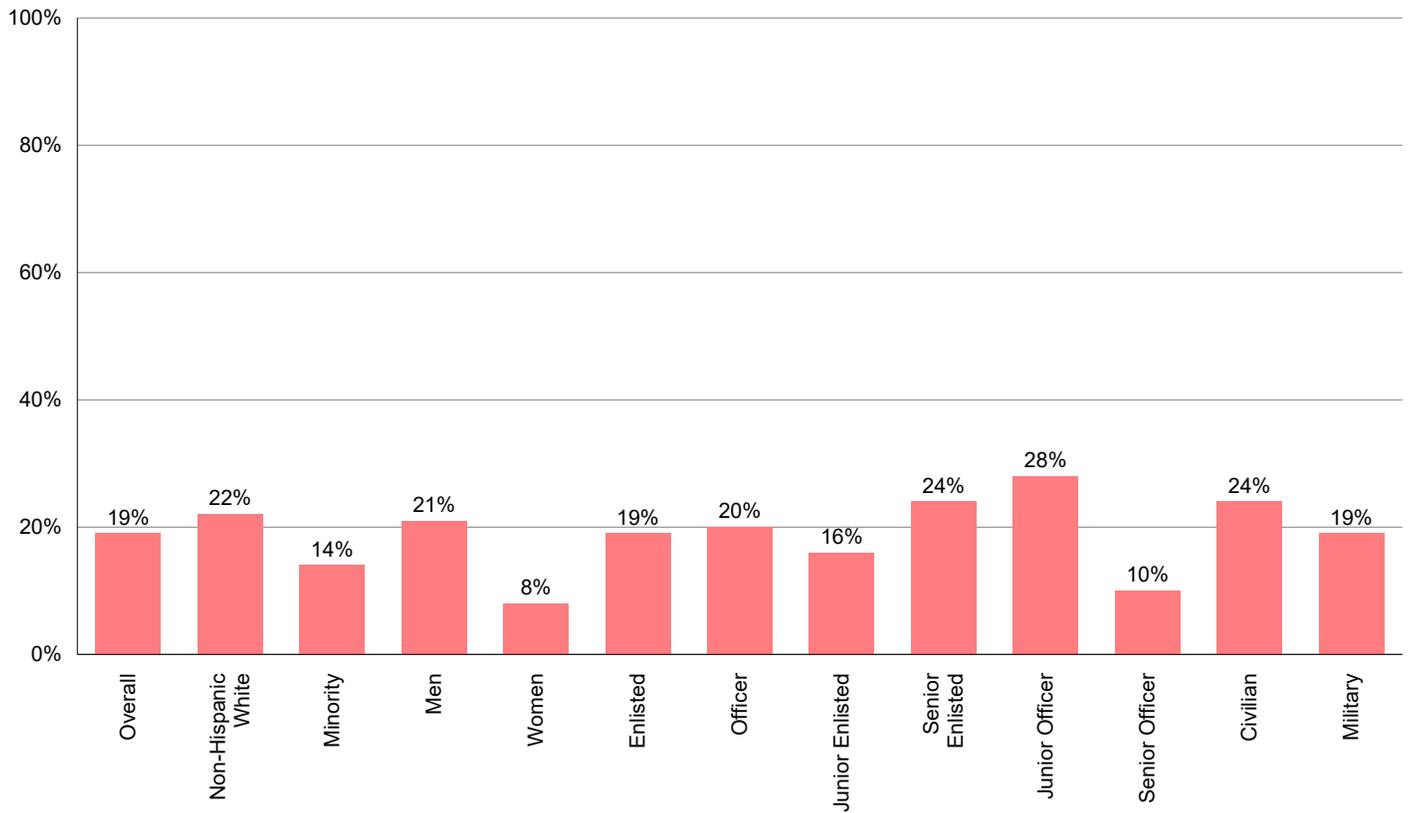
Toxic Leadership - Ratings for Senior NCO

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.



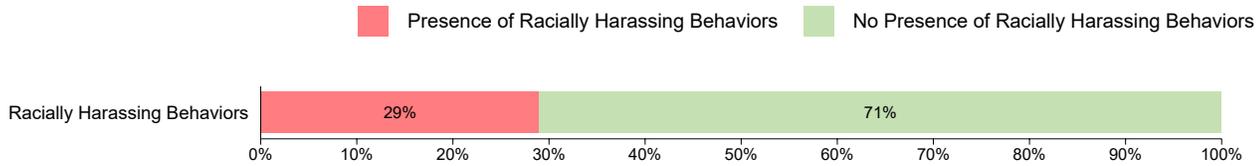
Toxic Leadership – Ratings for Senior NCO by Demographic Category

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



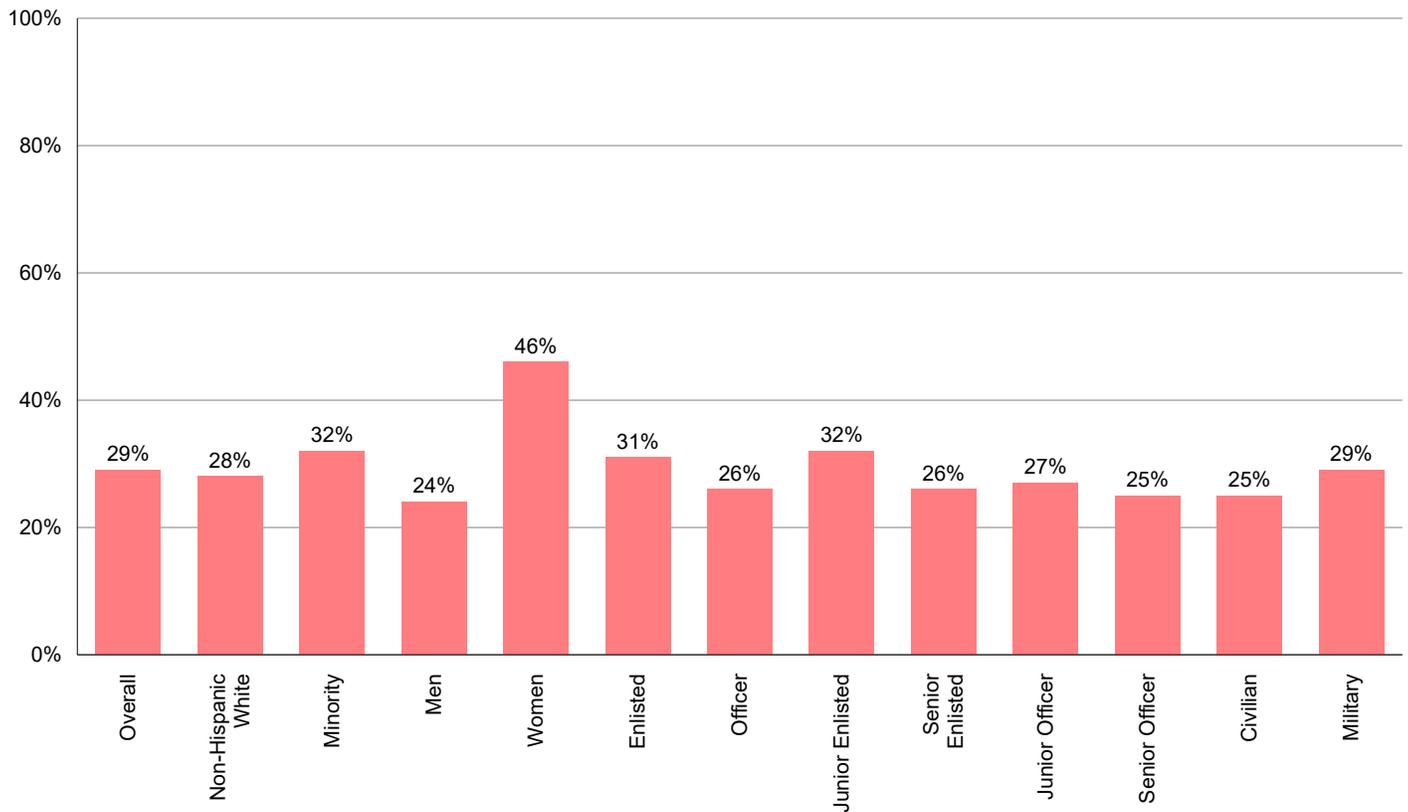
Racially Harassing Behaviors

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.



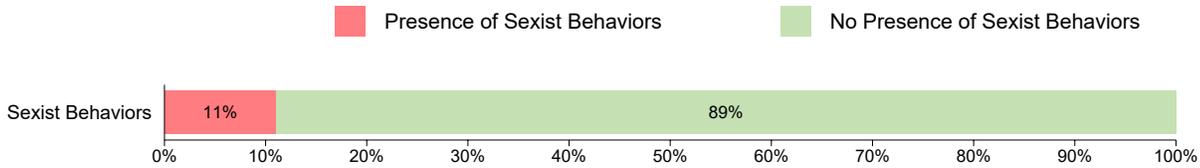
Presence of Racially Harassing Behaviors by Demographic Category

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



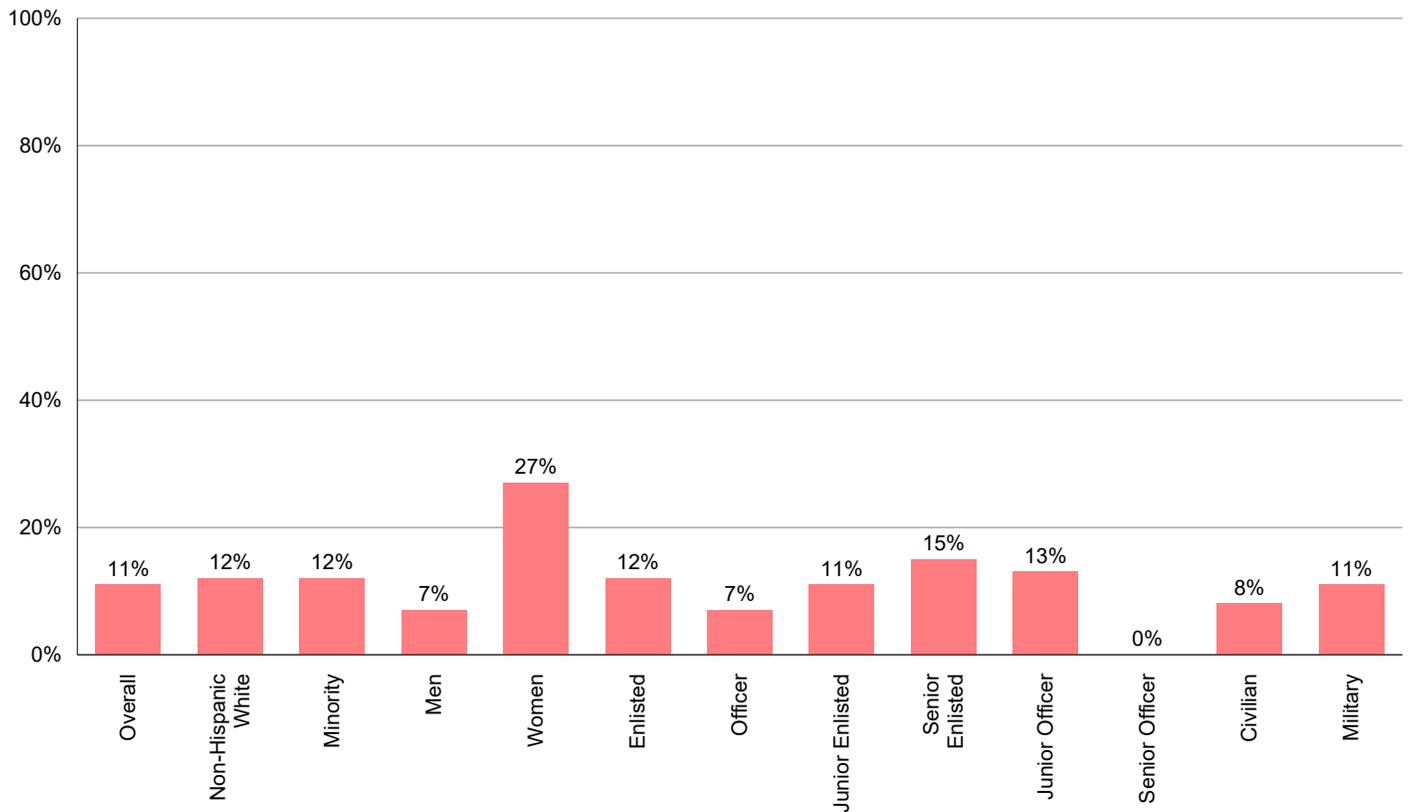
Sexist Behaviors

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.



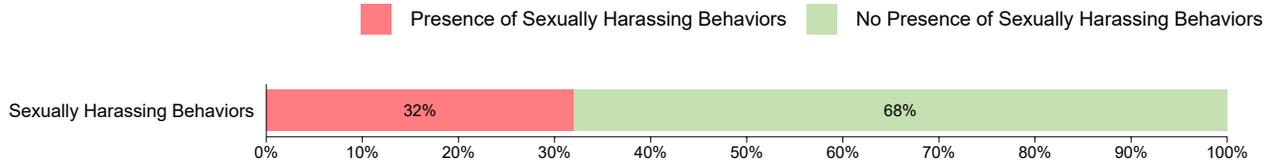
Presence of Sexist Behaviors by Demographic Category

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



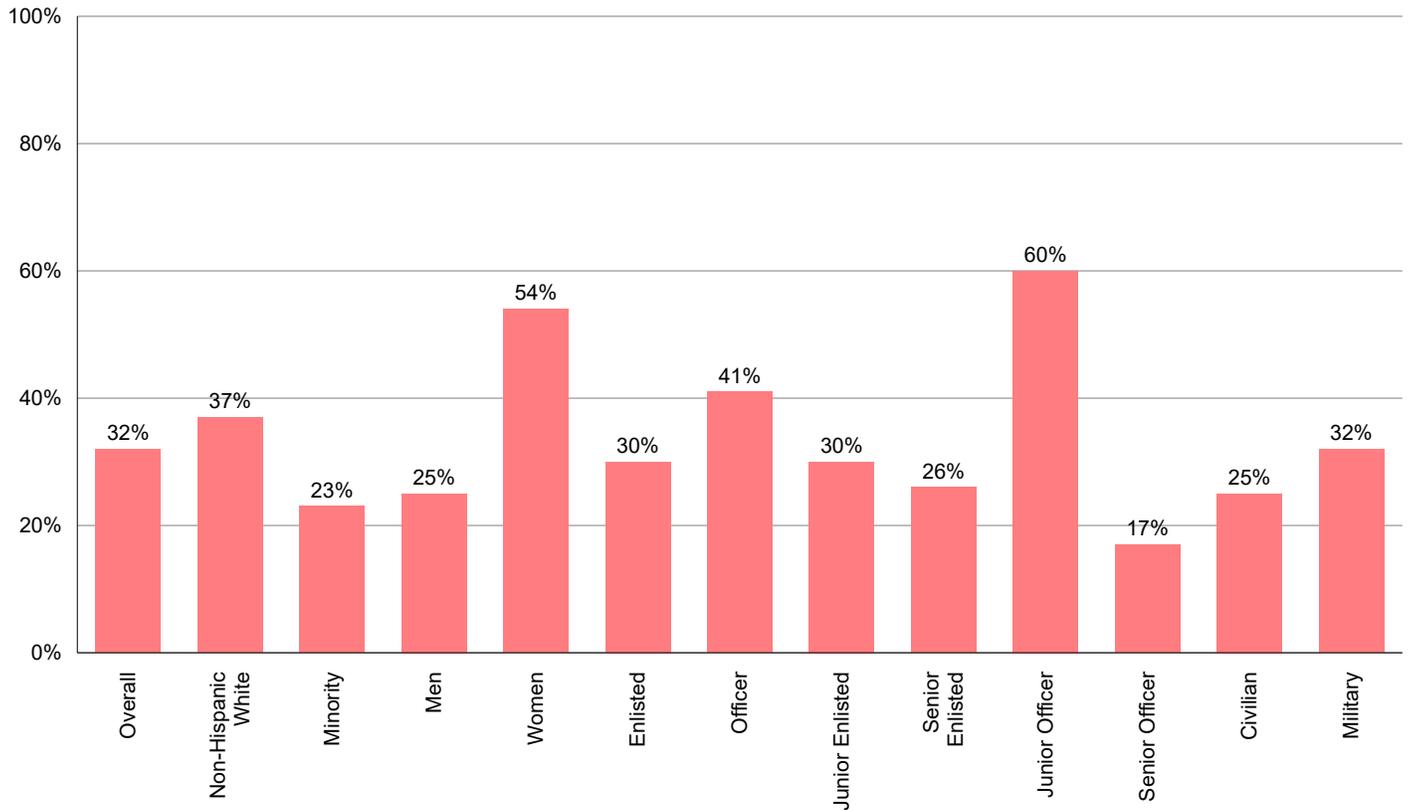
Sexually Harassing Behaviors

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.



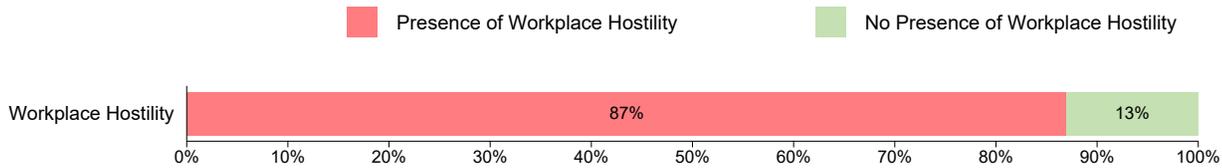
Presence of Sexually Harassing Behaviors by Demographic Category

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



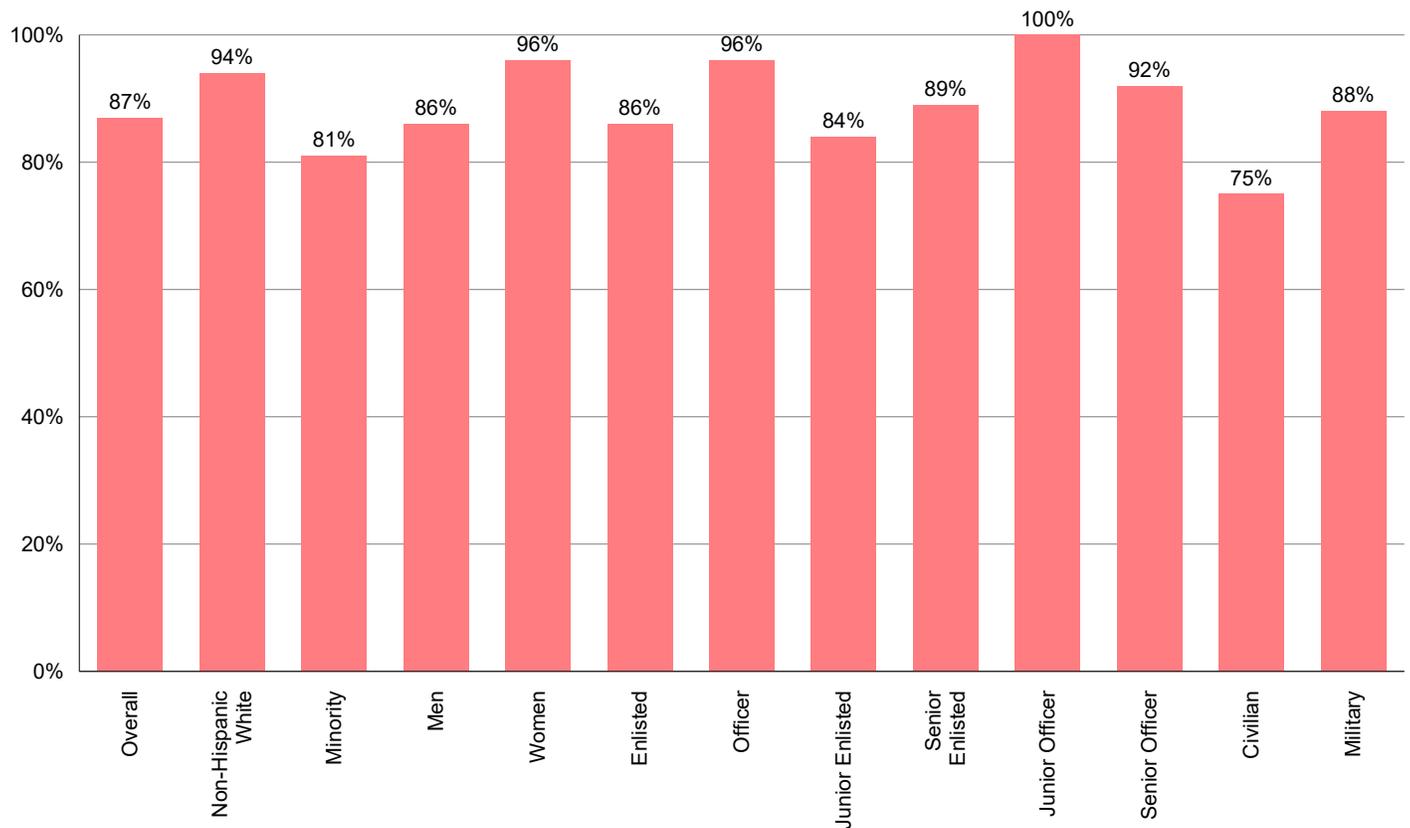
Workplace Hostility

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.

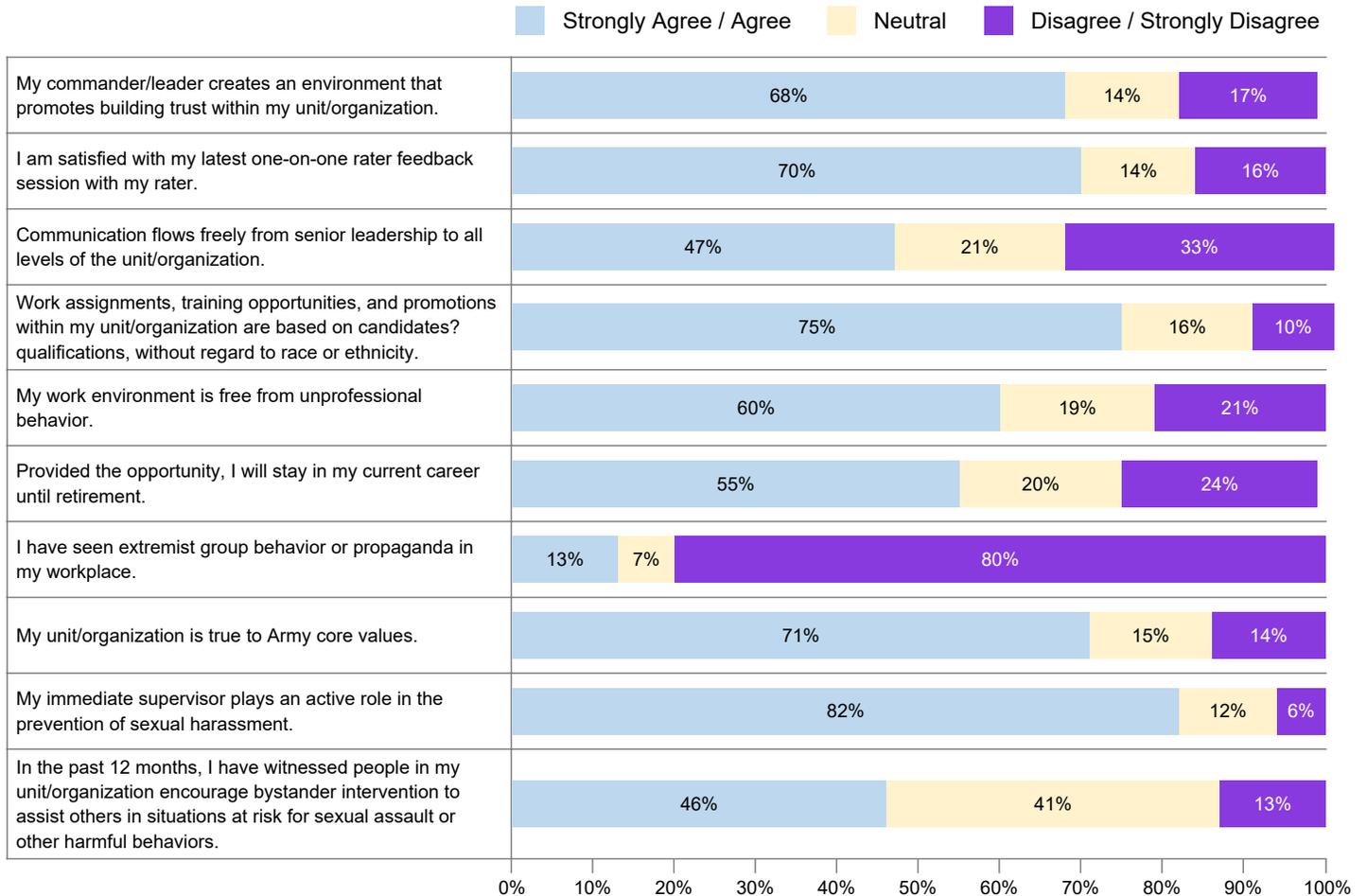


CUSTOM ITEMS

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

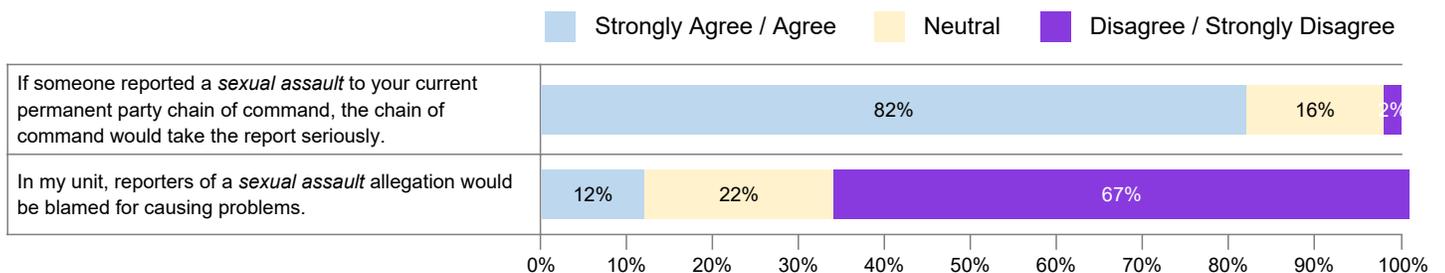
Custom Multiple-Choice Items

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

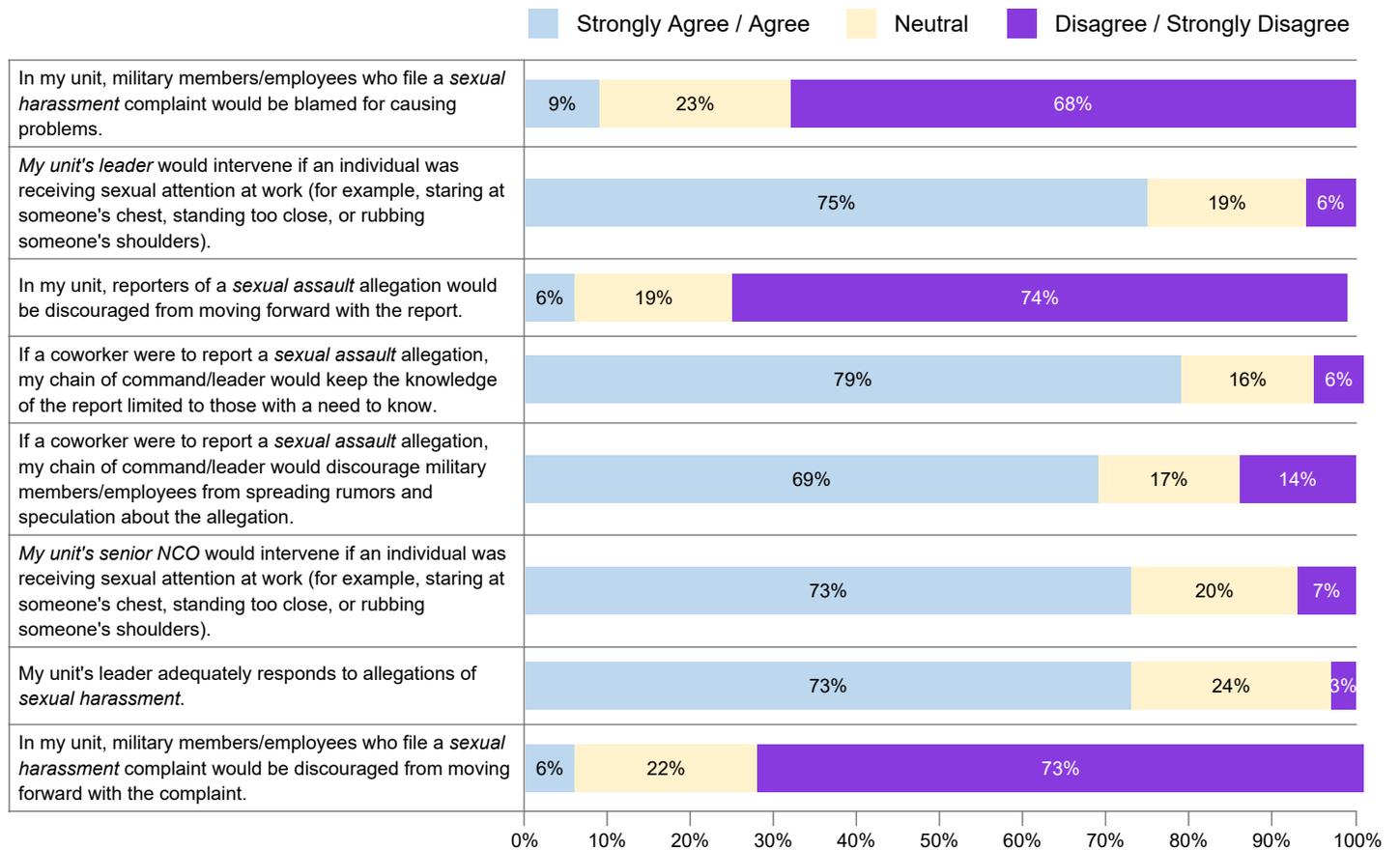


Service-Specific Items

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 & 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

**FOR OFFICIAL USE ONLY
Commander/Director Eyes Only**

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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 |
|--------------|-----------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Green | 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. |
| Blue | 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. |
| Red | 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).

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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.

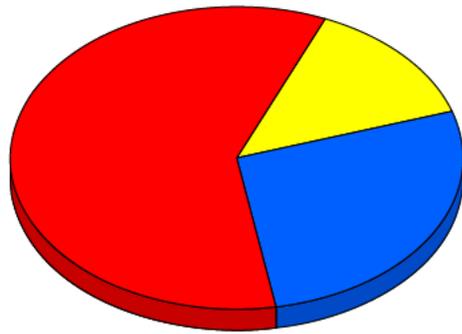
MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

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

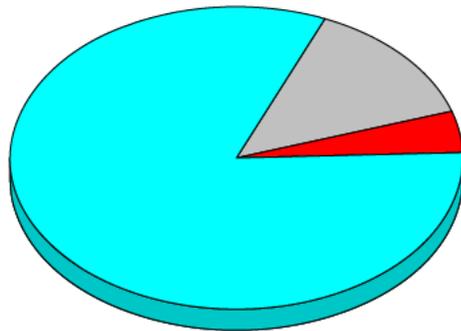
MINORITY vs MAJORITY



| | Frequency | Percent |
|--------------|-----------|---------------|
| Minority | 6 | 27.27 |
| Majority | 13 | 59.09 |
| Declined | 3 | 13.64 |
| Total | 22 | 100.00 |

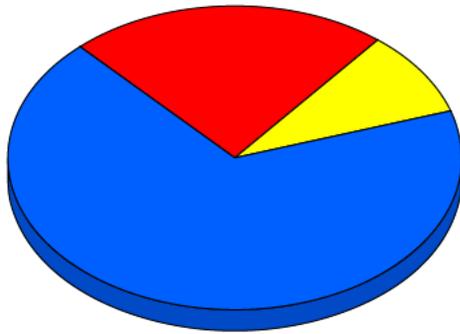
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

RACE



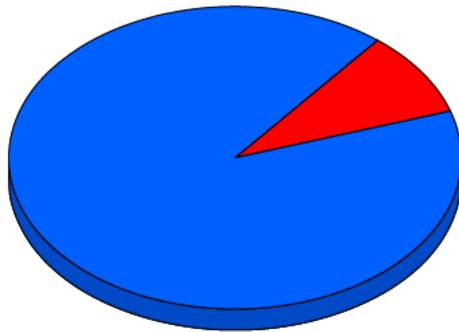
| | Frequency | Percent |
|-----------------|-----------|---------------|
| American Indian | 0 | 0.00 |
| Asian | 1 | 4.55 |
| Black | 0 | 0.00 |
| Native Hawaiian | 0 | 0.00 |
| White | 18 | 81.82 |
| Two or More | 0 | 0.00 |
| Declined | 3 | 13.64 |
| Total | 22 | 100.00 |

ETHNICITY



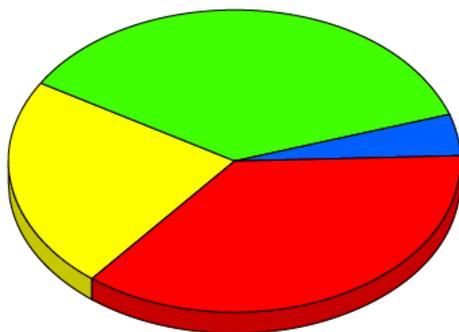
| | Frequency | Percent |
|--------------|-----------|---------------|
| Not Hispanic | 15 | 68.18 |
| Hispanic | 5 | 22.73 |
| Declined | 2 | 9.09 |
| Total | 22 | 100.00 |

GENDER



| | Frequency | Percent |
|--------------|-----------|---------------|
| Men | 20 | 90.91 |
| Women | 2 | 9.09 |
| Total | 22 | 100.00 |

CATEGORY

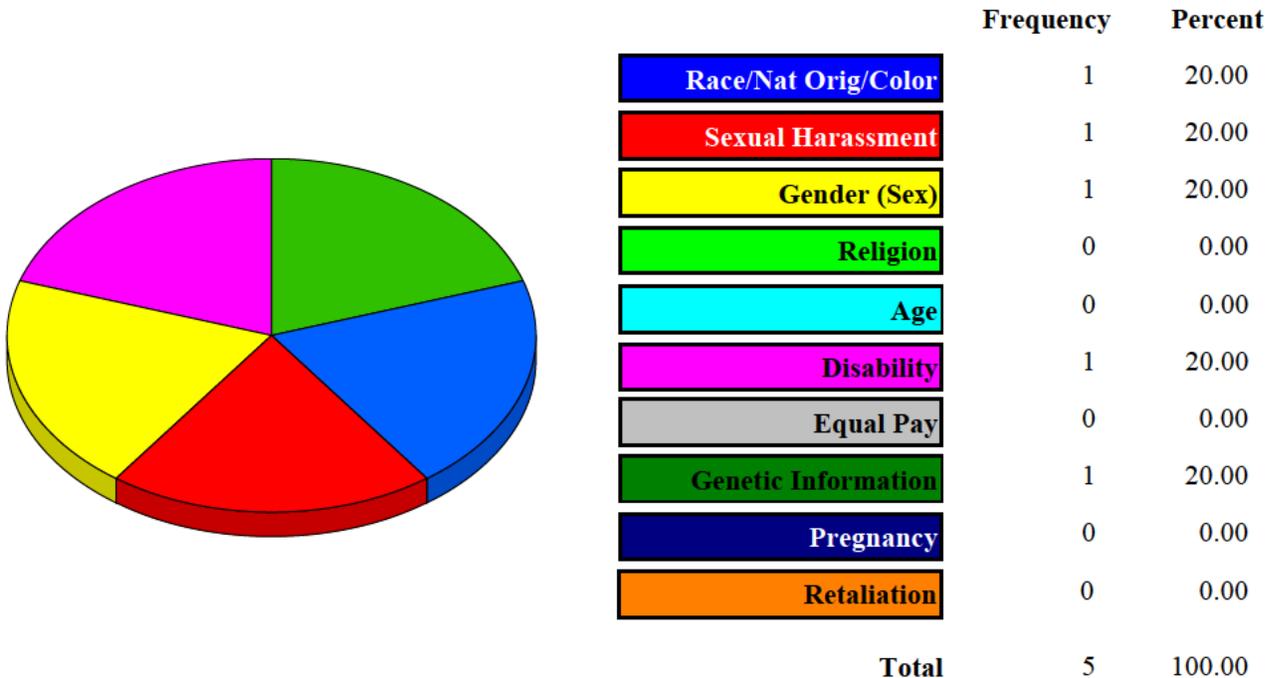


| | Frequency | Percent |
|------------------------|-----------|---------------|
| Jr Enlisted (E1-E6) | 1 | 4.55 |
| Sr Enlisted (E7-E9) | 8 | 36.36 |
| Jr Officer (O1-O3) | 5 | 22.73 |
| Sr Officer (O4 and up) | 8 | 36.36 |
| Jr Civ (Grades 1-8) | 0 | 0.00 |
| Sr Civ (Grades 9-SES) | 0 | 0.00 |
| Other | 0 | 0.00 |
| Total | 22 | 100.00 |

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**):

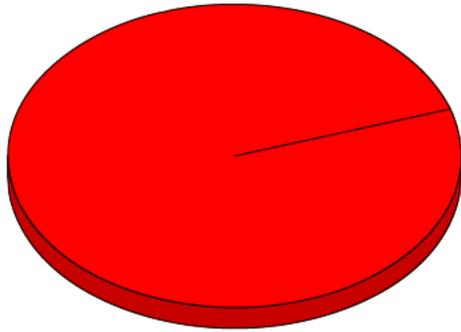


NOTE: Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

839 EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

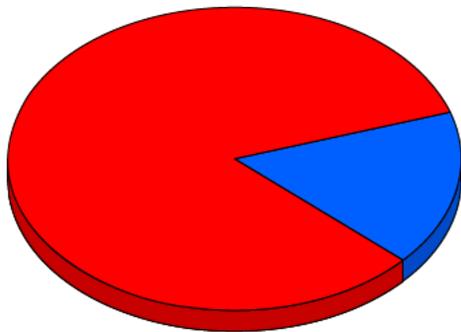
NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY



| | Frequency | Percent |
|--------------|-----------|---------------|
| YES | 0 | 0.00 |
| NO | 13 | 100.00 |
| Total | 13 | 100.00 |

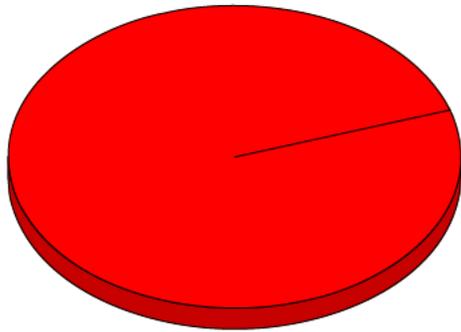
MINORITY



| | Frequency | Percent |
|--------------|-----------|---------------|
| YES | 1 | 16.67 |
| NO | 5 | 83.33 |
| Total | 6 | 100.00 |

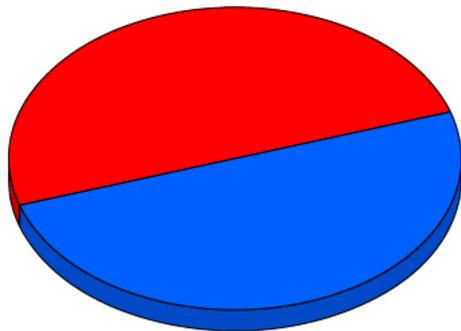
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



| | Frequency | Percent |
|--------------|-----------|---------------|
| YES | 0 | 0.00 |
| NO | 20 | 100.00 |
| Total | 20 | 100.00 |

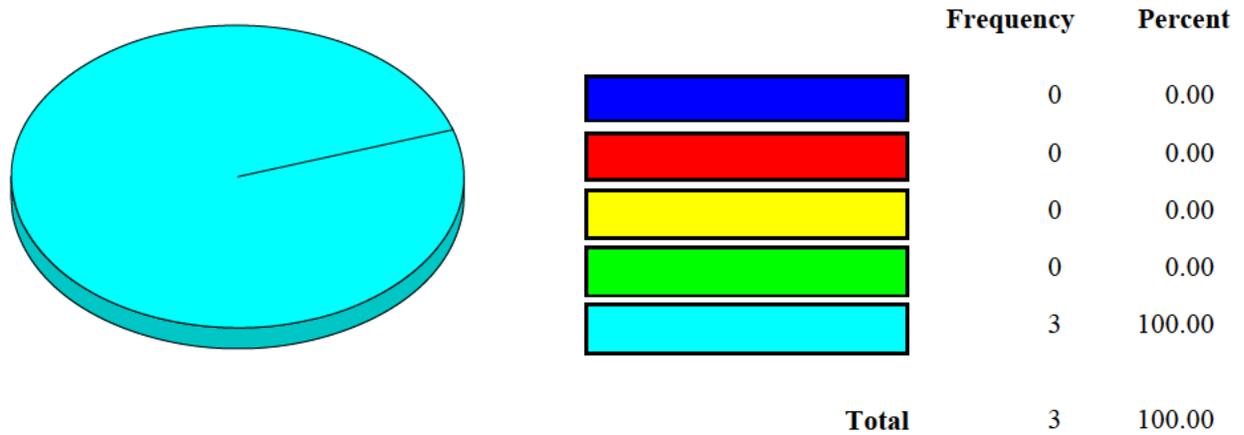
WOMEN



| | Frequency | Percent |
|--------------|-----------|---------------|
| YES | 1 | 50.00 |
| NO | 1 | 50.00 |
| Total | 2 | 100.00 |

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 |
| Civilian | 0 | 0.00 | 0 | 0.00 | 0 | 100.00 |
| Military | 0 | 0.00 | 3 | 100.00 | 3 | 100.00 |
| Men | 0 | 0.00 | 2 | 100.00 | 2 | 100.00 |
| Women | 0 | 0.00 | 1 | 100.00 | 1 | 100.00 |
| Majority | 0 | 0.00 | 2 | 100.00 | 2 | 100.00 |
| Minority | 0 | 0.00 | 1 | 100.00 | 1 | 100.00 |

Figure 1. Reported Incident of Discrimination by Demographic Subgroups

| | | | | | | |
|----------|--|--|--|--|--|--------|
| Civilian | | | | | | 0.00 % |
| Military | | | | | | 0.00 % |
| Men | | | | | | 0.00 % |
| Women | | | | | | 0.00 % |
| Majority | | | | | | 0.00 % |
| Minority | | | | | | 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.

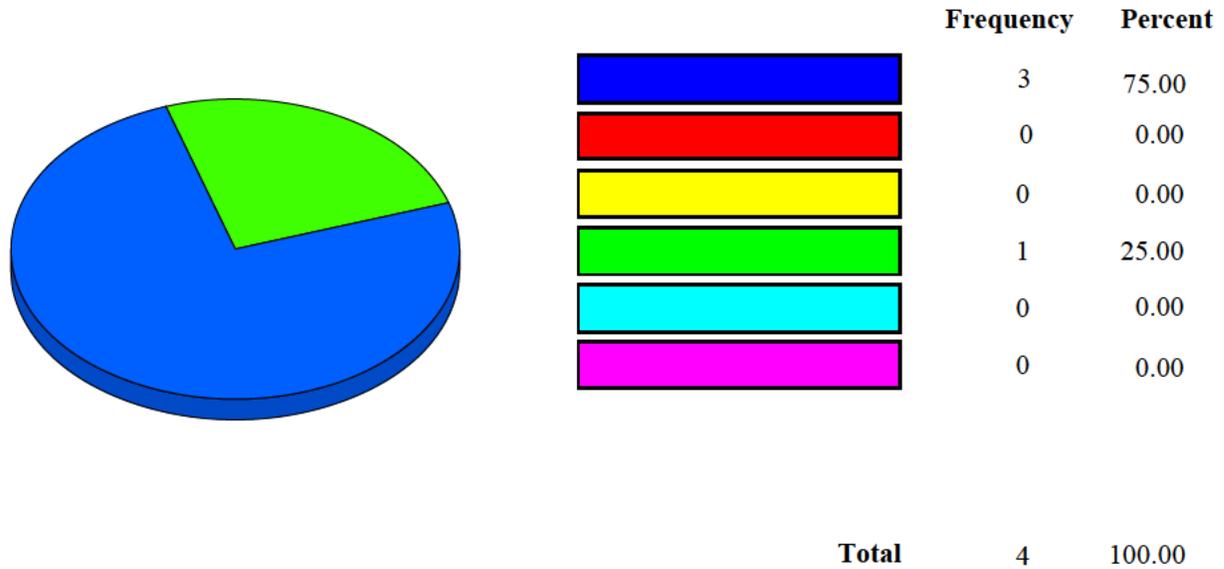
| | Frequency | Percent |
|------------------------------|-----------|---------|
| Very Dissatisfied | 0 | 0.00 |
| Somewhat Dissatisfied | 0 | 0.00 |
| Somewhat Satisfied | 0 | 0.00 |
| Very Satisfied | 0 | 0.00 |
| Total | 0 | 100.00 |

“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

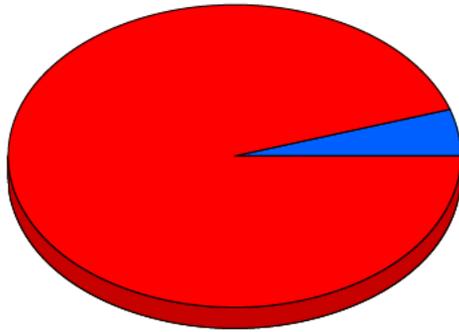


- The incident would not be taken seriously.**
- The incident would not be believed.**
- Lack of privacy/confidentiality.**
- Fear of reprisal.**
- Lack of support from chain of command.**
- Other.**

“N/A” responses not included.

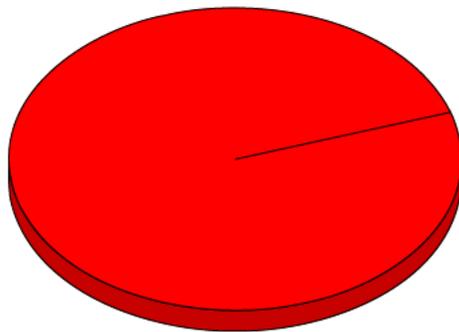
Experiences of Sexual Harassment

MEN



| | Frequency | Percent |
|--------------|-----------|---------|
| YES | 1 | 5.00 |
| NO | 19 | 95.00 |
| Total | 20 | 100.00 |

WOMEN

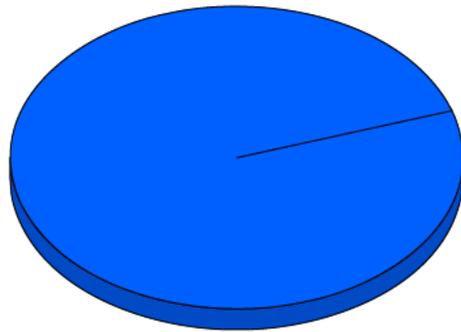


| | Frequency | Percent |
|--------------|-----------|---------|
| YES | 0 | 0.00 |
| NO | 2 | 100.00 |
| Total | 2 | 100.00 |

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 |
|--------------|-----------|---------------|
| | 1 | 100.00 |
| | 0 | 0.00 |
| | 0 | 0.00 |
| | 0 | 0.00 |
| | 0 | 0.00 |
| Total | 1 | 100.00 |

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.

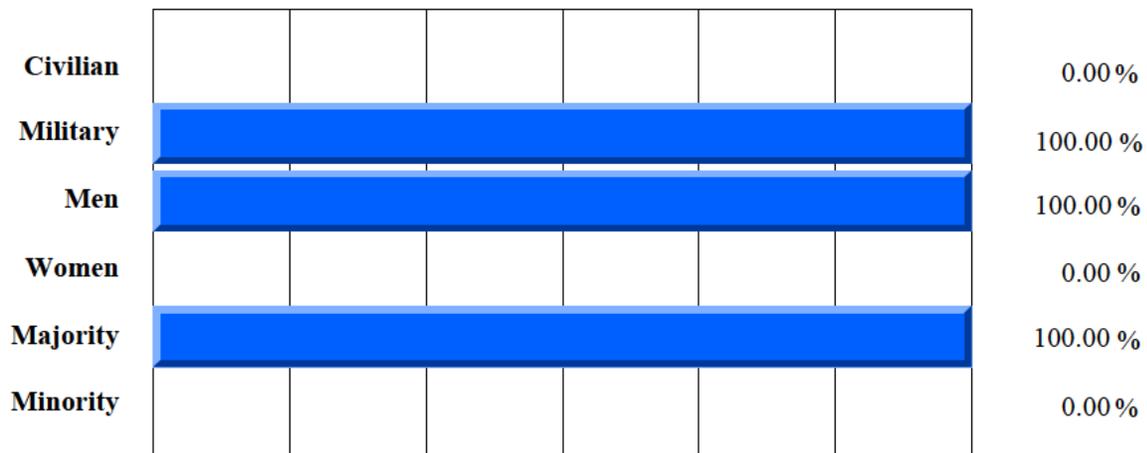
Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or Supervisor: Demographic Breakout

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

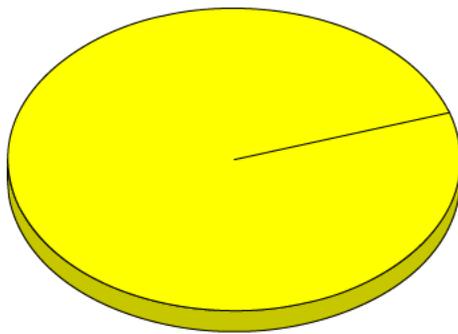


“N/A” responses not included.

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 |
| Total | 1 | 100.00 |

“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 |
| Total | 0 | 100.00 |



“N/A” responses not included.

IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

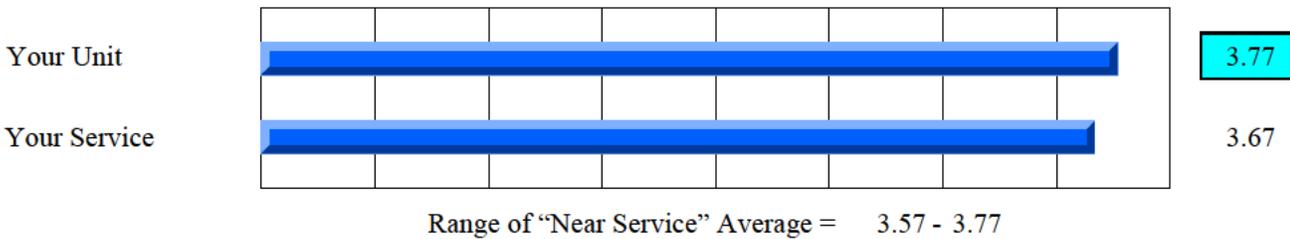
This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 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*

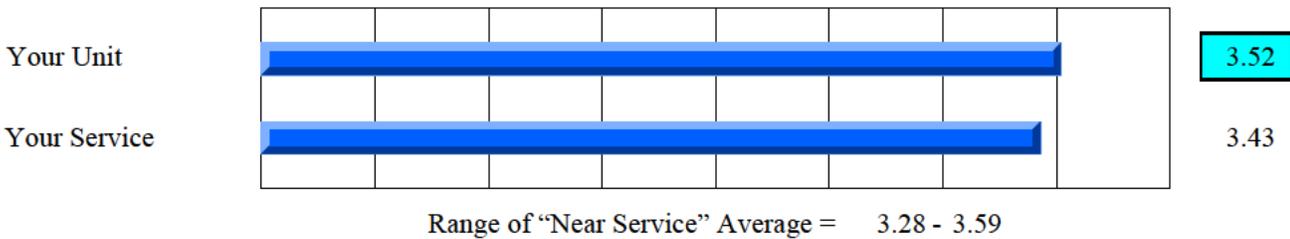
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates 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



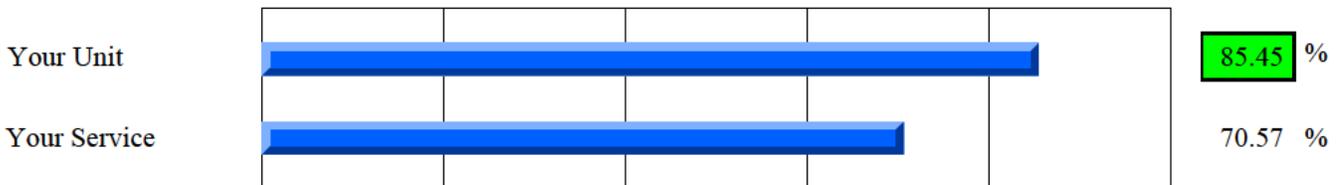
Range of "Near Service" Average = 34.16 - 53.57

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?

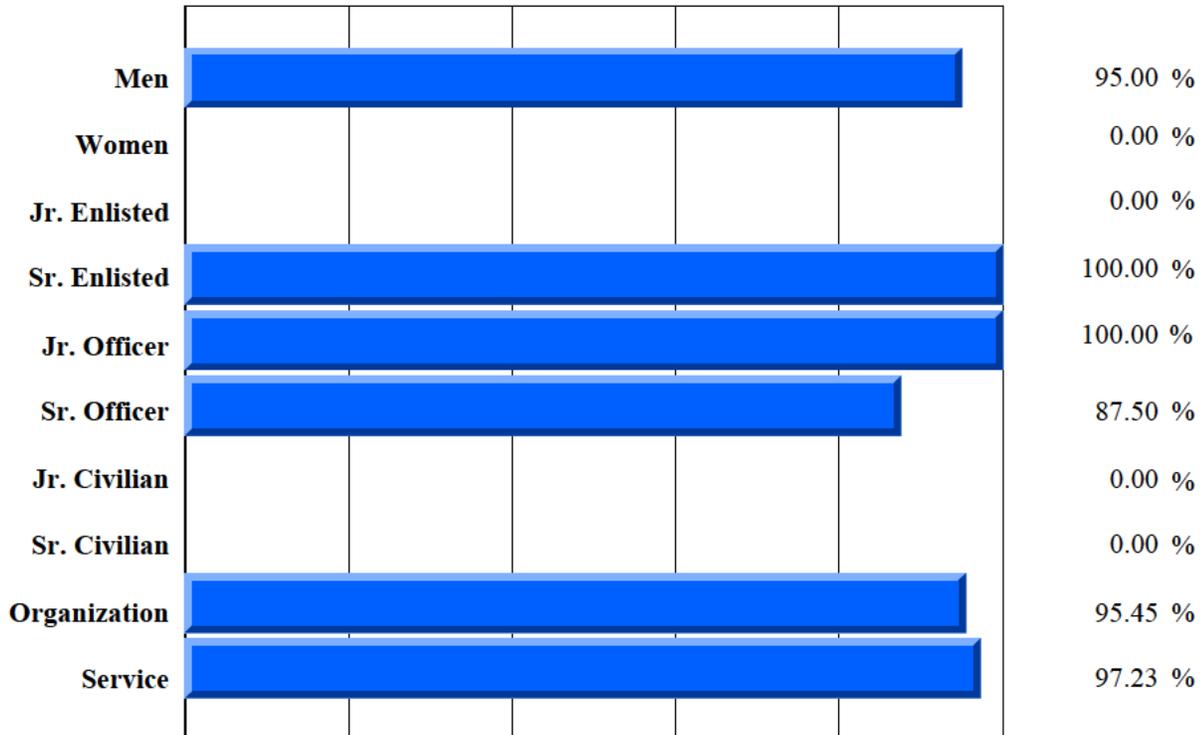


Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked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

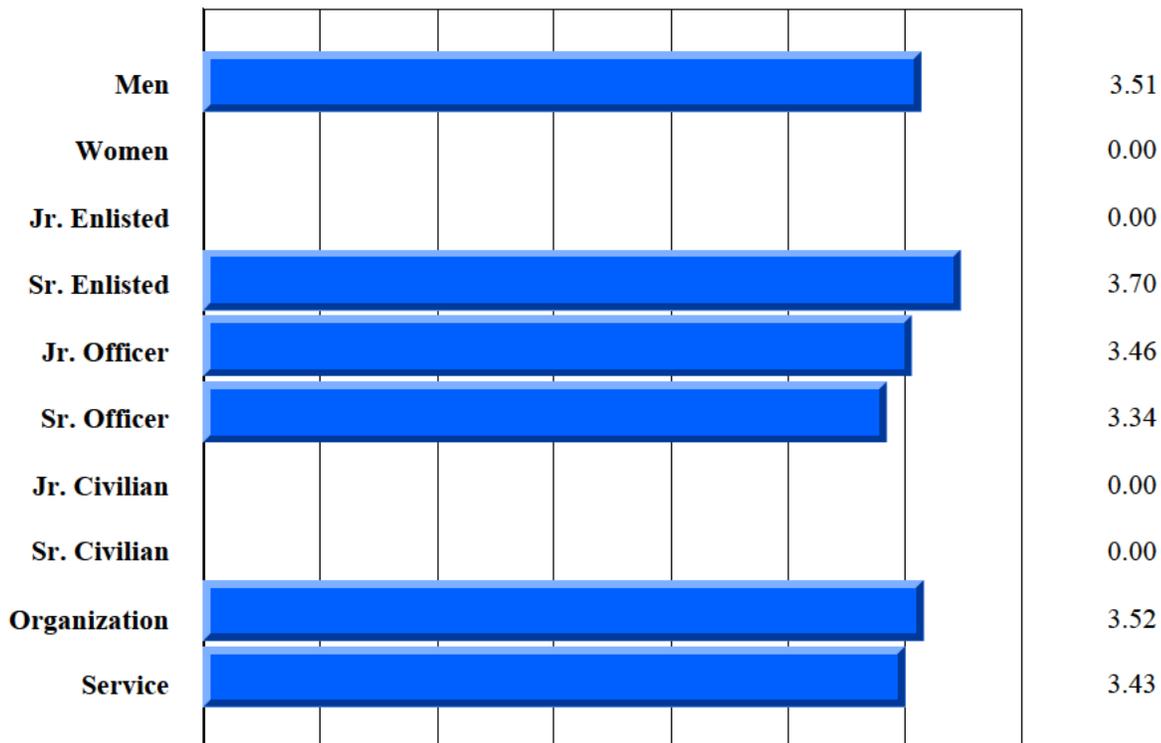
Table 5. Respondents' Perceptions of Chain of Command Support

| 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. Also, follow links on 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*.

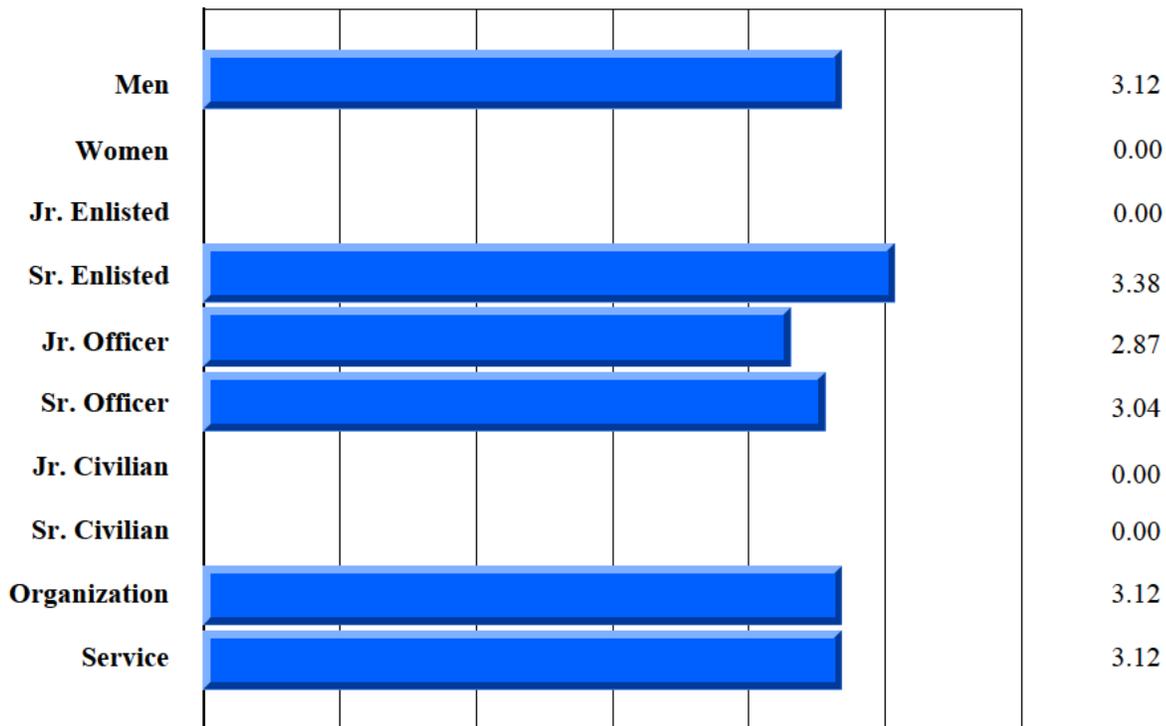
Table 6. Respondents' Perceptions of Publicity of SAPR Information

| To what extent does your chain of command: | Favorable | | Unfavorable | | Total | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------|-------------|---------|--------|---------|
| | Number | Percent | Number | Percent | Number | Percent |
| Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service | 10 | 45.45 | 12 | 54.55 | 22 | 100.00 |
| Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number) | 20 | 90.91 | 2 | 9.09 | 22 | 100.00 |
| Publicize the Restricted (confidential) Reporting option for sexual assault | 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) 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 for Sexual Assault Awareness Month Campaign materials.

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

Visit www.safehelpline.org for outreach materials.

Visit 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

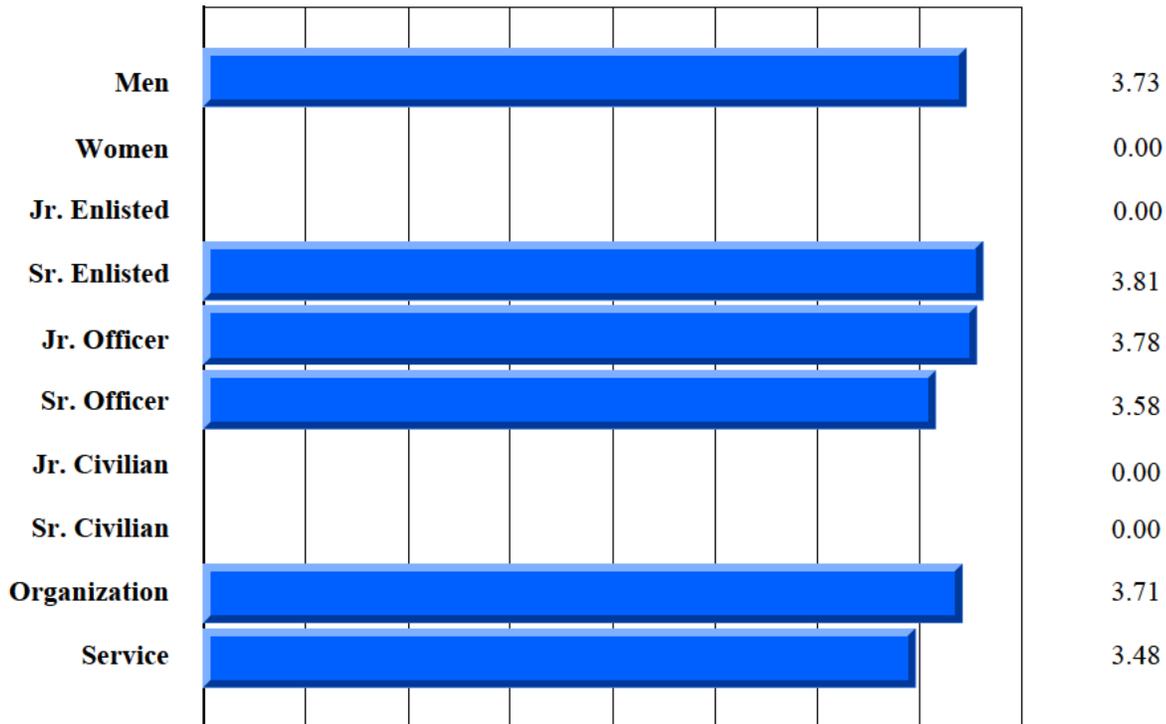
| If someone were to report a sexual assault to your current chain of command, how likely is it that: | Favorable | | Unfavorable | | Total | |
|---------------------------------------------------------------------------------------------------------------|-----------|---------|-------------|---------|--------|---------|
| | 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 |

| | | | | | | |
|------------------------------------------------------------------------------------------------------|----|--------|---|-------|----|--------|
| Unit members would label the person making the report a troublemaker (*). | 19 | 86.36 | 3 | 13.64 | 22 | 100.00 |
| Unit members would support the person making the report. | 22 | 100.00 | 0 | 0.00 | 22 | 100.00 |
| The offender(s) or their associates would retaliate against the person making the report (*). | 17 | 77.27 | 5 | 22.73 | 22 | 100.00 |
| The career of the person making the report would suffer (*). | 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 ~~Assign~~ 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

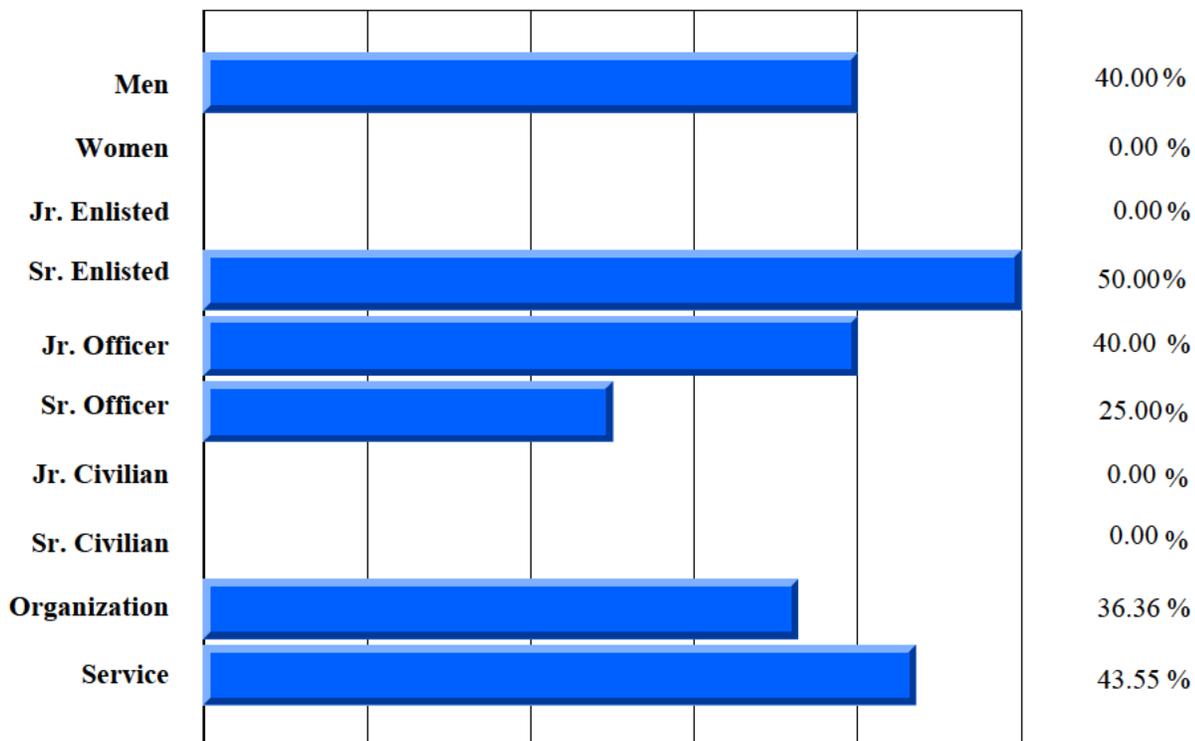


Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

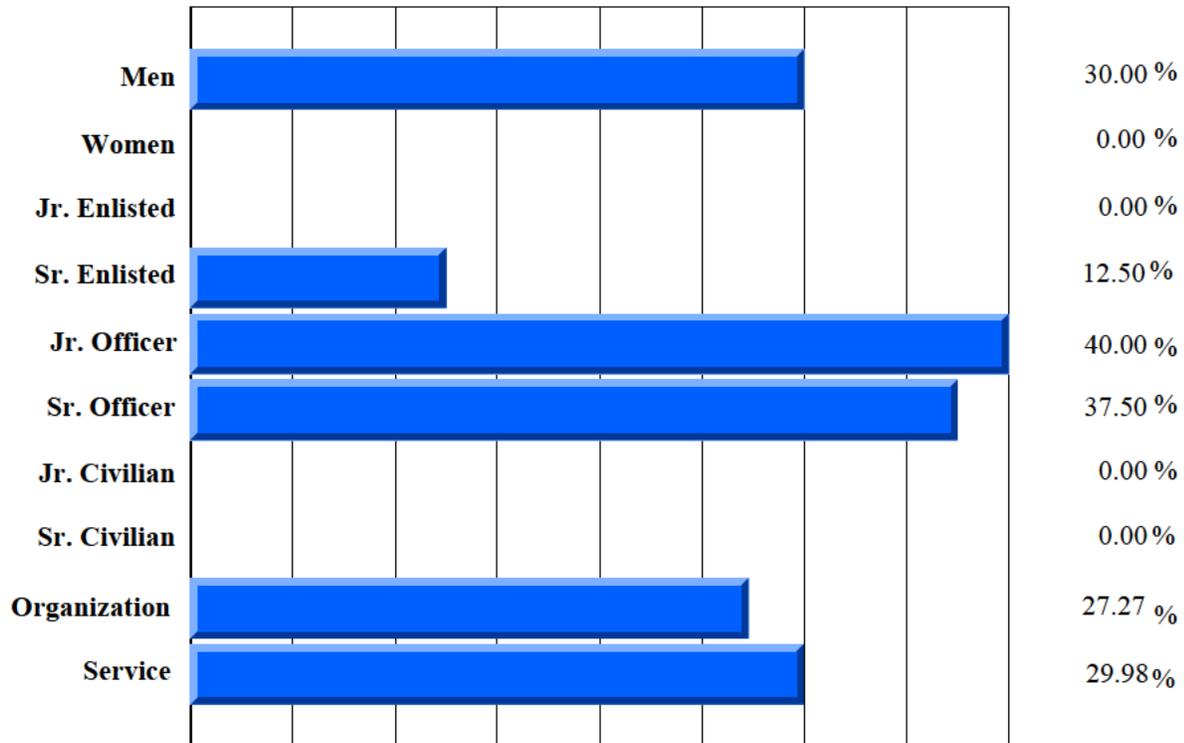
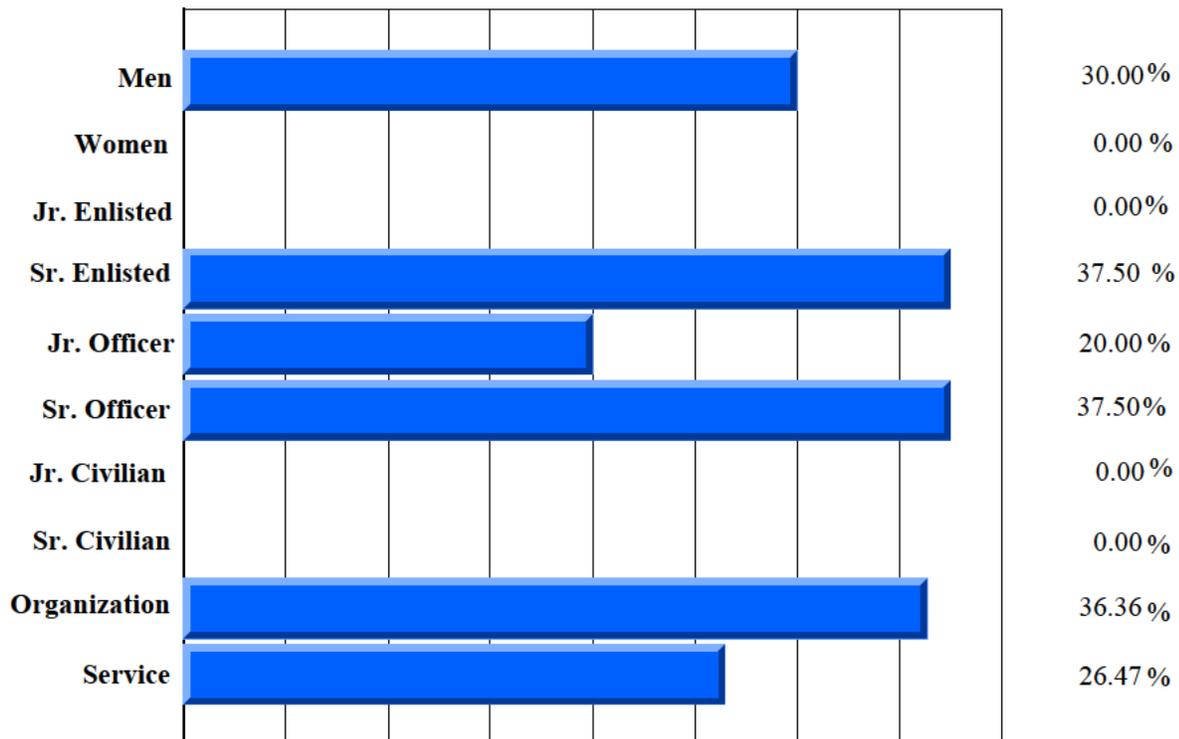


Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups



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:

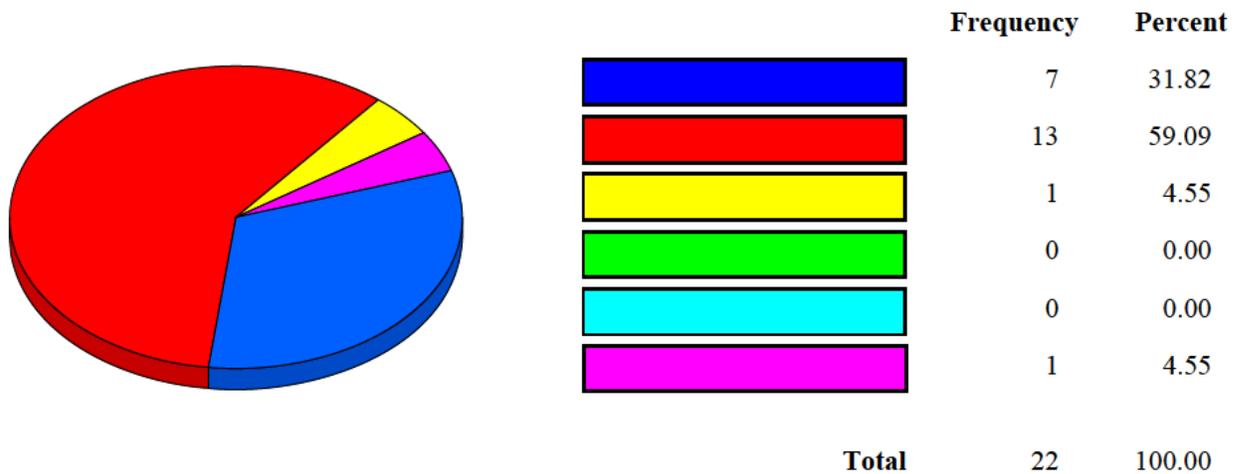
- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards 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

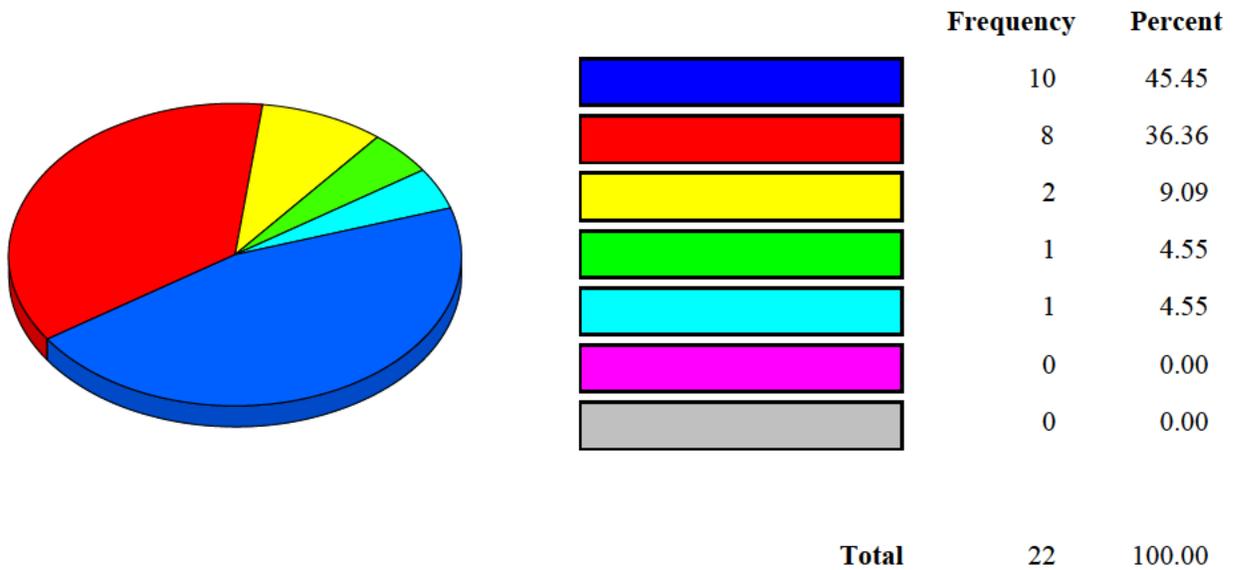
Suppose you see someone secretly putting something in another person’s drink. You’re unsure what it was. Which of the following are you most likely to do in this kind of situation?



- 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)

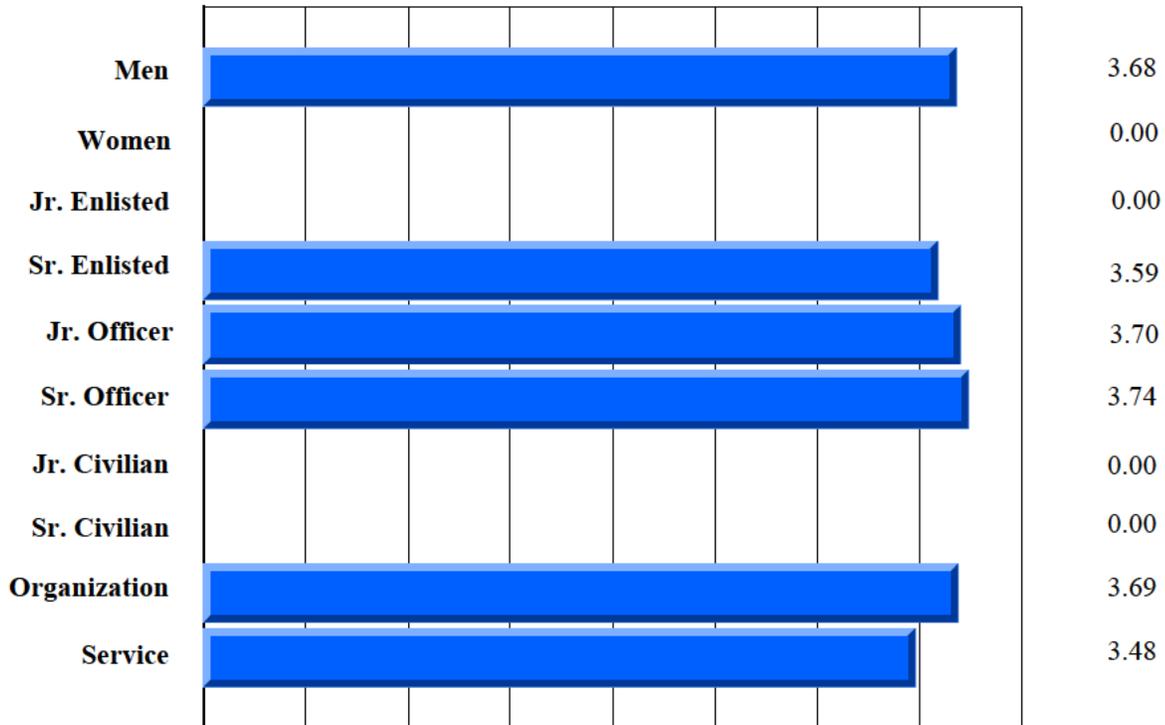


- A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.**
- The senior leader buys a second and third drink for the same person despite his/her repeated objections.**
- The person appears intoxicated and disoriented, 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

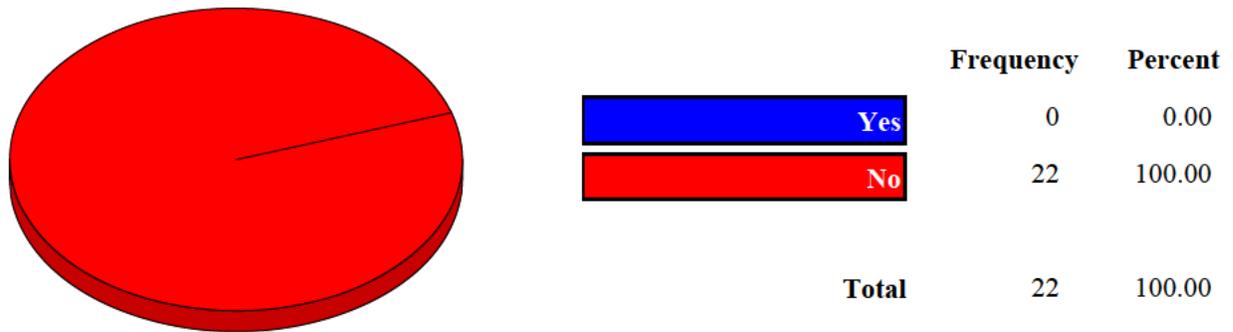


Prevalence of Respondents Observing High Risk Situations and Responses

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.

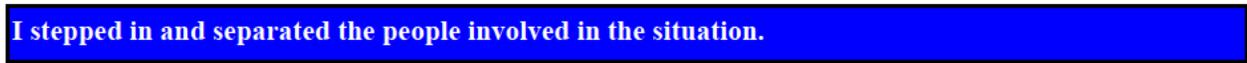
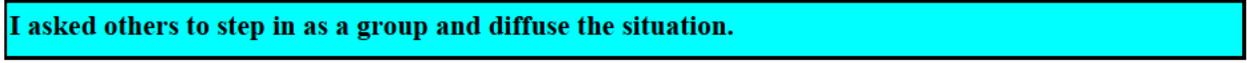
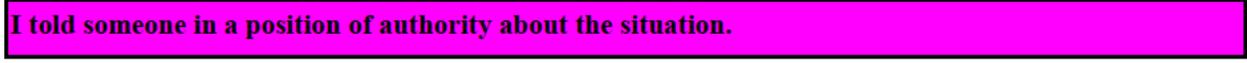


If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

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 |
| Total | 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 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.

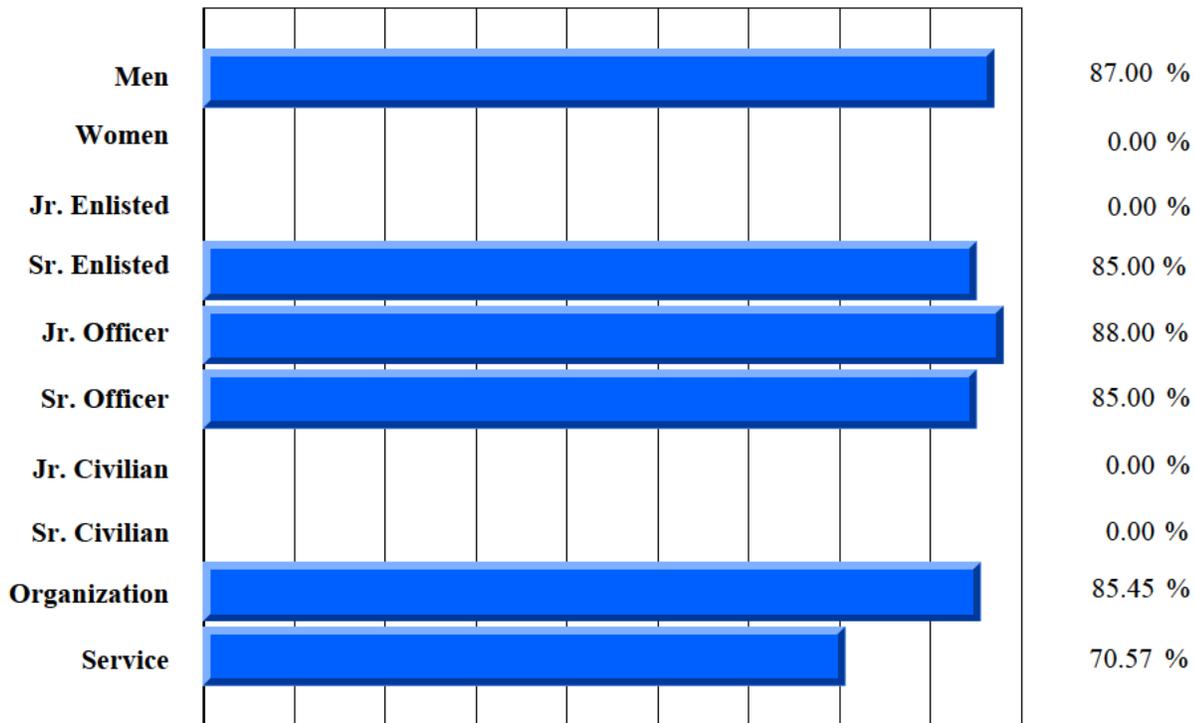
Table 9. Respondents’ Restricted Reporting Knowledge

| Identify which of following types of people can and cannot take a Restricted Report: | Correct | | Incorrect | | Total | |
|--------------------------------------------------------------------------------------|---------|---------|-----------|---------|--------|---------|
| | Number | Percent | Number | Percent | Number | Percent |
| Sexual Assault Response Coordinator | 20 | 90.91 | 2 | 9.09 | 22 | 100.00 |
| Victim Advocate | 19 | 86.36 | 3 | 13.64 | 22 | 100.00 |
| Military Service Healthcare Personnel | 19 | 86.36 | 3 | 13.64 | 22 | 100.00 |
| Anyone in my chain of command | 19 | 86.36 | 3 | 13.64 | 22 | 100.00 |
| Criminal investigator and Military Police Officer | 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 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

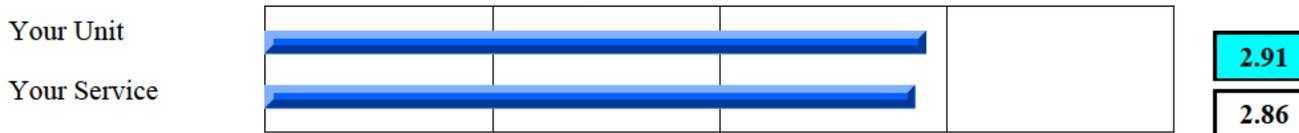
Blue = Near Service Average

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

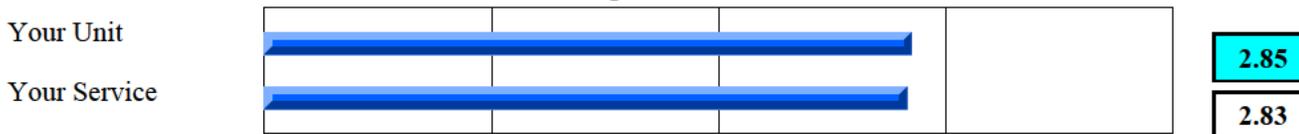
Job Satisfaction



Range of “Near Service” Average = 2.63 - 3.07

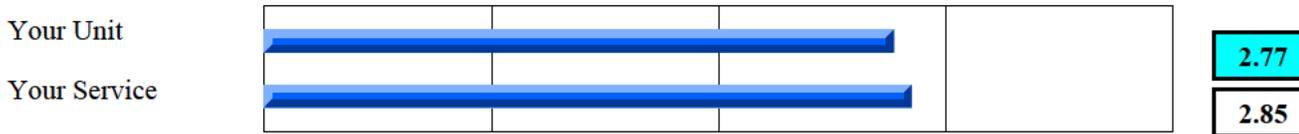
| | | |
|------------------------------------|------------------------------------|--------------------------------------|
| Red = Below Service Average | Blue = Near Service Average | Green = Above Service Average |
|------------------------------------|------------------------------------|--------------------------------------|

Organizational Processes



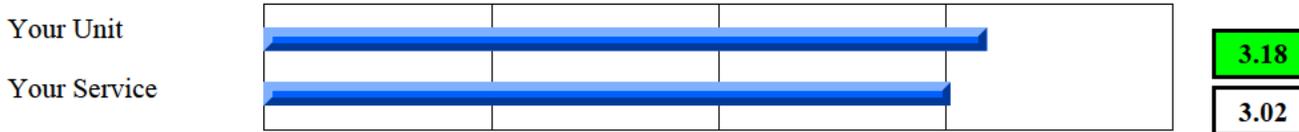
Range of "Near Service" Average = 2.65 - 3.00

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



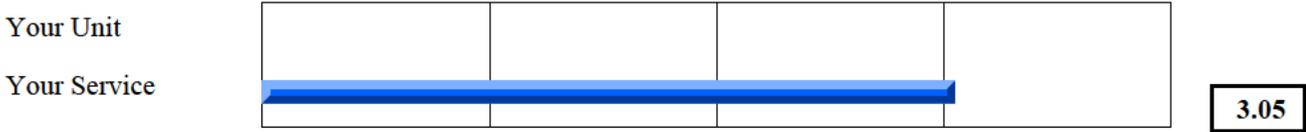
Range of "Near Service" Average = 2.93 - 3.27

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



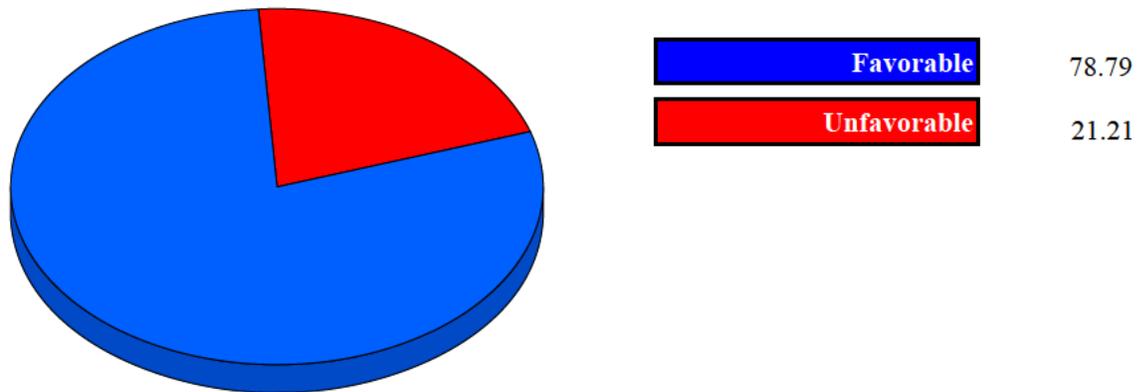
Range of "Near Service" Average = 3.15 - 3.49

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

VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

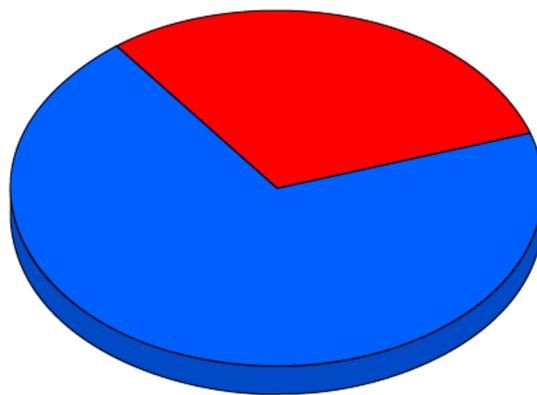
Organizational Commitment

| 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 |
| Overall Average | 52 | 78.79 | 14 | 21.21 | 66 | 100.00 |



Trust in Leadership

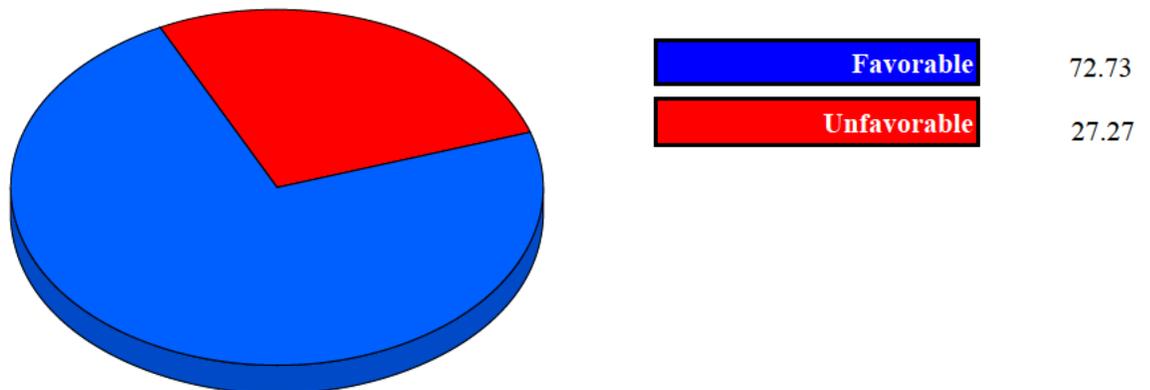
| Question | Favorable | | Unfavorable | | Total | |
|-------------------------------------------------------------------------------|-----------|--------------|-------------|--------------|-----------|---------------|
| | Number | Percent | Number | Percent | Number | Percent |
| I trust that my organization's 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 |
| Overall Average | 46 | 69.70 | 20 | 30.30 | 66 | 100.00 |



| | |
|--------------------|-------|
| Favorable | 69.70 |
| Unfavorable | 30.30 |

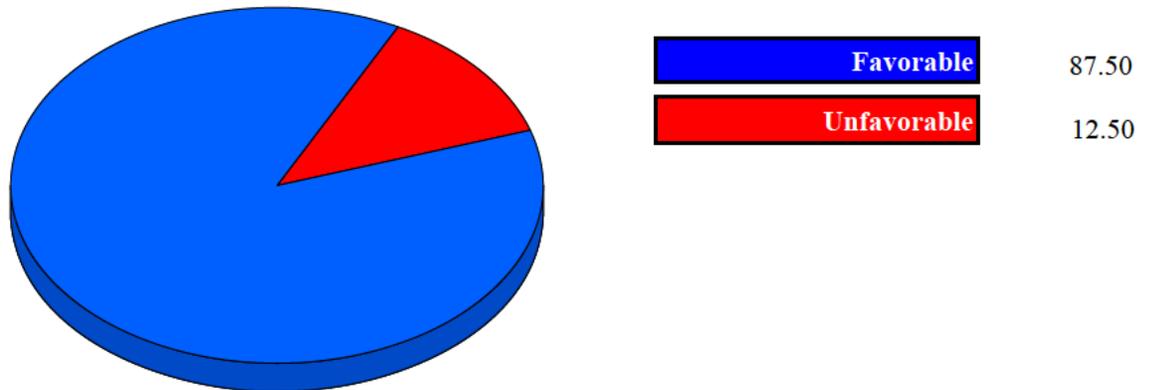
Organizational Performance

| 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 |
| Overall | 64 | 72.73 | 24 | 27.27 | 88 | 100.00 |



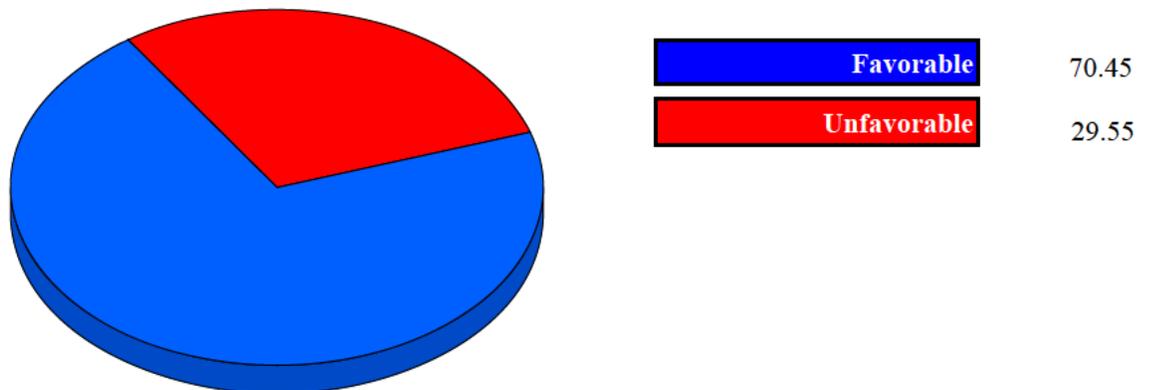
Organizational Cohesion

| 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 |
| Overall | 77 | 87.50 | 11 | 12.50 | 88 | 100.00 |



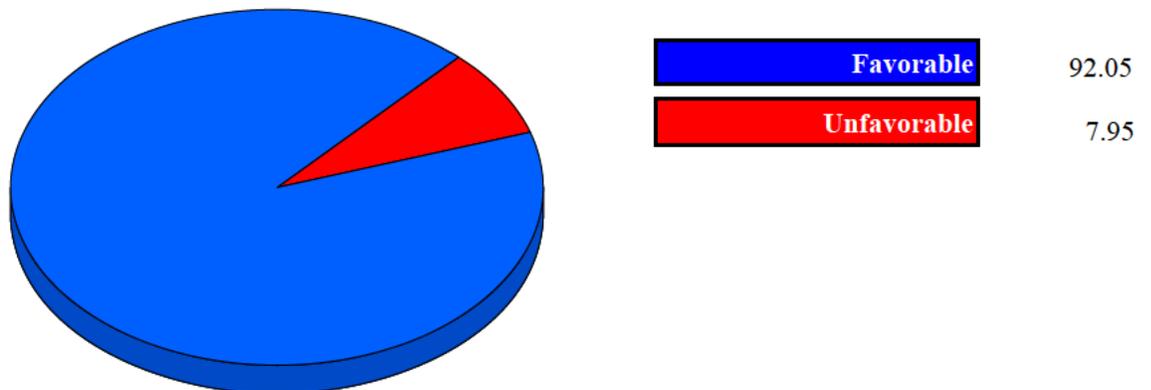
Leadership Cohesion

| 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 |
| Overall | 62 | 70.45 | 26 | 29.55 | 88 | 100.00 |



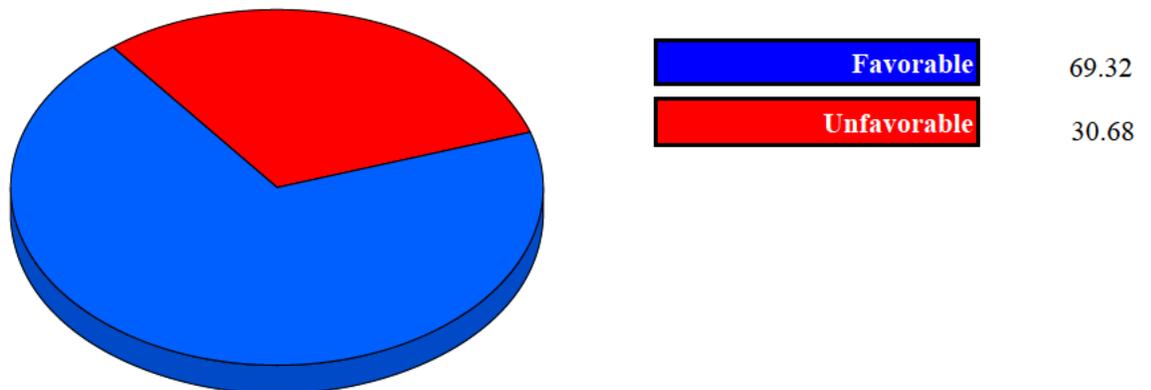
Job Satisfaction

| 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 |
| Overall | 81 | 92.05 | 7 | 7.95 | 88 | 100.00 |



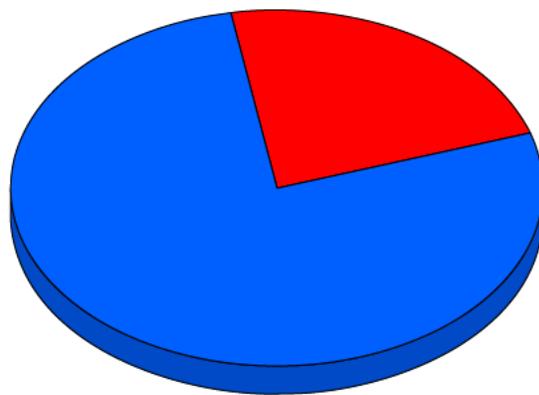
Diversity Management

| 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 |
| Overall | 61 | 69.32 | 27 | 30.68 | 88 | 100.00 |



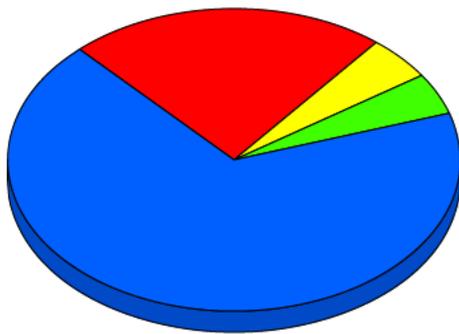
Organizational Processes

| 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 |
| Overall | 85 | 77.27 | 25 | 22.73 | 110 | 100.00 |



| | |
|-------------|-------|
| Favorable | 77.27 |
| Unfavorable | 22.73 |

What best describes your career intentions?

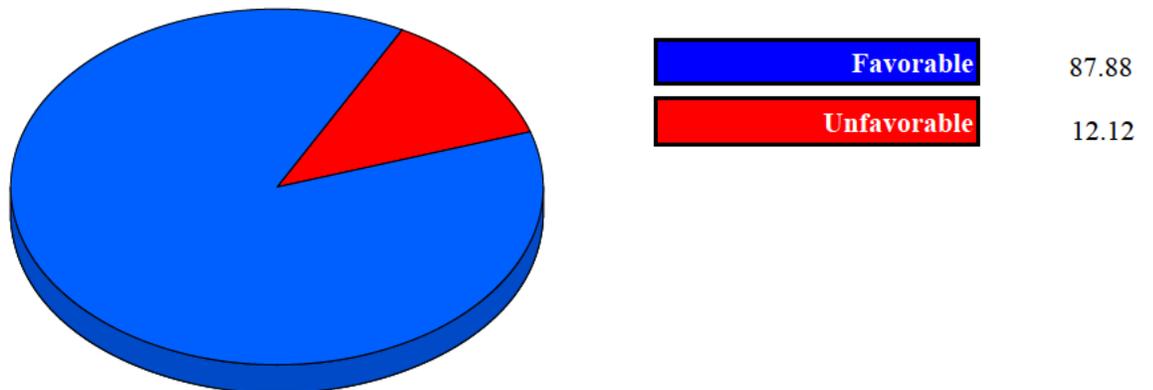


| | Frequency | Percent |
|------------------------------------------------------------------------------------|-----------|---------------|
|  | 15 | 68.18 |
|  | 5 | 22.73 |
|  | 1 | 4.55 |
|  | 1 | 4.55 |
|  | 0 | 0.00 |
|  | 0 | 0.00 |
| Total | 22 | 100.00 |



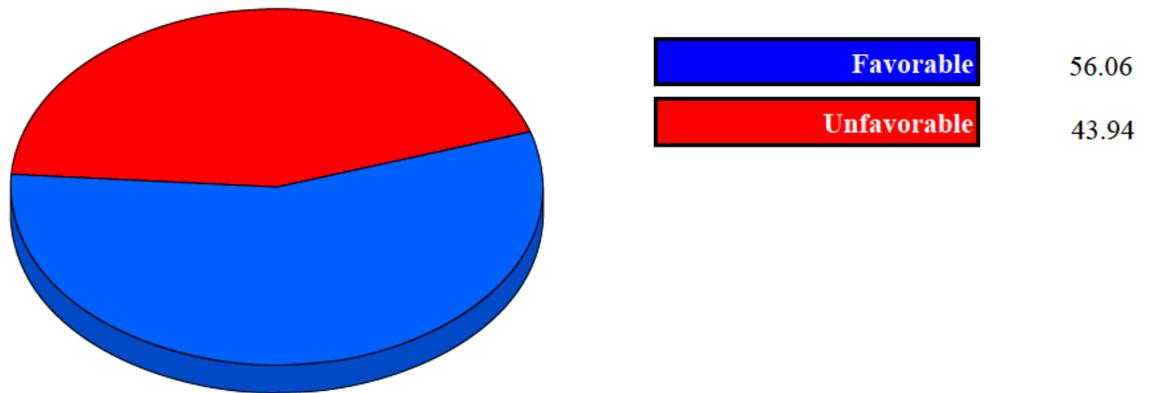
Help Seeking Behaviors

| 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 |
| Overall | 58 | 87.88 | 8 | 12.12 | 66 | 100.00 |



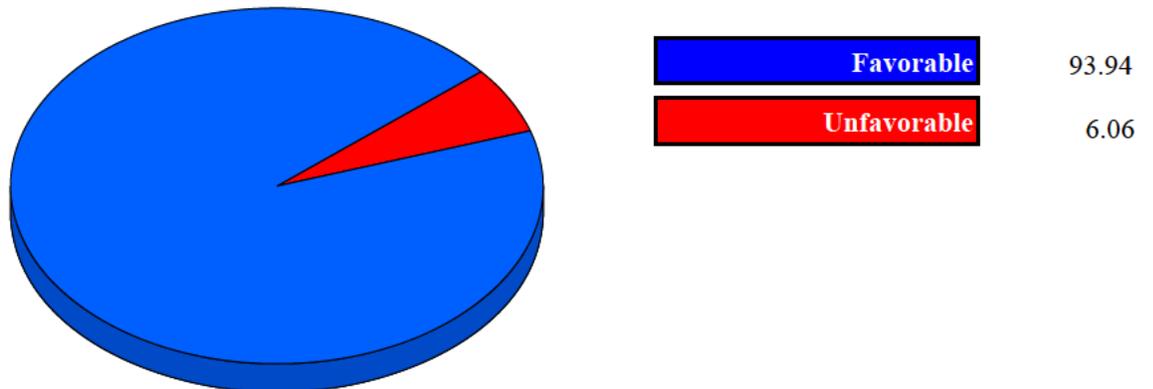
Exhaustion

| 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 |
| Overall | 37 | 56.06 | 29 | 43.94 | 66 | 100.00 |



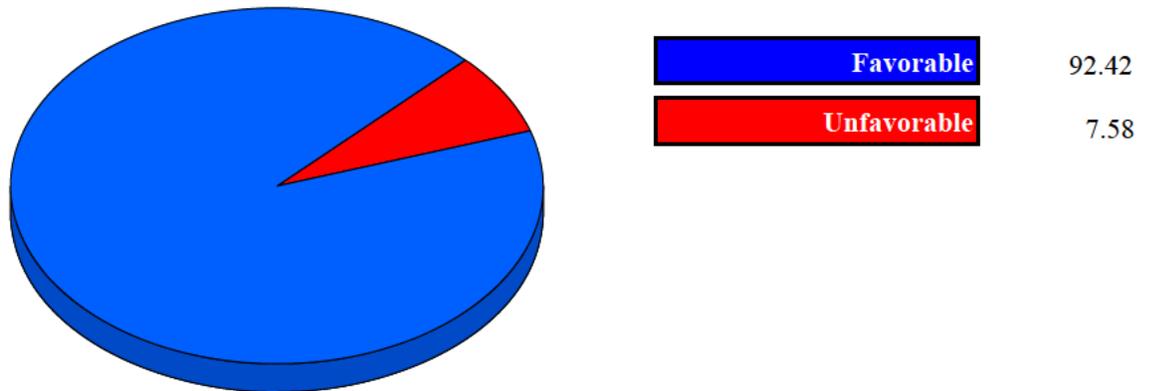
Hazing Behaviors

| 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 |
| Overall Average | 62 | 93.94 | 4 | 6.06 | 66 | 100.00 |

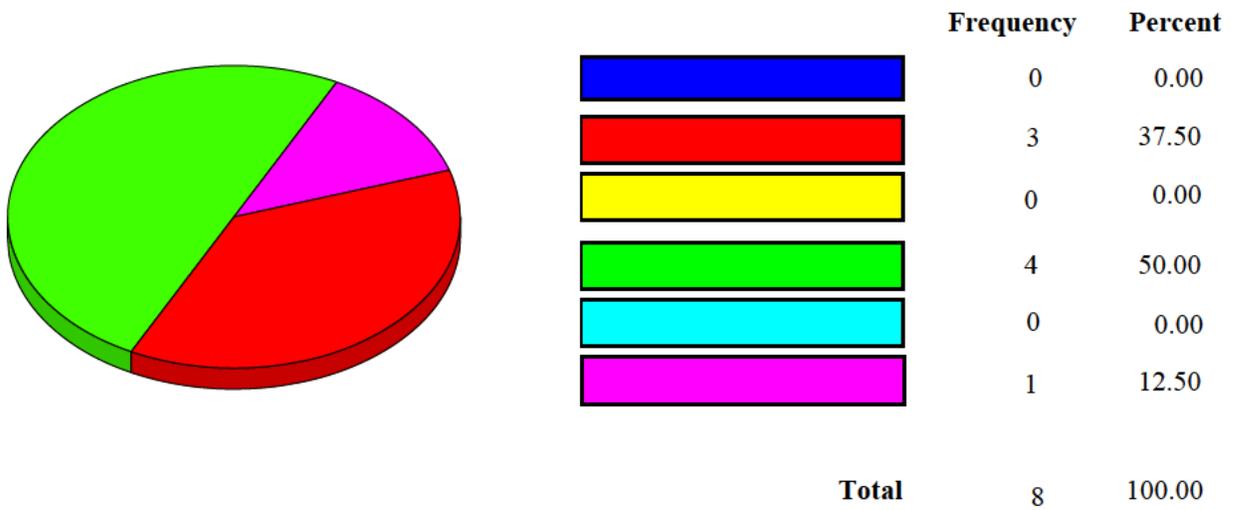


Demeaning Behaviors

| 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 |
| Overall | 61 | 92.42 | 5 | 7.58 | 66 | 100.00 |

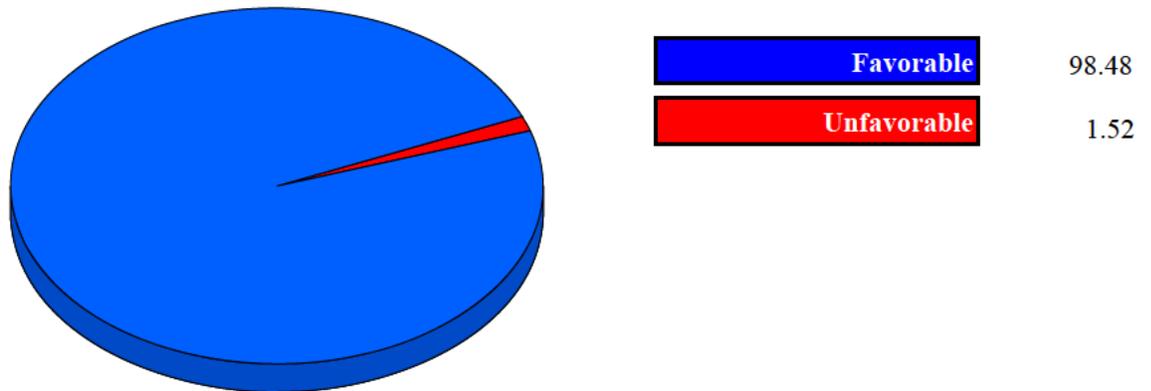


In what way or ways do you perceive favoritism is being displayed?



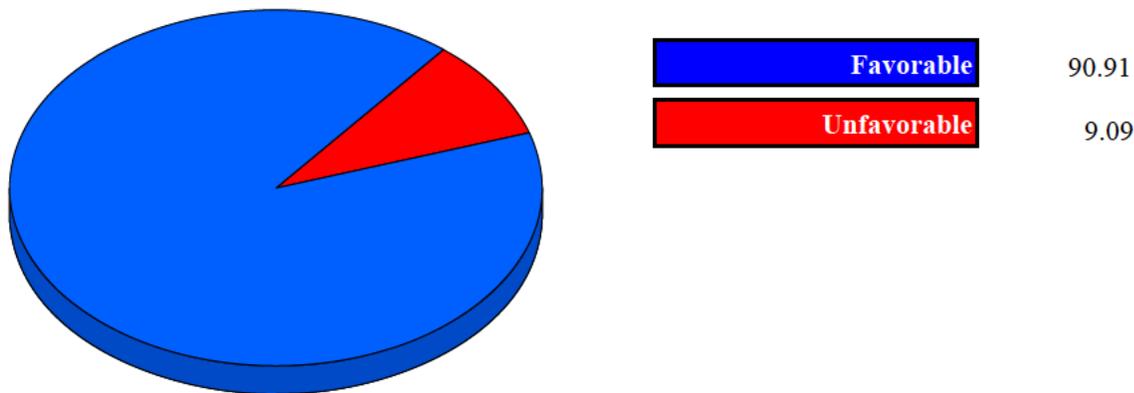
Racial Discrimination

| 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 |
| Overall | 65 | 98.48 | 1 | 1.52 | 66 | 100.00 |



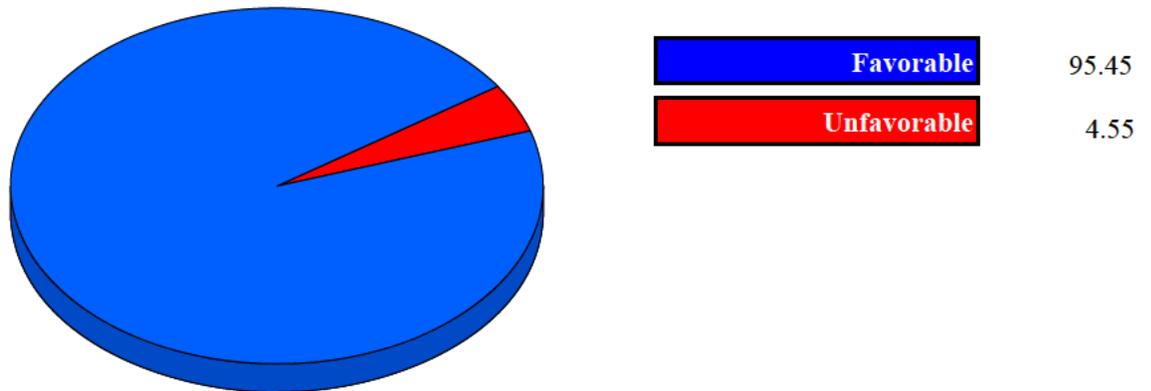
Sex Discrimination

| 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 |
| Overall | 60 | 90.91 | 6 | 9.09 | 66 | 100.00 |



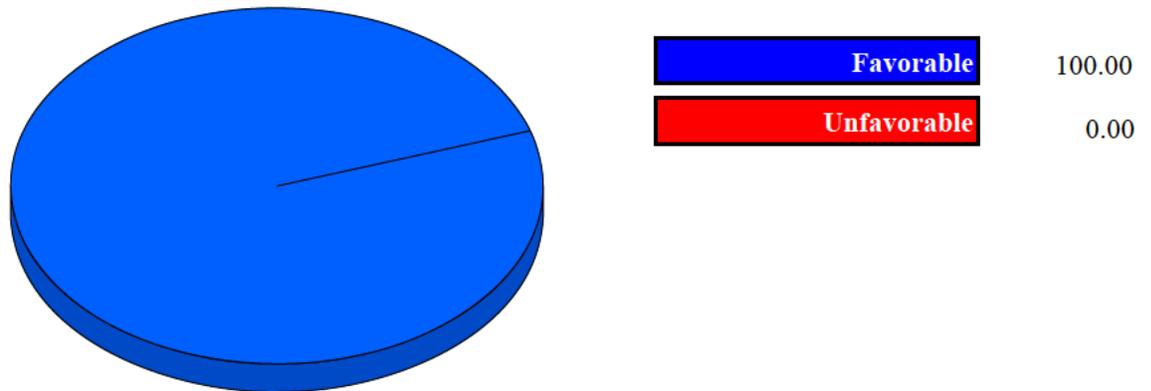
Religious Discrimination

| 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 |
| Overall | 63 | 95.45 | 3 | 4.55 | 66 | 100.00 |



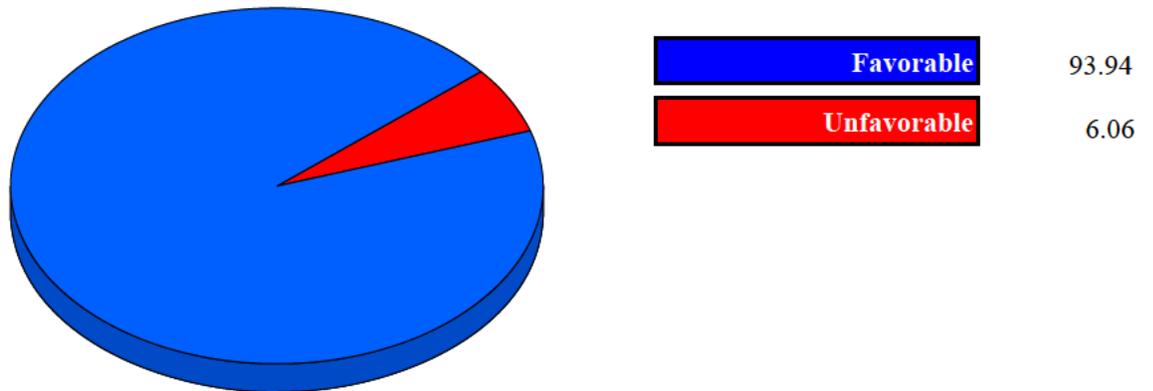
Sexual Harassment

| 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 |
| Overall | 66 | 100.00 | 0 | 0.00 | 66 | 100.00 |



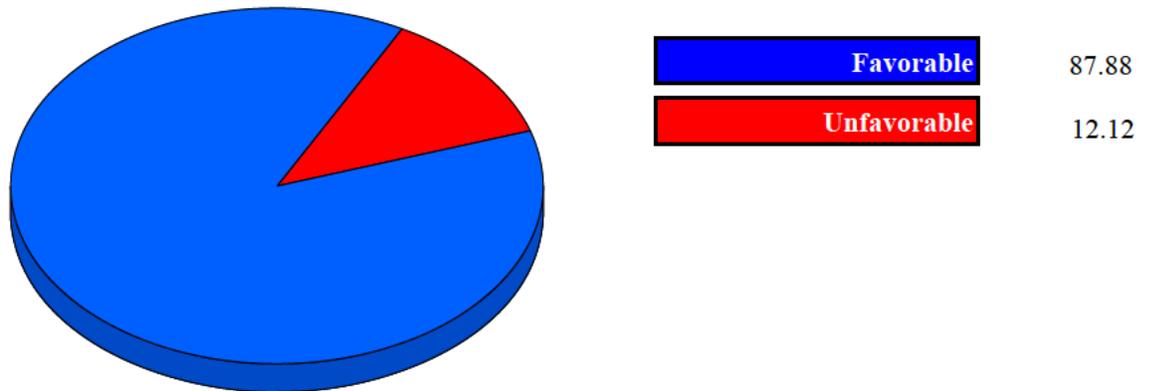
Racist Behaviors

| 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 |
| Overall | 62 | 93.94 | 4 | 6.06 | 66 | 100.00 |



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 |
| Overall | 58 | 87.88 | 8 | 12.12 | 66 | 100.00 |



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 |
| Overall | 0 | 0.00 | 0 | 0.00 | 0 | 100.00 |

| | |
|--------------------|------|
| Favorable | 0.00 |
| Unfavorable | 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 |

| | |
|--------------------|------|
| Favorable | 0.00 |
| Unfavorable | 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 ~~911~~ 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

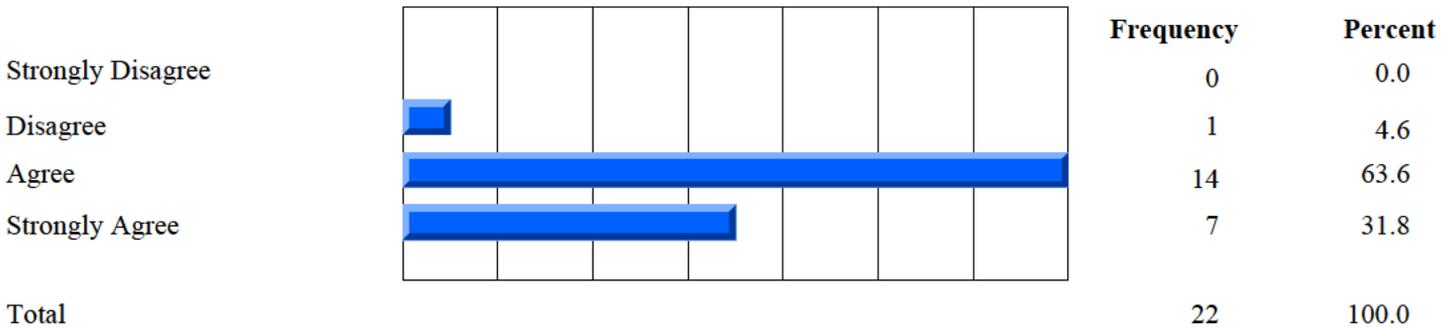
DSN: 854-2675/3260/4217

support@deocs.net

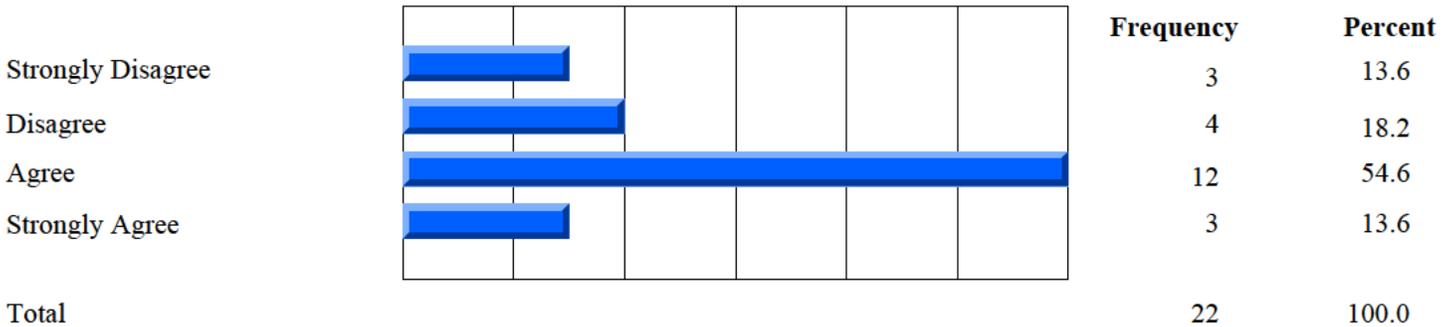
Appendix A: Your Locally Developed Questions

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.

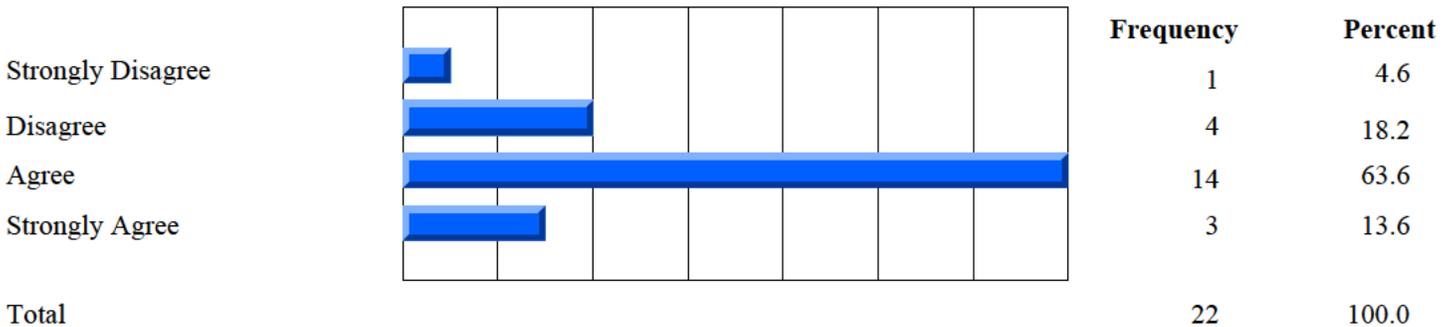
1. I am treated with dignity and respect in this command.



2. Communication flows freely from senior leadership to all levels of the organization.

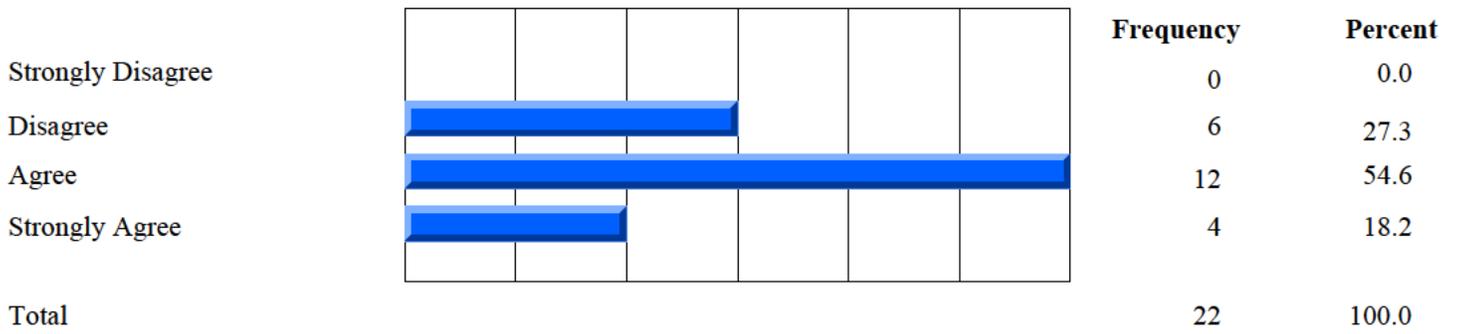


3. I believe this unit works as a team.



4. **The current level of morale in my command is high.**

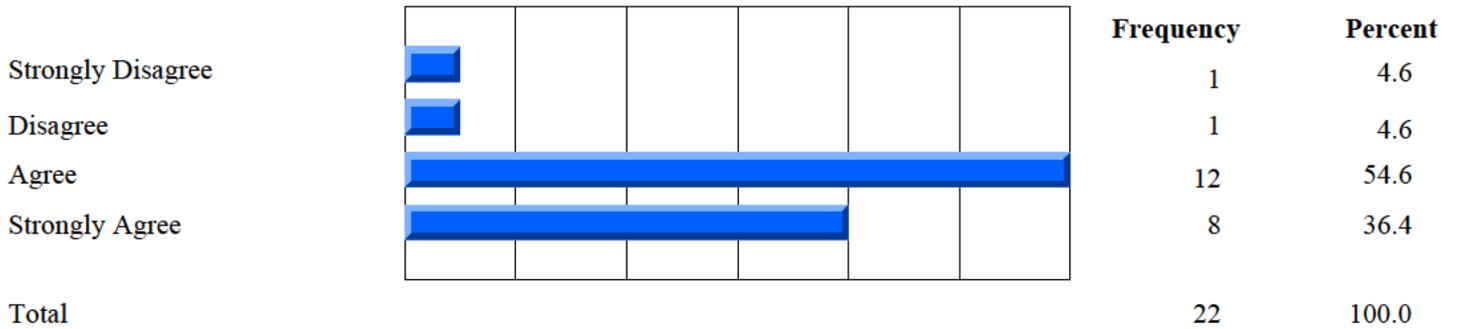
913



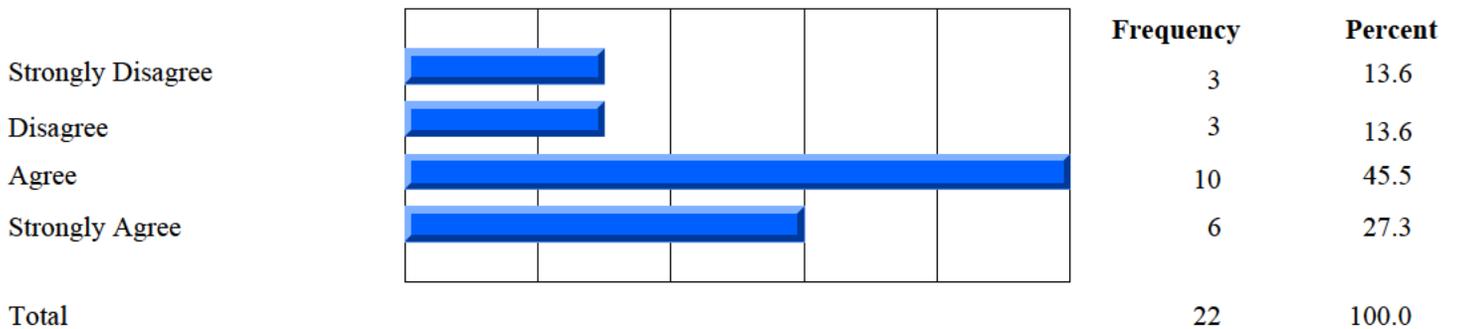
5. **Innovative ideas are highly encouraged.**



6. **I am given responsibility commensurate with my rank.**

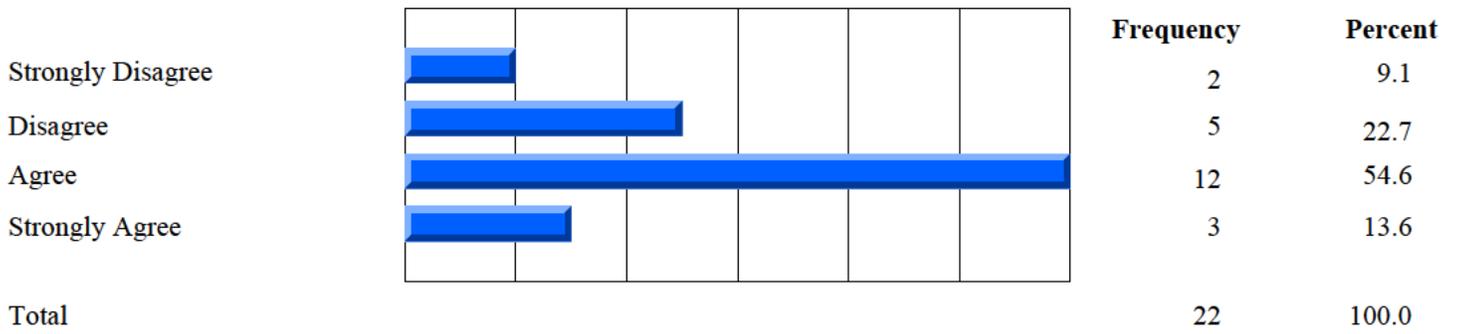


7. **I can express my opinion within this organization without fear of reprisal.**

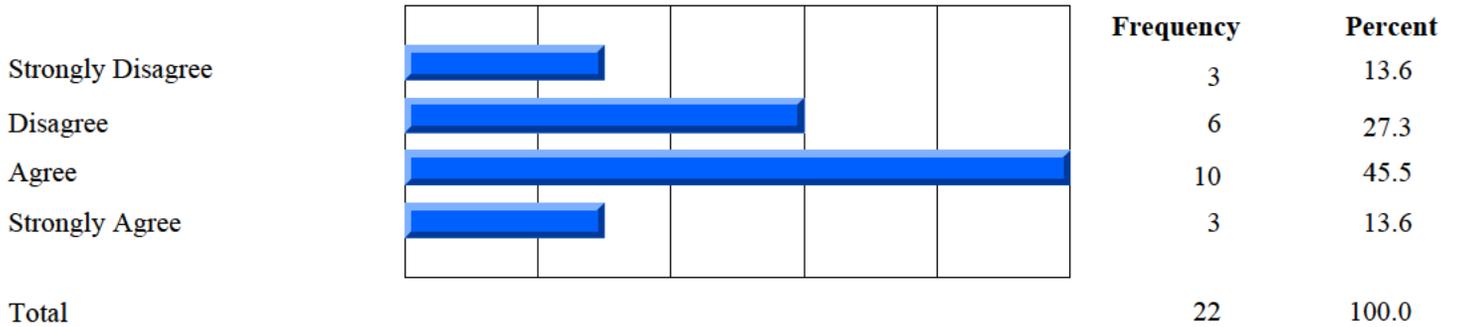


8. I receive periodic formal feedback from my rater.

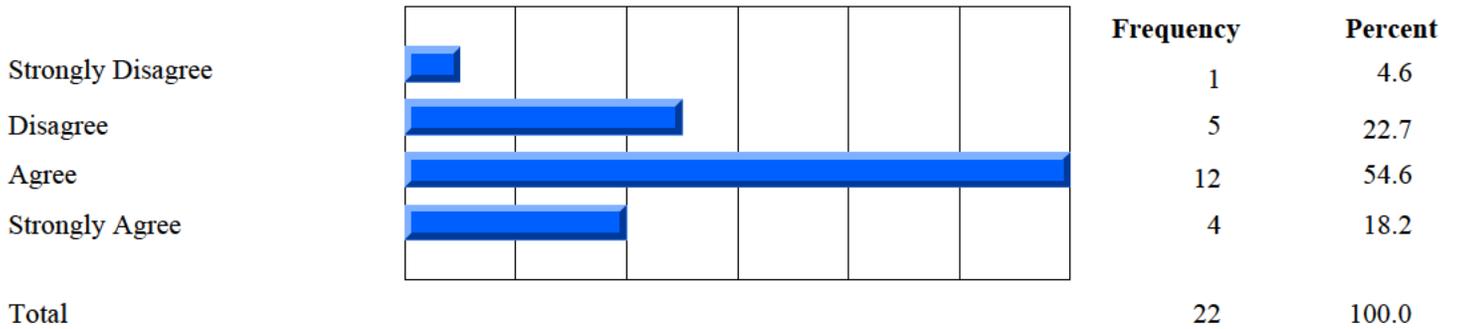
914



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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 4th POG (A) | Number | Percent |
| 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.

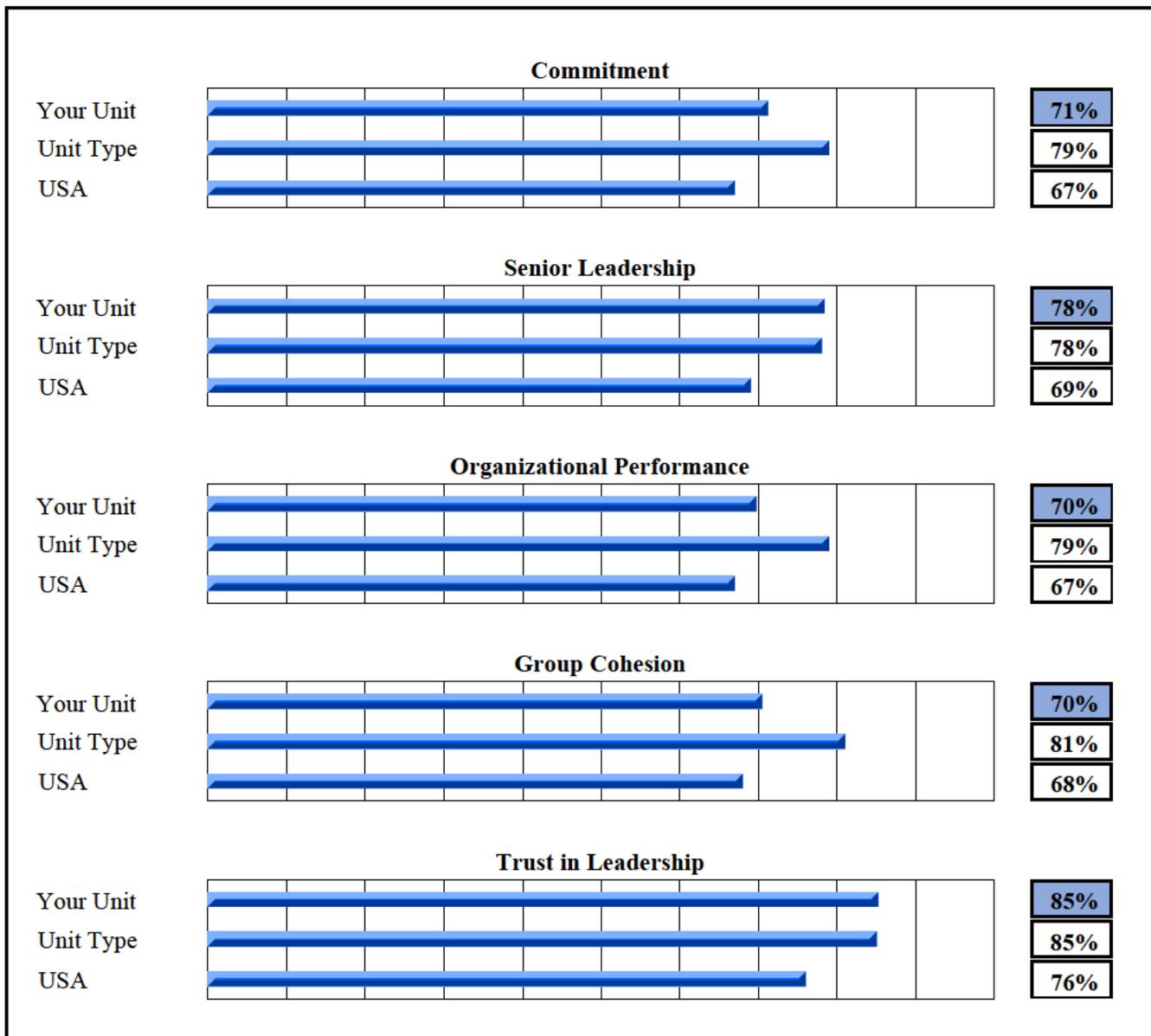
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

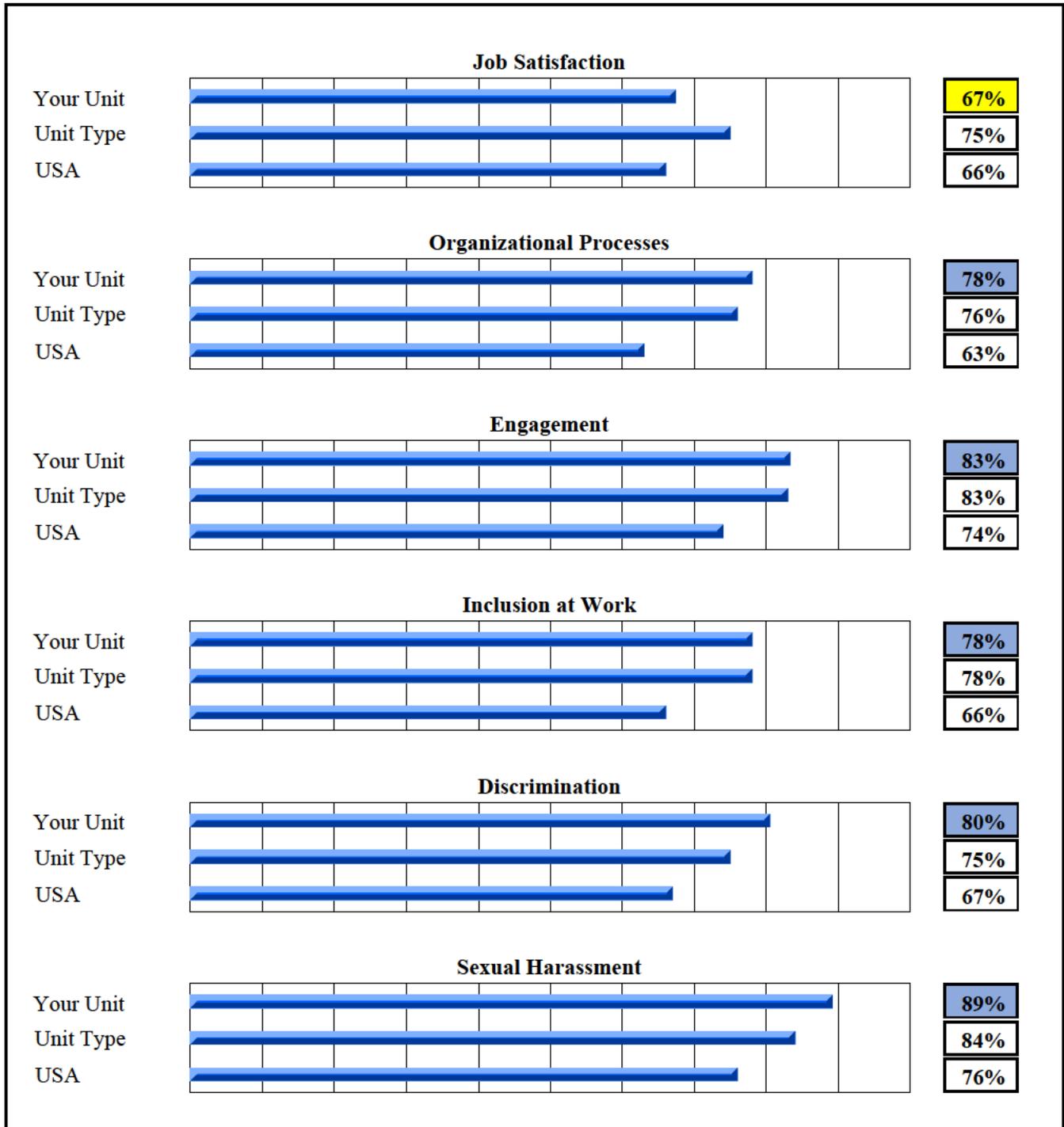
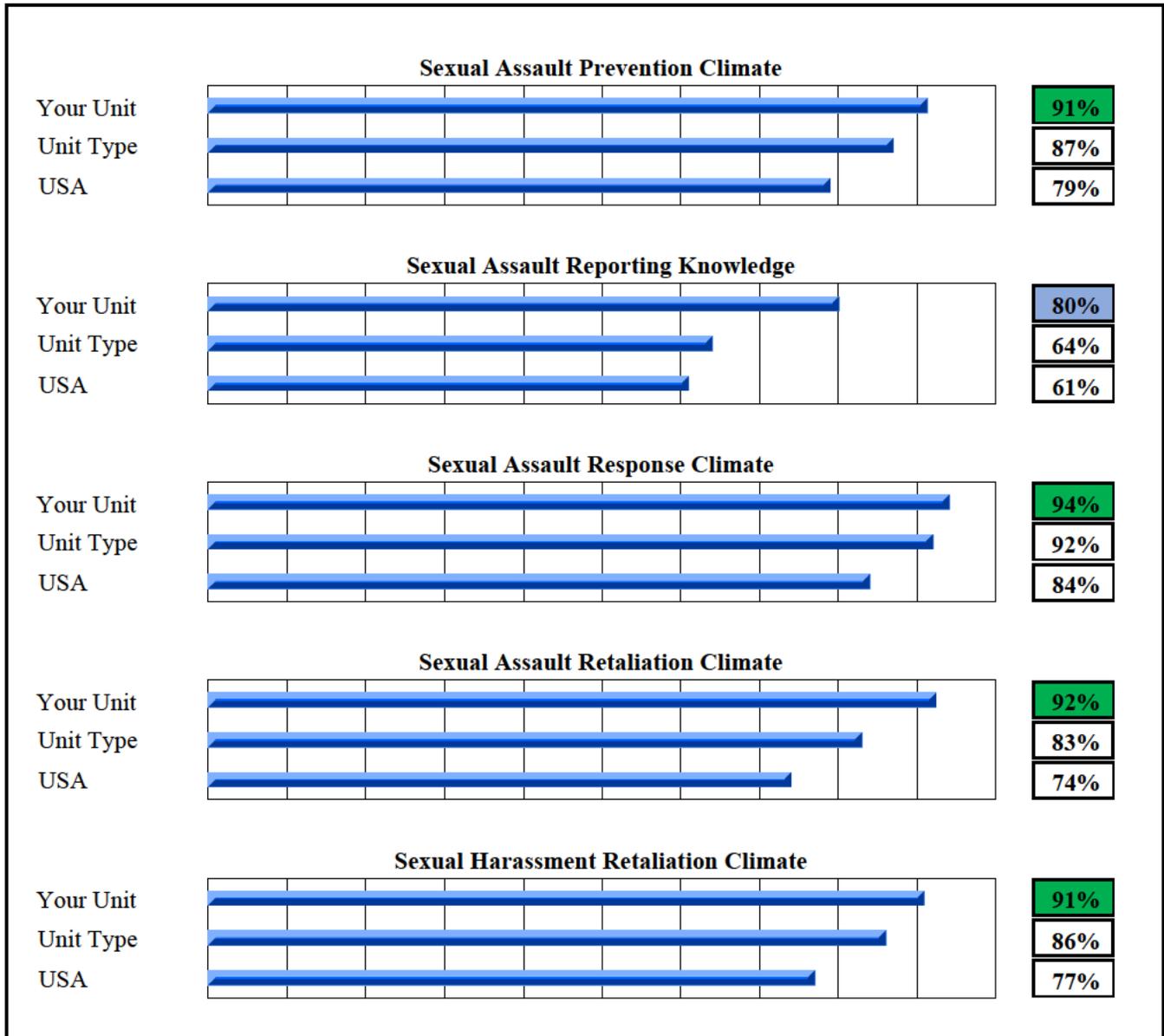


Figure 2 (cont): Unit Summaries

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

| | | 4th POG (A) | | | | | | | |
|-----------------|--|-------------------------------------|---------------|-------------|----------------|-----------------|---------------|-------------|--------|
| | | Organizational Effectiveness | | | | | | | |
| | | Commit | Senior Leader | Org Perform | Group Cohesion | Trust in Leader | Job Satisfact | Org Process | Engage |
| 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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>4th POG (A)</u> | | | | | | | |
|-----------------|--|------------------------------|----------------|-----------|-----------------------|-------------------|----------------------------|--------------------|-----------------------|
| | | <u>EO/EEO/Fair Treatment</u> | | | | <u>SAPR</u> | | | |
| | | <u>Inclusion</u> | <u>Discrim</u> | <u>SH</u> | <u>SH Retaliation</u> | <u>SA Prevent</u> | <u>SA Report Knowledge</u> | <u>SA Response</u> | <u>SA Retaliation</u> |
| 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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. | 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%) |
| Total | 2% | 11% | 7% | 9% | 14% | 30% | 27% |
| | | 20% | | | | 71% | |

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%) |
| Total | 6% | 5% | 3% | 9% | 16% | 28% | 34% |
| | | 13% | | | | 78% | |

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%) |
| Total | 2% | 8% | 8% | 13% | 11% | 38% | 21% |
| | | 17% | | | | 70% | |

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%) |
| Total | 2% | 5% | 8% | 14% | 10% | 42% | 18% |
| | | 15% | | | | 70% | |

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%) |
| Total | 2% | 2% | 3% | 8% | 4% | 41% | 40% |
| | | 7% | | | | 85% | |

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%) |
| Total | 8% | 12% | 3% | 10% | 13% | 26% | 29% |
| | | 23% | | | | 67% | |

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%) |
| Total | 4% | 5% | 4% | 9% | 13% | 42% | 23% |
| | | 13% | | | | 78% | |

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%) |
| Total | 7% | 4% | 1% | 5% | 11% | 38% | 35% |
| | | | | | | 83% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 0 (0%) | 0 (0%) | 2 (5%) | 9 (20%) | 2 (5%) | 12 (27%) | 19 (43%) |
| Total | 1% | 3% | 4% | 14% | 10% | 39% | 30% |
| | | 8% | | | | 78% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on _____ does not occur in my workplace. | | | | | | | |
| Race/Color/National Origin | 4 (9%) | 2 (5%) | 0 (0%) | 4 (9%) | 0 (0%) | 7 (16%) | 27 (61%) |
| Religion | 4 (9%) | 1 (2%) | 1 (2%) | 3 (7%) | 1 (2%) | 7 (16%) | 27 (61%) |
| Sex | 2 (5%) | 2 (5%) | 1 (2%) | 3 (7%) | 1 (2%) | 9 (20%) | 26 (59%) |
| Sexual Orientation | 4 (9%) | 0 (0%) | 1 (2%) | 4 (9%) | 0 (0%) | 7 (16%) | 28 (64%) |
| Age (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 0 (0%) | 2 (5%) | 0 (0%) | 1 (2%) | 2 (5%) | 14 (32%) | 25 (57%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 7 (16%) | 2 (5%) | 0 (0%) | 2 (5%) | 2 (5%) | 11 (25%) | 20 (45%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 8 (18%) | 3 (7%) | 1 (2%) | 1 (2%) | 3 (7%) | 8 (18%) | 20 (45%) |
| Total | 9% | 4% | 1% | 6% | 3% | 21% | 56% |
| | | 14% | | | | 80% | |

* 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 |
|---------------------------------------------------------------|-------------|---------|-----------|
| Race/Color/National Origin | 6 (14%) | 4 (9%) | 34 (77%) |
| Religion | 6 (14%) | 3 (7%) | 35 (80%) |
| Sex | 5 (11%) | 3 (7%) | 36 (82%) |
| Sexual Orientation | 5 (11%) | 4 (9%) | 35 (80%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 66% | 26% | 0% | 5% | 1% | 1% | 0% |
| | | 92% | | | | | |

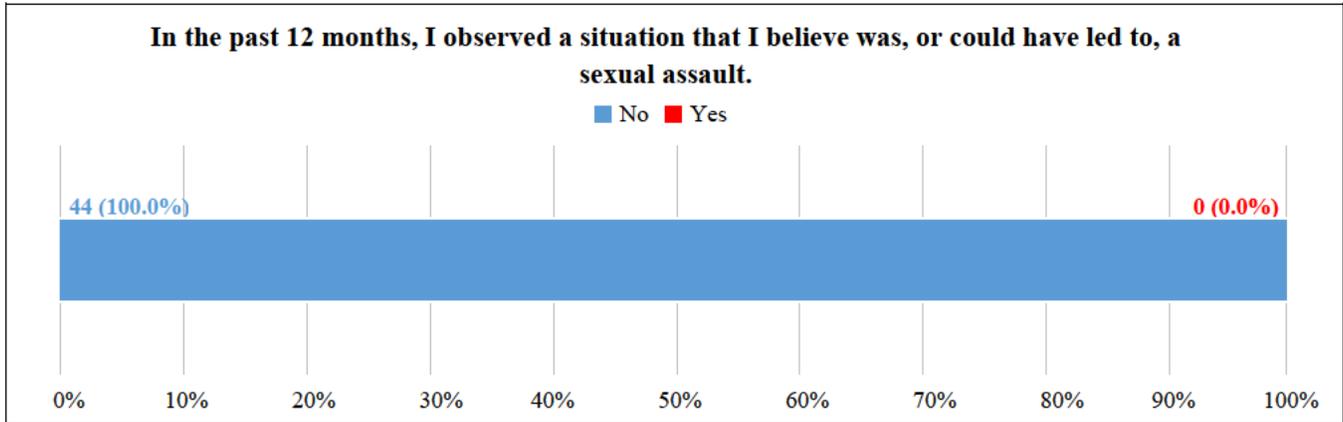
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 65% | 25% | 0% | 6% | 3% | 0% | 0% |
| | | 91% | | | | 3% | |

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% |
| Total | 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.

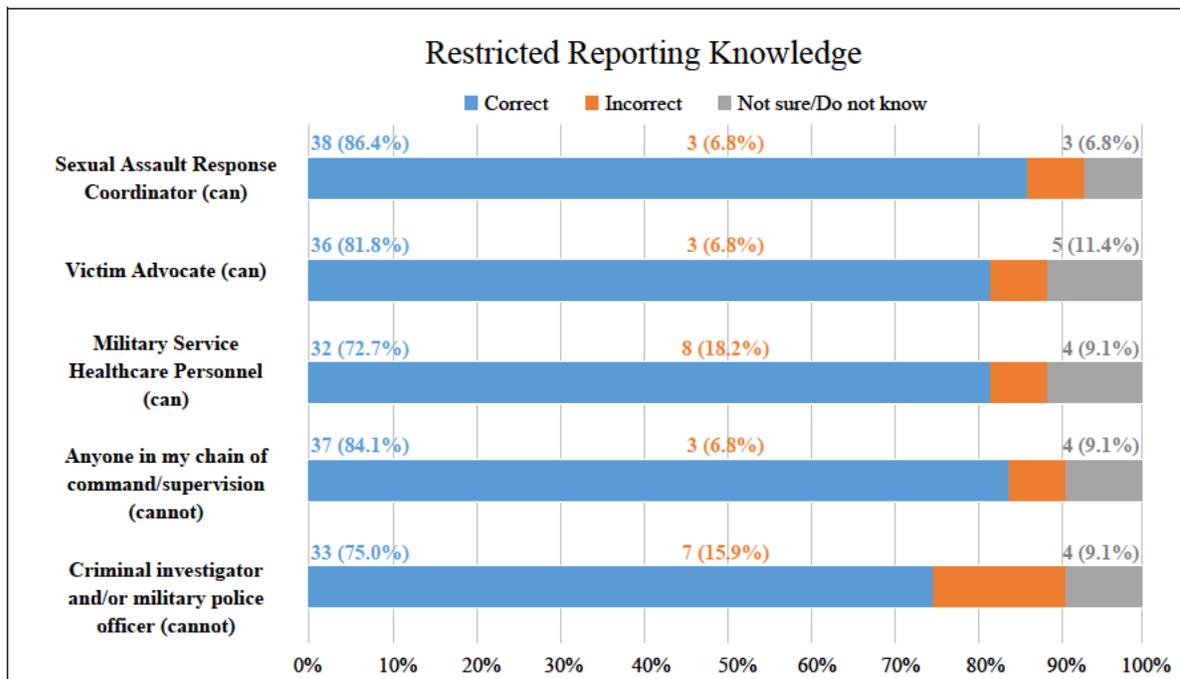
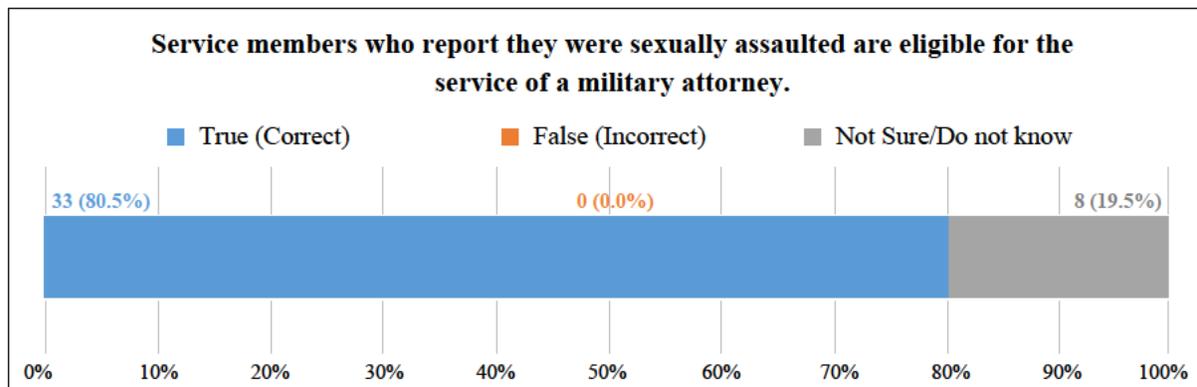


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



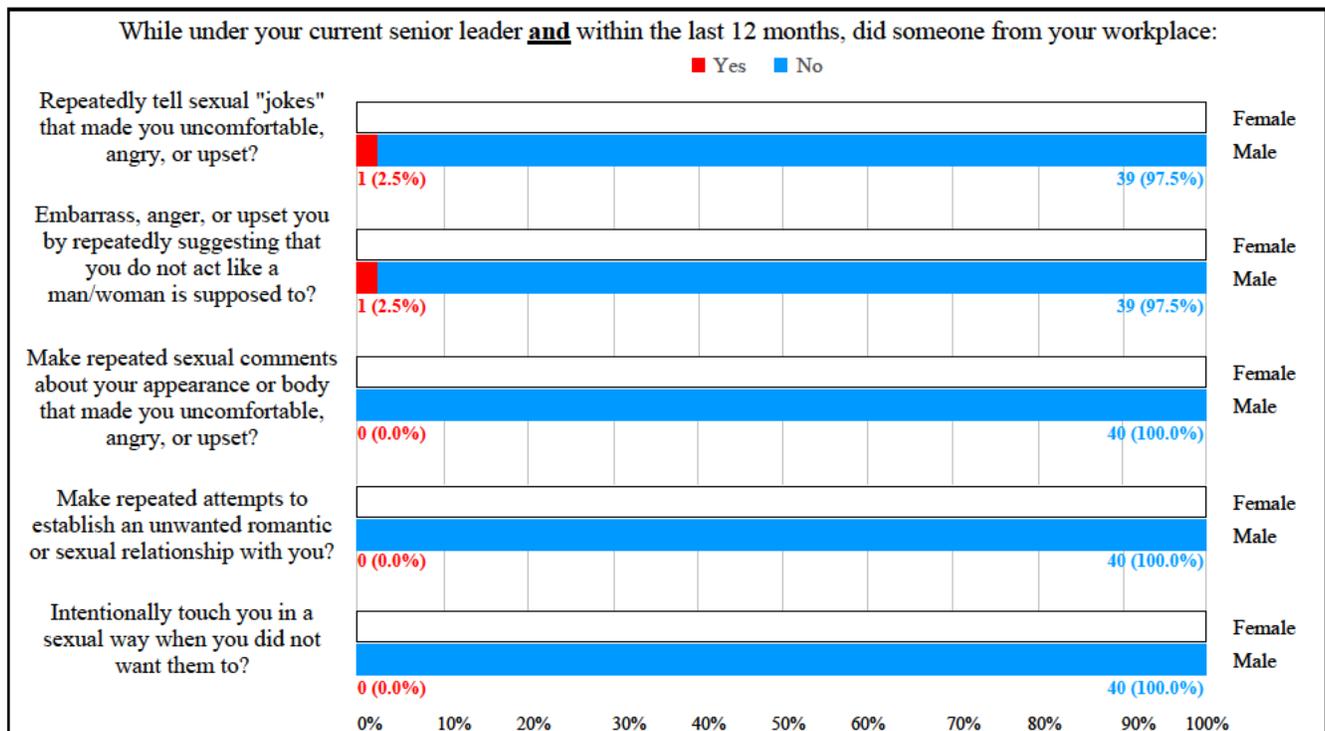
Unwanted Workplace Experiences

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 and 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

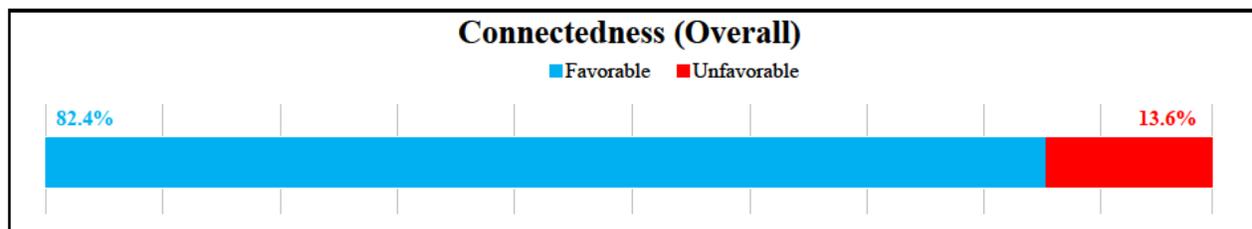


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

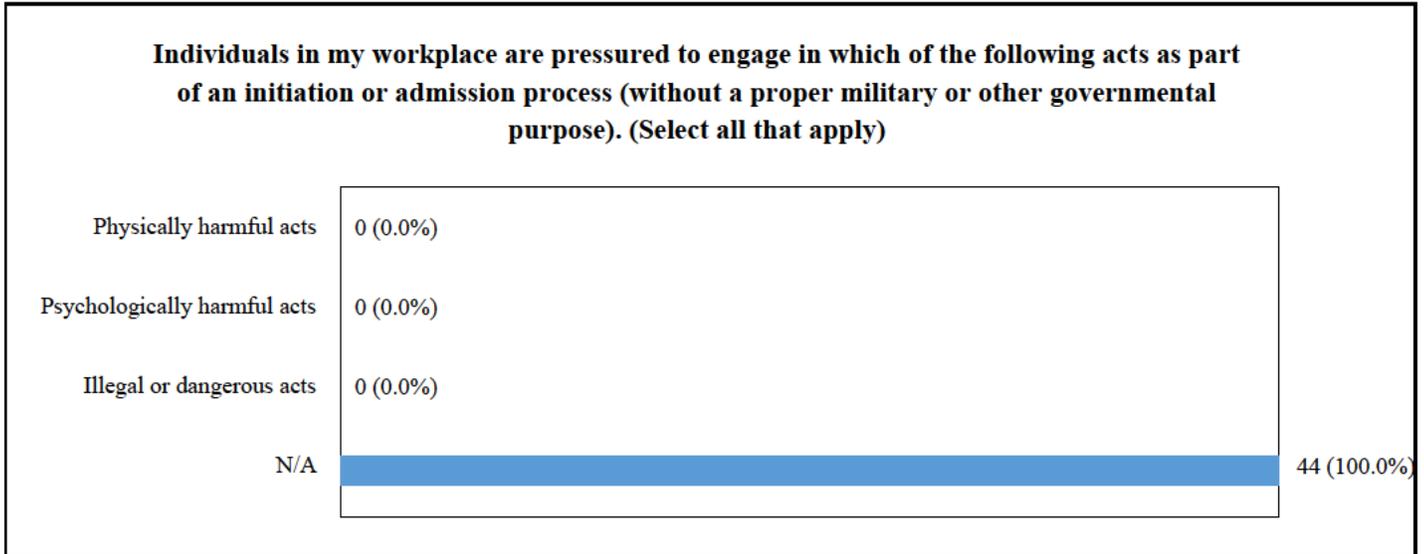
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

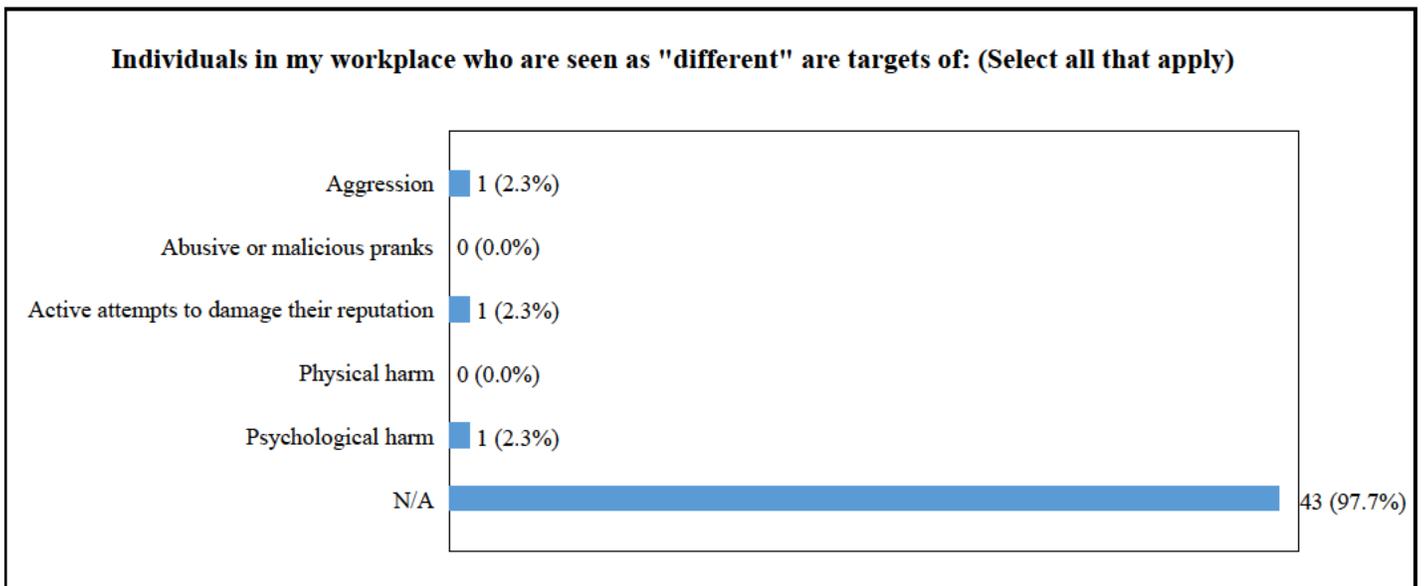
Figure 11. Respondents' Responses to Hazing



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) 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:

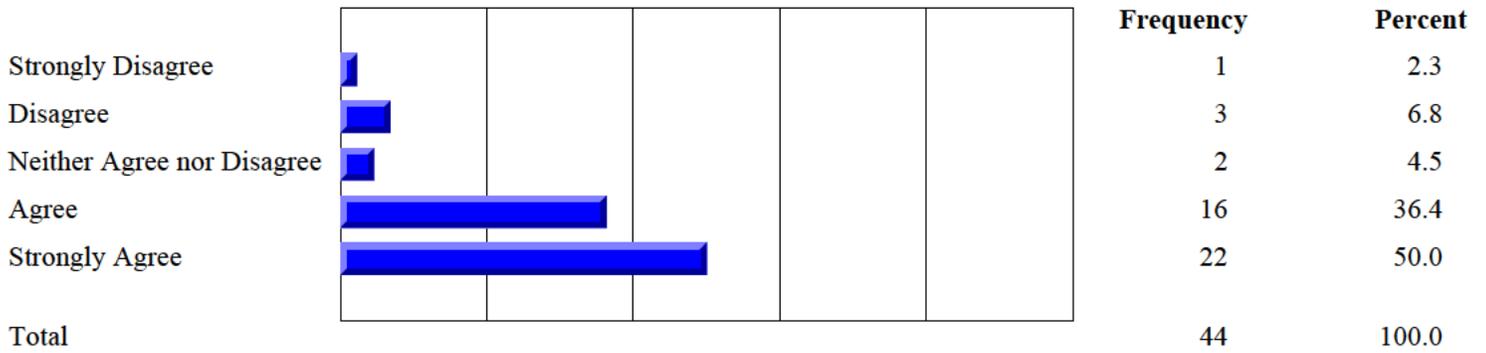
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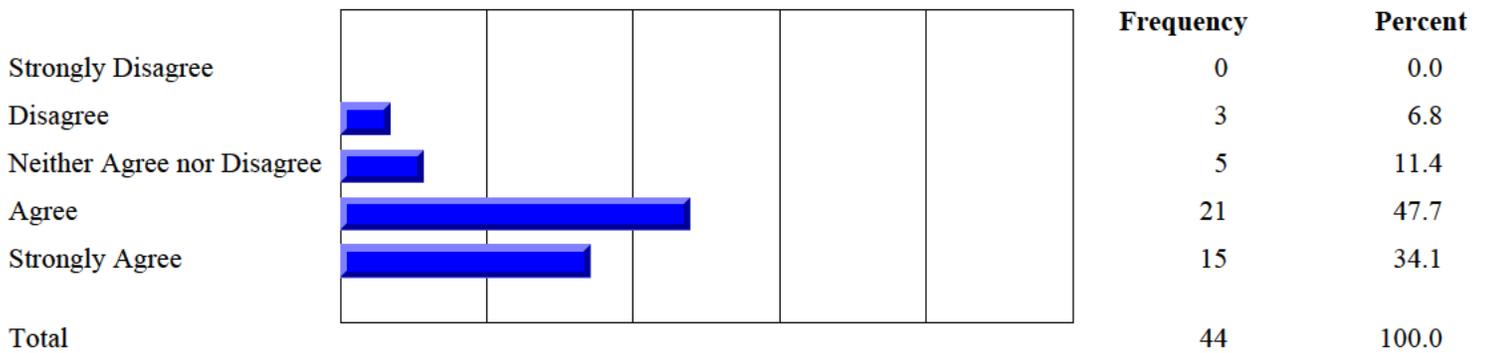
support@deocs.net

Appendix A: Your Locally Developed Questions

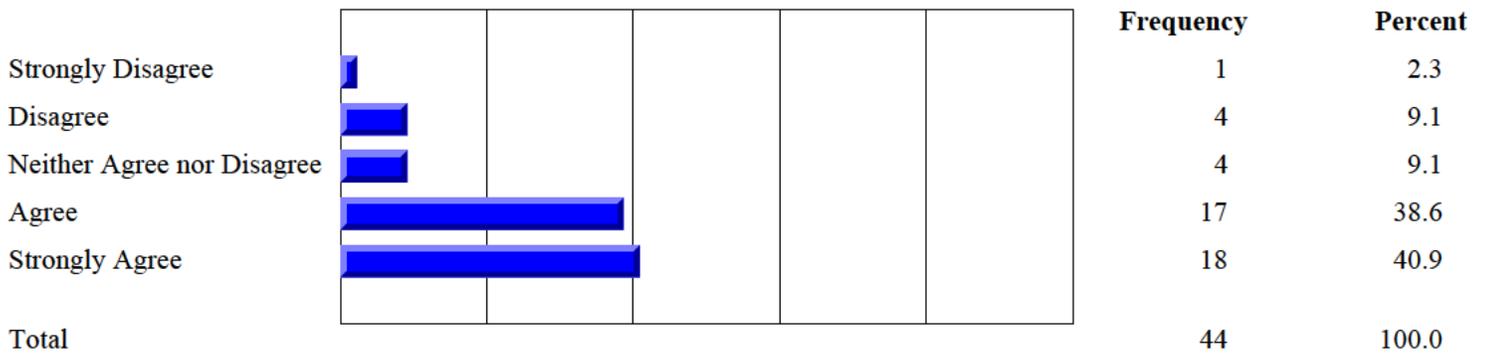
1. My Command team and staff are available and accessible.



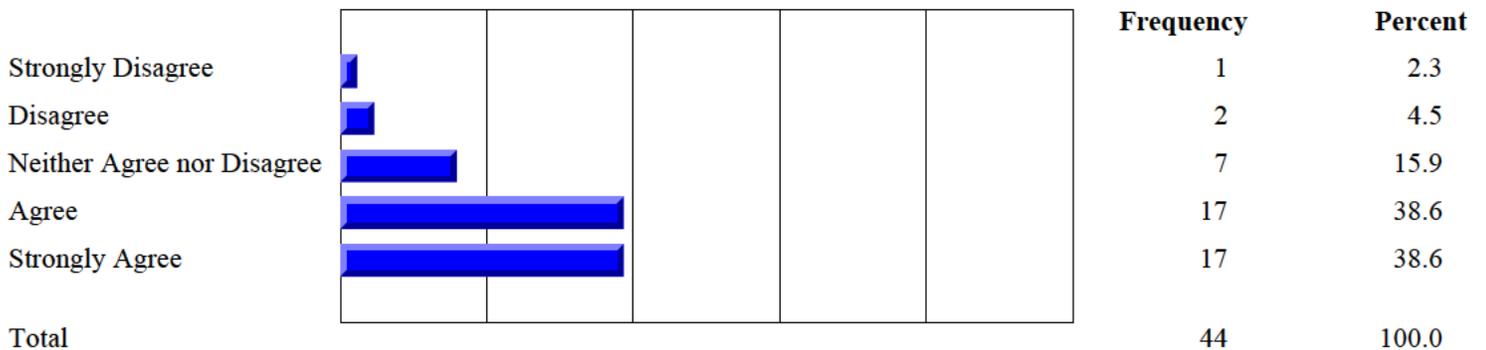
2. Communication flows freely from senior leadership to all levels of the organization.



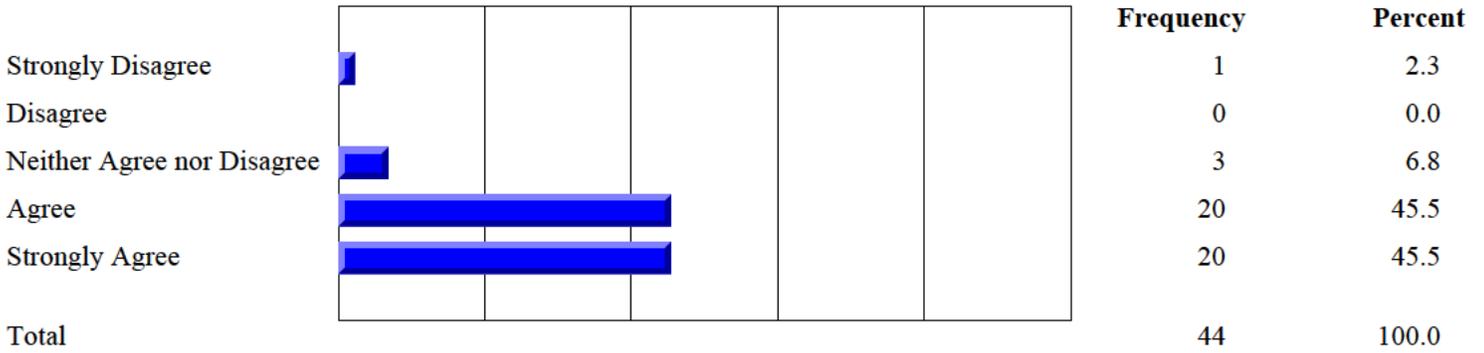
3. All unit personnel are treated fairly and given the same opportunities.



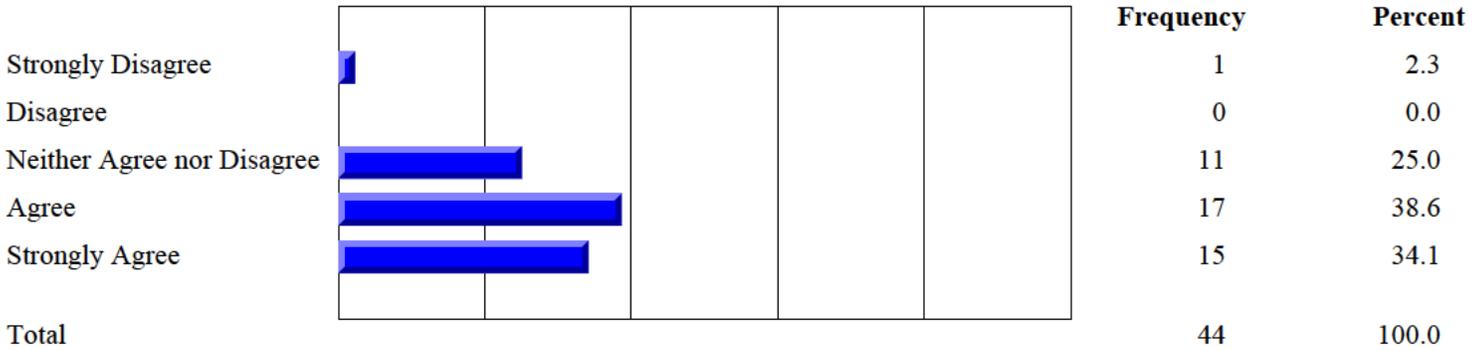
4. The leaders in my command show a real interest in the welfare of families.



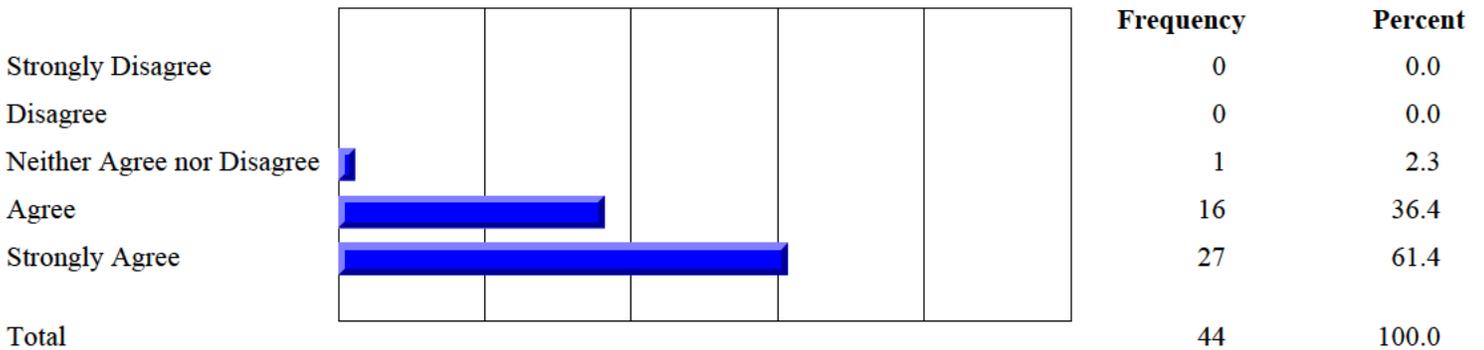
5. I trust management/leadership to handle complaints, problems, or issues seriously.



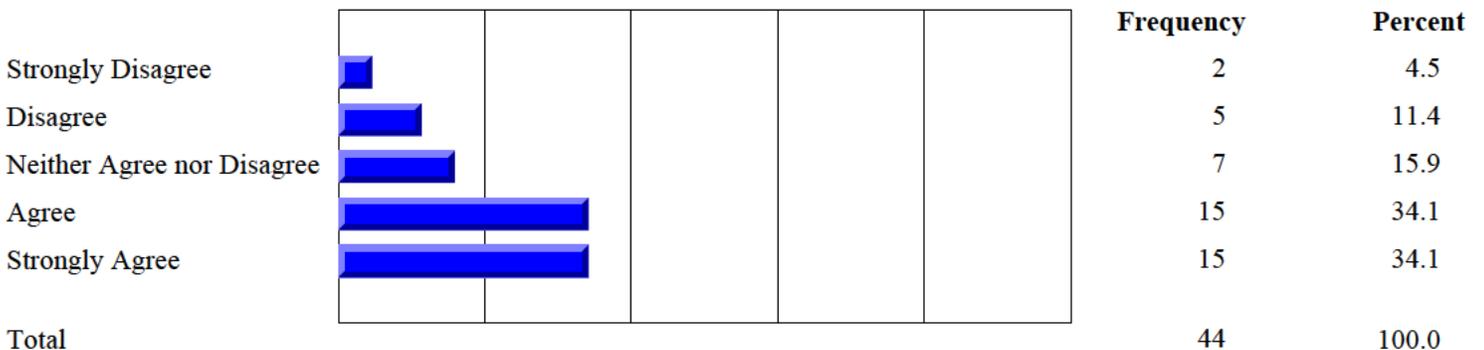
6. I am recognized for contributing to a positive atmosphere in my workplace.



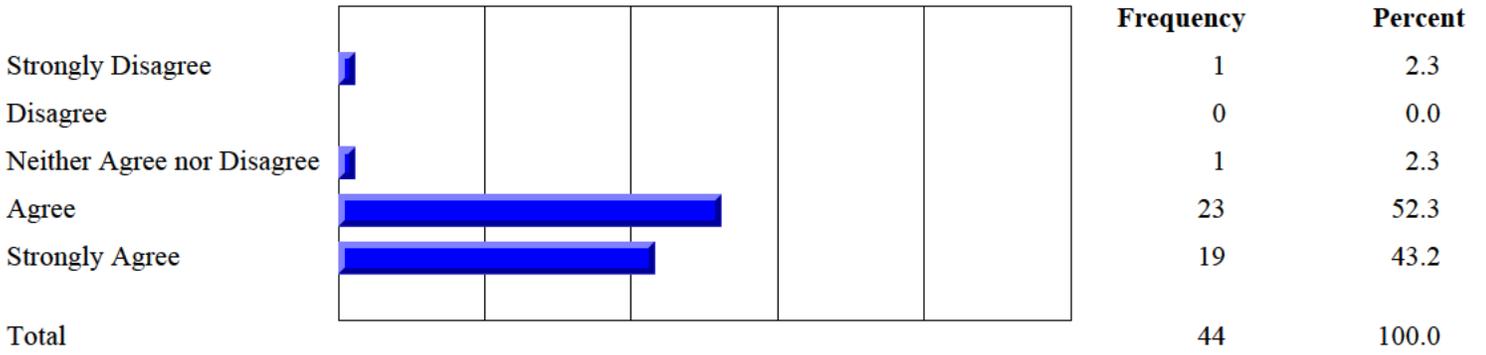
7. Sexual, racial, or other offensive comments or material are not tolerated in my work area.



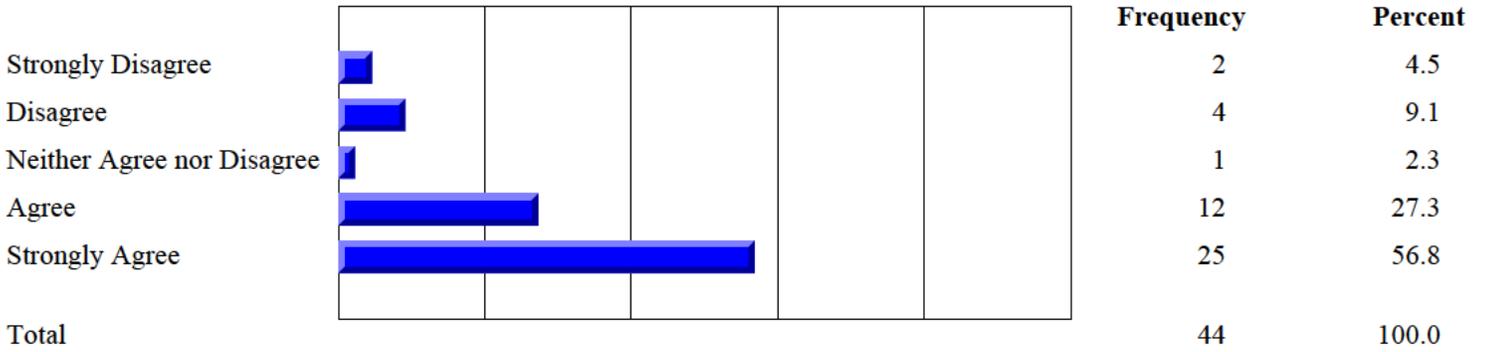
8. I receive the counseling and coaching needed to advance in my career.

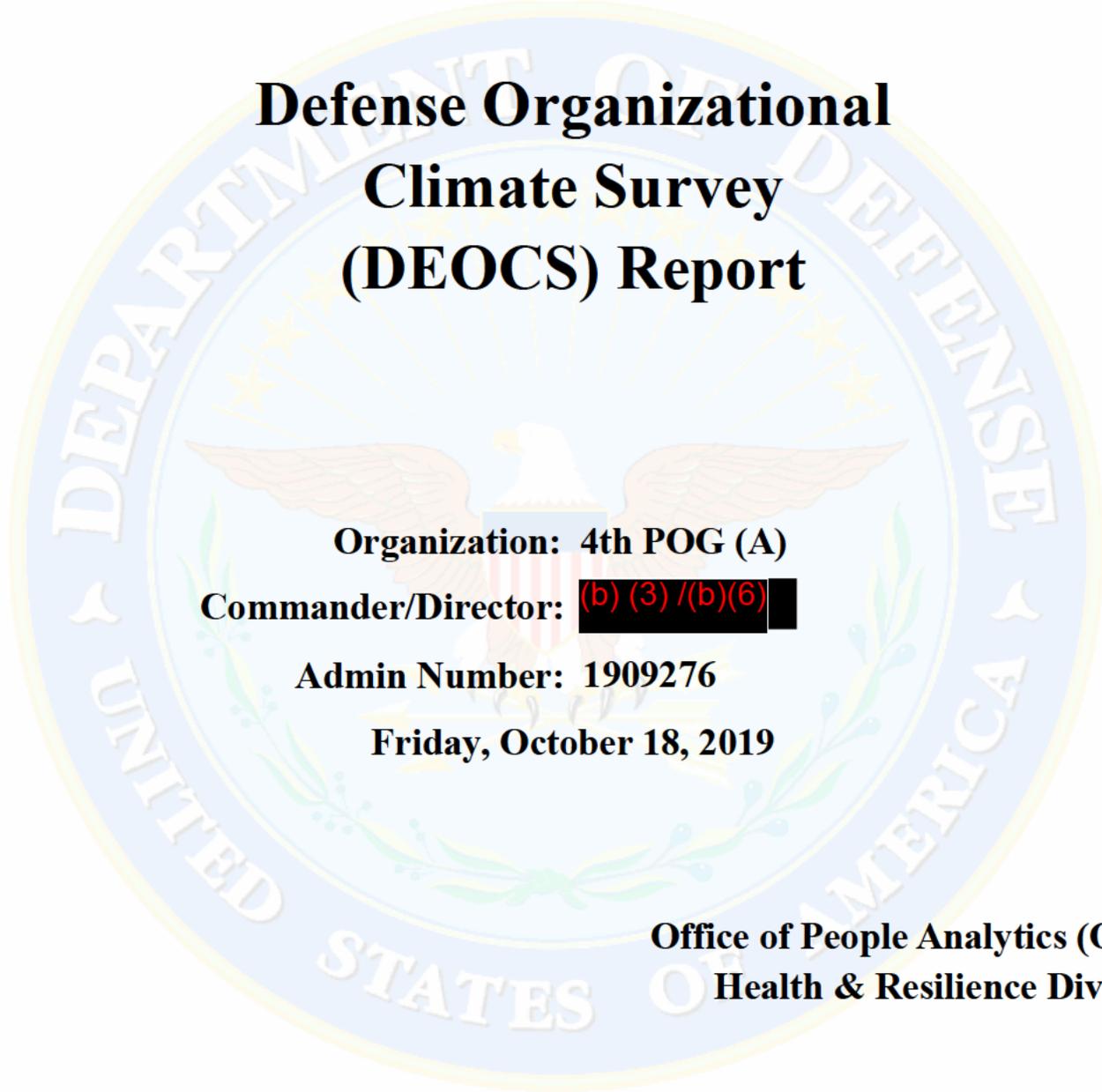


9. Officers and non-commissioned officers in my unit deal with each other with a high level of respect.



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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 4th POG (A) | Number | Percent |
| 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.

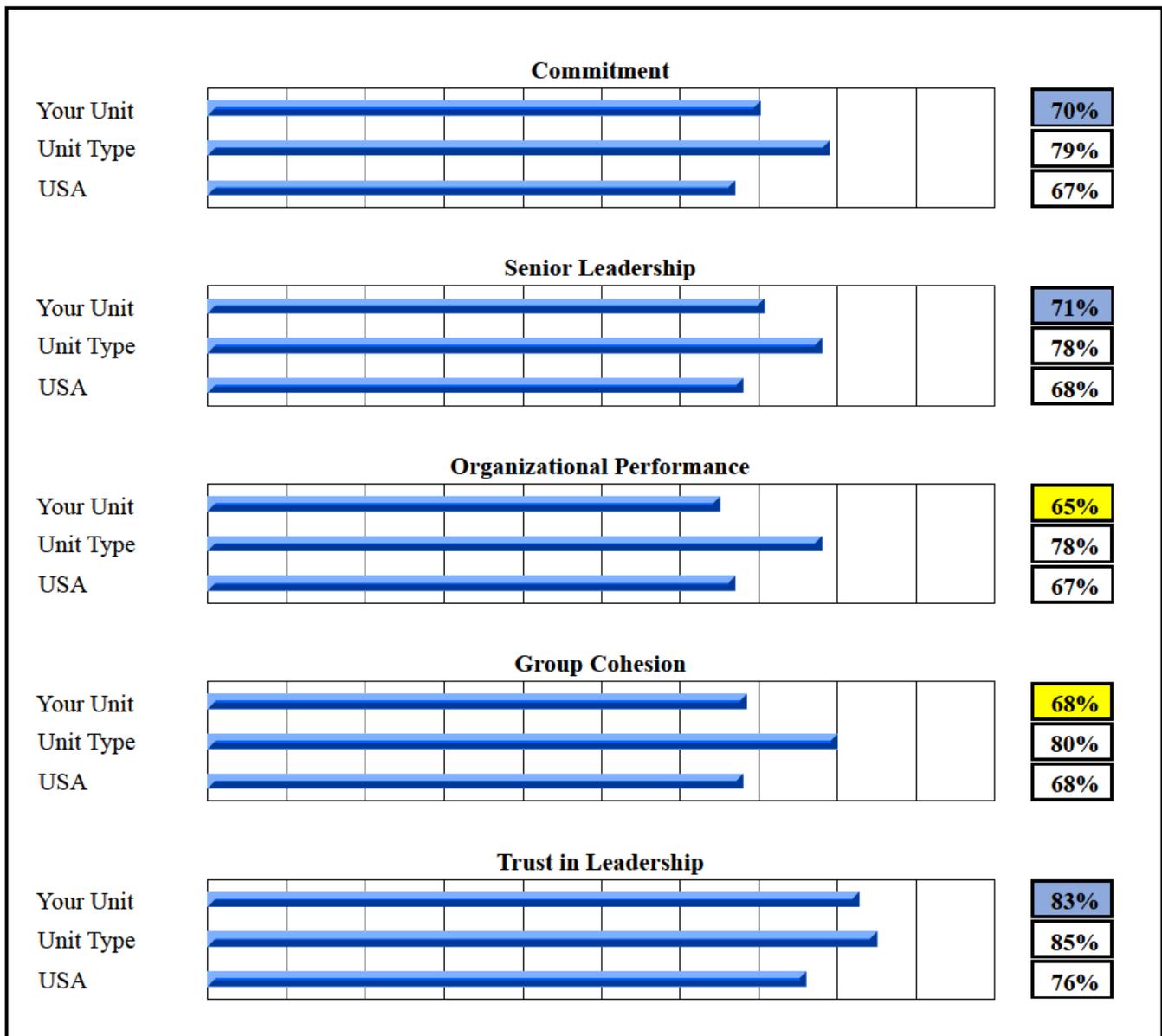
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

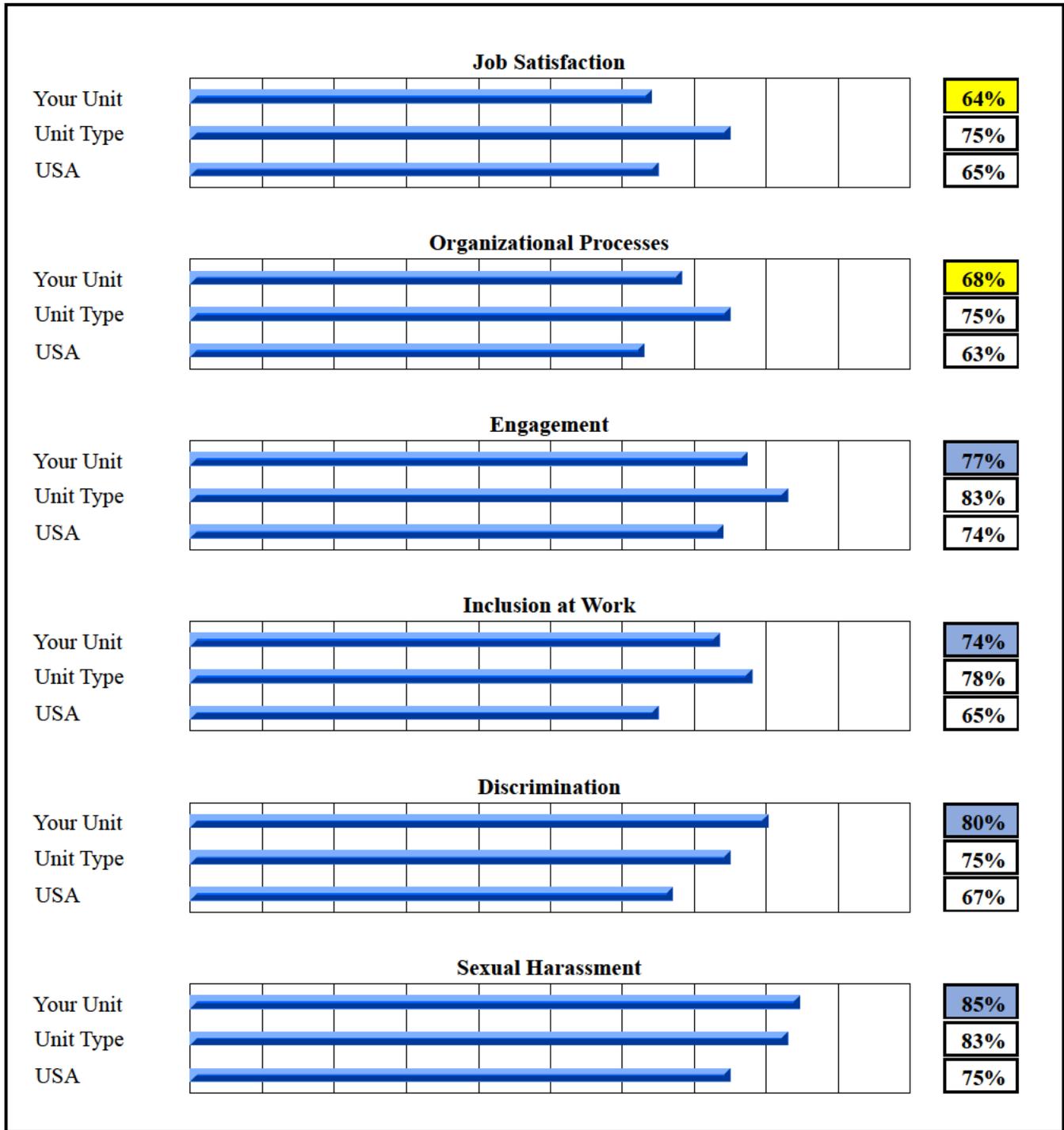
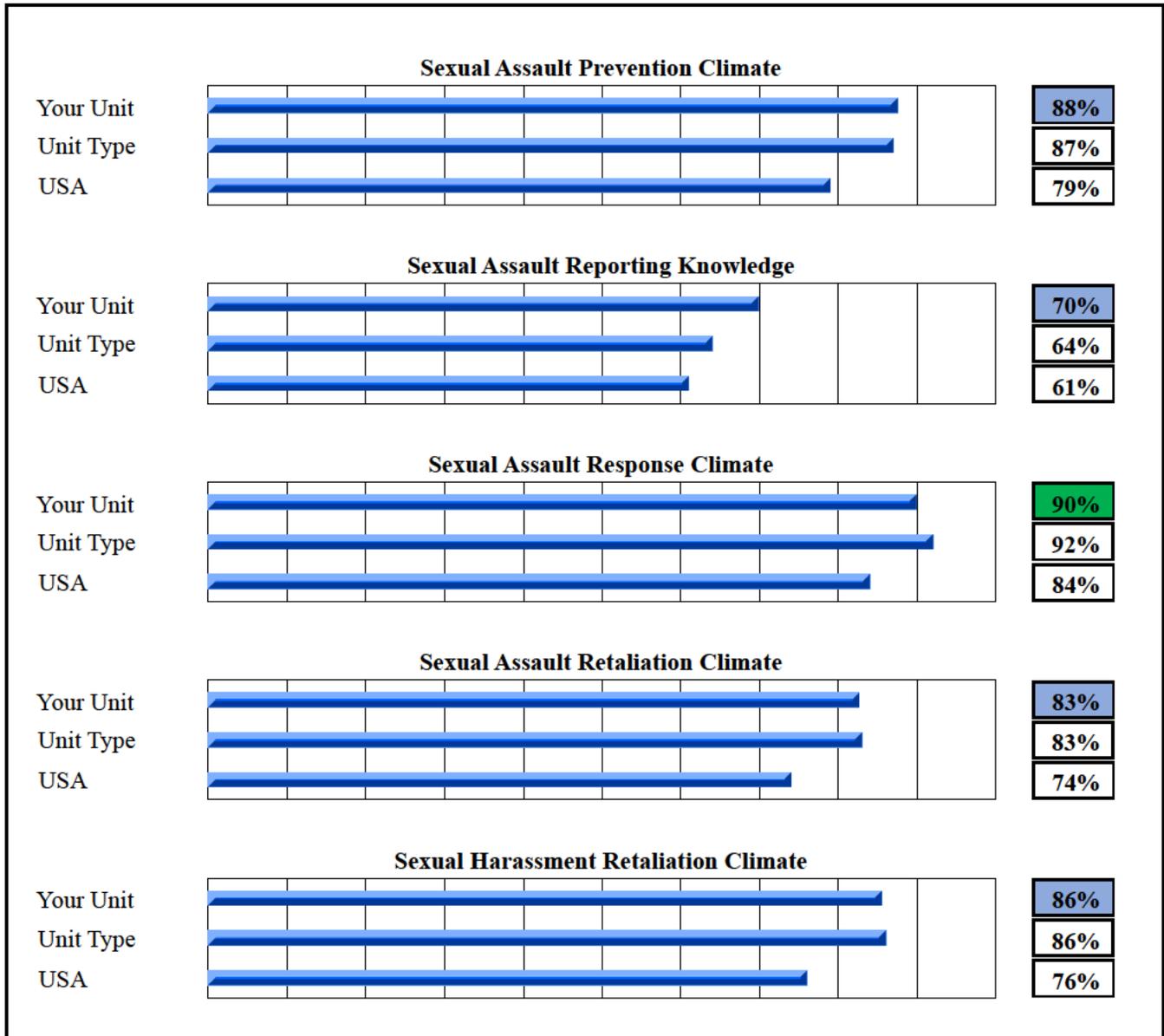


Figure 2 (cont): Unit Summaries

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

| | | 4th POG (A) | | | | | | | |
|------------------------|--|-------------------------------------|----------------------|--------------------|-----------------------|------------------------|----------------------|--------------------|---------------|
| | | Organizational Effectiveness | | | | | | | |
| | | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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>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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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. | 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%) |
| Total | 6% | 7% | 5% | 12% | 16% | 37% | 17% |
| | | 18% | | | | 70% | |

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%) |
| Total | 4% | 6% | 5% | 15% | 13% | 37% | 21% |
| | | 14% | | | | 71% | |

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%) |
| Total | 6% | 7% | 5% | 16% | 15% | 29% | 21% |
| | | 18% | | | | 65% | |

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%) |
| Total | 4% | 8% | 4% | 15% | 15% | 32% | 21% |
| | | 17% | | | | 68% | |

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%) |
| Total | 3% | 2% | 2% | 10% | 8% | 42% | 33% |
| | | 7% | | | | 83% | |

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%) |
| Total | 10% | 8% | 5% | 13% | 12% | 33% | 19% |
| | | 23% | | | | 64% | |

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%) |
| Total | 7% | 6% | 5% | 13% | 11% | 38% | 19% |
| | | 18% | | | | 68% | |

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%) |
| Total | 6% | 4% | 4% | 9% | 12% | 40% | 25% |
| | | 14% | | | | 77% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 5 (3%) | 8 (5%) | 3 (2%) | 25 (15%) | 4 (2%) | 59 (35%) | 64 (38%) |
| Total | 5% | 6% | 3% | 13% | 9% | 39% | 26% |
| | | 14% | | | | 74% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on _____ does not occur in my workplace. | | | | | | | |
| Race/Color/National Origin | 12 (7%) | 4 (2%) | 0 (0%) | 7 (4%) | 6 (4%) | 52 (31%) | 87 (52%) |
| Religion | 12 (7%) | 4 (2%) | 0 (0%) | 8 (5%) | 3 (2%) | 55 (33%) | 86 (51%) |
| Sex | 11 (7%) | 8 (5%) | 5 (3%) | 4 (2%) | 3 (2%) | 55 (33%) | 82 (49%) |
| Sexual Orientation | 15 (9%) | 3 (2%) | 0 (0%) | 12 (7%) | 2 (1%) | 52 (31%) | 84 (50%) |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 7 (4%) | 4 (2%) | 5 (3%) | 12 (7%) | 7 (4%) | 68 (40%) | 65 (39%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 17 (10%) | 14 (8%) | 5 (3%) | 12 (7%) | 3 (2%) | 44 (26%) | 73 (43%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 18 (11%) | 14 (8%) | 9 (5%) | 10 (6%) | 8 (5%) | 38 (23%) | 71 (42%) |
| Total | 8% | 4% | 2% | 6% | 3% | 31% | 47% |
| | | 14% | | | | 80% | |

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

Table 2.11 Discrimination Summary

| Discrimination based on _____ does not occur in my workplace. | Unfavorable | Neutral | Favorable |
|---------------------------------------------------------------|-------------|---------|-----------|
| Race/Color/National Origin | 16 (10%) | 7 (4%) | 145 (86%) |
| Religion | 16 (10%) | 8 (5%) | 144 (86%) |
| Sex | 24 (14%) | 4 (2%) | 140 (83%) |
| Sexual Orientation | 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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 50% | 32% | 1% | 12% | 2% | 2% | 1% |
| | | 83% | | | | 5% | |

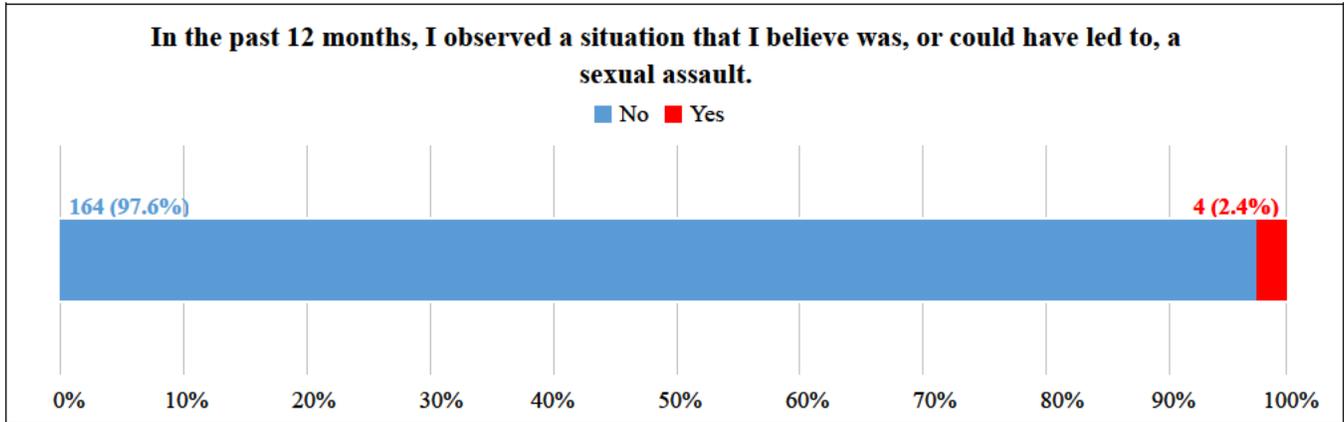
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 52% | 32% | 1% | 11% | 2% | 1% | 0% |
| | | 86% | | | | 4% | |

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% |
| Total | 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.

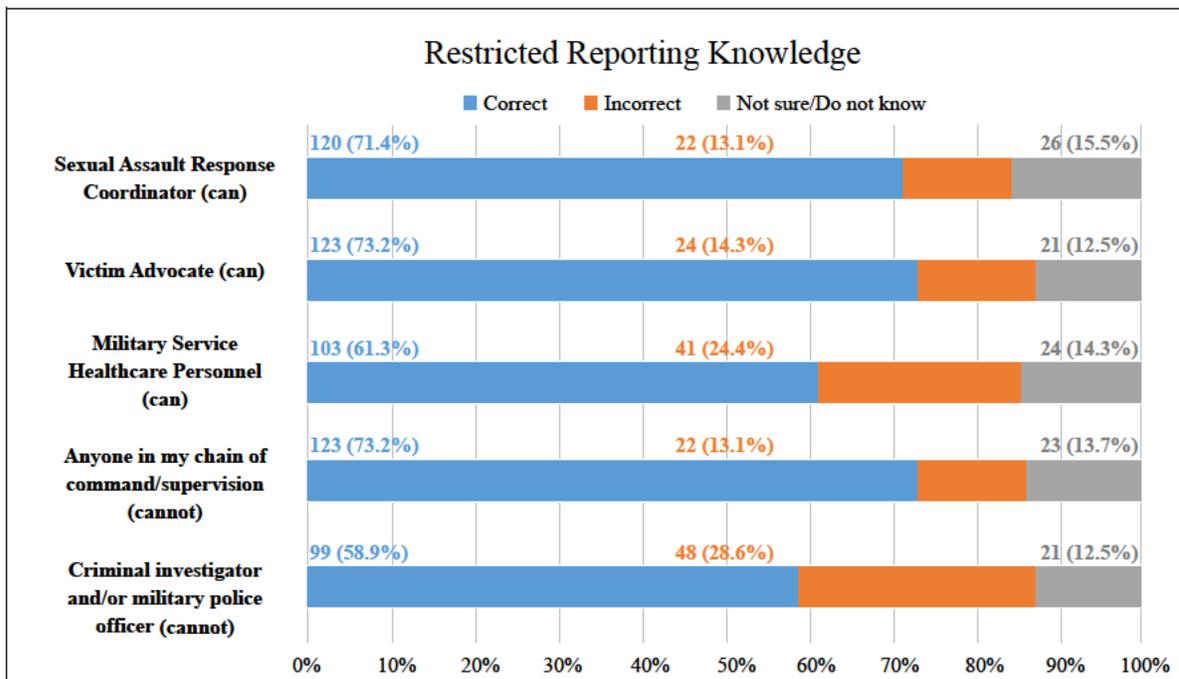
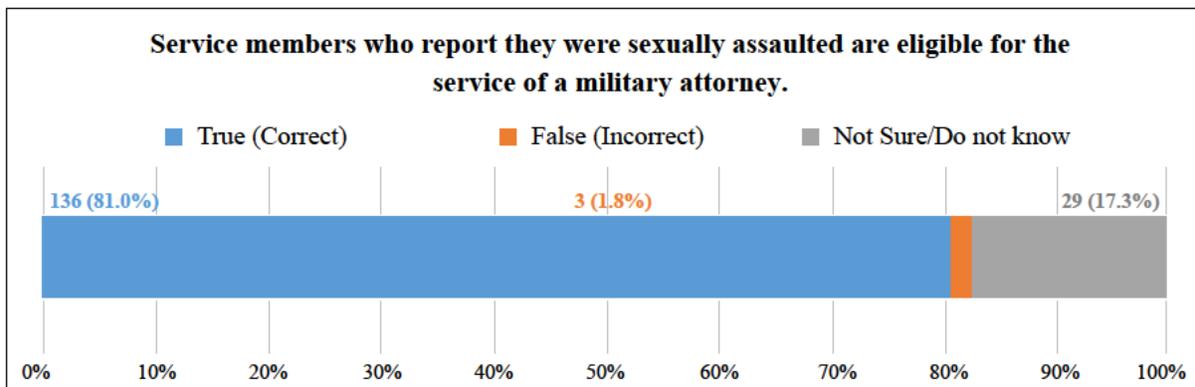


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



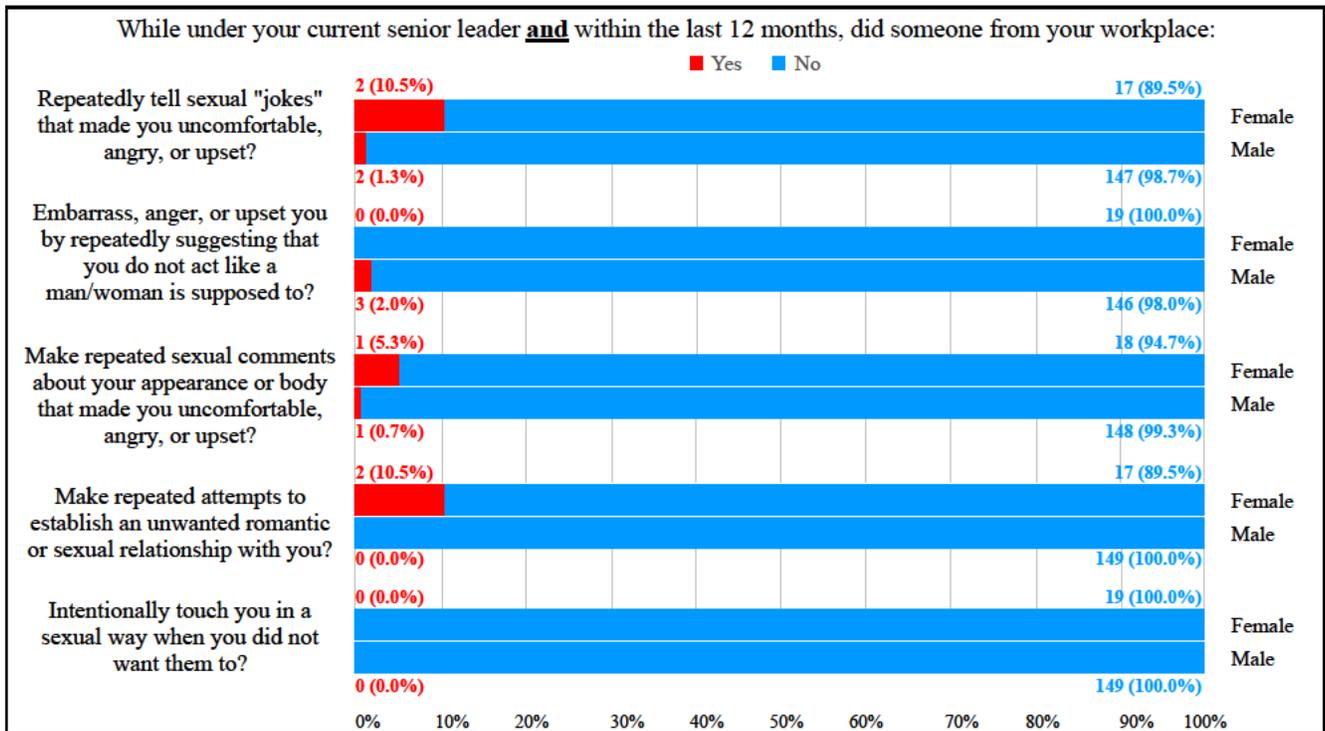
Unwanted Workplace Experiences

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 and 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

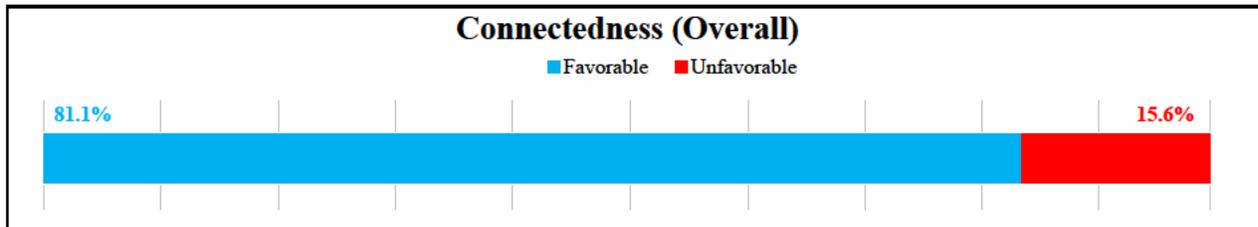


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

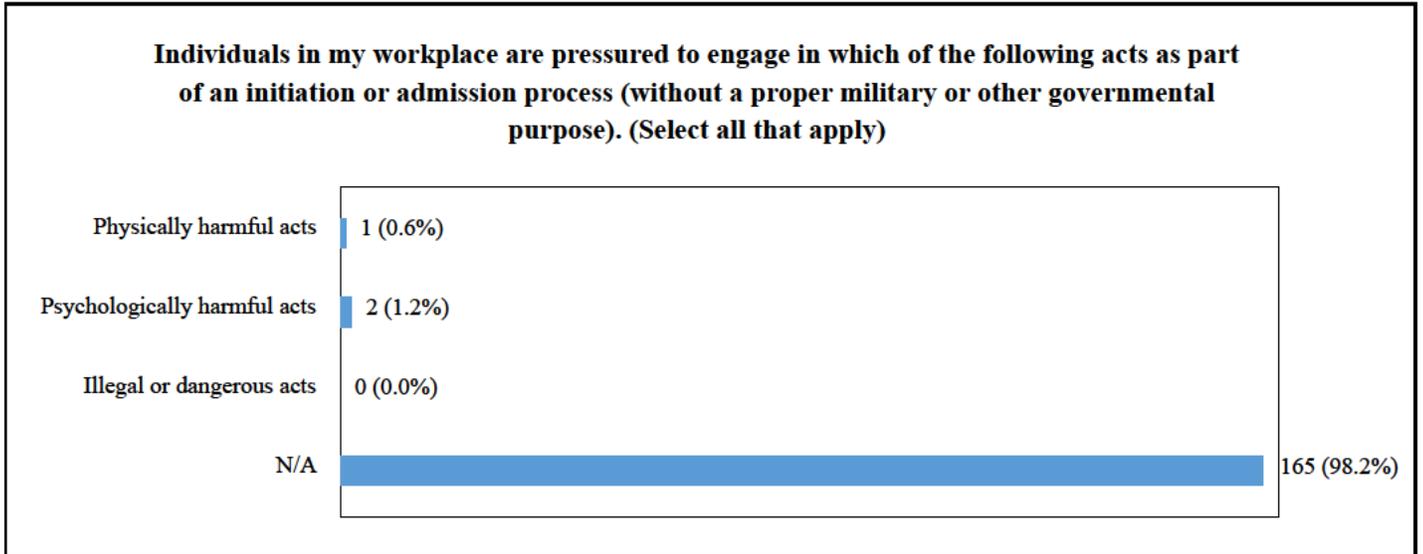
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

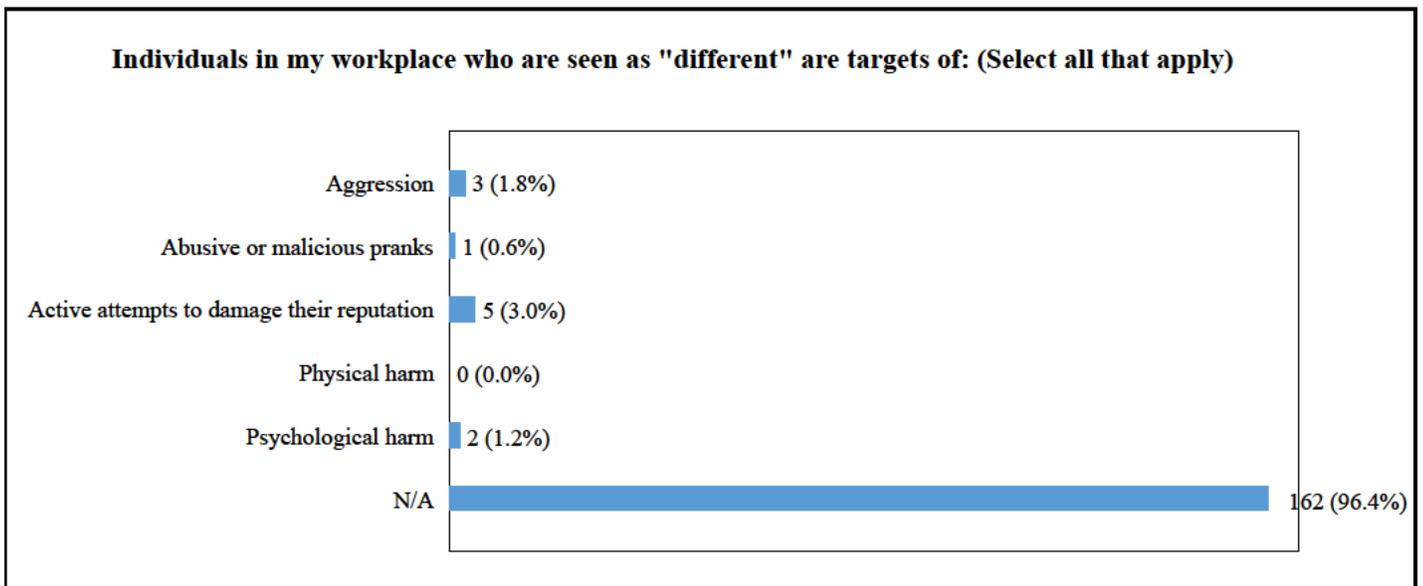
Figure 11. Respondents' Responses to Hazing



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) 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:

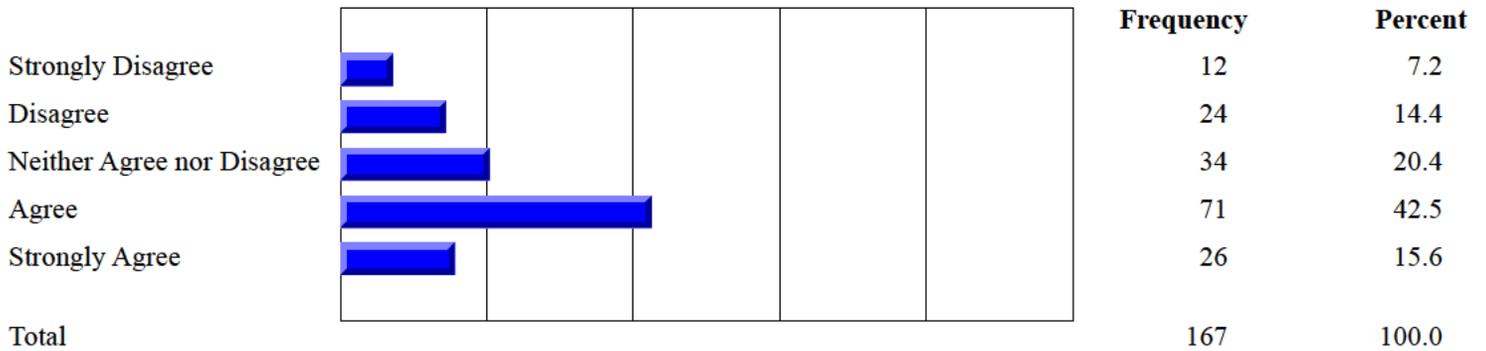
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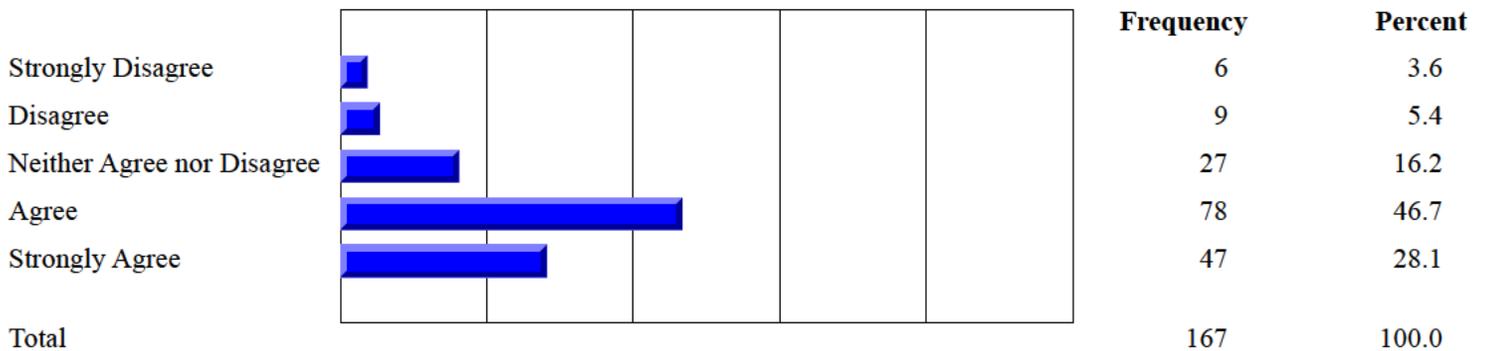
support@deocs.net

Appendix A: Your Locally Developed Questions

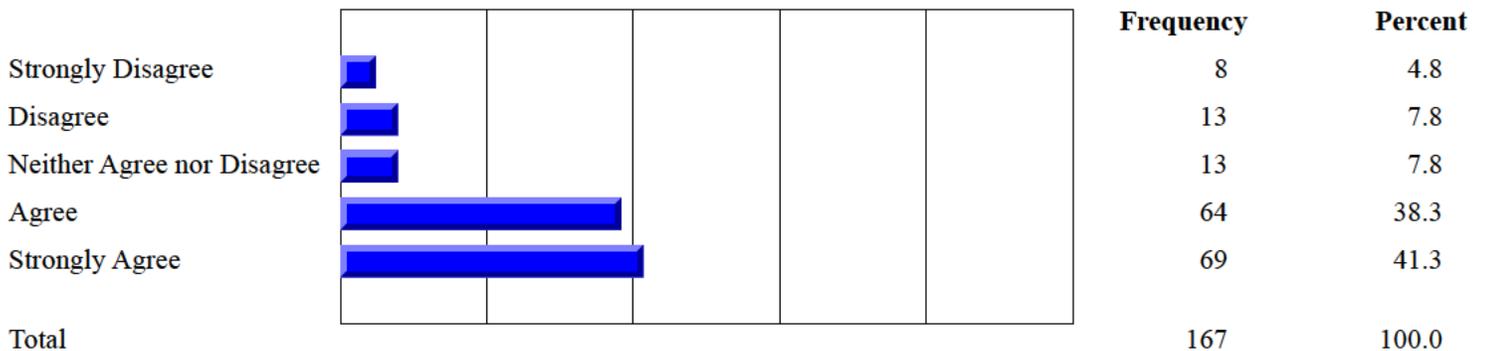
1. Communication flow from the chain of command is good.



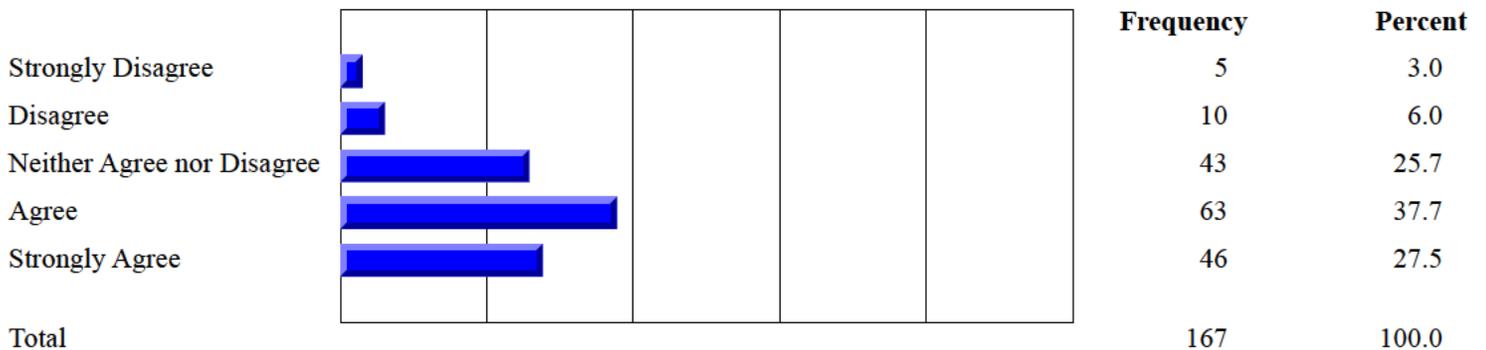
2. The leaders in my command show a real interest in the welfare of families.



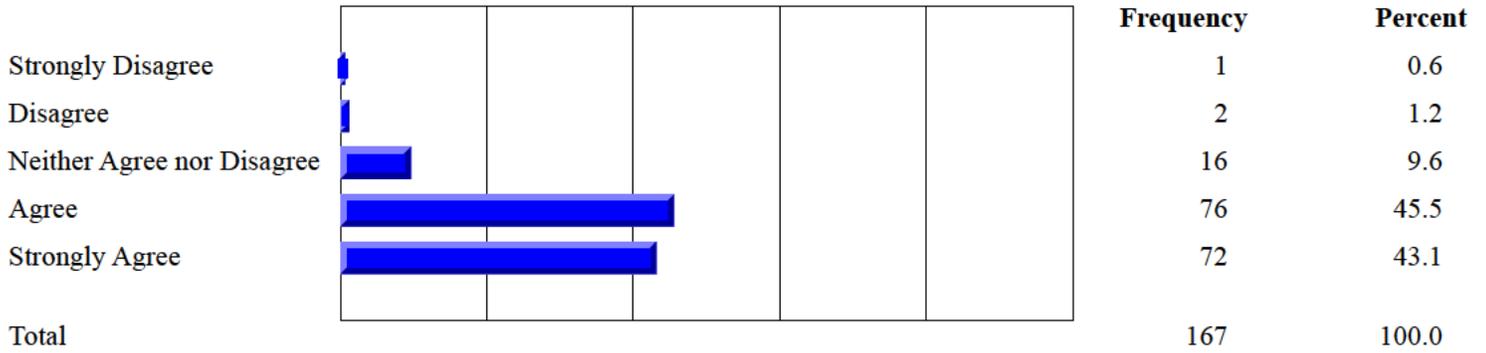
3. Favoritism involving race/sex/national origin differences does not occur in my work area.



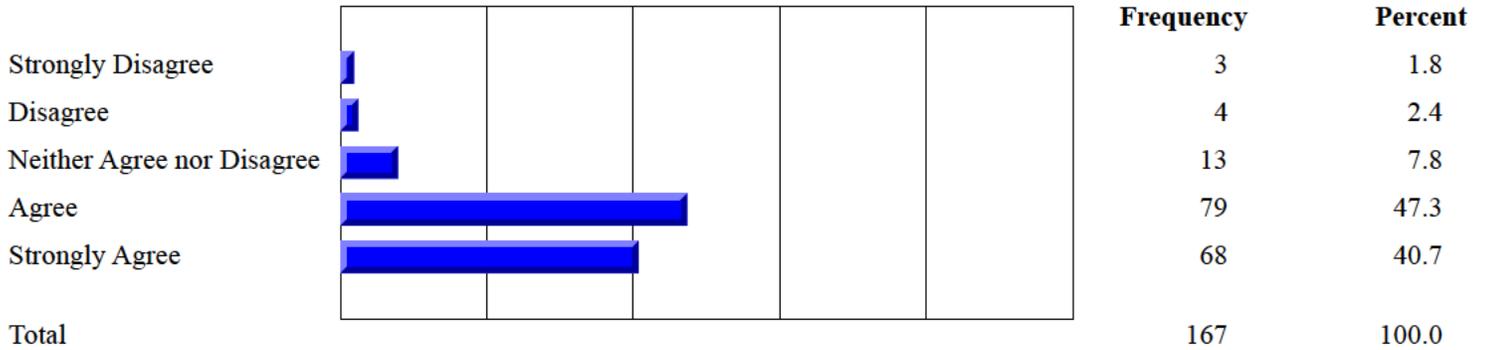
4. I am recognized for contributing to a positive atmosphere in my workplace.



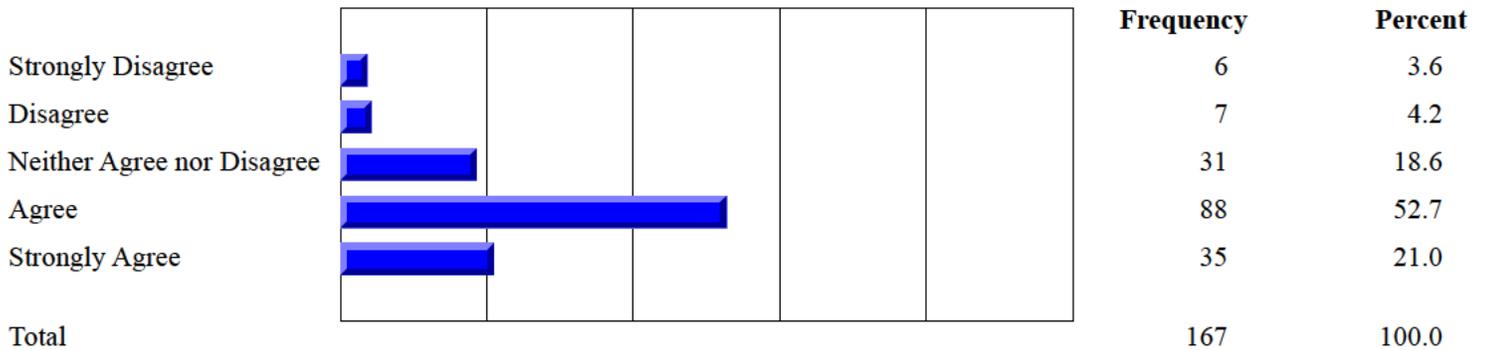
5. Unit leadership does not tolerate hazing.



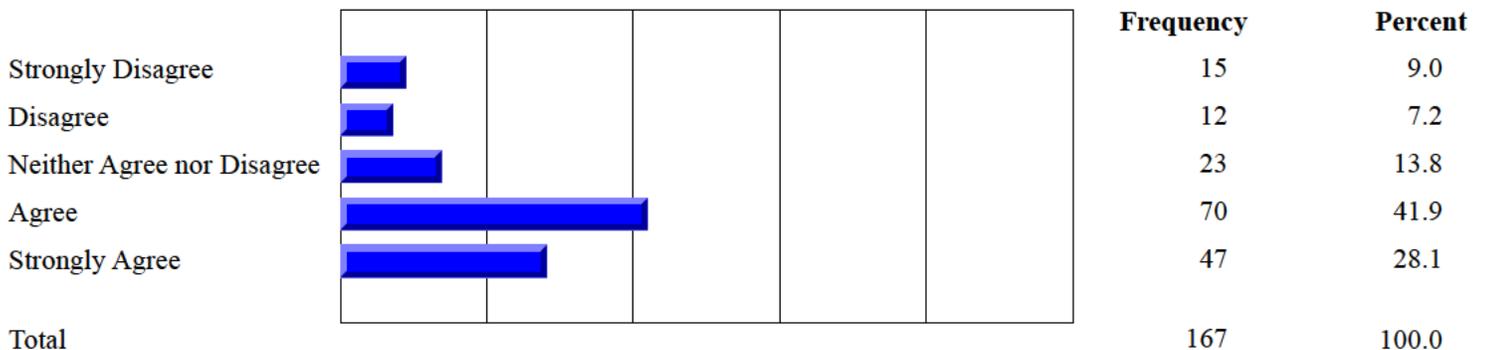
6. Coworkers allow each other to express their opinions.



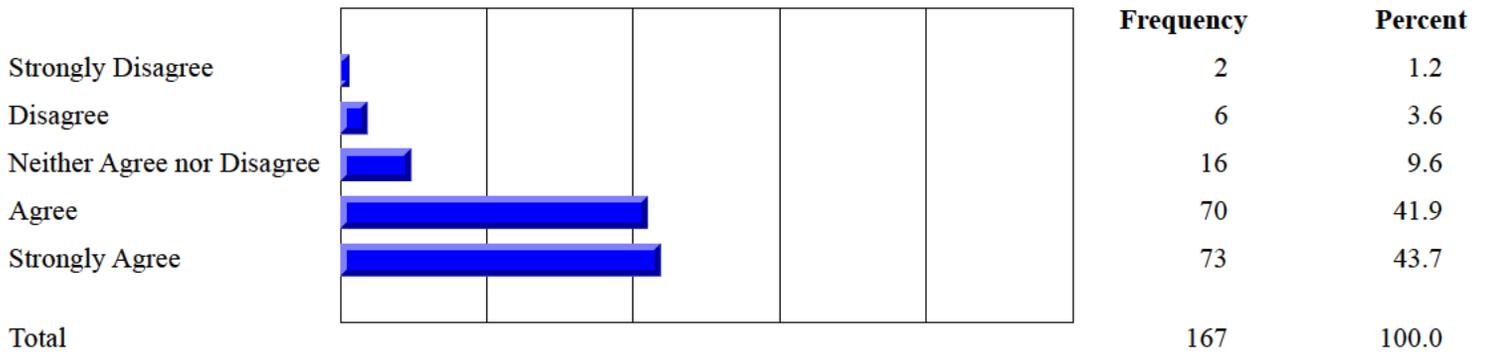
7. My command devotes a reasonable amount of time for social activities.



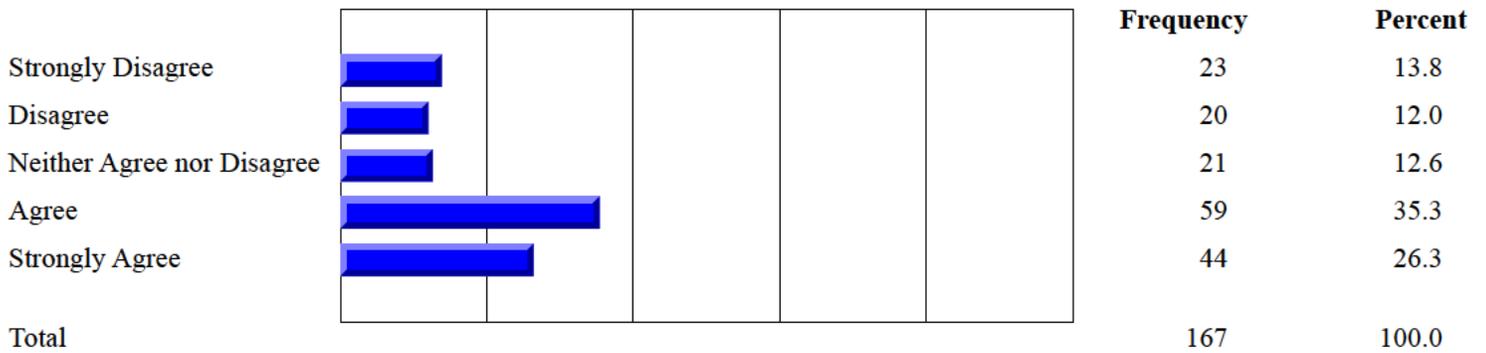
8. I would seek the assistance of my Commander/Director.



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

| | |
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| Assessment to Solutions | 2 |
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| 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
- 1-833-867-5674

5th SFG(A) UIC Breakdown

WDSMAA --- GSB

WDSMD0 --- ASC

WH03AA --- HHC

WH04AA --- 1st BN

WH05AA --- 2nd BN

WH06AA --- 3rd BN

WJQ3AA --- 4th BN

SUMMARY

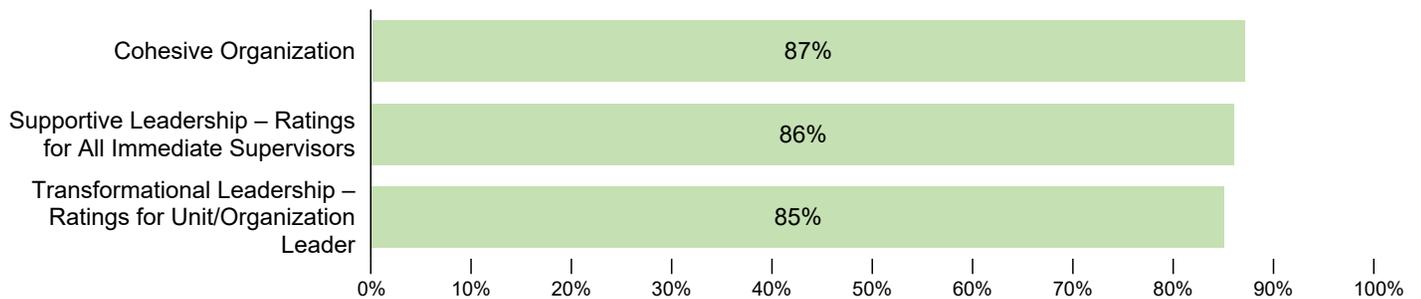
Response Rates

| 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.

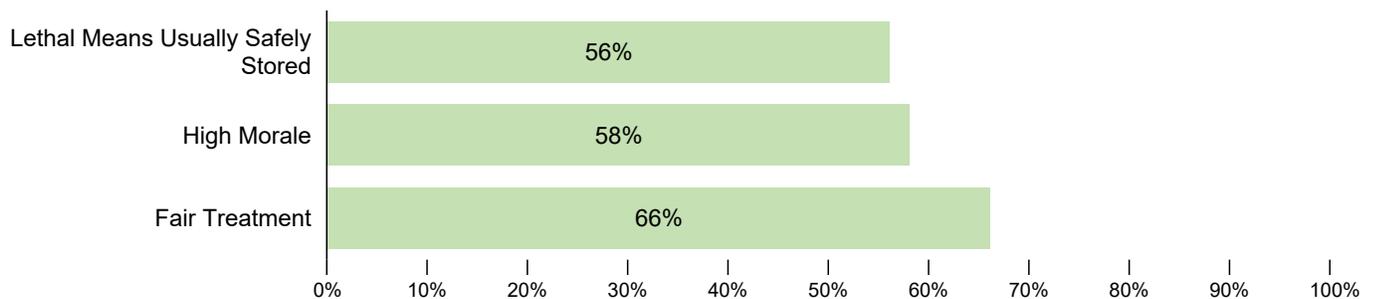
Top 3 – Protective Factors With the Highest Favorability Ratings

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.



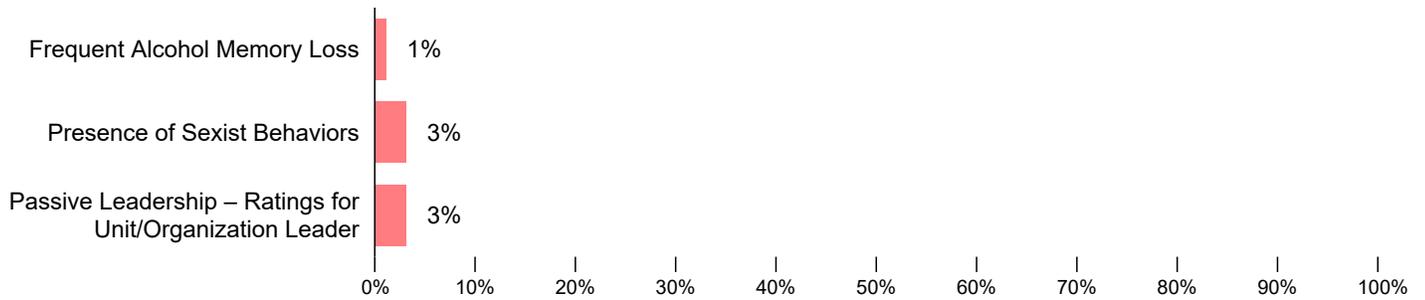
Bottom 3 – Protective Factors With the Lowest Favorability Ratings

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.



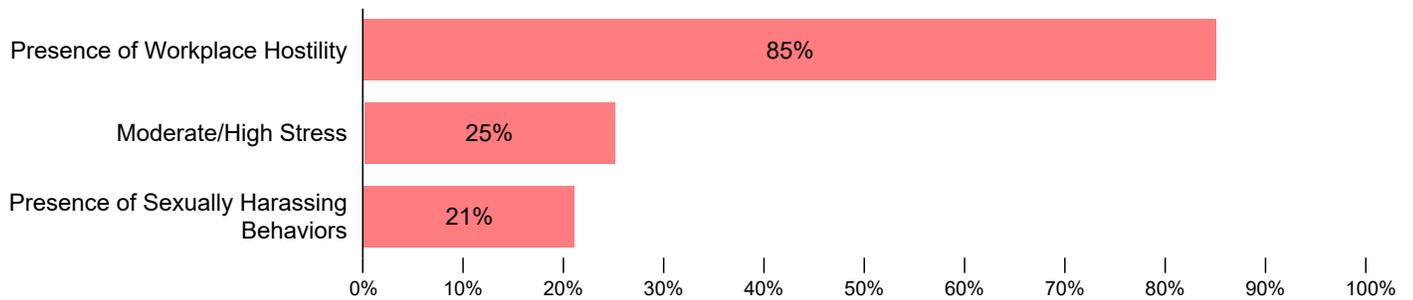
Top 3 – Risk Factors With the Lowest Unfavorability Ratings

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.



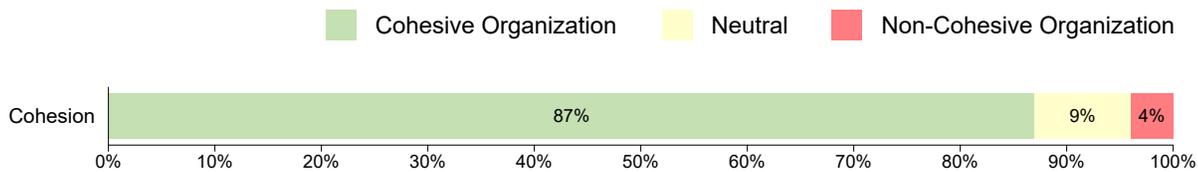
PROTECTIVE FACTORS

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.

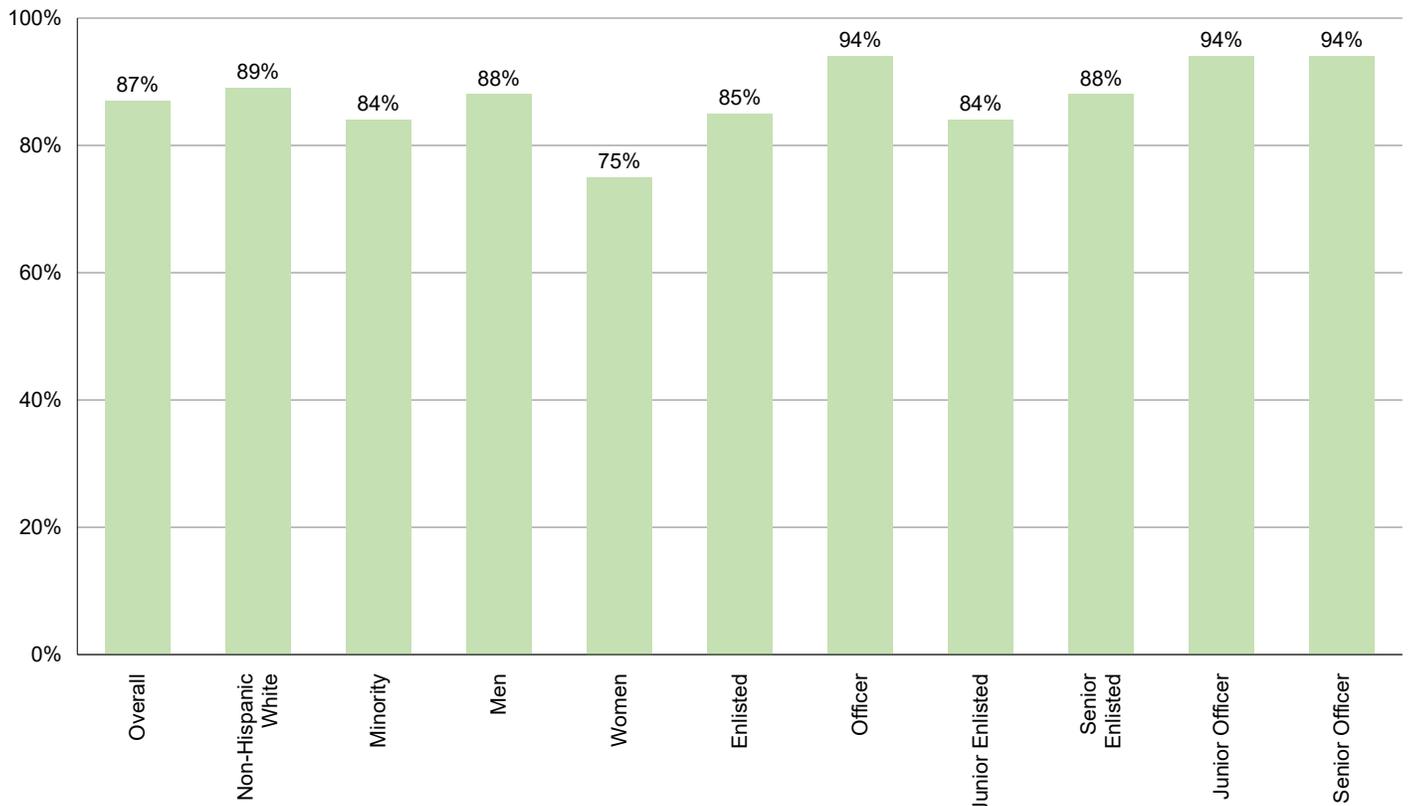
Cohesion

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.



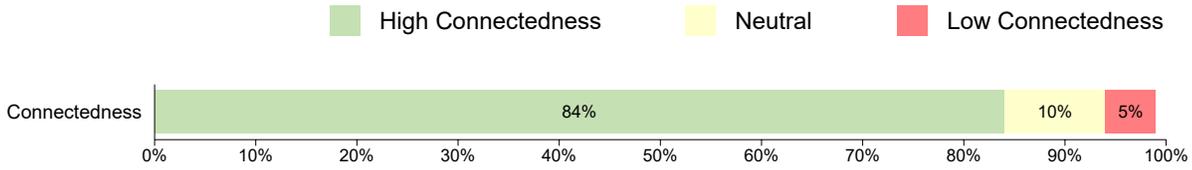
Cohesive Organization by Demographic Category

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



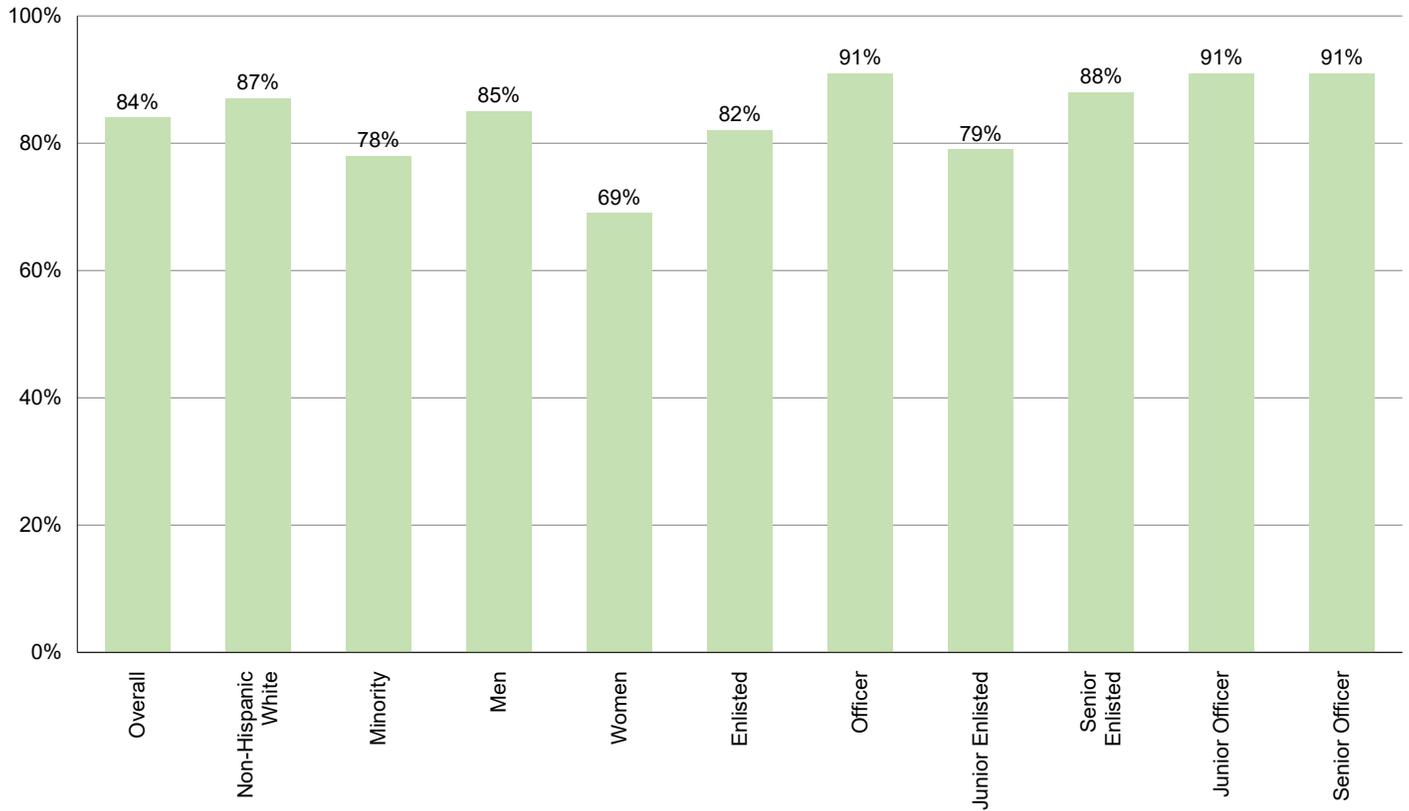
Connectedness

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.



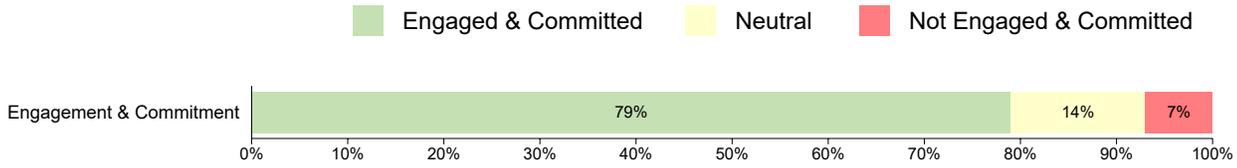
High Connectedness by Demographic Category

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



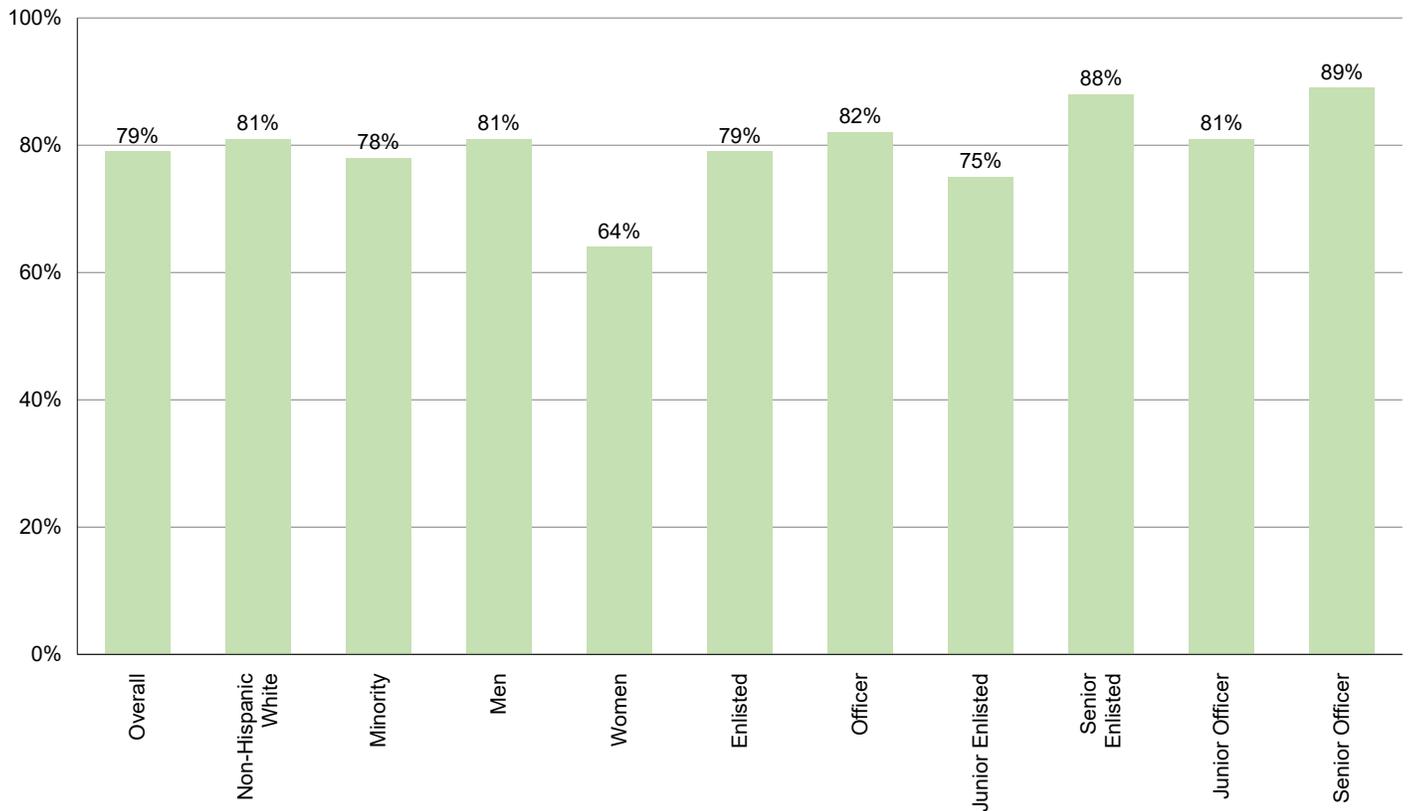
Engagement & Commitment

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.



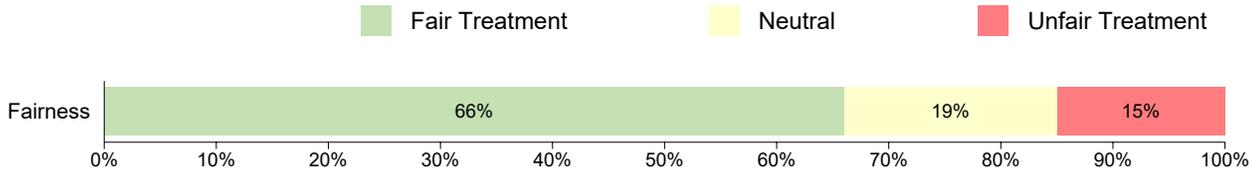
Engaged & Committed by Demographic Category

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



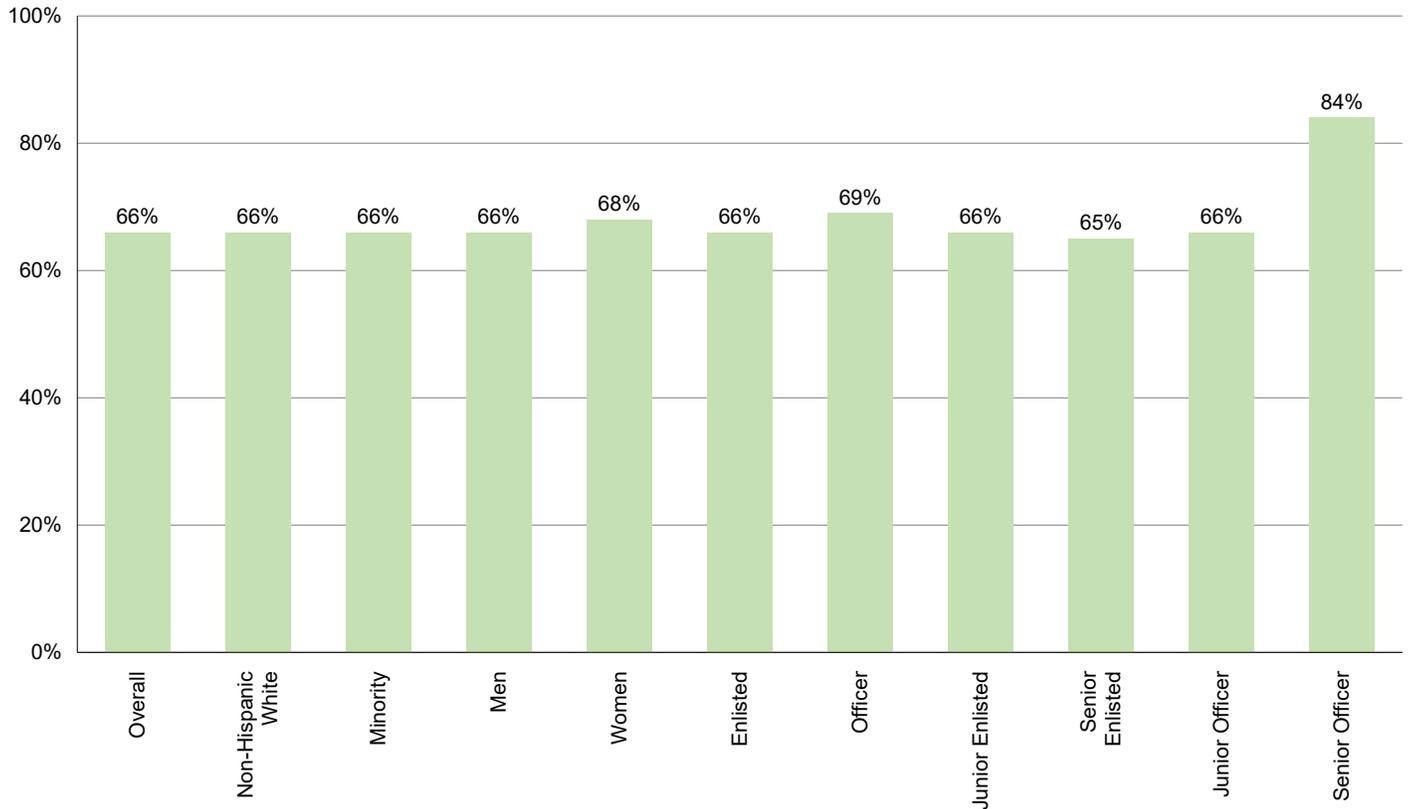
Fairness

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.



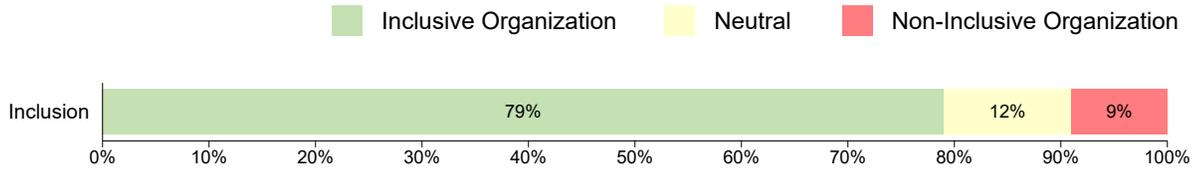
Fair Treatment by Demographic Category

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



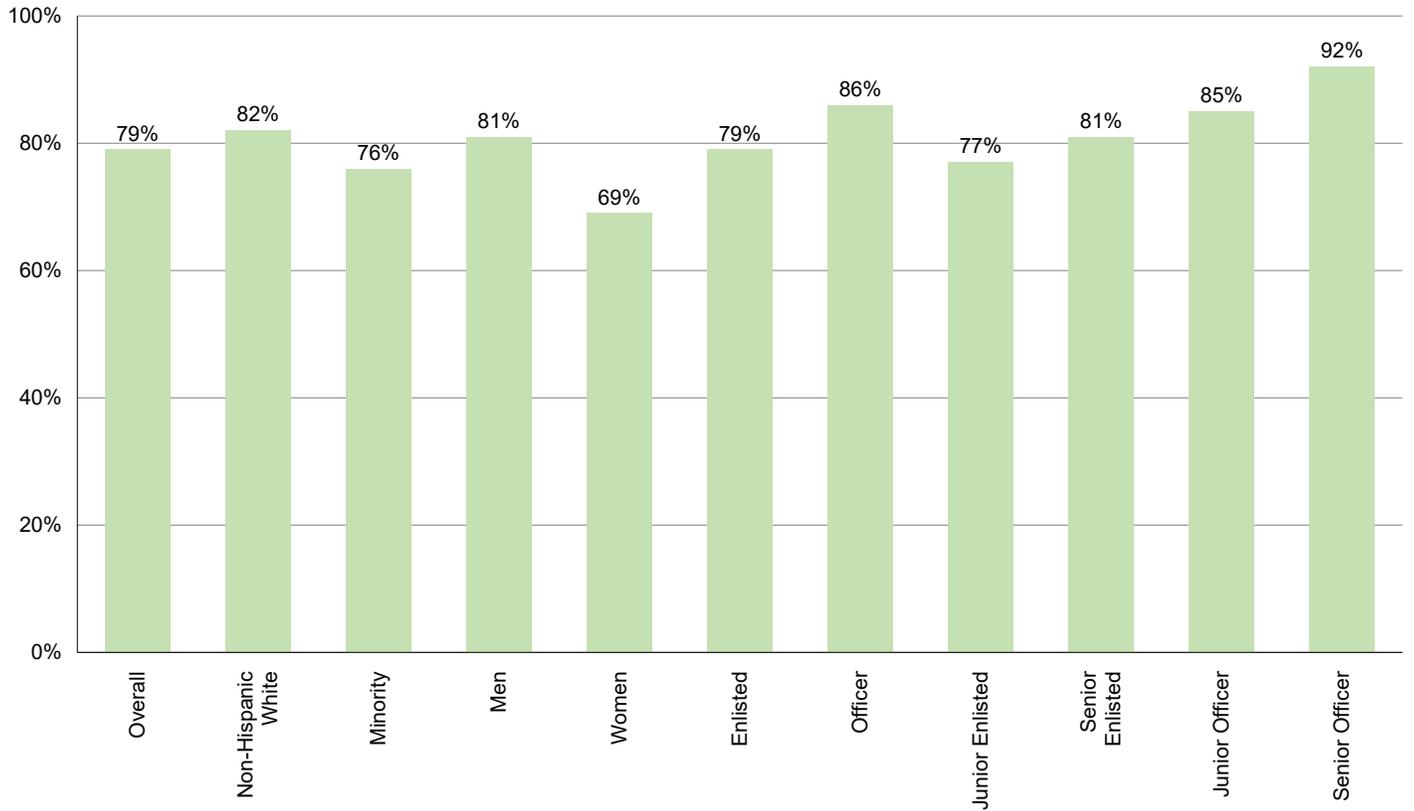
Inclusion

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.



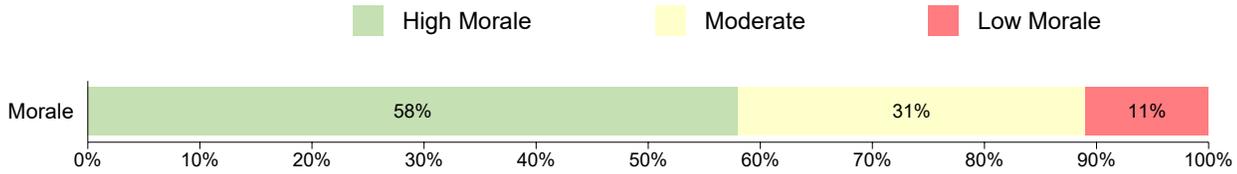
Inclusive Organization by Demographic Category

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



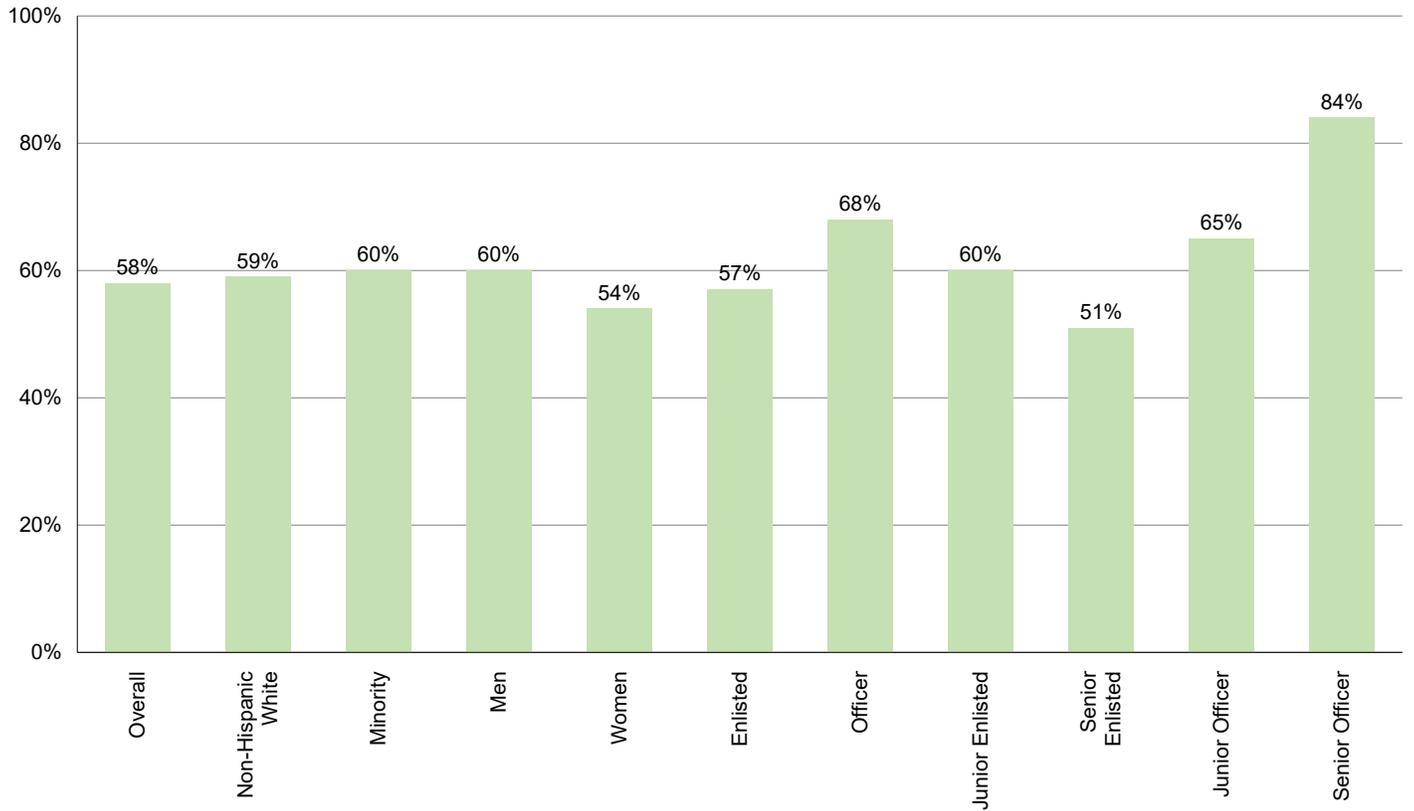
Morale

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.



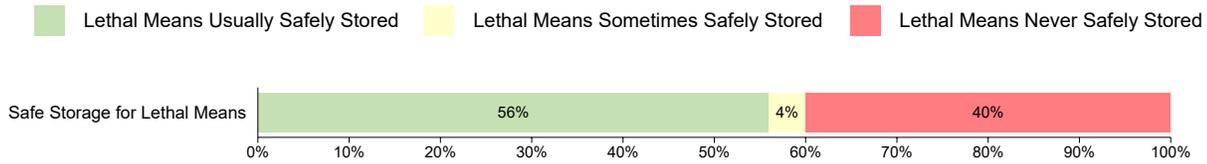
High Morale by Demographic Category

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



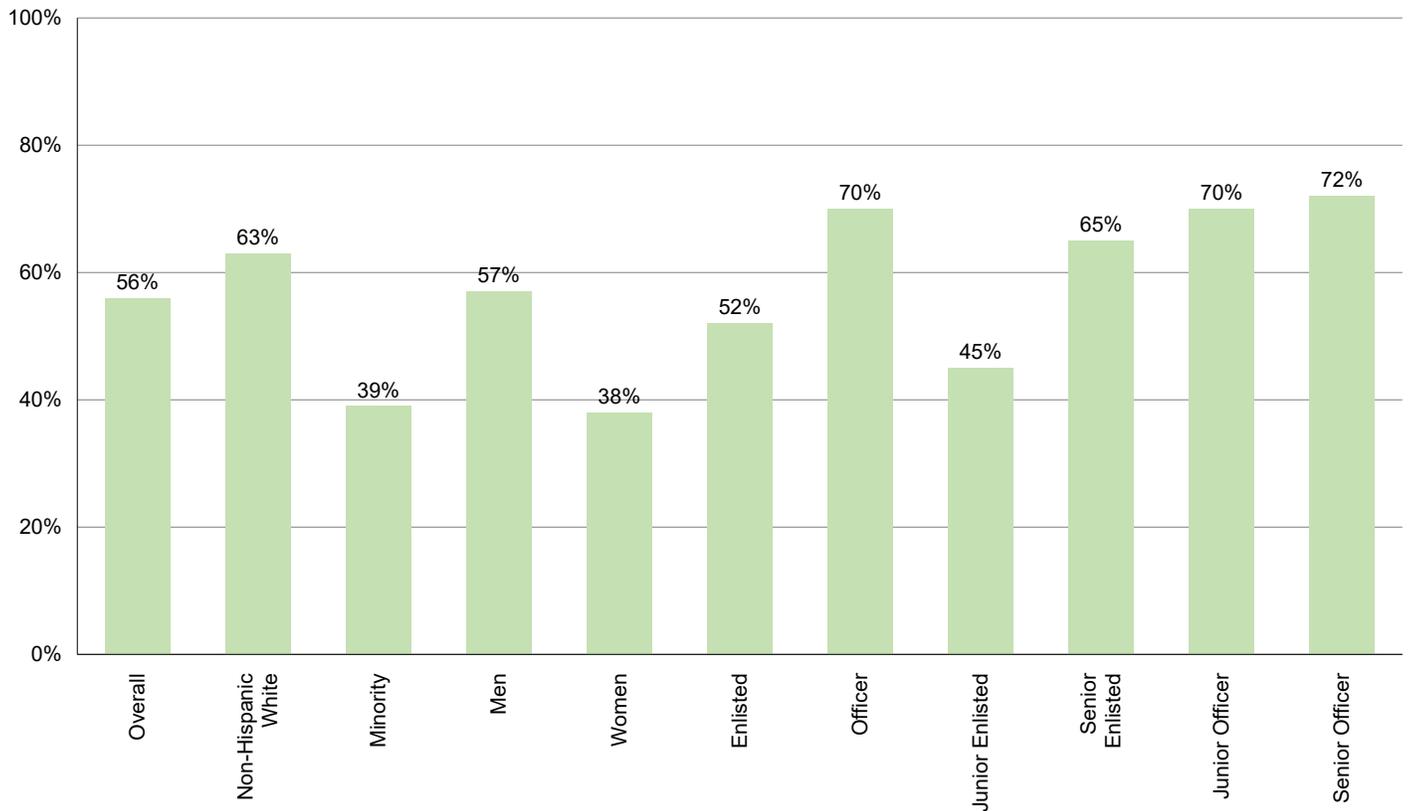
Safe Storage for Lethal Means

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.



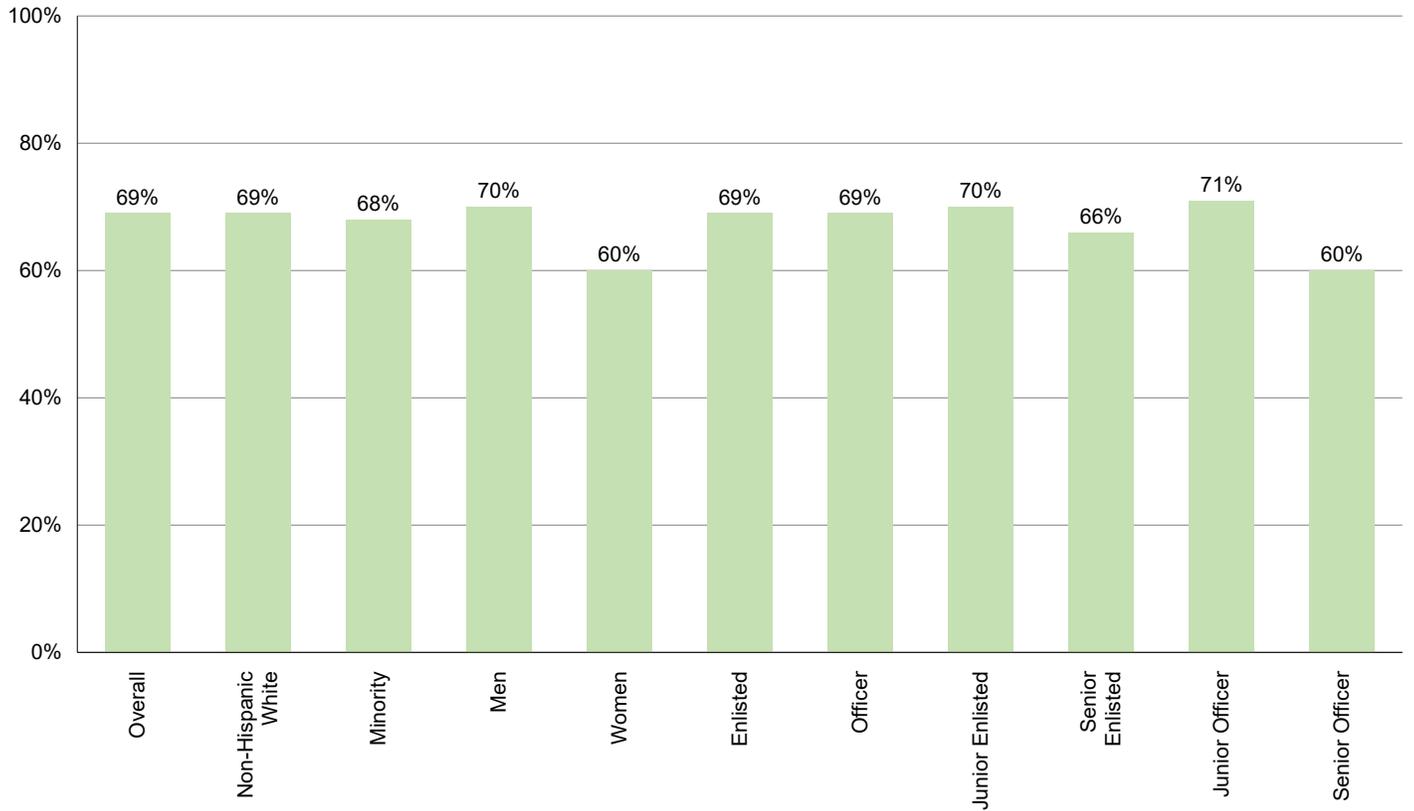
Work-Life Balance

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.



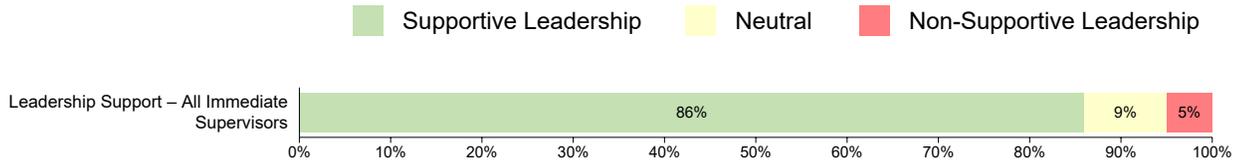
Work-Life Balance by Demographic Category

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



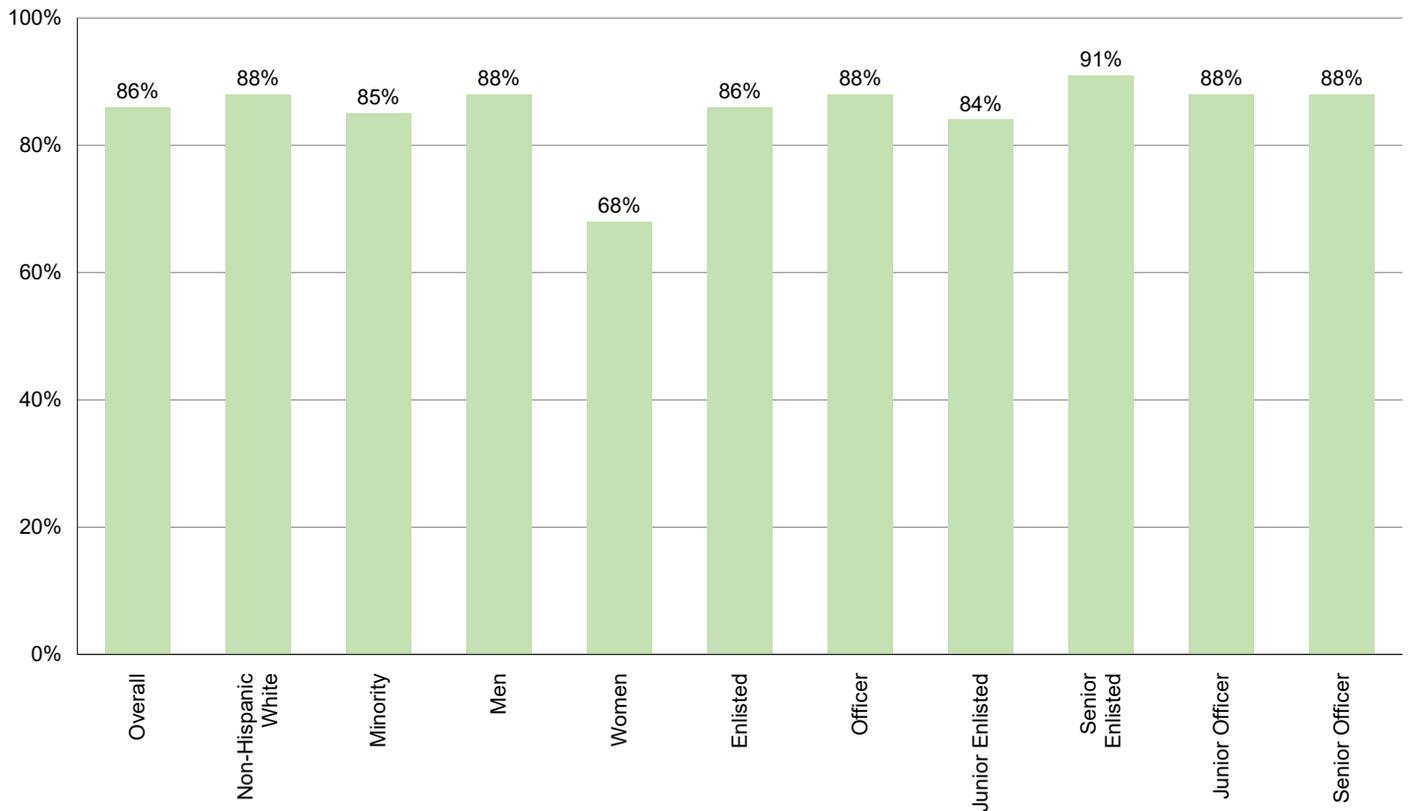
Leadership Support – Ratings for All Immediate Supervisors

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.



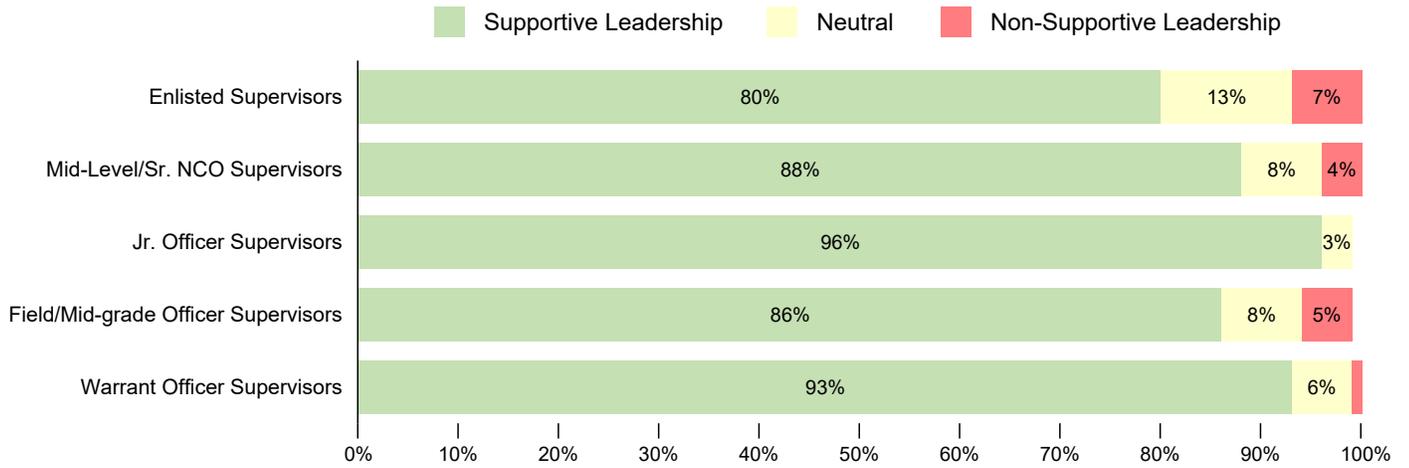
Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

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



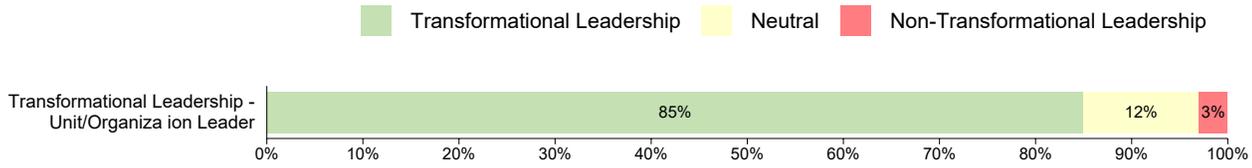
Leadership Support – Ratings by Paygrade of Immediate Supervisor

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



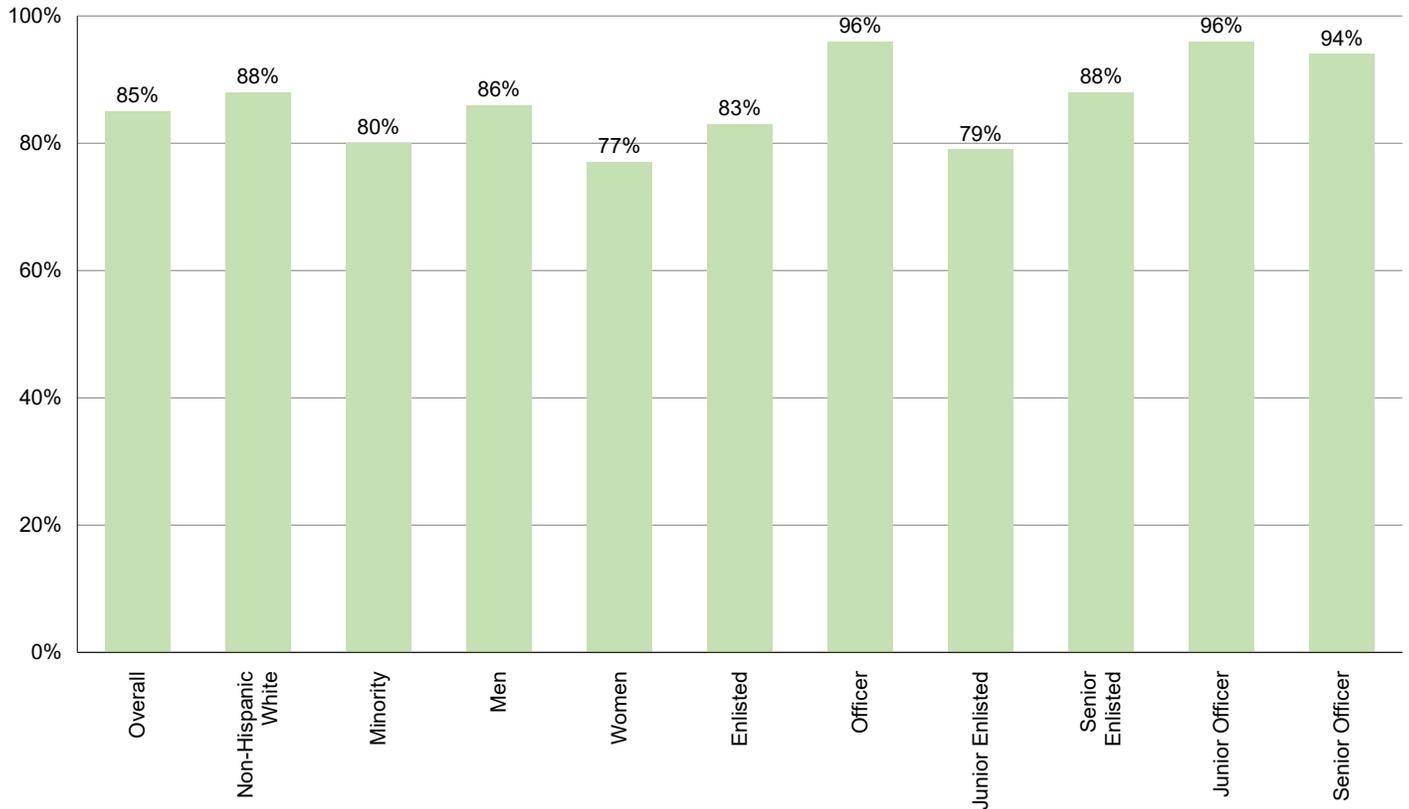
Transformational Leadership – Ratings for Unit/Organization Leader

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.



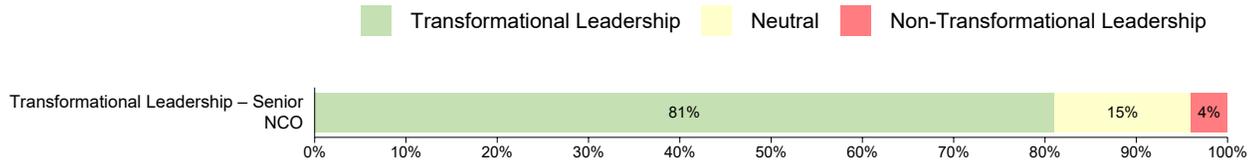
Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

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



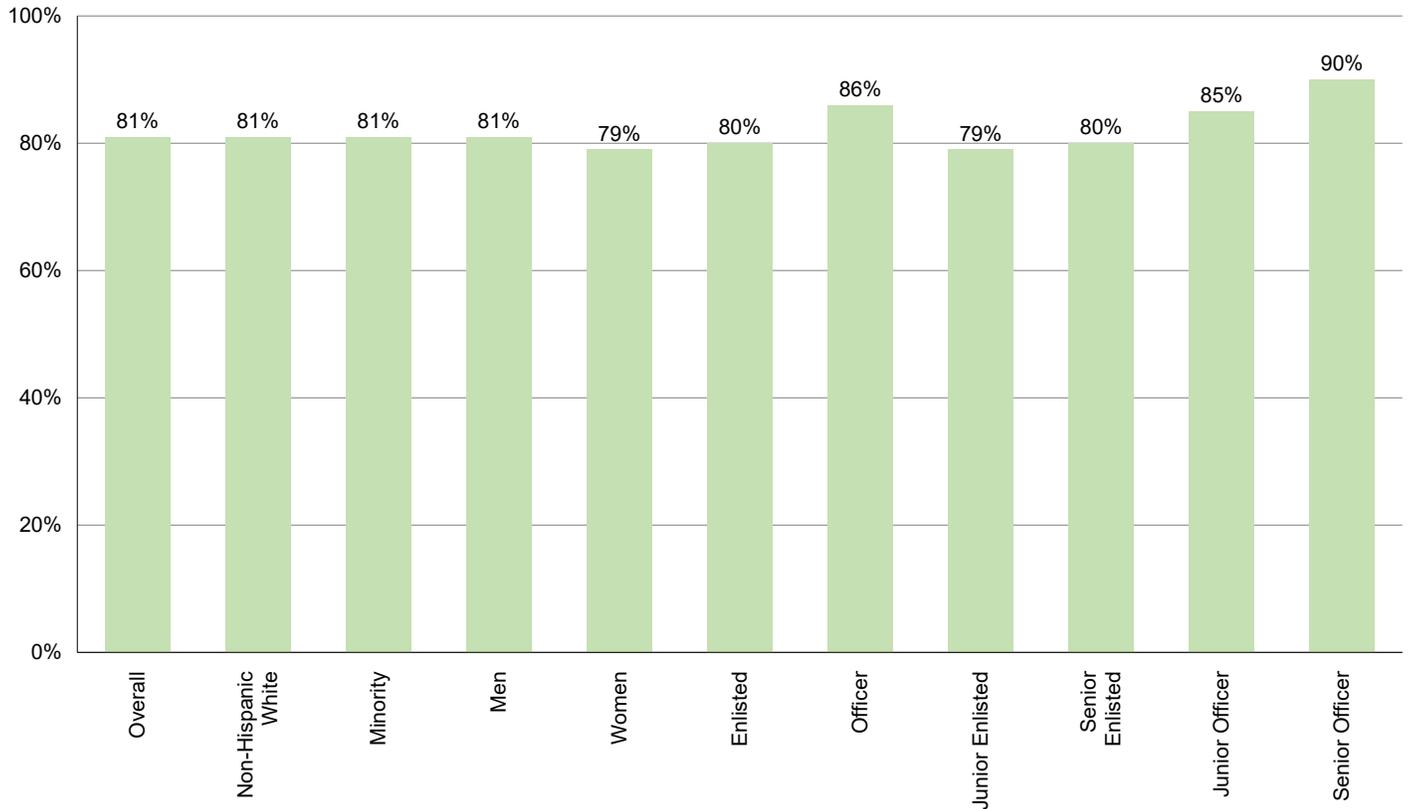
Transformational Leadership – Ratings for Senior NCO

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.



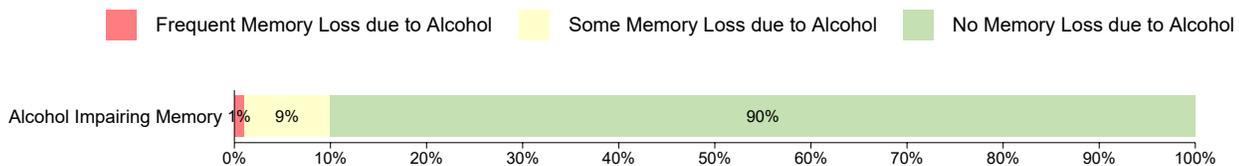
RISK FACTORS

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.

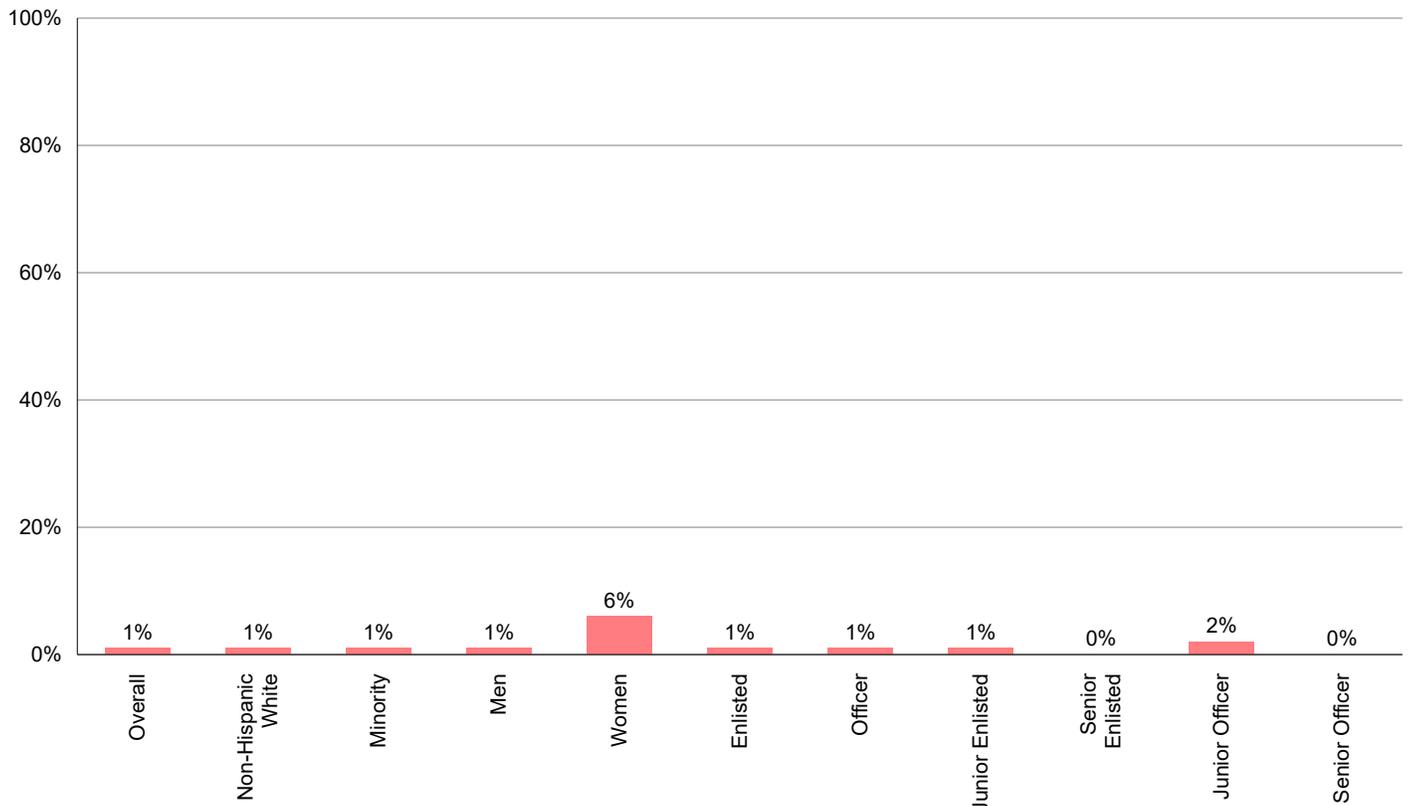
Alcohol Impairing Memory

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.



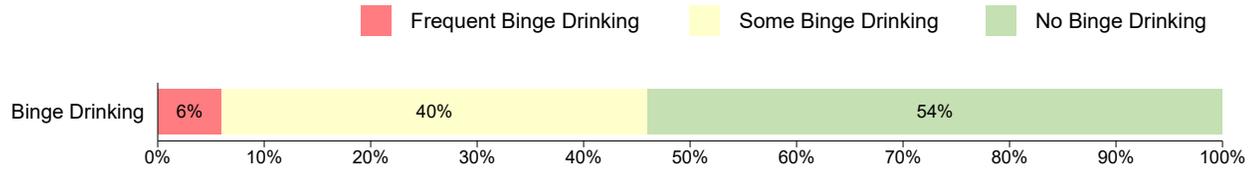
Frequent Alcohol Memory Loss by Demographic Category

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



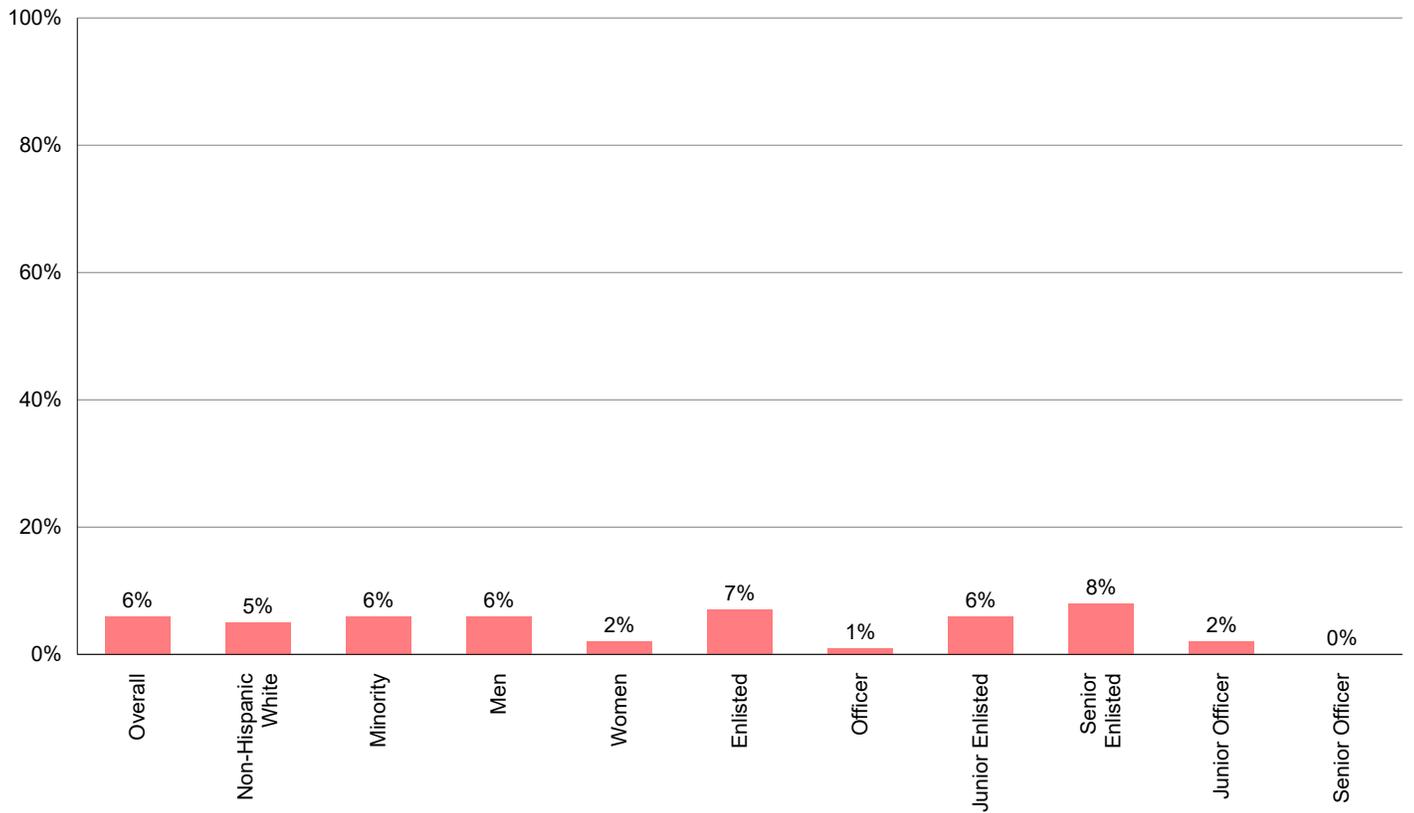
Binge Drinking

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.



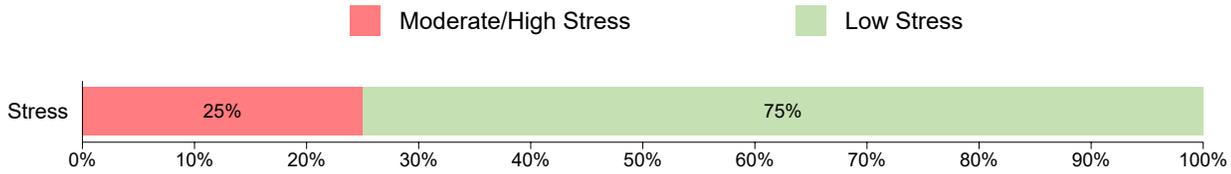
Frequent Binge Drinking by Demographic Category

This graph displays the percentage who reported frequent binge drinking.



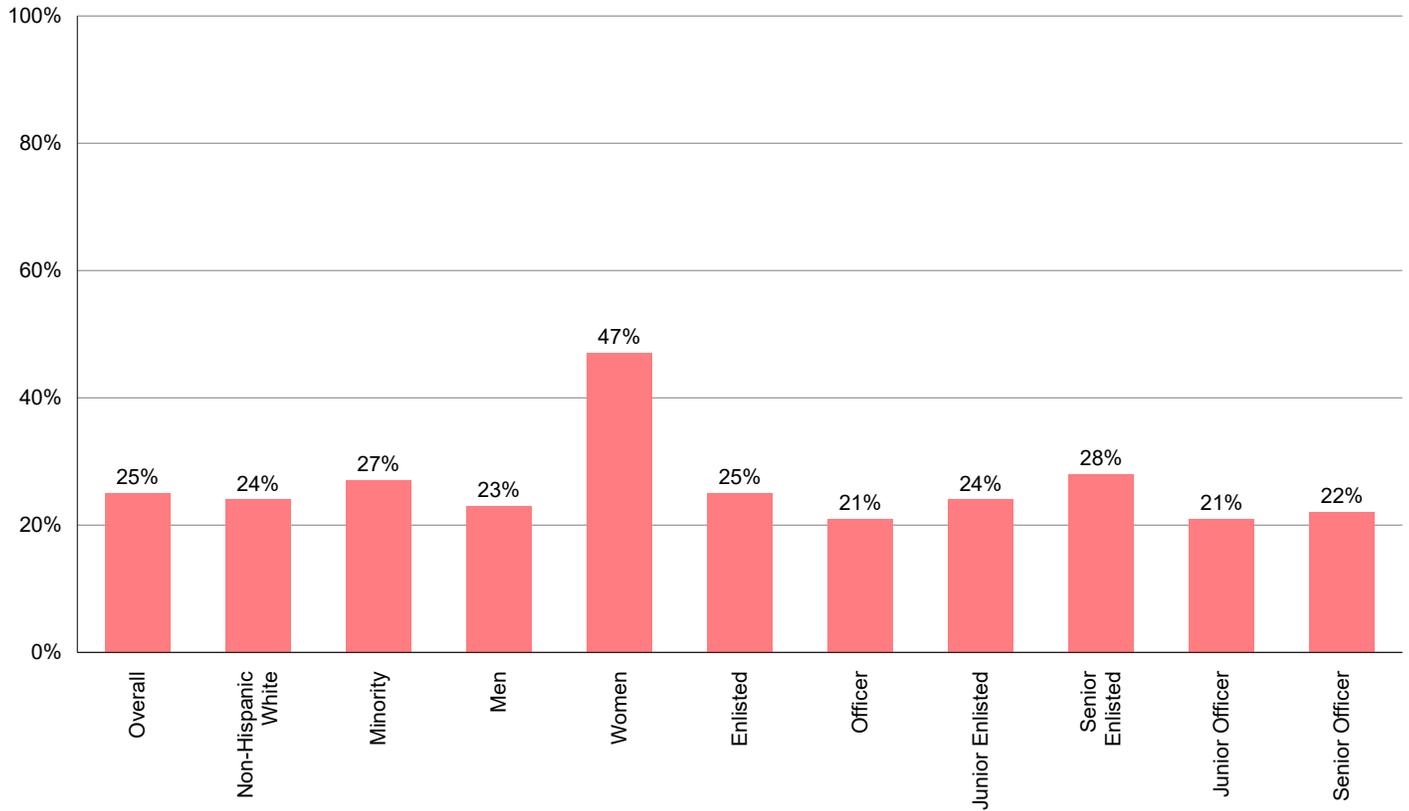
Stress

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.



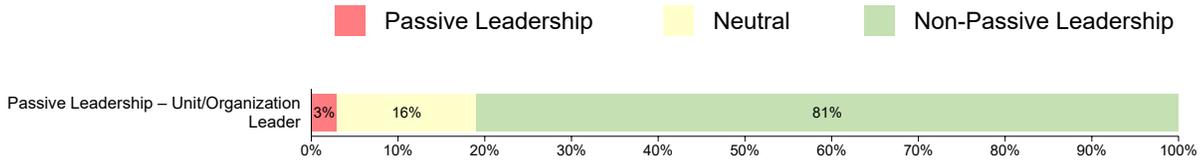
Moderate/High Stress by Demographic Category

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



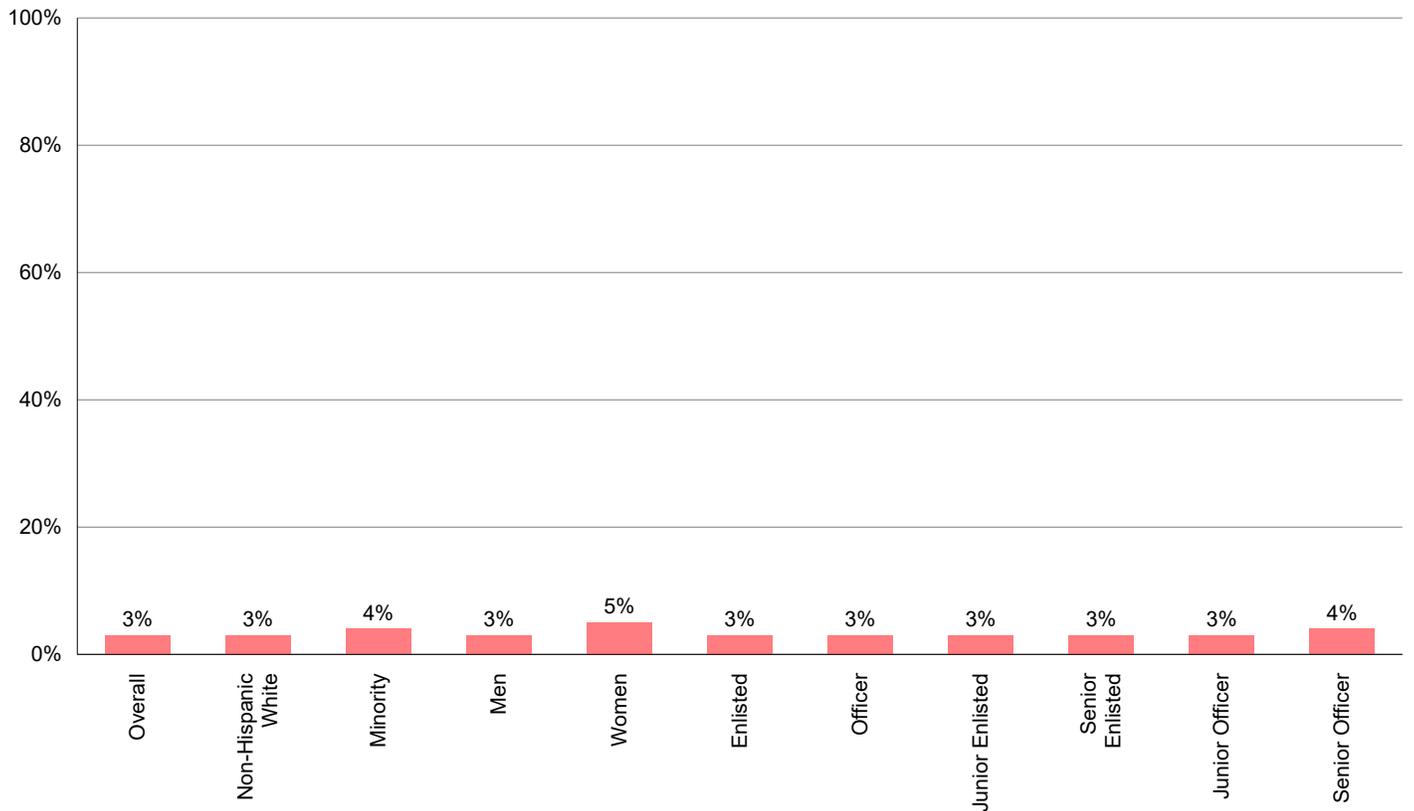
Passive Leadership - Ratings for Unit/Organization Leader

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.



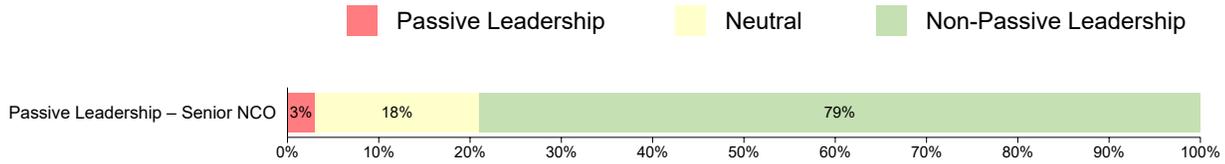
Passive Leadership - Ratings for Unit/Organization Leader Demographic Category

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



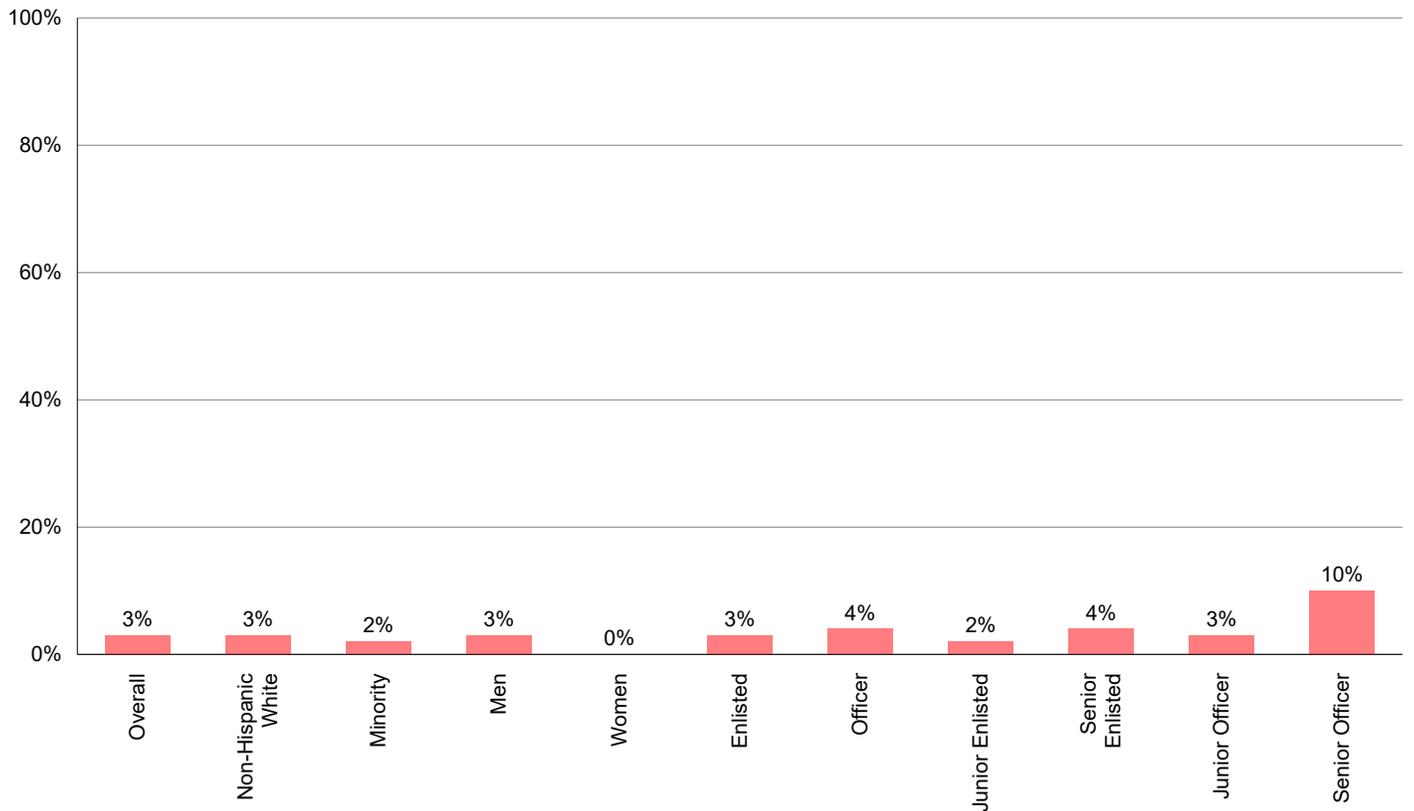
Passive Leadership - Ratings for Senior NCO

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.



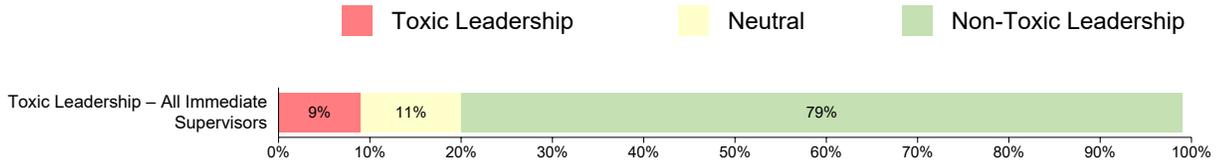
Passive Leadership – Ratings for Senior NCO by Demographic Category

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



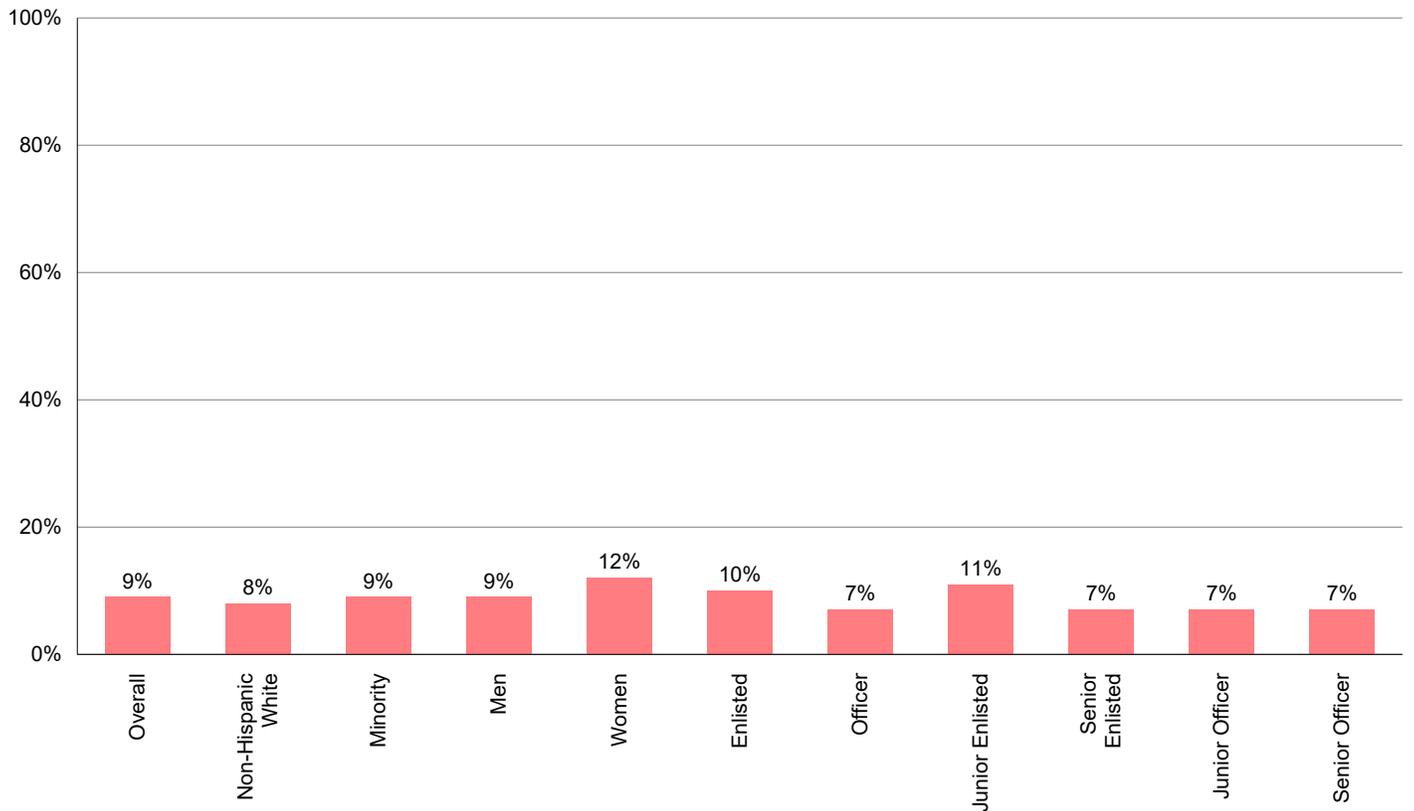
Toxic Leadership - Ratings for All Immediate Supervisors

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.



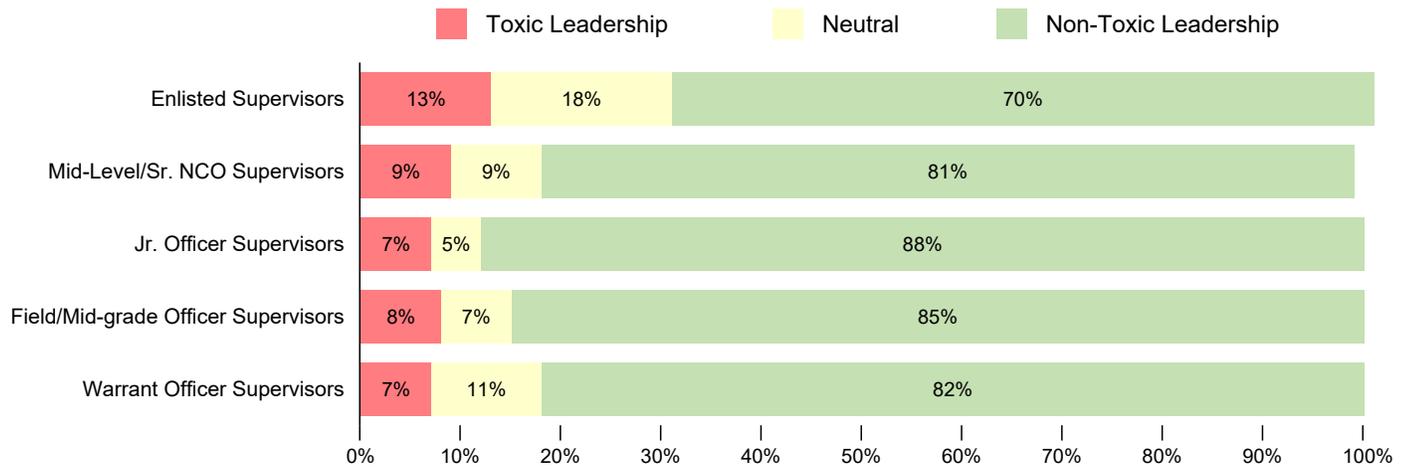
Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category

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



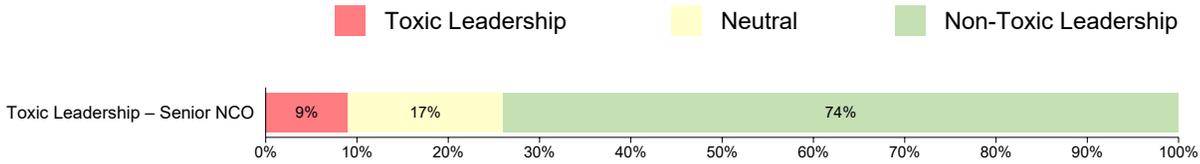
Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

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



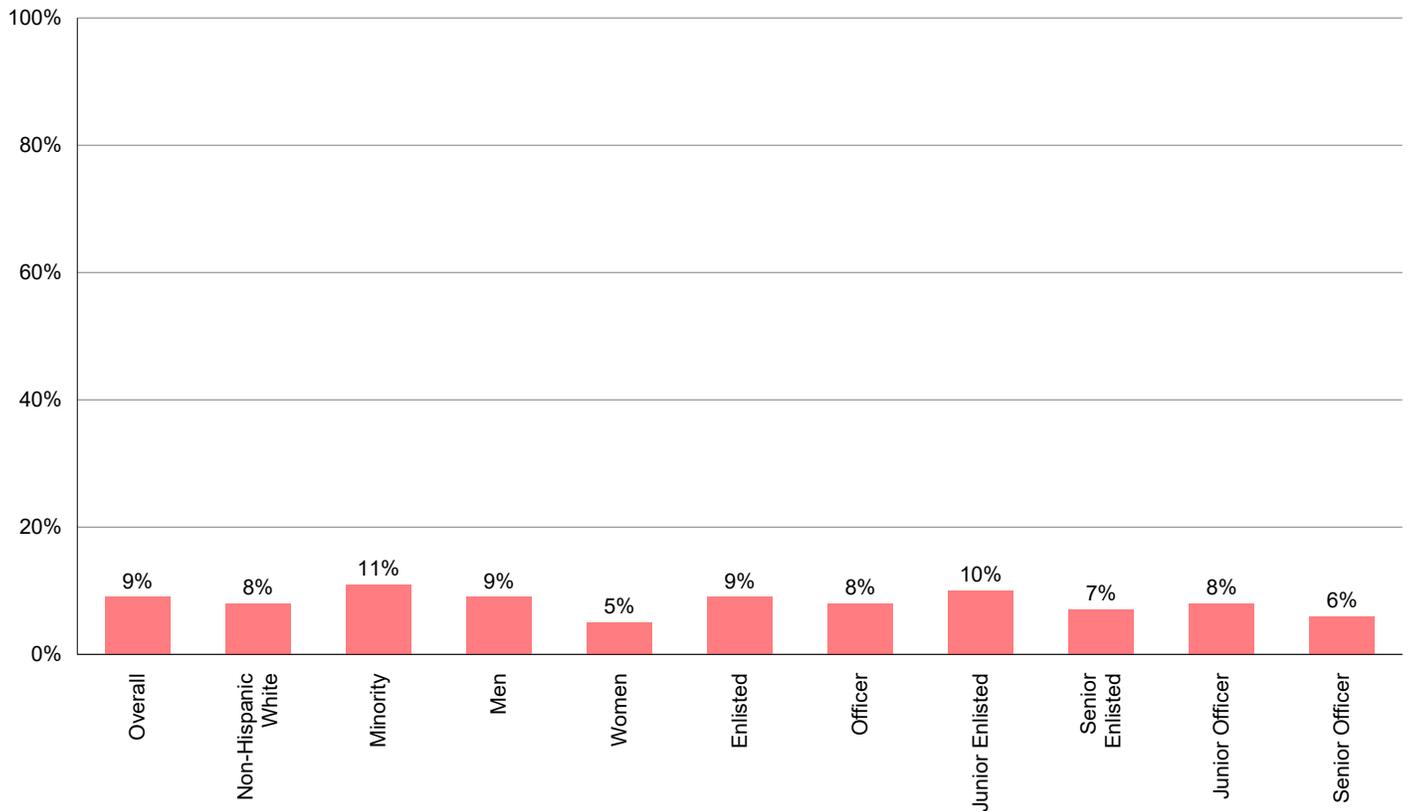
Toxic Leadership - Ratings for Senior NCO

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.



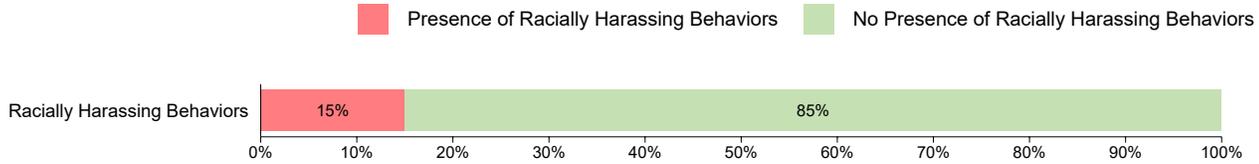
Toxic Leadership – Ratings for Senior NCO by Demographic Category

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



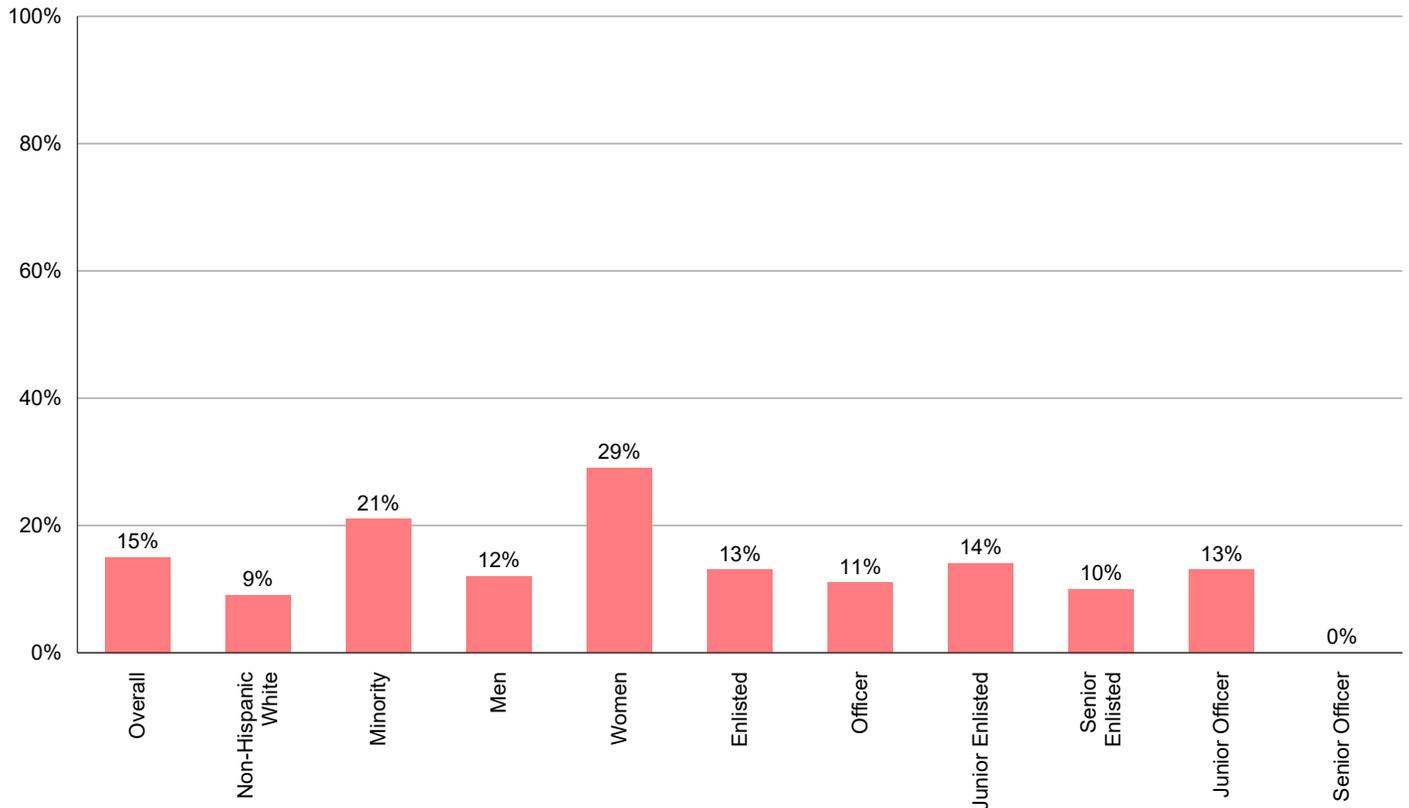
Racially Harassing Behaviors

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.



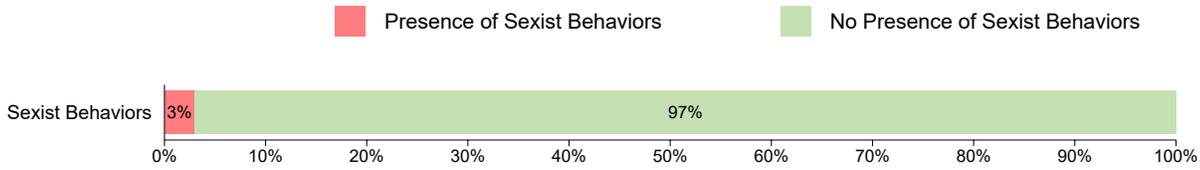
Presence of Racially Harassing Behaviors by Demographic Category

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



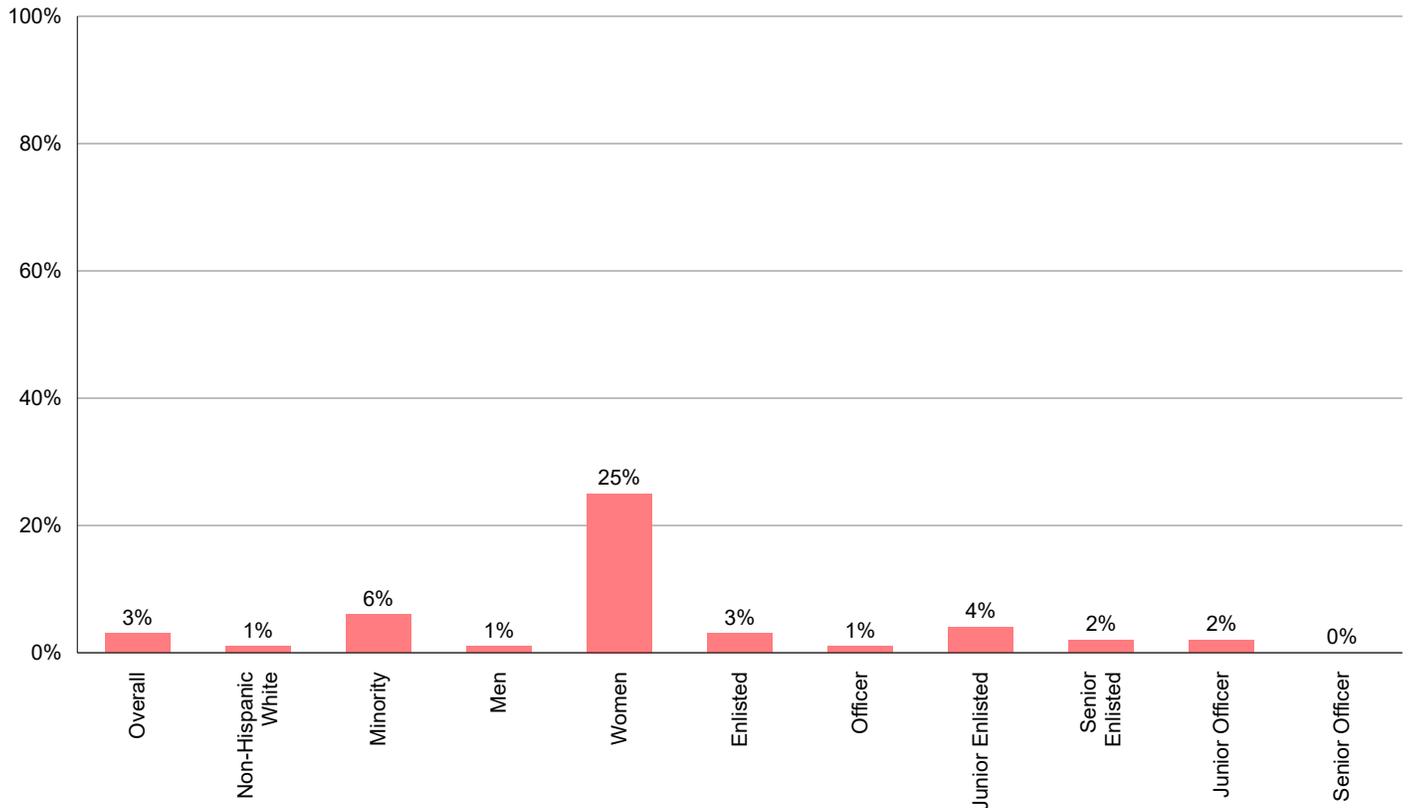
Sexist Behaviors

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.



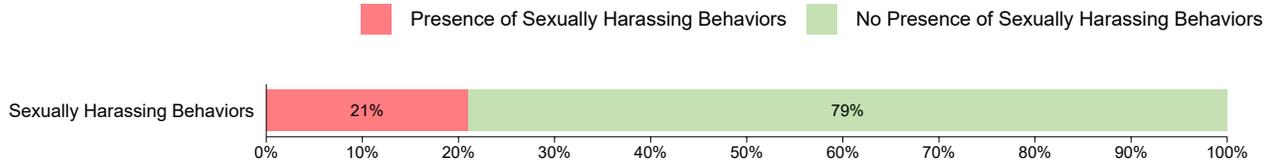
Presence of Sexist Behaviors by Demographic Category

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



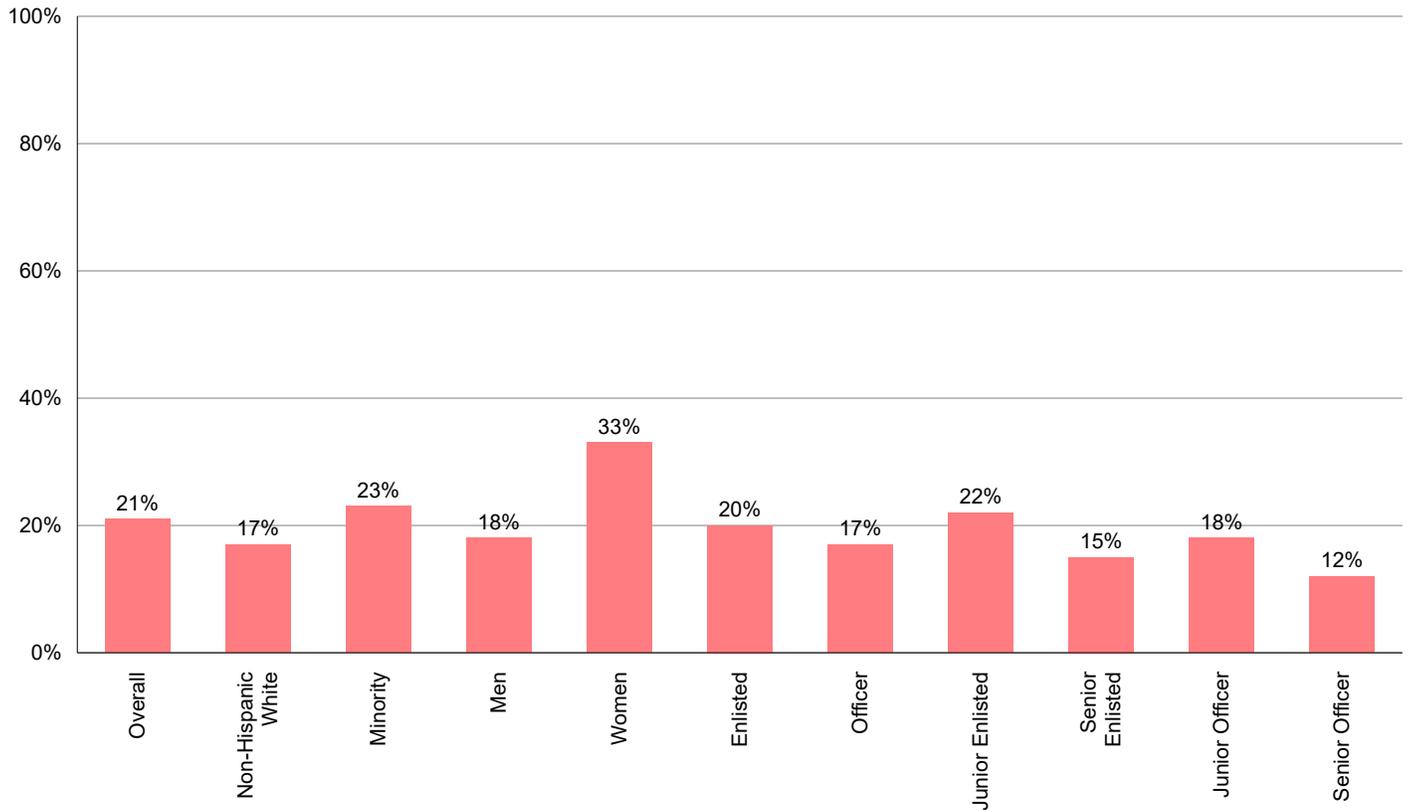
Sexually Harassing Behaviors

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.



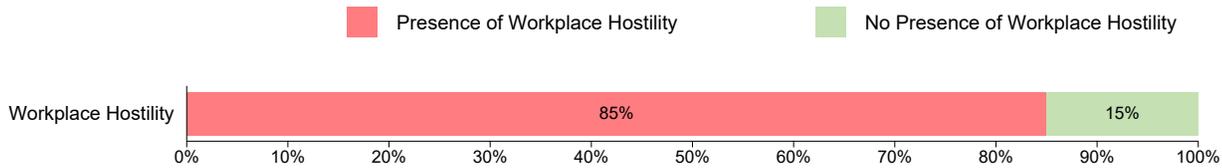
Presence of Sexually Harassing Behaviors by Demographic Category

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



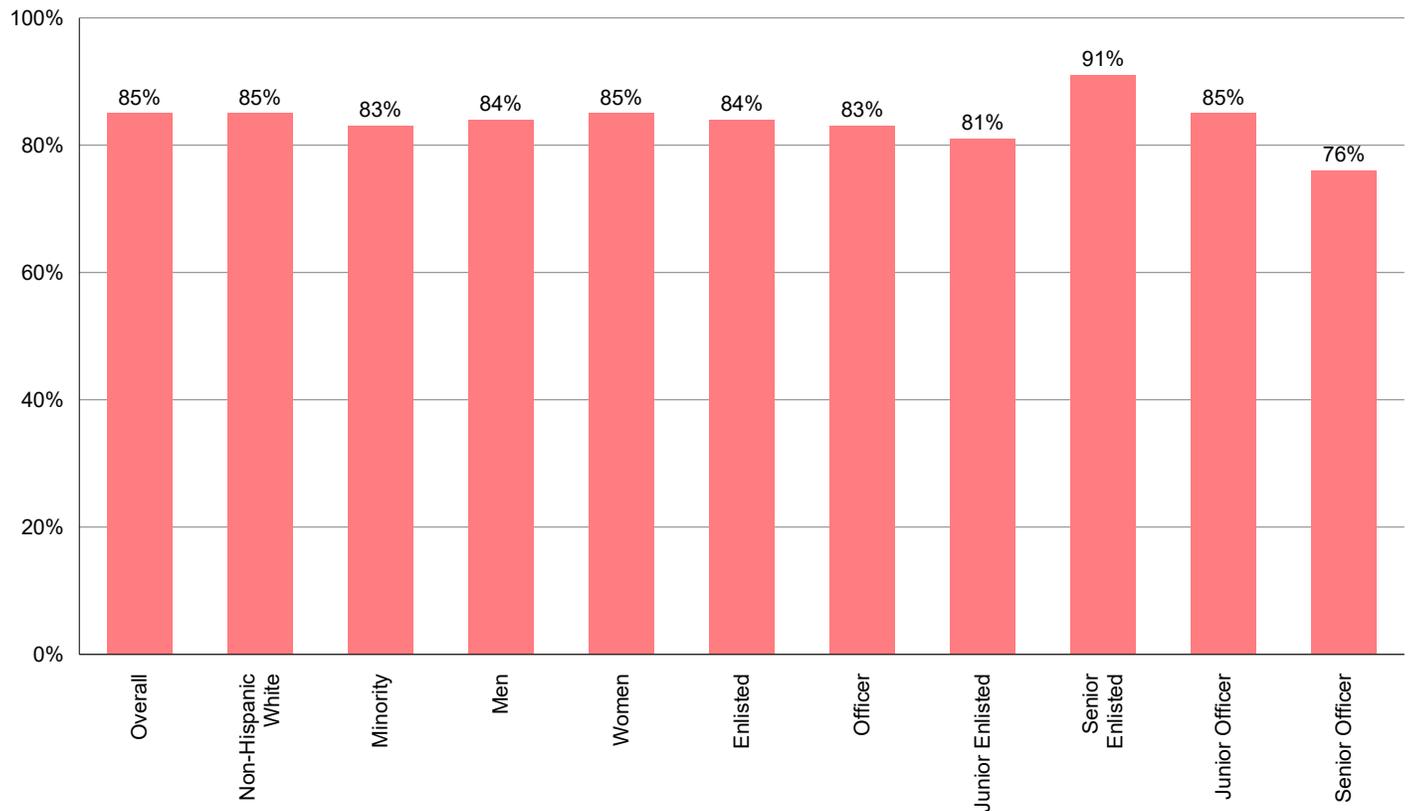
Workplace Hostility

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.

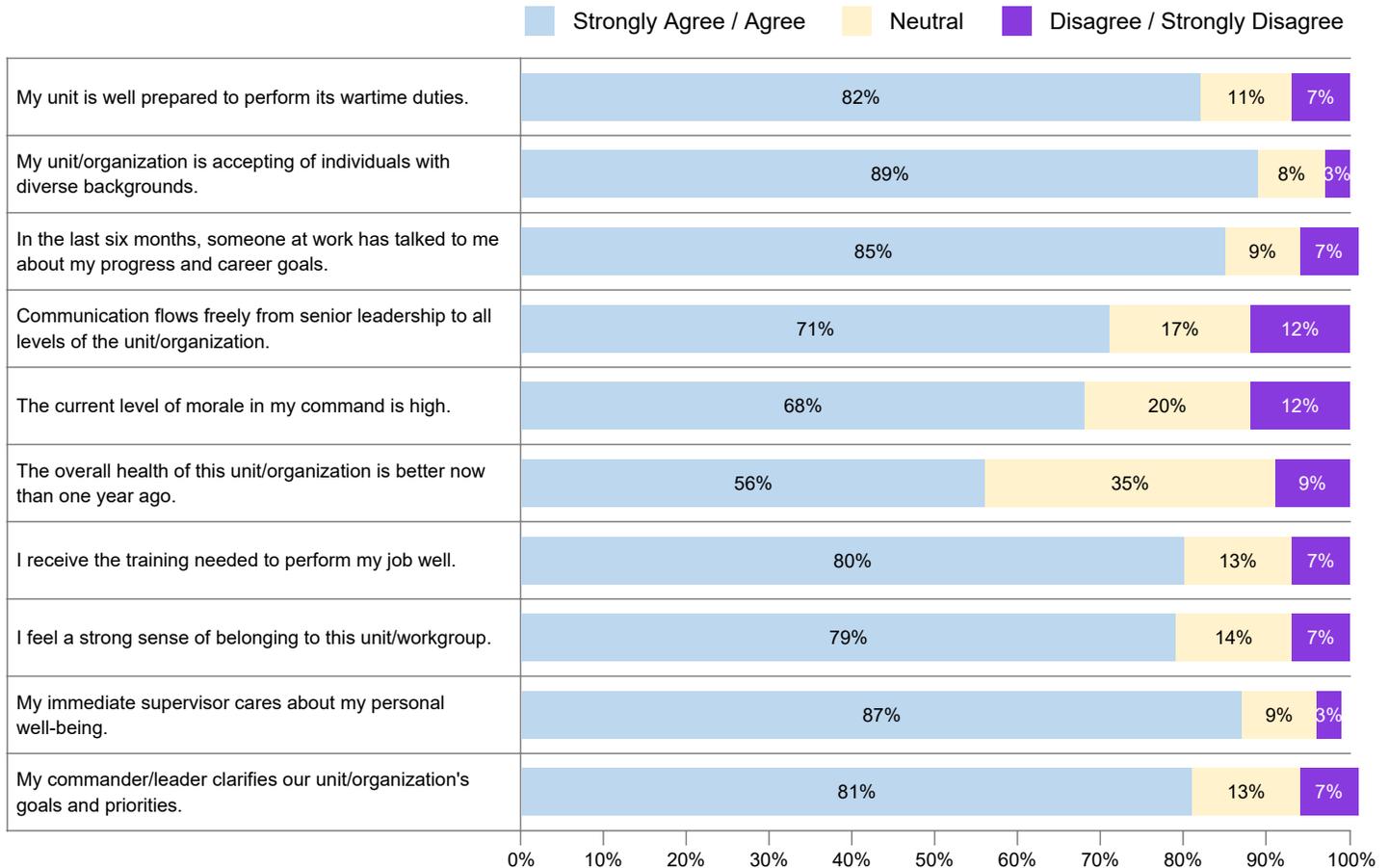


CUSTOM ITEMS

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

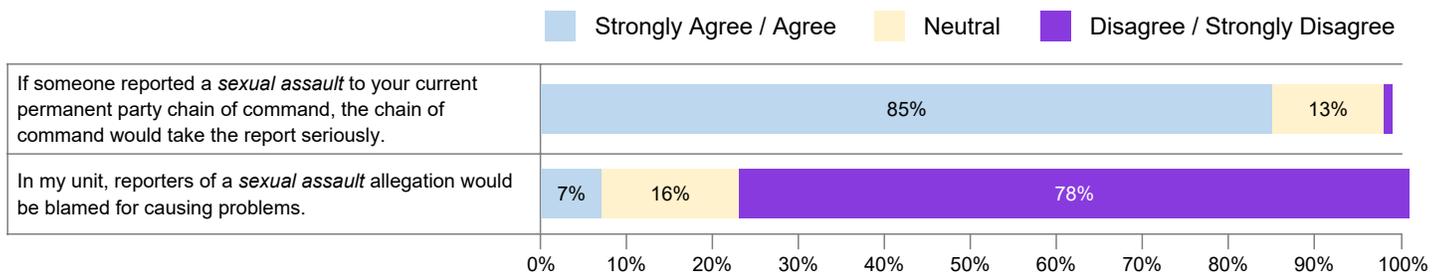
Custom Multiple-Choice Items

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

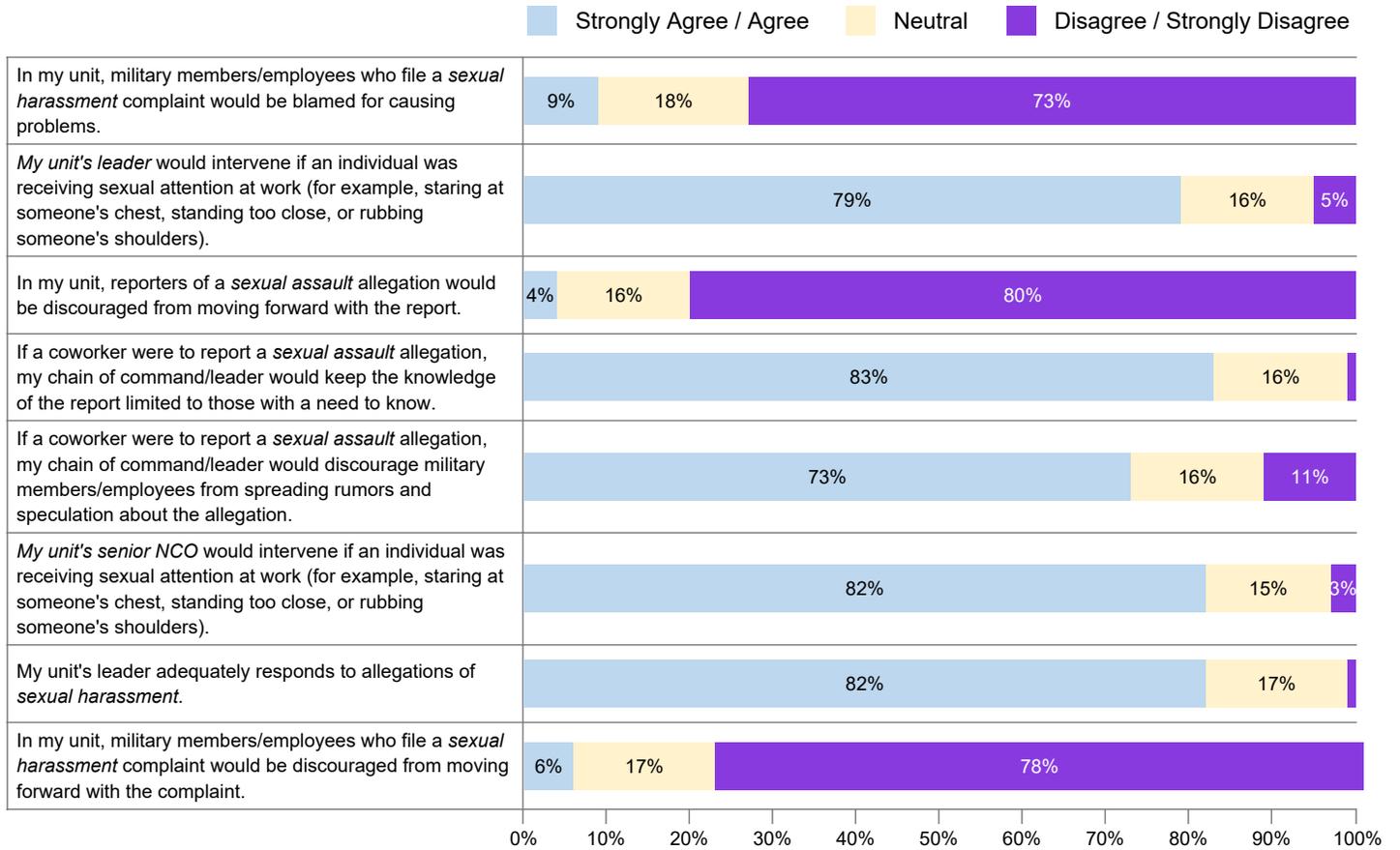


Service-Specific Items

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 & 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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 5th SFG | Number | Percent |
| 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.

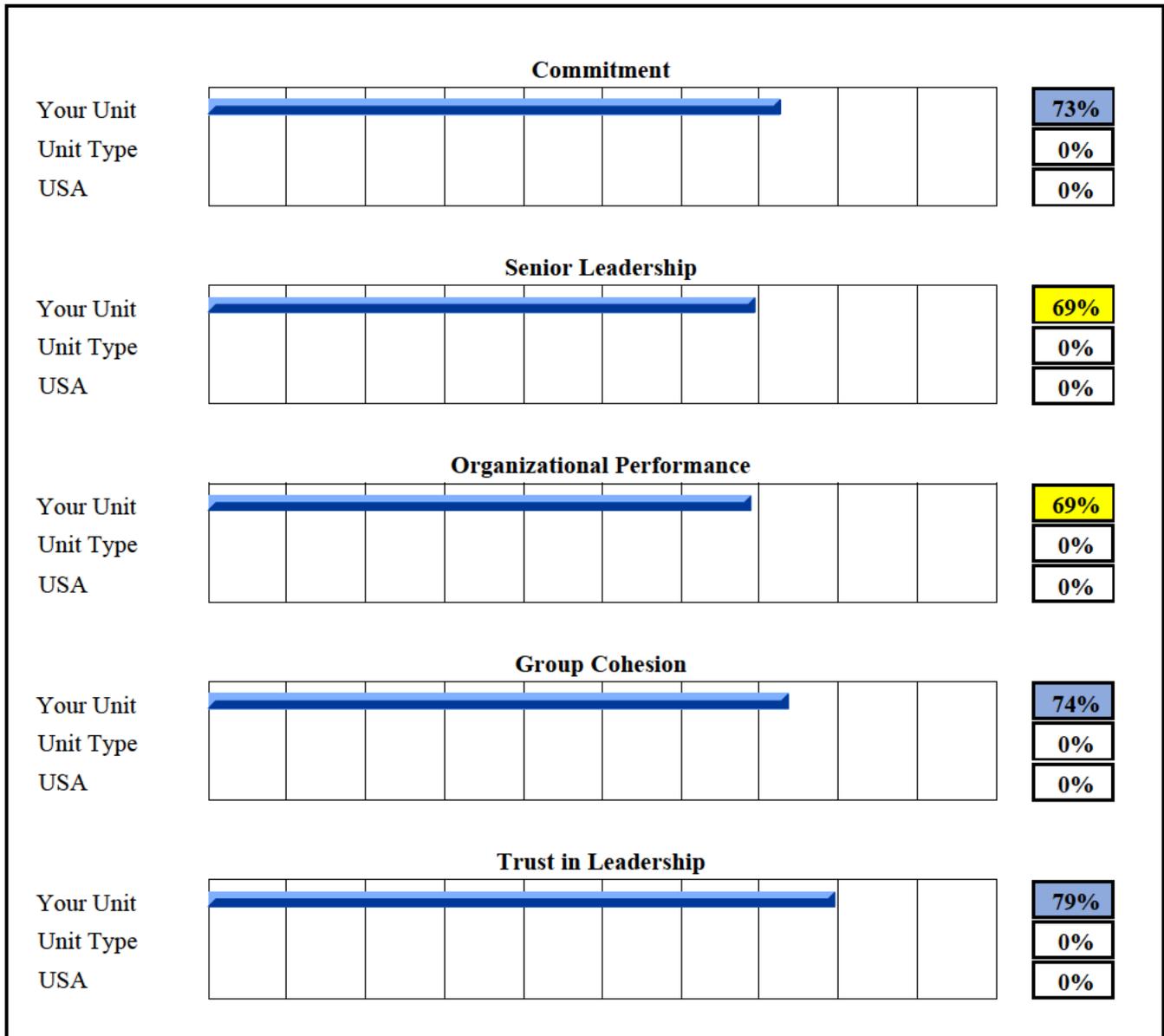
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

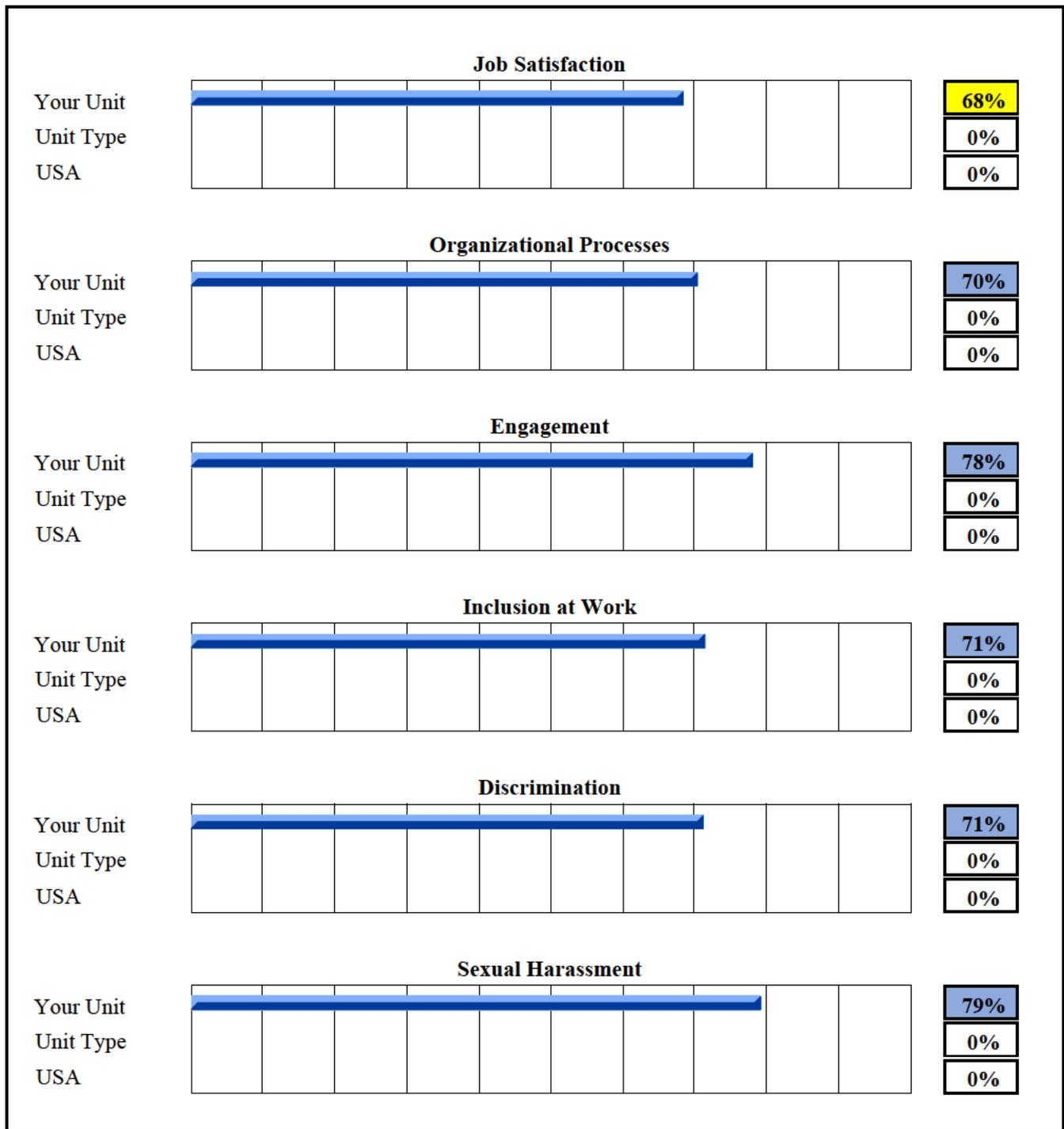
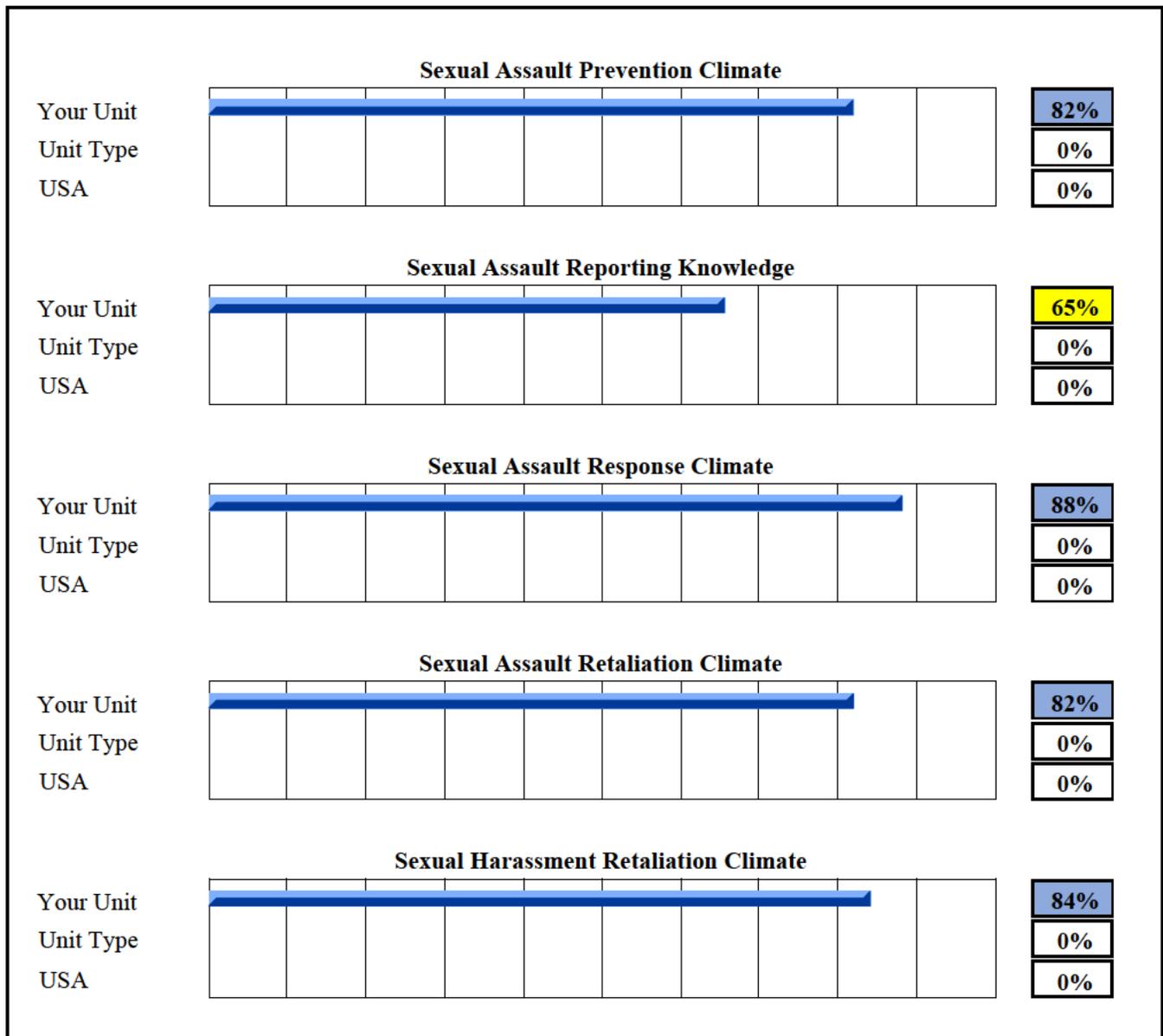


Figure 2 (cont): Unit Summaries

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

| | | 5th SFG | | | | | | | |
|-----------------|--|-------------------------------------|----------------------|--------------------|-----------------------|------------------------|----------------------|--------------------|---------------|
| | | Organizational Effectiveness | | | | | | | |
| | | Commit | Senior Leader | Org Perform | Group Cohesion | Trust in Leader | Job Satisfact | Org Process | Engage |
| 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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

| 5th SFG | | | | | | | | |
|-----------------|-----------------------|---------|-----|---------------|------------|---------------------|-------------|---------------|
| | EO/EEO/Fair Treatment | | | | SAPR | | | |
| | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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 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%) |
| Total | 4% | 5% | 3% | 14% | 11% | 38% | 24% |
| | | 13% | | | | 73% | |

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%) |
| Total | 5% | 6% | 4% | 15% | 11% | 38% | 20% |
| | | 16% | | | | 69% | |

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%) |
| Total | 5% | 6% | 5% | 15% | 12% | 36% | 21% |
| | | 16% | | | | 69% | |

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%) |
| Total | 4% | 5% | 4% | 13% | 13% | 40% | 20% |
| | | 13% | | | | 74% | |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 4% | 3% | 3% | 12% | 10% | 38% | 29% |
| | | 10% | | | | 78% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 6 (1%) | 20 (5%) | 11 (3%) | 53 (13%) | 16 (4%) | 129 (32%) | 164 (41%) |
| Total | 5% | 5% | 3% | 15% | 10% | 38% | 23% |
| | | 13% | | | | 71% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on | | | | | | | |
| Race/Color/National Origin | 31 (8%) | 12 (3%) | 3 (1%) | 38 (9%) | 9 (2%) | 113 (28%) | 193 (48%) |
| Religion | 31 (8%) | 16 (4%) | 3 (1%) | 41 (10%) | 6 (1%) | 115 (29%) | 187 (47%) |
| Sex | 32 (8%) | 21 (5%) | 8 (2%) | 45 (11%) | 9 (2%) | 105 (26%) | 179 (45%) |
| Sexual Orientation | 33 (8%) | 14 (3%) | 4 (1%) | 61 (15%) | 4 (1%) | 110 (27%) | 173 (43%) |
| Age (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 11 (3%) | 9 (2%) | 7 (2%) | 53 (13%) | 17 (4%) | 153 (38%) | 149 (37%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 36 (9%) | 42 (10%) | 19 (5%) | 64 (16%) | 9 (2%) | 93 (23%) | 136 (34%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 35 (9%) | 42 (10%) | 14 (3%) | 69 (17%) | 13 (3%) | 97 (24%) | 129 (32%) |
| Total | 7% | 6% | 2% | 13% | 2% | 28% | 41% |
| | 15% | | | | 71% | | |

* 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 |
|-------------------------------------------------------------|-------------|----------|-----------|
| Race/Color/National Origin | 46 (11%) | 38 (9%) | 315 (79%) |
| Religion | 50 (12%) | 41 (10%) | 308 (77%) |
| Sex | 61 (15%) | 45 (11%) | 293 (73%) |
| Sexual Orientation | 51 (13%) | 61 (15%) | 287 (72%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 1% | 2% | 1% | 16% | 2% | 31% | 46% |
| | | 4% | | | | 79% | |

* 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%) |
| Total | 1% | 0% | 0% | 10% | 3% | 34% | 51% |
| | | 1% | | | | 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/

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 the social interactions or conversations. | 174 (43%) | 117 (29%) | 10 (2%) | 63 (16%) | 9 (2%) | 17 (4%) | 10 (2%) |
| In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes. | 194 (48%) | 126 (31%) | 10 (2%) | 50 (12%) | 6 (1%) | 8 (2%) | 6 (1%) |
| In my work group, reporters of sexual assault would be blamed for causing problems. | 191 (48%) | 128 (32%) | 9 (2%) | 52 (13%) | 7 (2%) | 9 (2%) | 4 (1%) |
| In my work group, reporters of sexual assault would be denied career opportunities. | 198 (49%) | 122 (30%) | 14 (3%) | 51 (13%) | 5 (1%) | 7 (2%) | 3 (1%) |
| In my work group, reporters of sexual assault would be disciplined or given other corrective action. | 204 (51%) | 125 (31%) | 8 (2%) | 48 (12%) | 2 (0%) | 10 (2%) | 3 (1%) |
| In my work group, reporters of sexual assault would be discouraged from moving forward with the report. | 207 (52%) | 125 (31%) | 8 (2%) | 49 (12%) | 1 (0%) | 7 (2%) | 3 (1%) |
| Total | 49% | 31% | 2% | 13% | 1% | 2% | 1% |
| | | 82% | | | | 5% | |

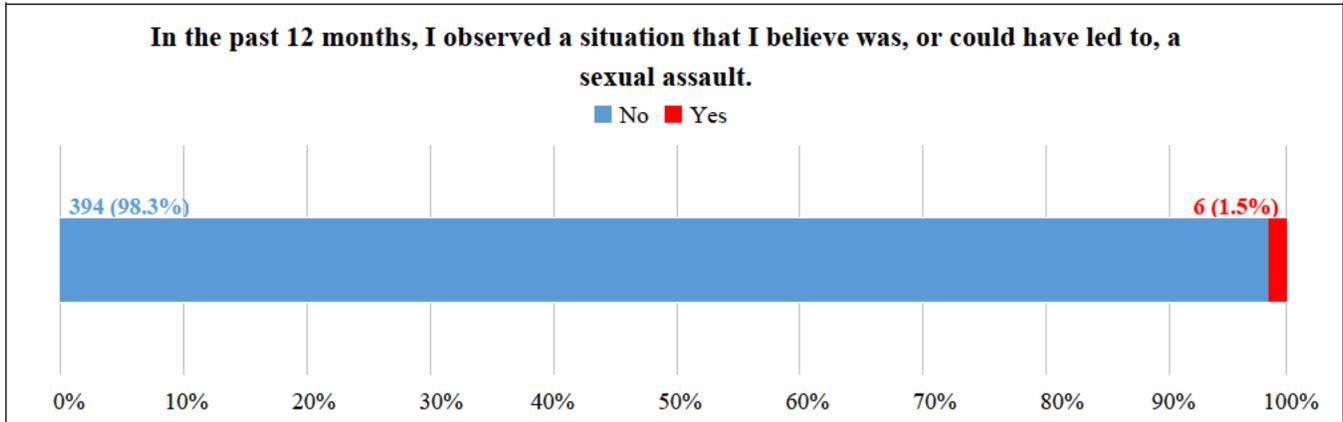
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 50% | 32% | 2% | 12% | 1% | 2% | 1% |
| | | 84% | | | | 3% | |

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% |
| Total | 6 | 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

Figure 6. Respondents’ Restricted Reporting Knowledge.

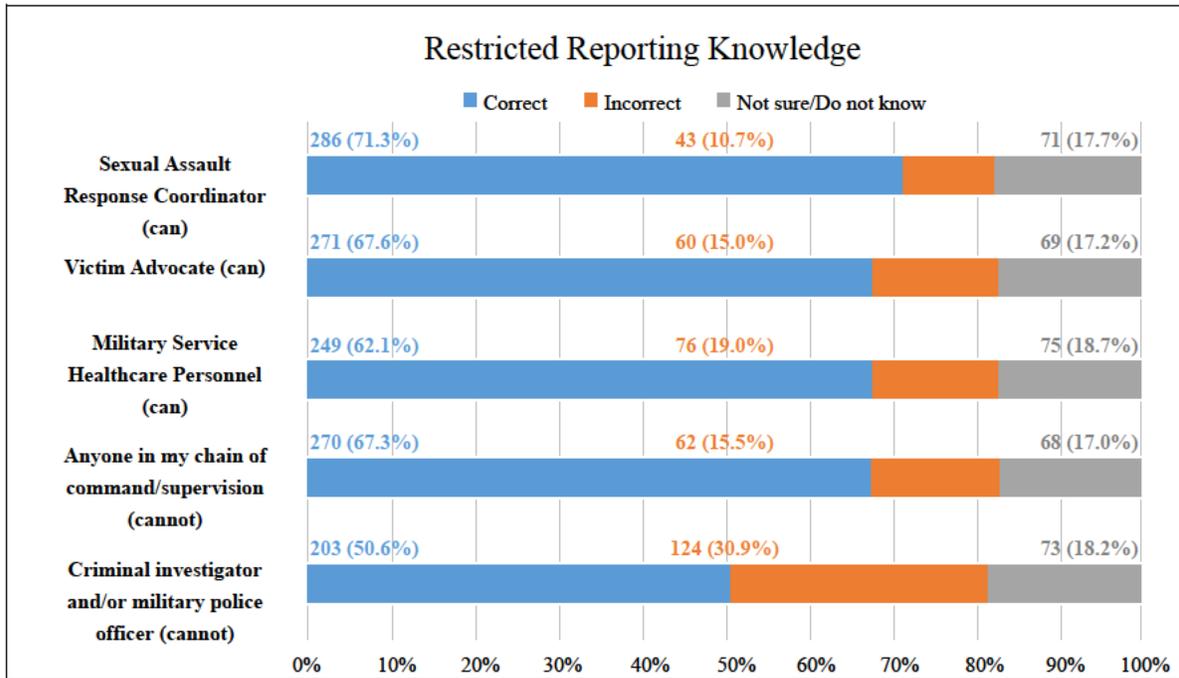
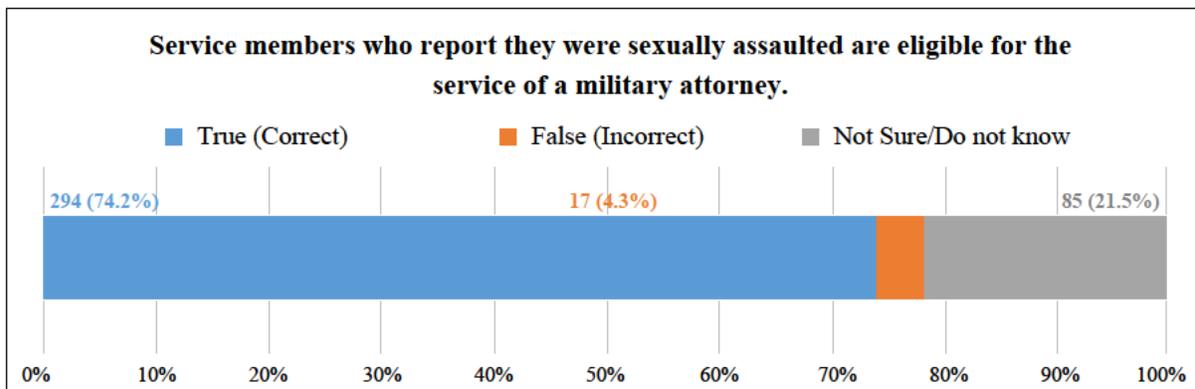


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



Unwanted Workplace Experiences

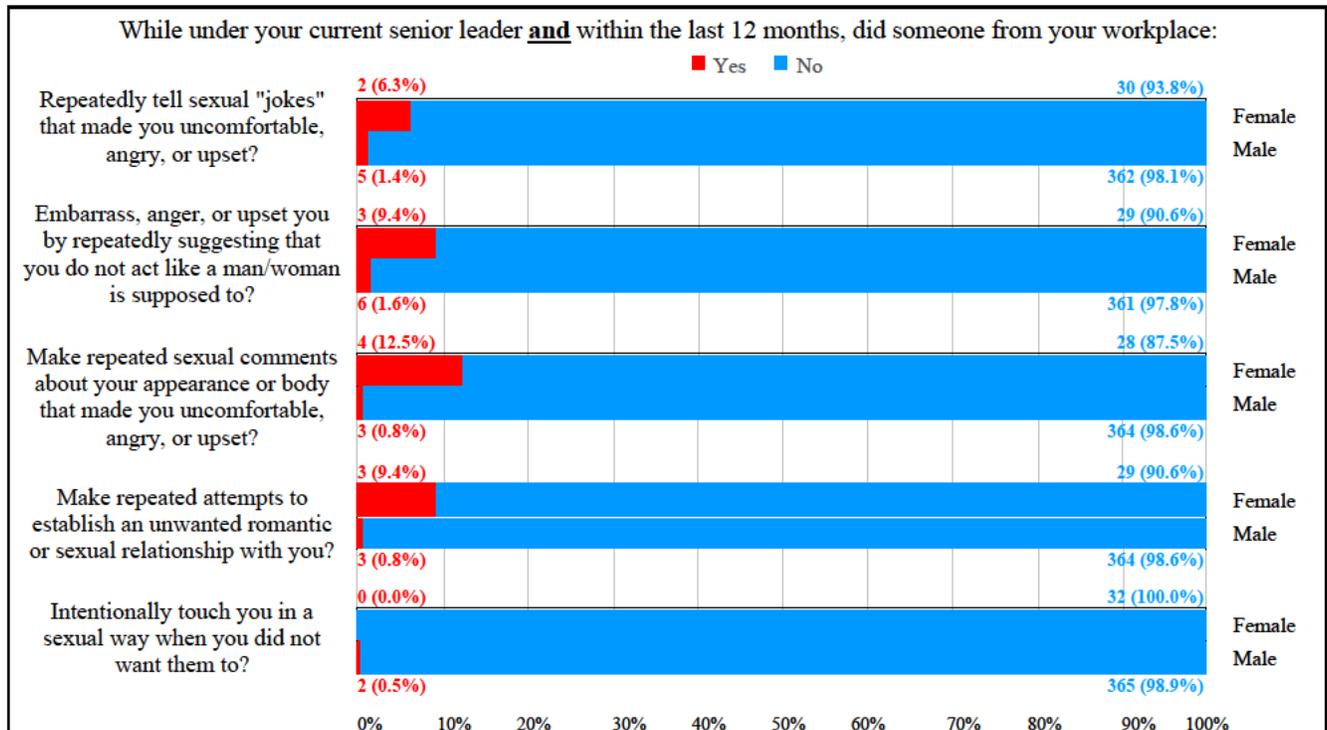
Respondents were asked five questions that address whether they have endured unwanted workplace experiences. These items measure the sexual harassment risk within the organization. The items contain behaviors associated with the increased probability that sexual harassment could be occurring. Note: No 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 and 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

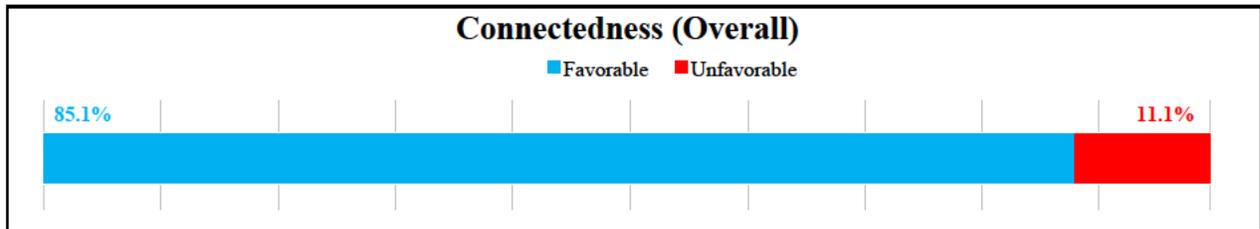


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

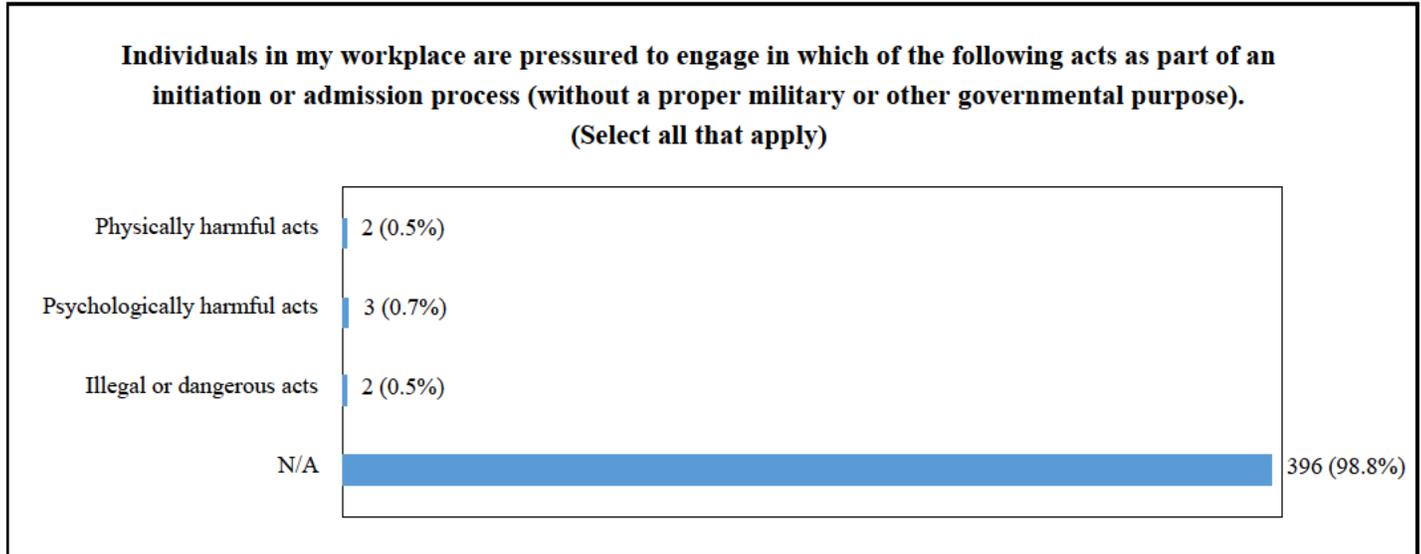
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

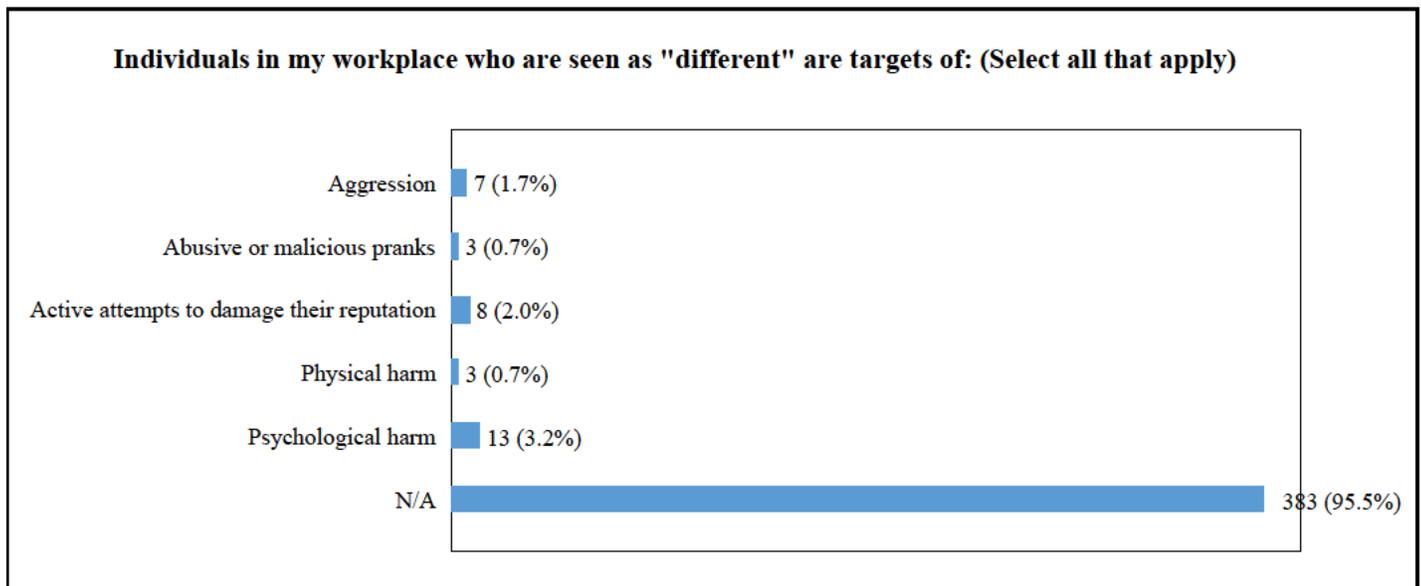
Figure 11. Respondents' Responses to Hazing



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 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:

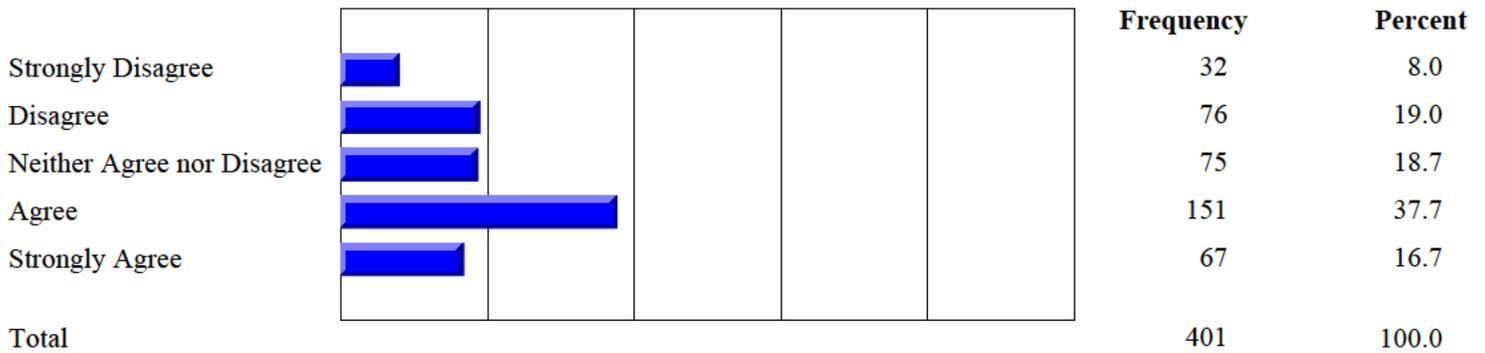
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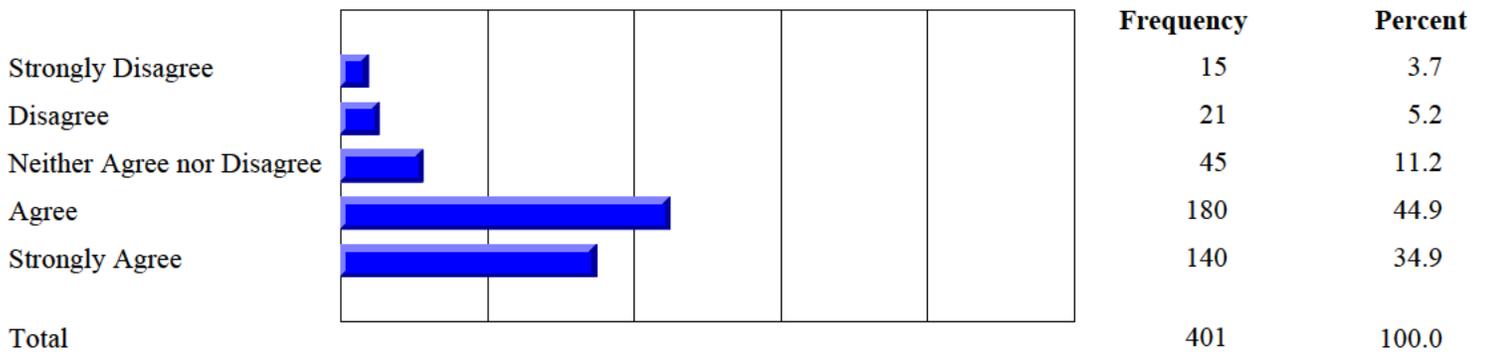
support@deocs.net

Appendix A: Your Locally Developed Questions

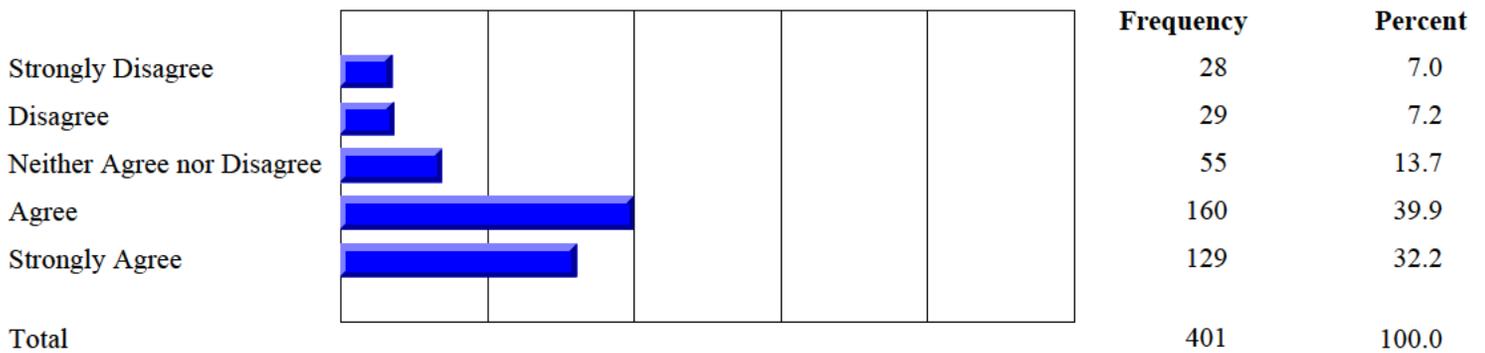
1. Communication flows freely from senior leadership to all levels of organization.



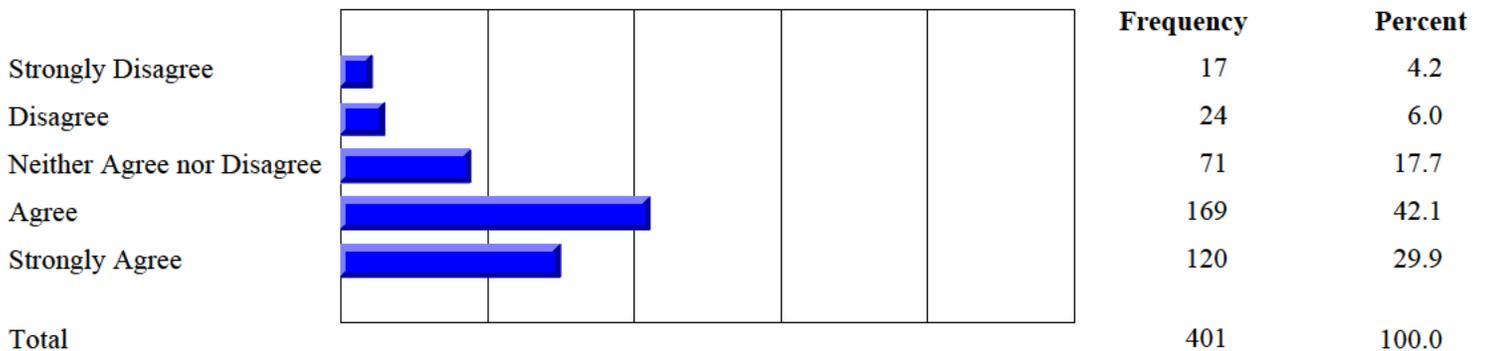
2. My immediate supervisor explains things clearly to me.



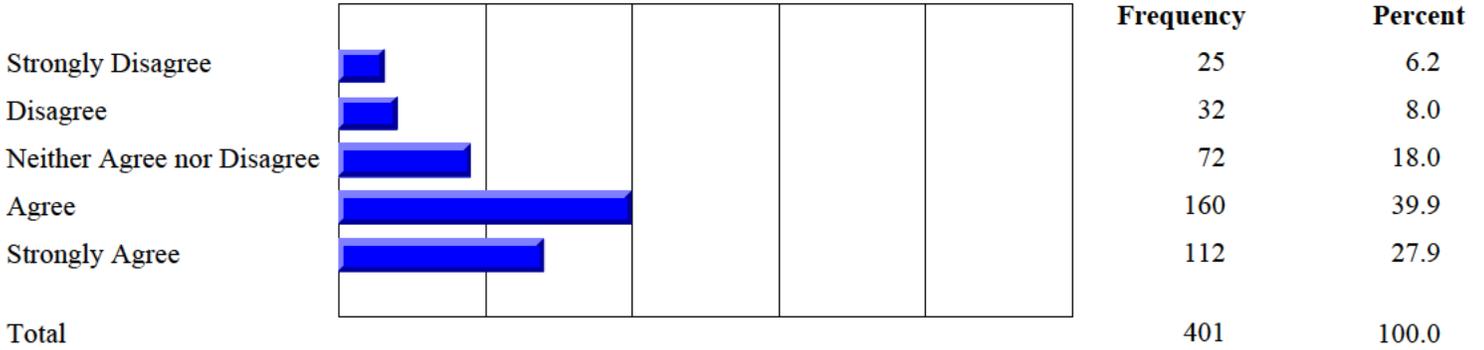
3. The leaders in my command show a real interest in the welfare of families.



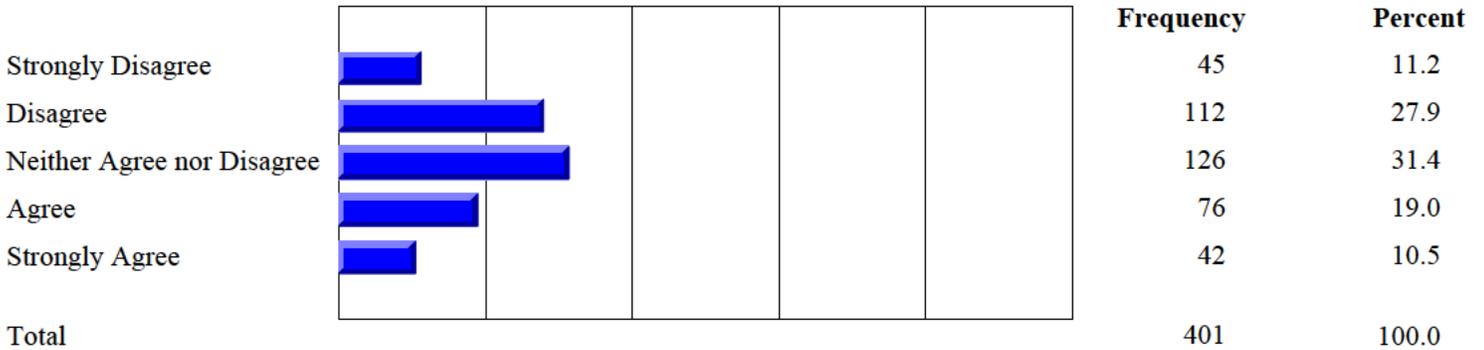
4. The Commander shows an interest in my welfare.



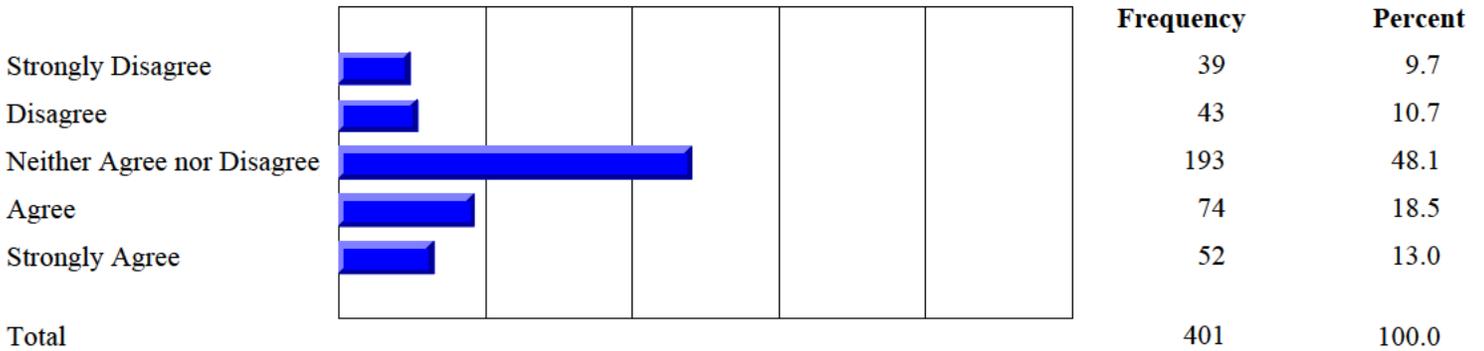
5. I feel that the Commander/Director will use the information from this survey to improve the command.



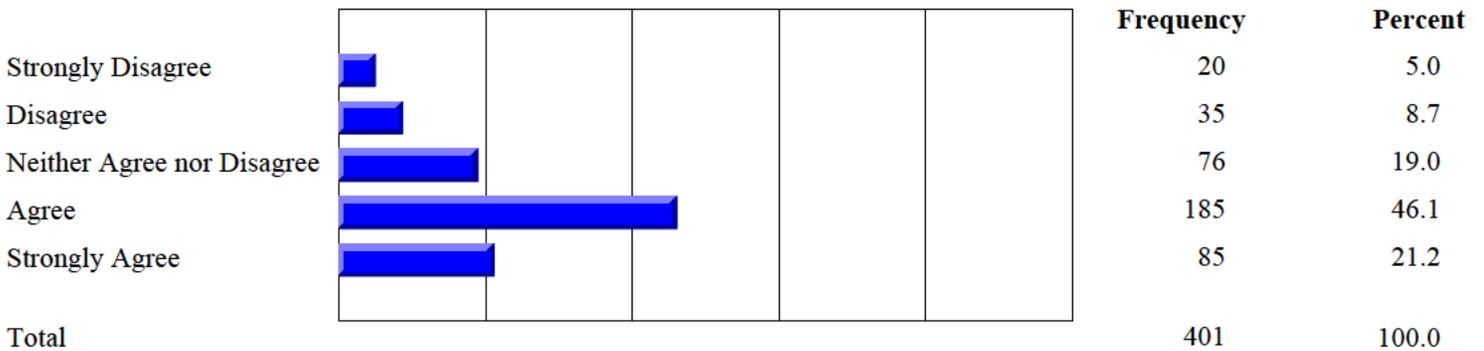
6. I experience a high level of stress in this command.



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.

| | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|------------------|----------------|
| 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.

| | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|------------------|----------------|
| 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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|--------|---------|
| 5th SFG(A) | Number | Percent |
| 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.

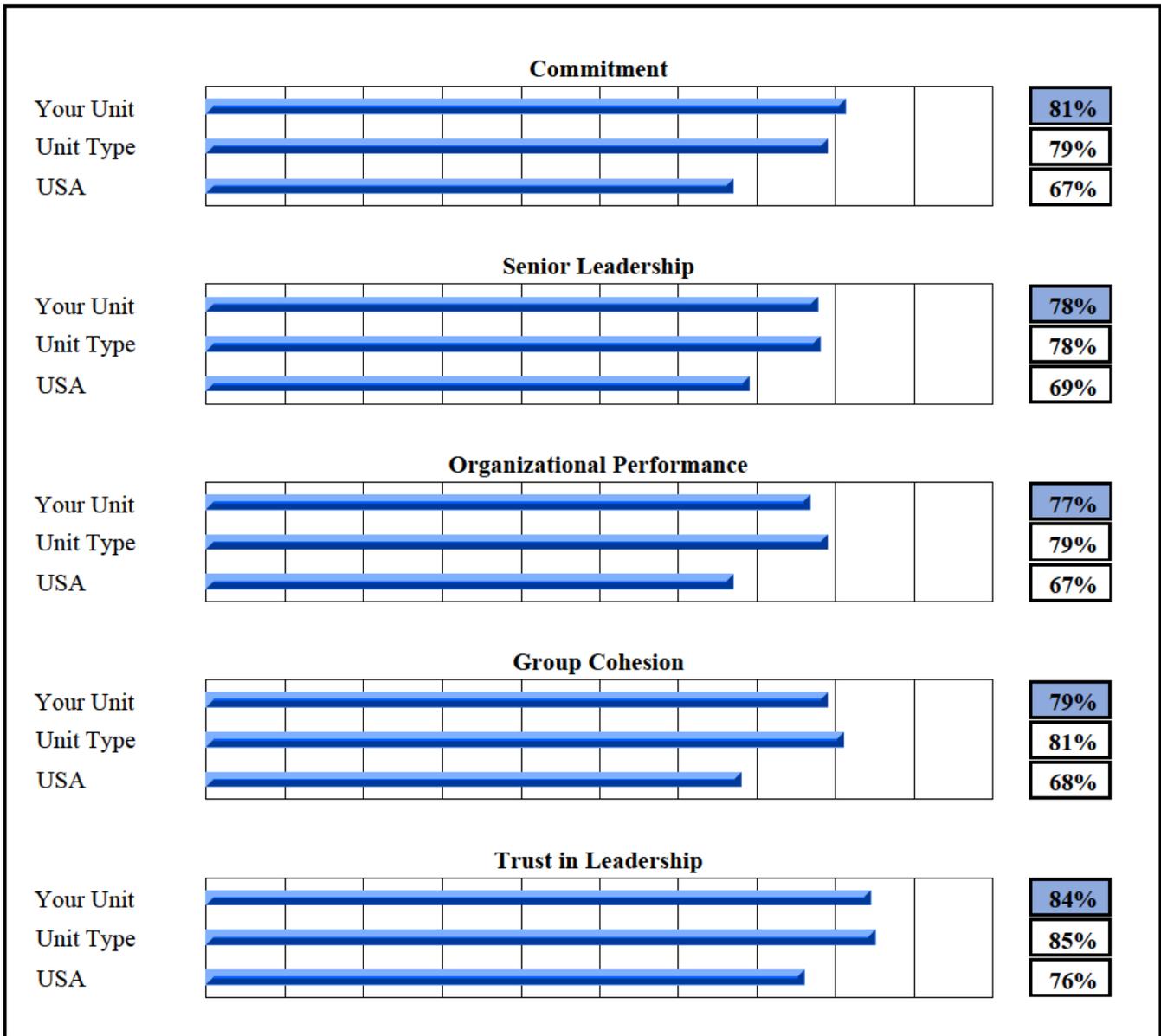
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Special Forces

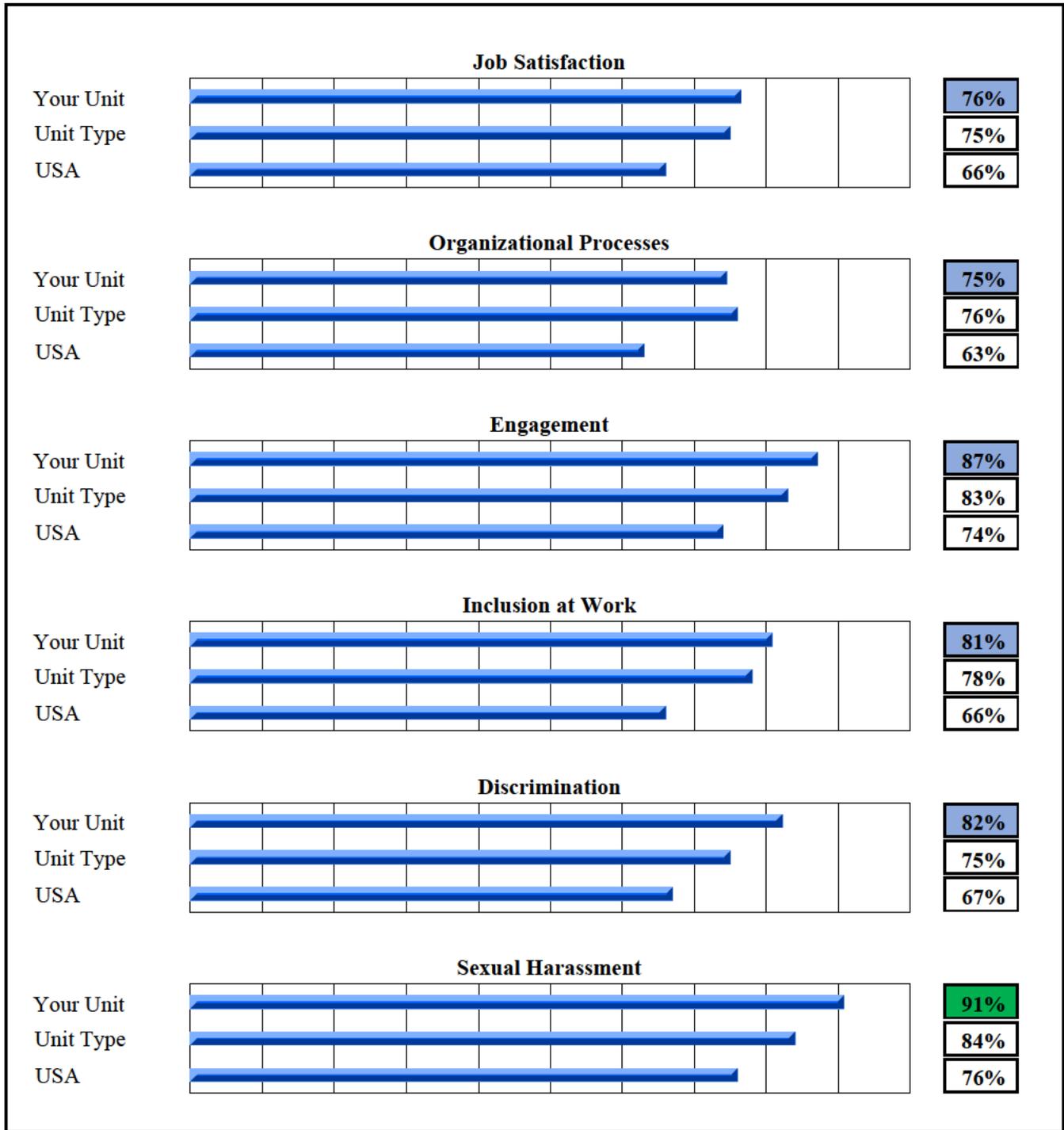
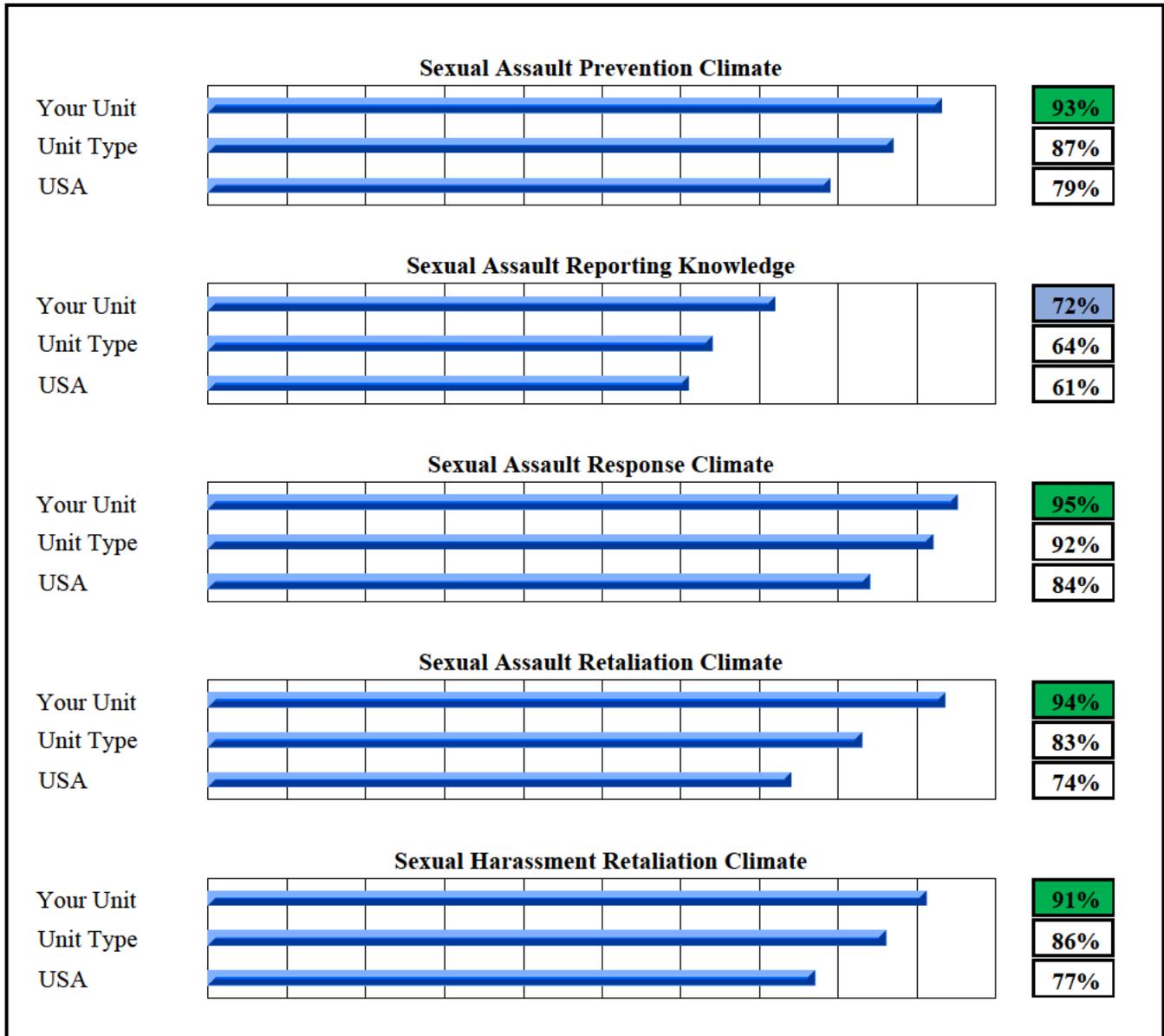


Figure 2 (cont): Unit Summaries

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

| | | 5th SFG(A) | | | | | | | |
|-----------------|--|-------------------------------------|----------------------|--------------------|-----------------------|------------------------|----------------------|--------------------|---------------|
| | | Organizational Effectiveness | | | | | | | |
| | | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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

| | | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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. | 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%) |
| Total | 3% | 6% | 4% | 4% | 10% | 42% | 29% |
| | | 14% | | | | 81% | |

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%) |
| Total | 4% | 5% | 5% | 7% | 12% | 37% | 29% |
| | | 14% | | | | 78% | |

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%) |
| Total | 4% | 5% | 4% | 9% | 14% | 34% | 29% |
| | | 13% | | | | 77% | |

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%) |
| Total | 3% | 6% | 4% | 8% | 16% | 38% | 25% |
| | | 12% | | | | 79% | |

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%) |
| Total | 3% | 4% | 2% | 5% | 7% | 40% | 37% |
| | | 9% | | | | 84% | |

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%) |
| Total | 4% | 9% | 3% | 6% | 16% | 33% | 27% |
| | | 17% | | | | 76% | |

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%) |
| Total | 3% | 7% | 4% | 10% | 13% | 42% | 20% |
| | | 15% | | | | 75% | |

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. | 0 (0%) | 1 (1%) | 1 (1%) | 1 (1%) | 11 (9%) | 51 (43%) | 53 (45%) |
| I am enthusiastic about my work. | 4 (3%) | 2 (2%) | 4 (3%) | 9 (8%) | 14 (12%) | 49 (41%) | 36 (30%) |
| Time flies when I am working. | 2 (2%) | 7 (6%) | 1 (1%) | 11 (9%) | 13 (11%) | 43 (36%) | 41 (34%) |
| Total | 2% | 3% | 2% | 6% | 11% | 40% | 36% |
| | | 6% | | | | 87% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 1 (1%) | 8 (7%) | 3 (3%) | 7 (6%) | 3 (3%) | 43 (36%) | 54 (45%) |
| Total | 4% | 5% | 3% | 7% | 11% | 39% | 31% |
| | | 12% | | | | 81% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on _____ does not occur in my workplace. | | | | | | | |
| Race/Color/National Origin | 4 (3%) | 2 (2%) | 4 (3%) | 3 (3%) | 0 (0%) | 33 (28%) | 73 (61%) |
| Religion | 6 (5%) | 4 (3%) | 0 (0%) | 5 (4%) | 1 (1%) | 29 (24%) | 74 (62%) |
| Sex | 6 (5%) | 3 (3%) | 5 (4%) | 4 (3%) | 5 (4%) | 33 (28%) | 63 (53%) |
| Sexual Orientation | 5 (4%) | 5 (4%) | 2 (2%) | 5 (4%) | 5 (4%) | 32 (27%) | 65 (55%) |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 3 (3%) | 5 (4%) | 2 (2%) | 3 (3%) | 5 (4%) | 45 (38%) | 56 (47%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 12 (10%) | 8 (7%) | 5 (4%) | 9 (8%) | 3 (3%) | 33 (28%) | 49 (41%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 9 (8%) | 11 (9%) | 9 (8%) | 9 (8%) | 6 (5%) | 29 (24%) | 46 (39%) |
| Total | 5% | 5% | 3% | 5% | 3% | 28% | 51% |
| | | 13% | | | | 82% | |

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

Table 2.11 Discrimination Summary

| Discrimination based on _____ does not occur in my workplace. | Unfavorable | Neutral | Favorable |
|---------------------------------------------------------------|-------------|---------|-----------|
| Race/Color/National Origin | 10 (8%) | 3 (3%) | 106 (89%) |
| Religion | 10 (8%) | 5 (4%) | 104 (87%) |
| Sex | 14 (12%) | 4 (3%) | 101 (85%) |
| Sexual Orientation | 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%) |
| Total | 1% | 1% | 0% | 8% | 2% | 31% | 58% |
| | | 2% | | | | 91% | |

* 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%) |
| Total | 2% | 1% | 1% | 4% | 3% | 37% | 54% |
| | | 3% | | | | 93% | |

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%) |
| Total | 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%) |
| Total | 63% | 29% | 2% | 6% | 0% | 0% | 0% |
| | | 94% | | | | 1% | |

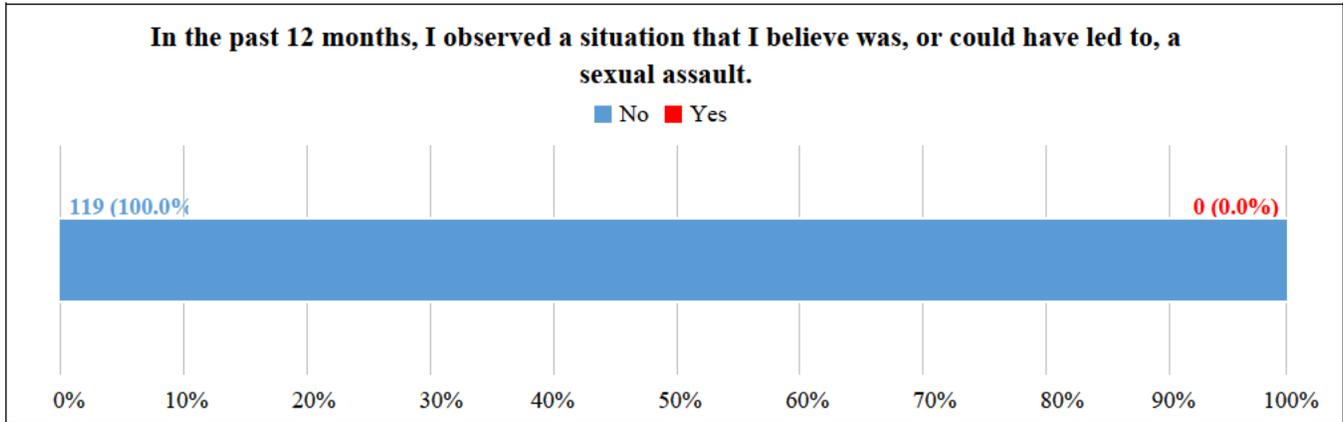
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 64% | 27% | 1% | 7% | 1% | 1% | 0% |
| | | 91% | | | | 2% | |

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% |
| Total | 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.

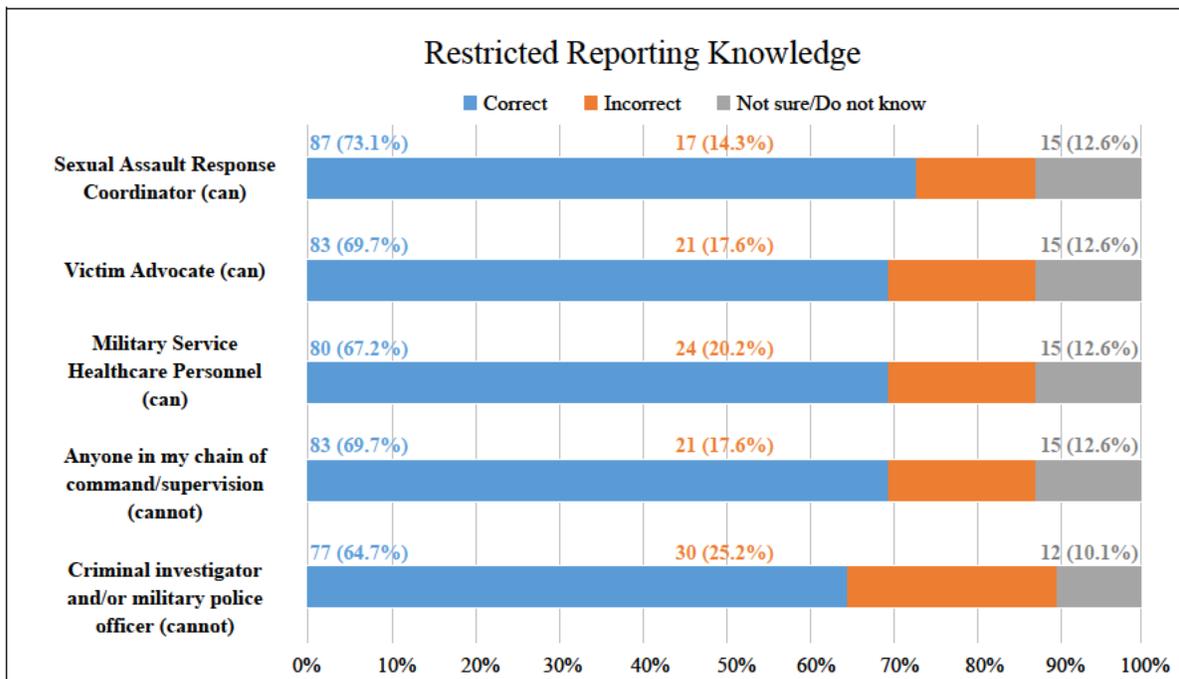
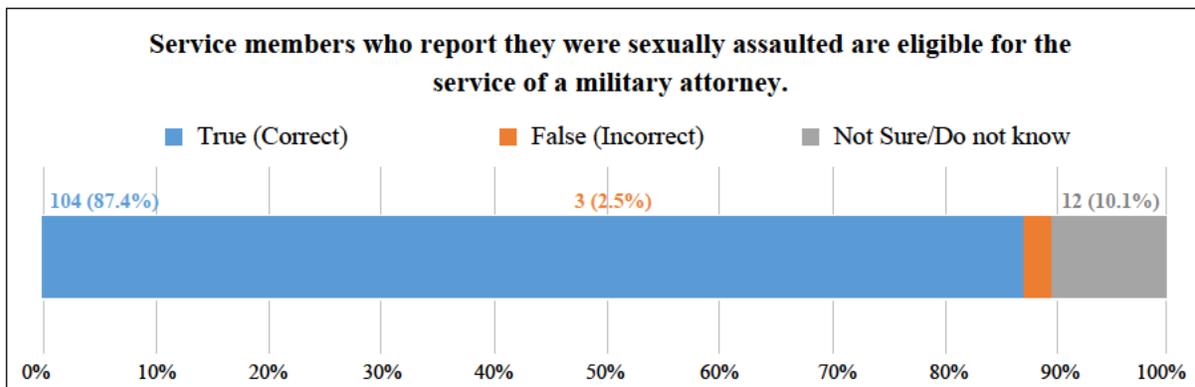


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



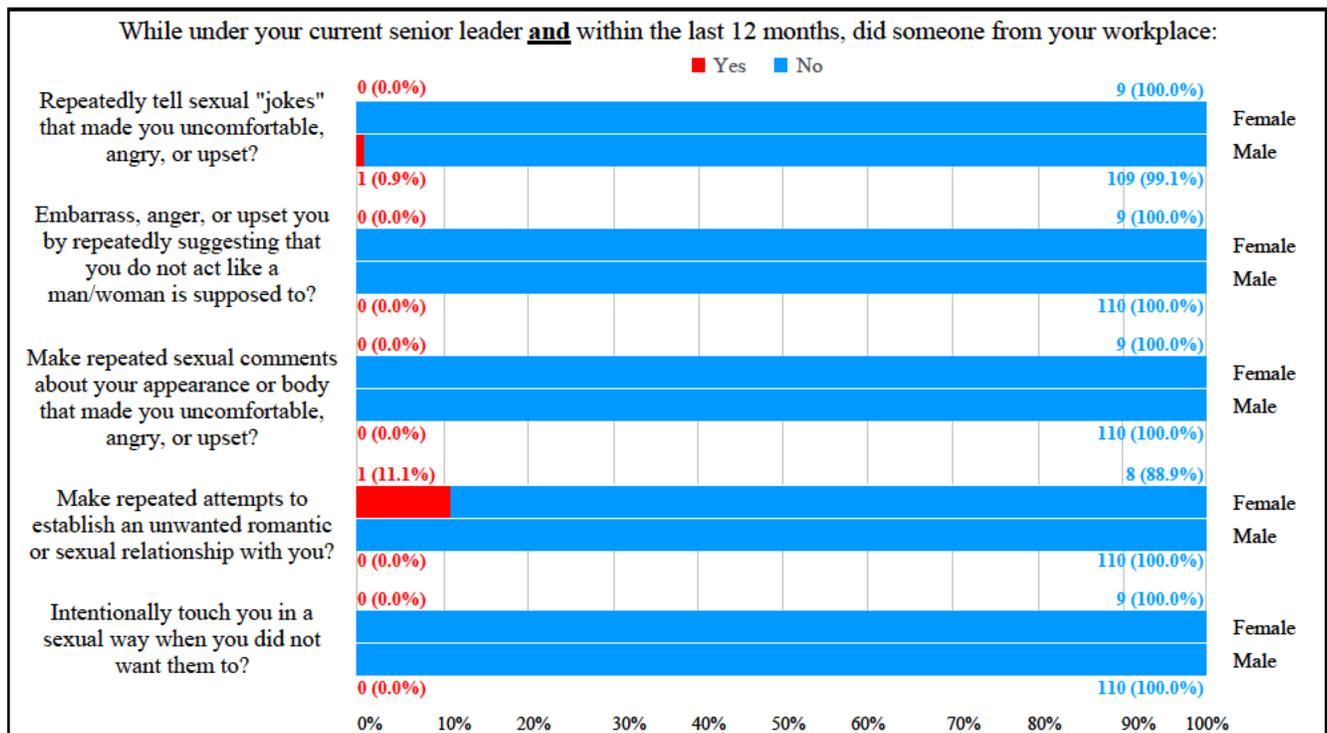
Unwanted Workplace Experiences

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 and 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

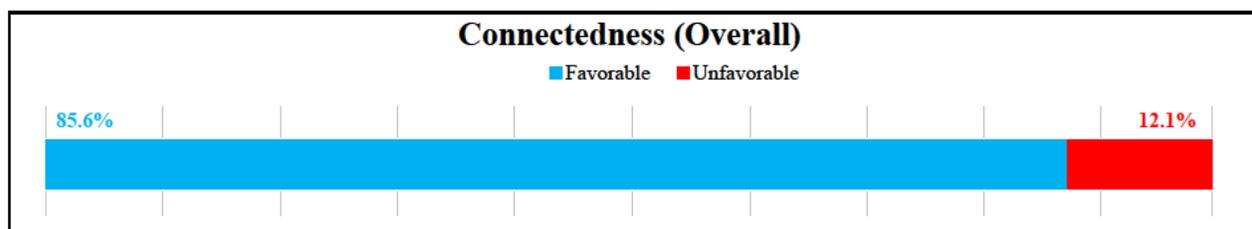


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

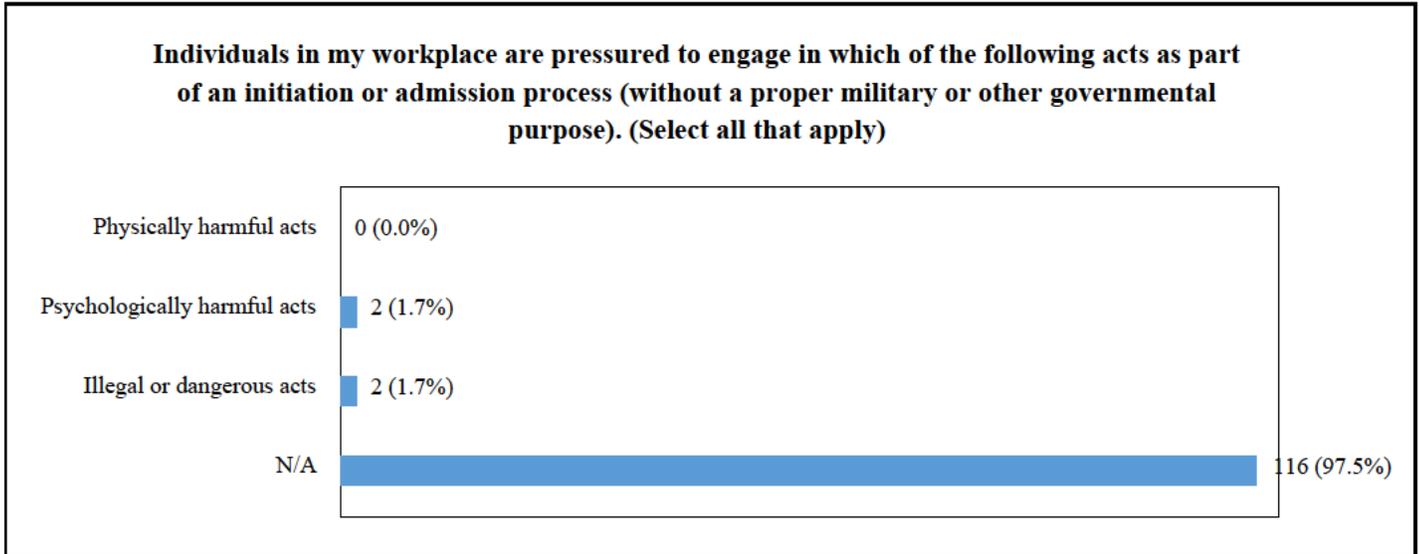
Note. Results presented below the line are the possible combinations of the items above, as it was a "select all that apply."

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.

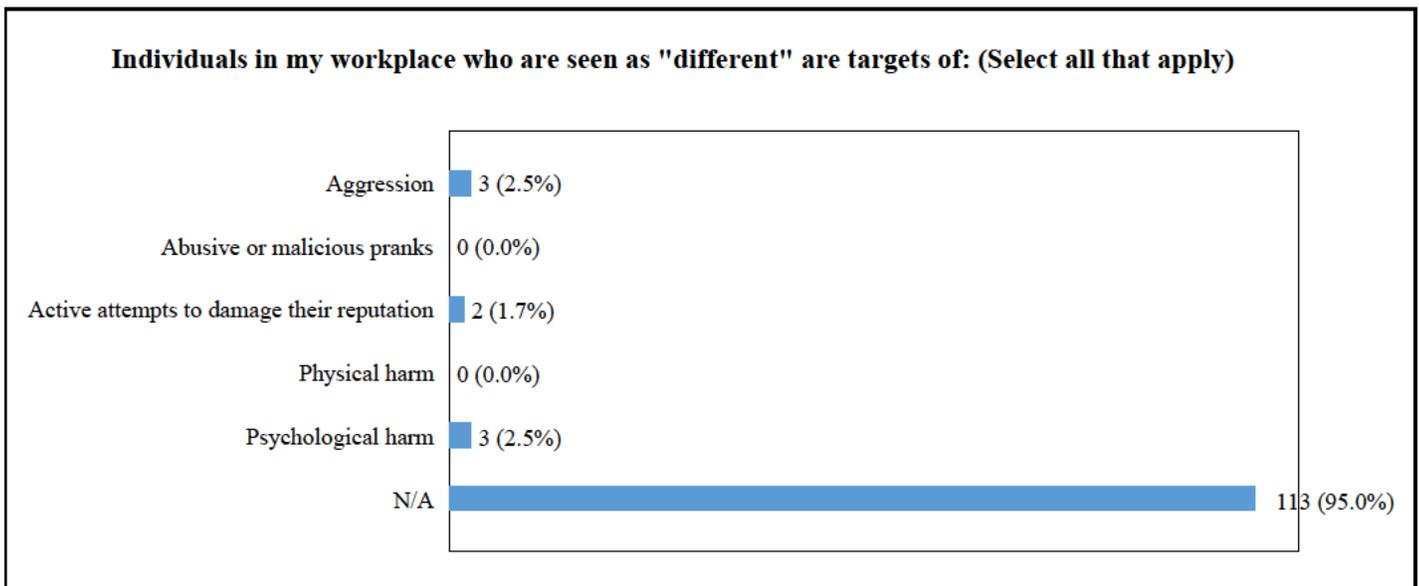
Figure 11. Respondents' Responses to Hazing



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) 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:

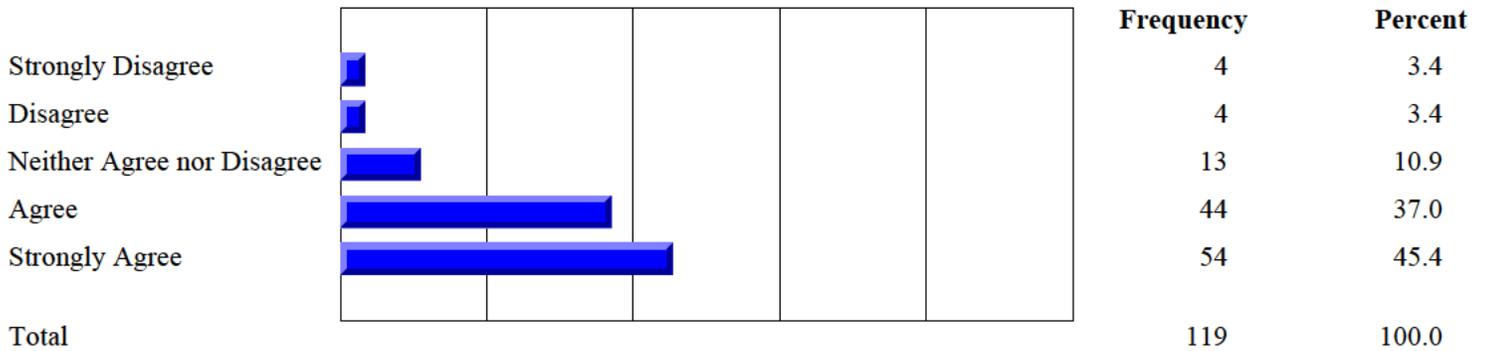
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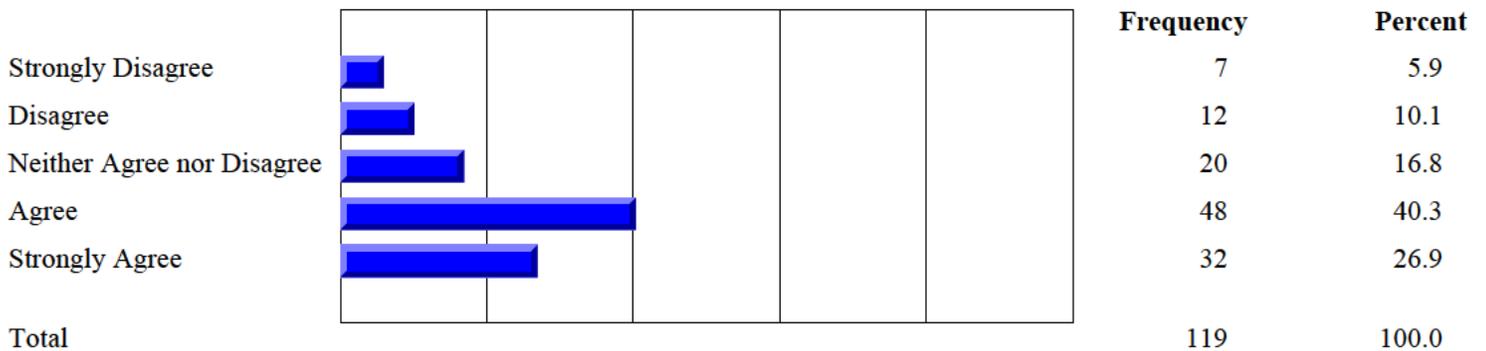
support@deocs.net

Appendix A: Your Locally Developed Questions

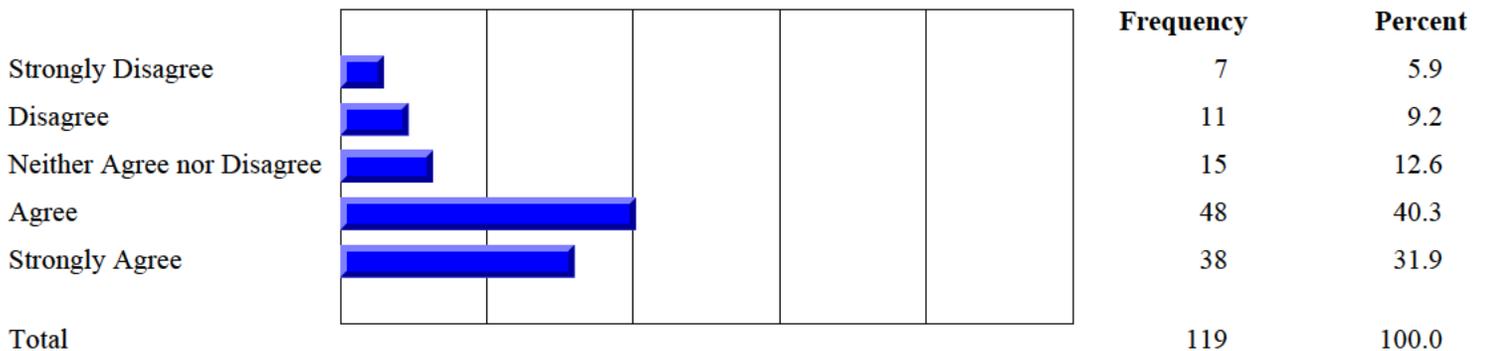
1. I am treated with dignity and respect in this command.



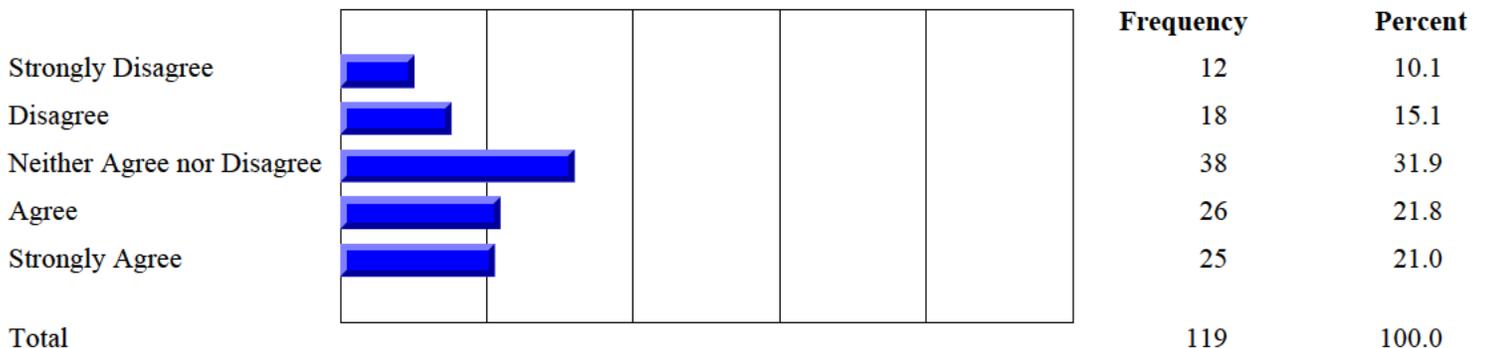
2. Important information moves freely up and down the chain.



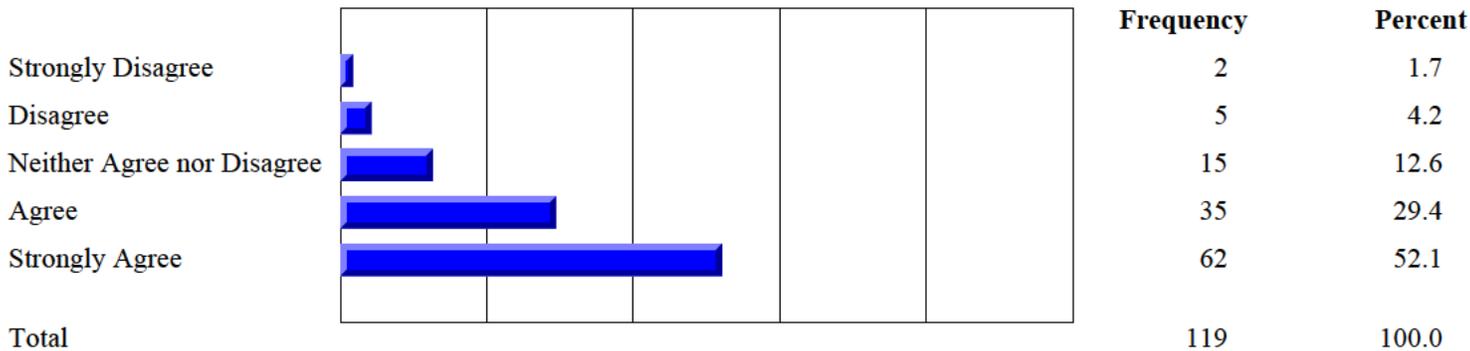
3. I am provided with the tools, equipment, or supplies necessary to perform my job.



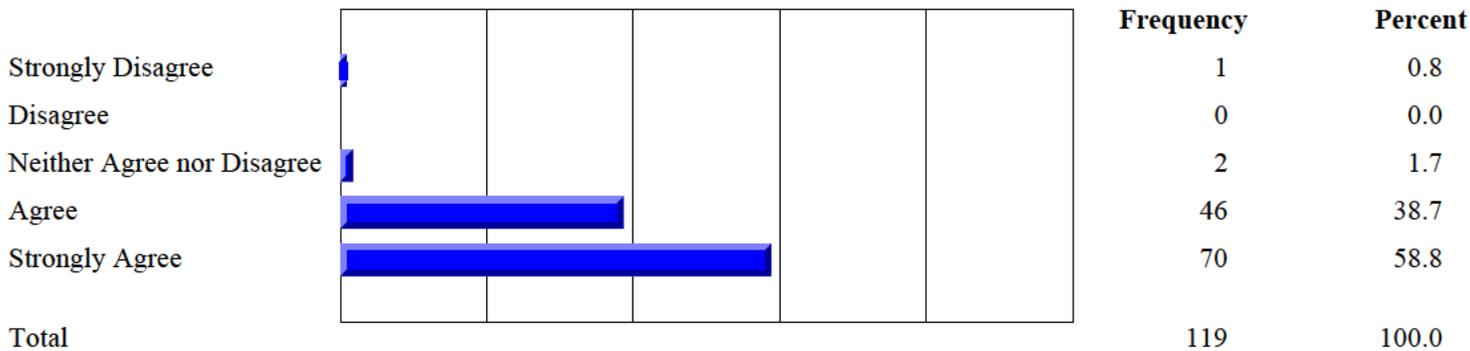
4. The overall health of this unit is better now than one year ago.



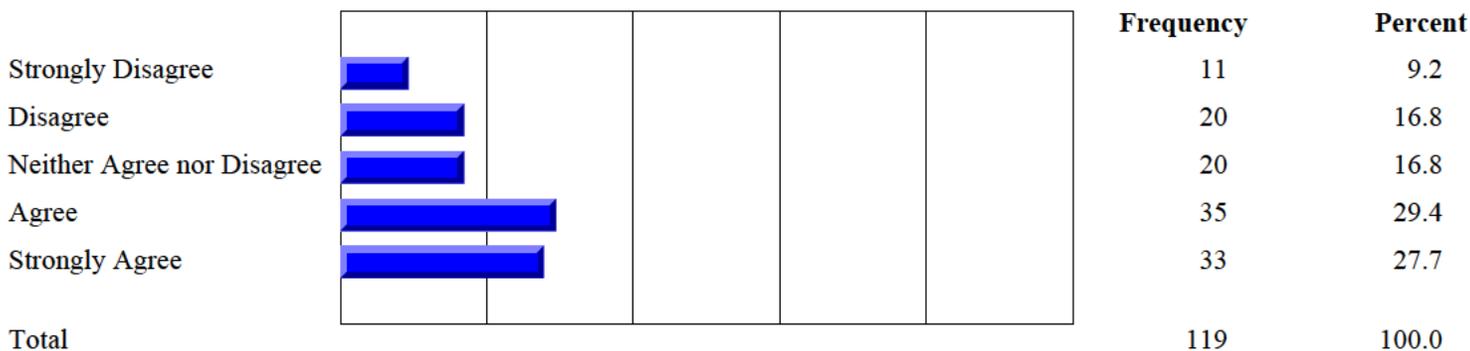
5. Innovative ideas are highly encouraged.



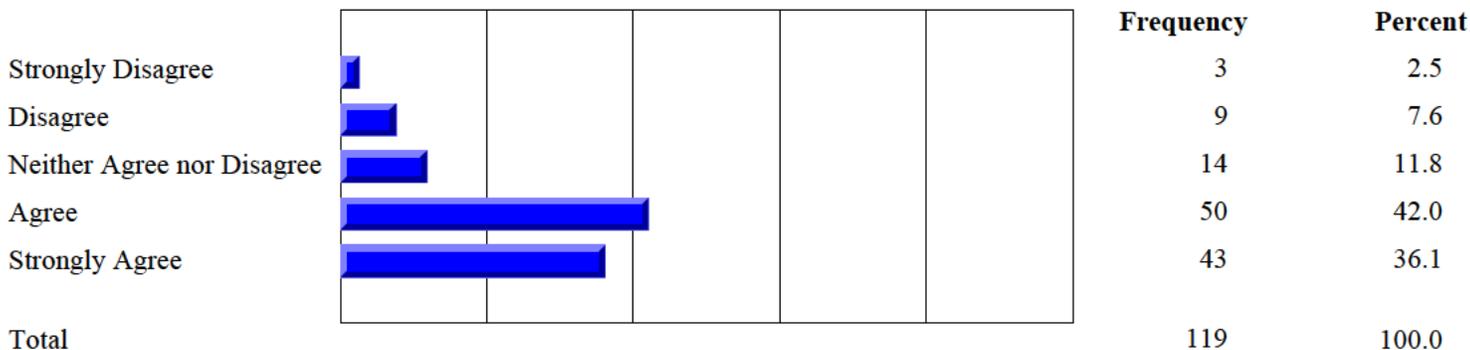
6. I know what actions to take if someone expresses a desire to do harm to themselves or others.



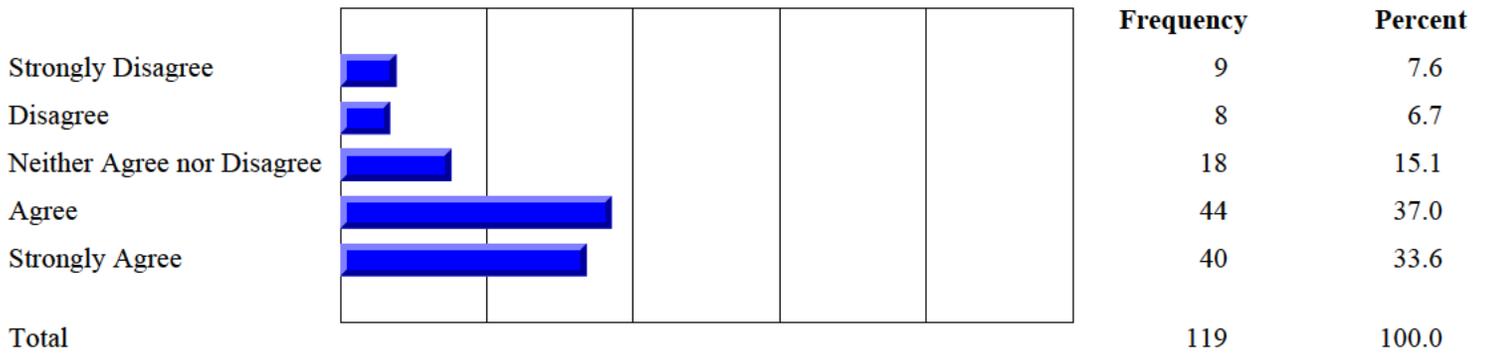
7. My present assignment motivates me to continue a career in the military.



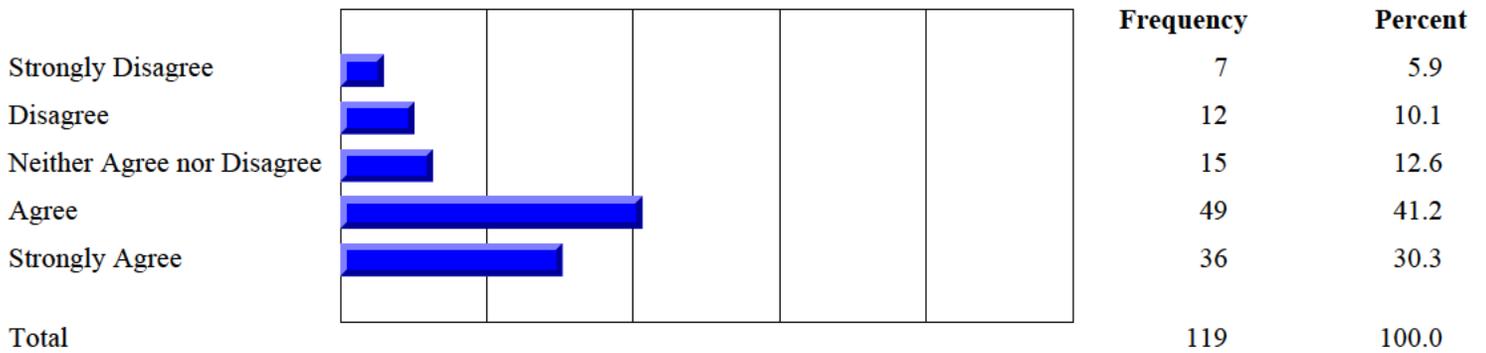
8. My command is well prepared to perform its wartime duties.



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 deocs.net . | |
| | 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 https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home | |
| | 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: 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. |
| | | 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: |
| | | deocs@datarecognitioncorp.com |
| | | 1-833-867-5674 |

Response Rate

47%

Total in Unit

628

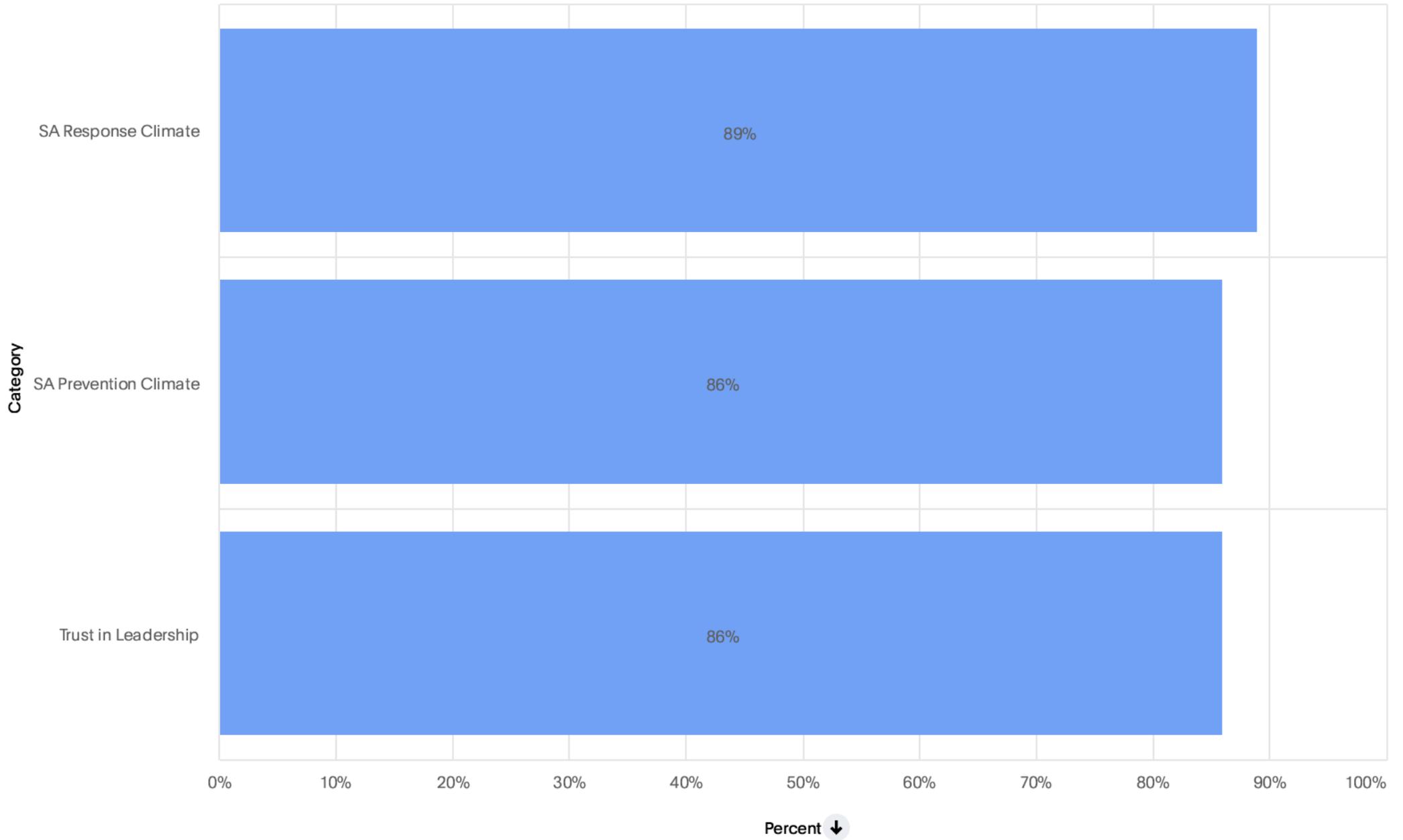
Total Surveys Returned

293

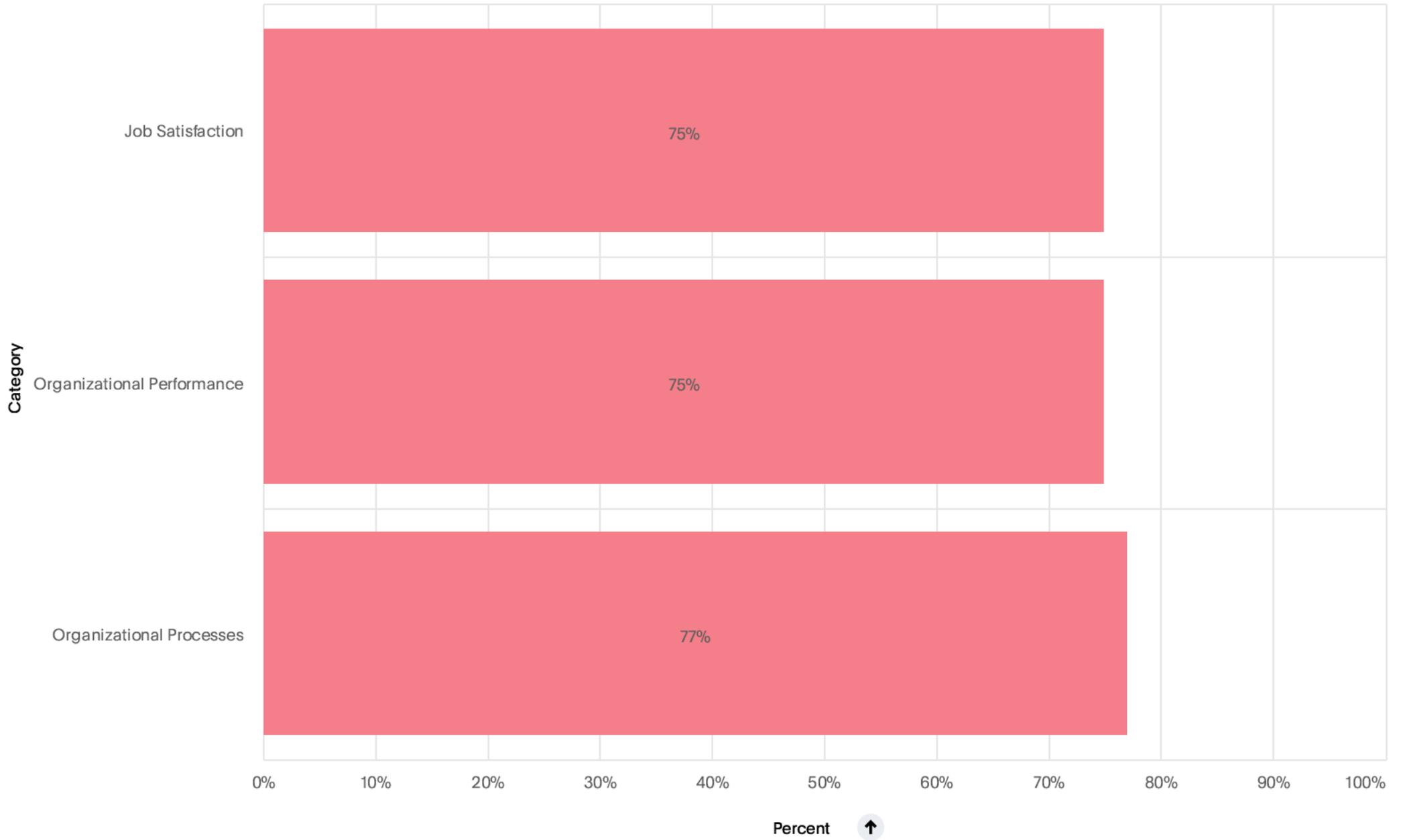
Total Incomplete Surveys

43

Top 3 - 1321 - Climate Factors with Highest Favorability Ratings

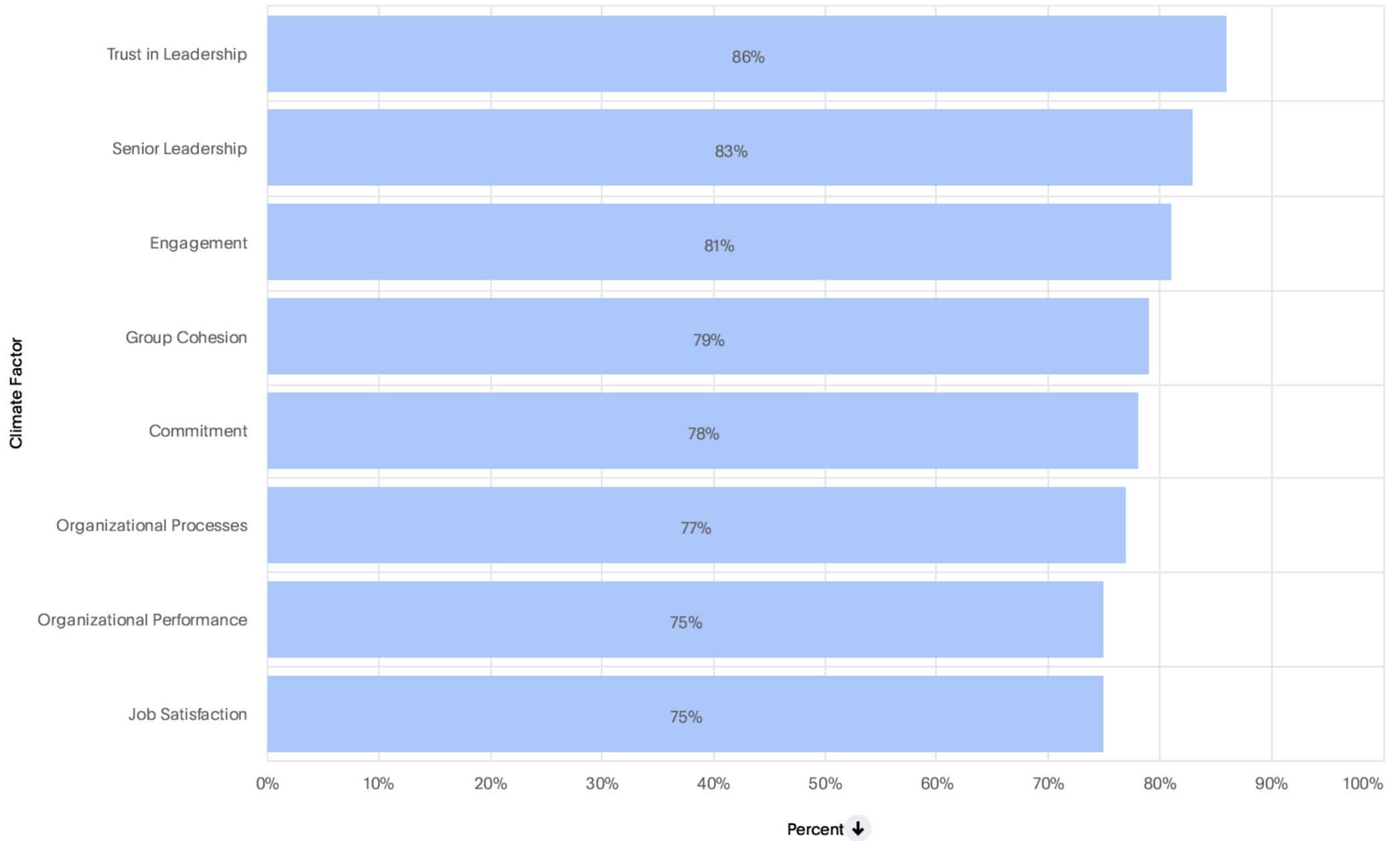


Bottom 132 Climate Factors with Lowest Favorability Ratings



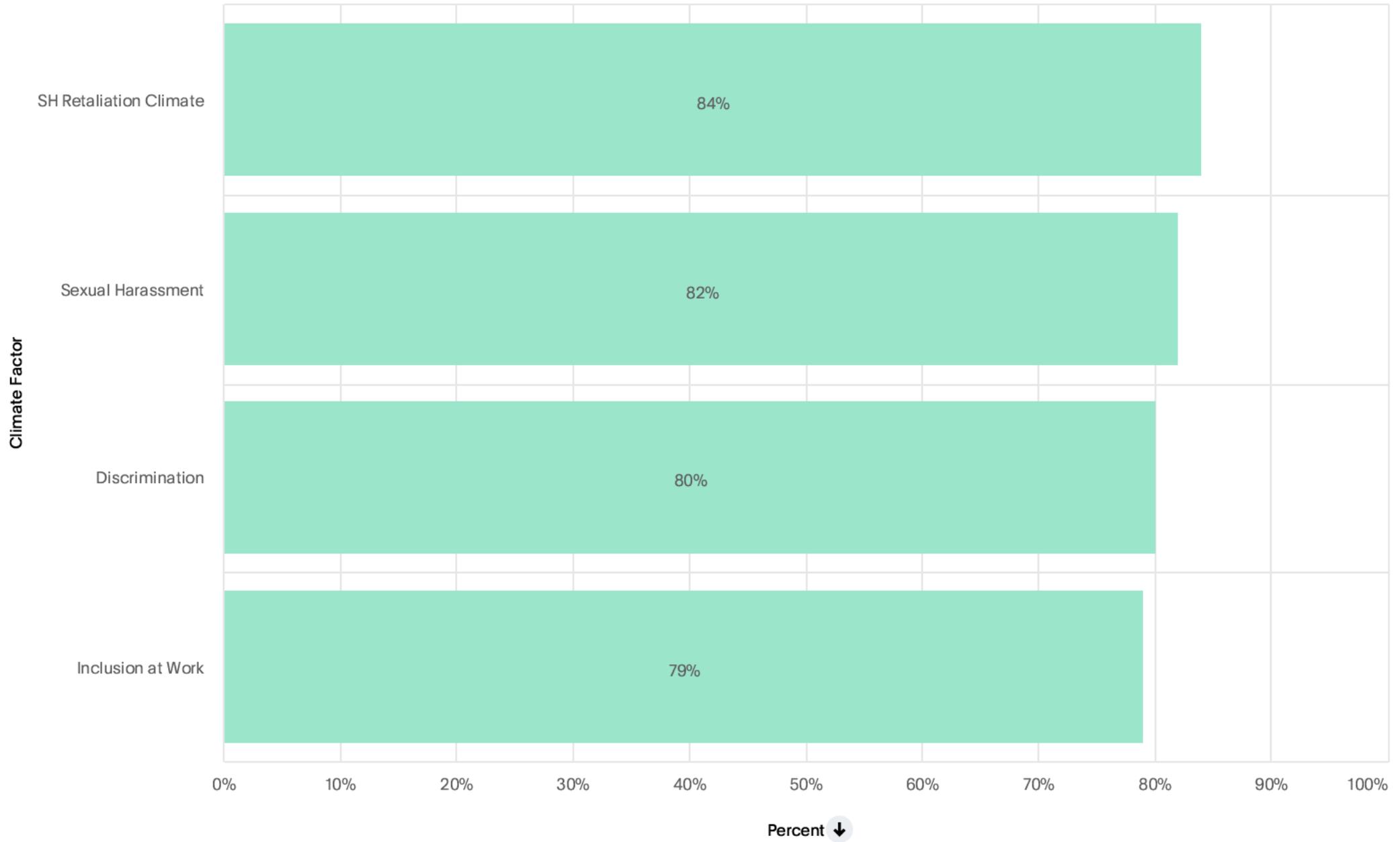
Organizational Effectiveness

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



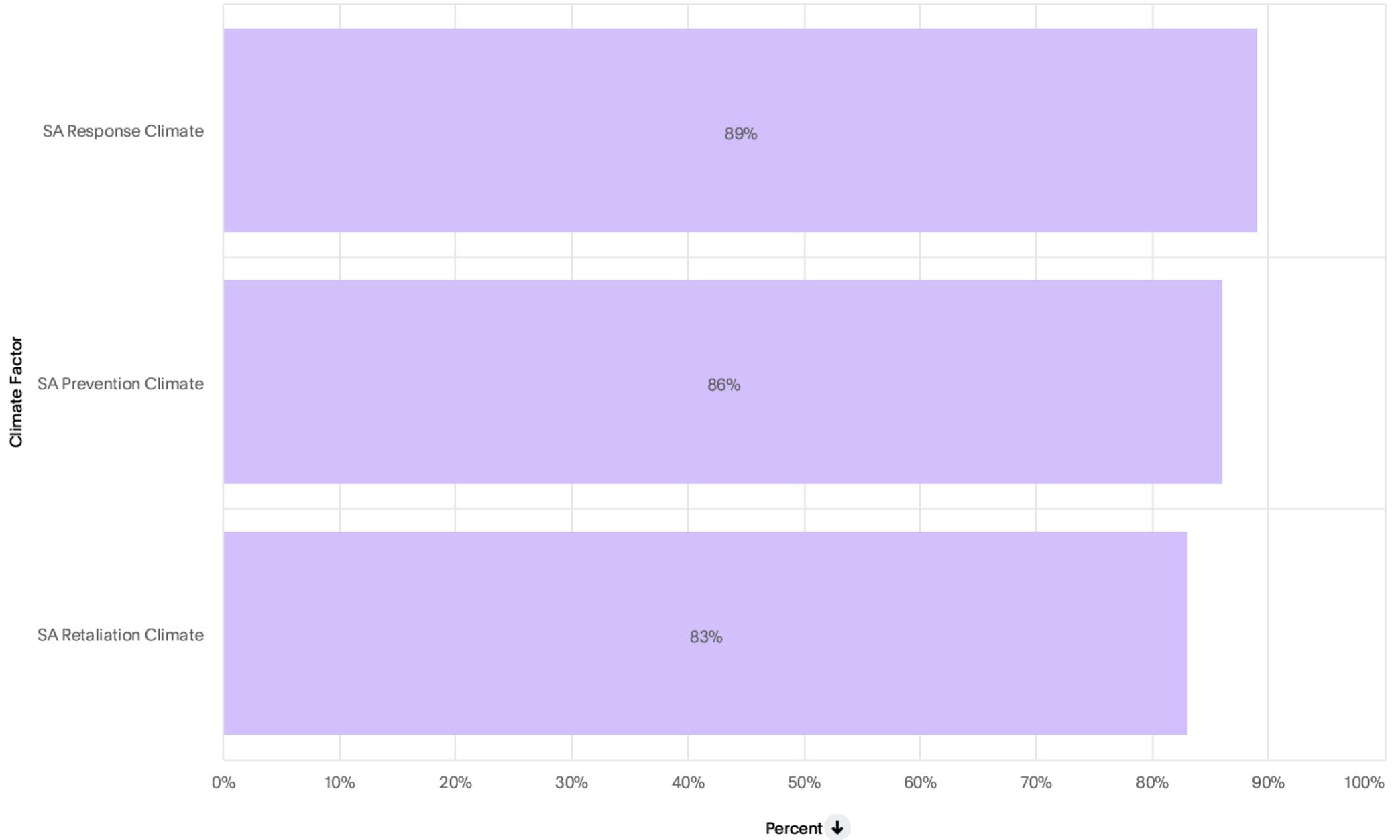
EO/EE/SH Treatment

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

2021 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

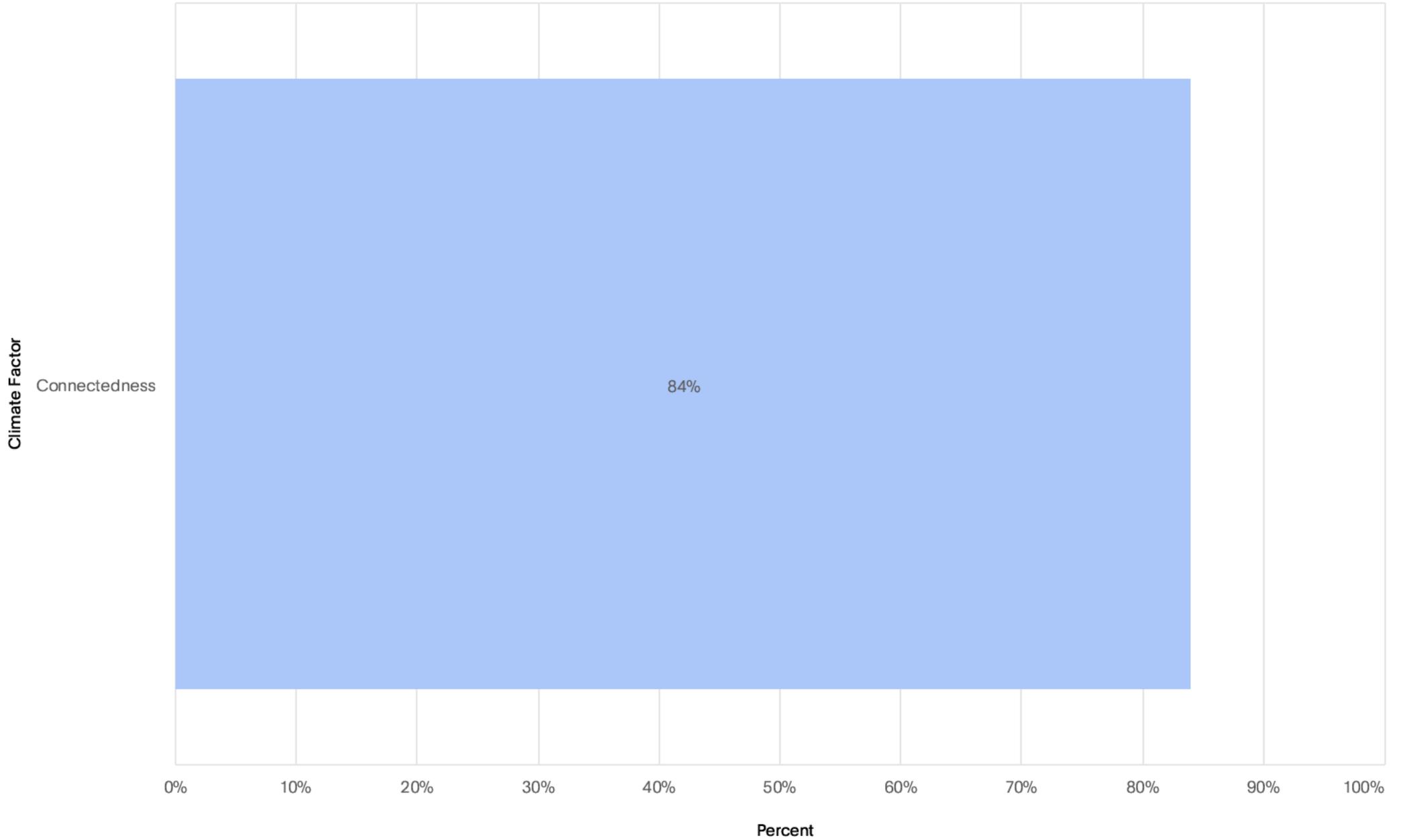
Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.4 for more info.

| 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

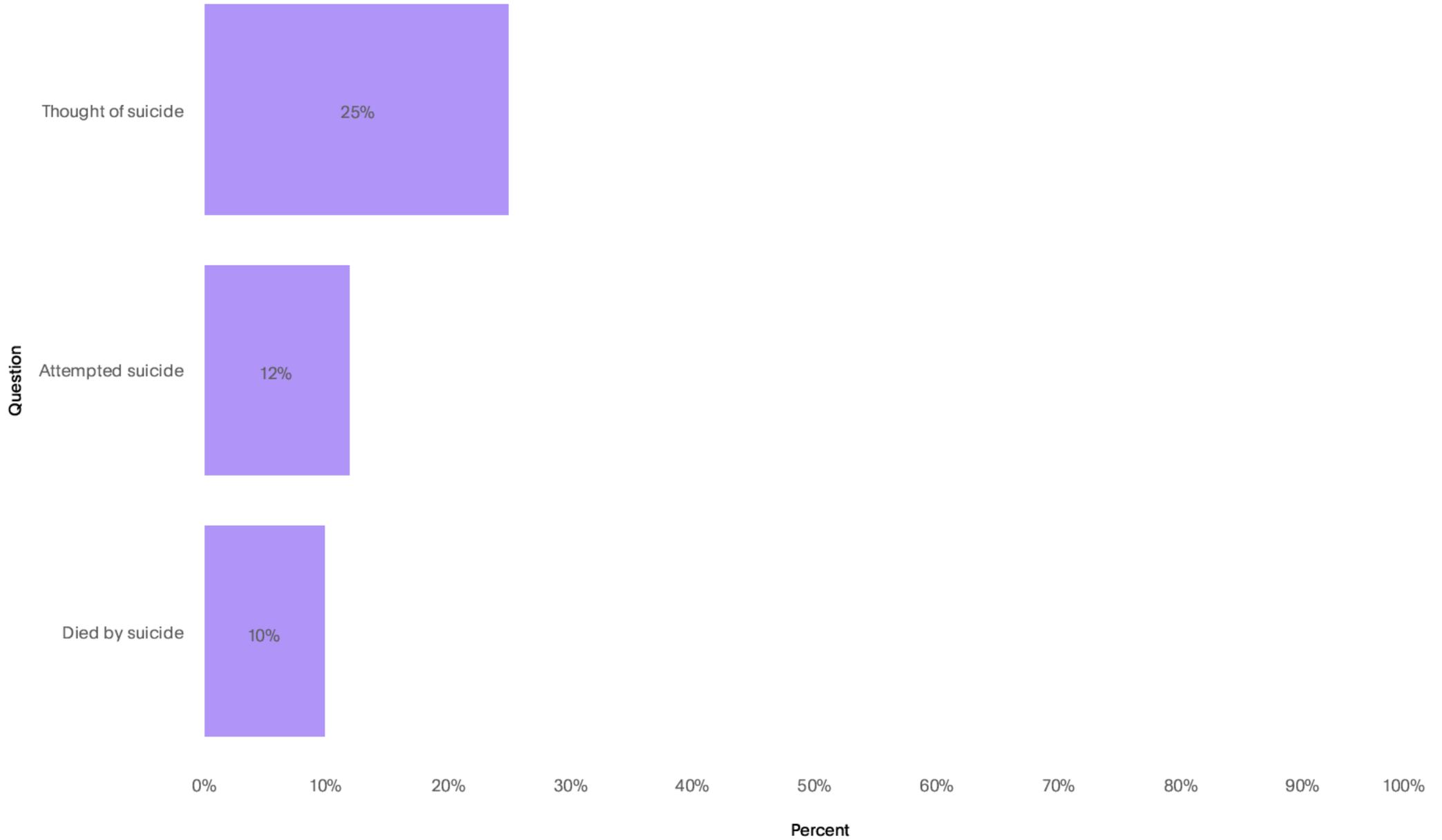
Connectedness (Overall)

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



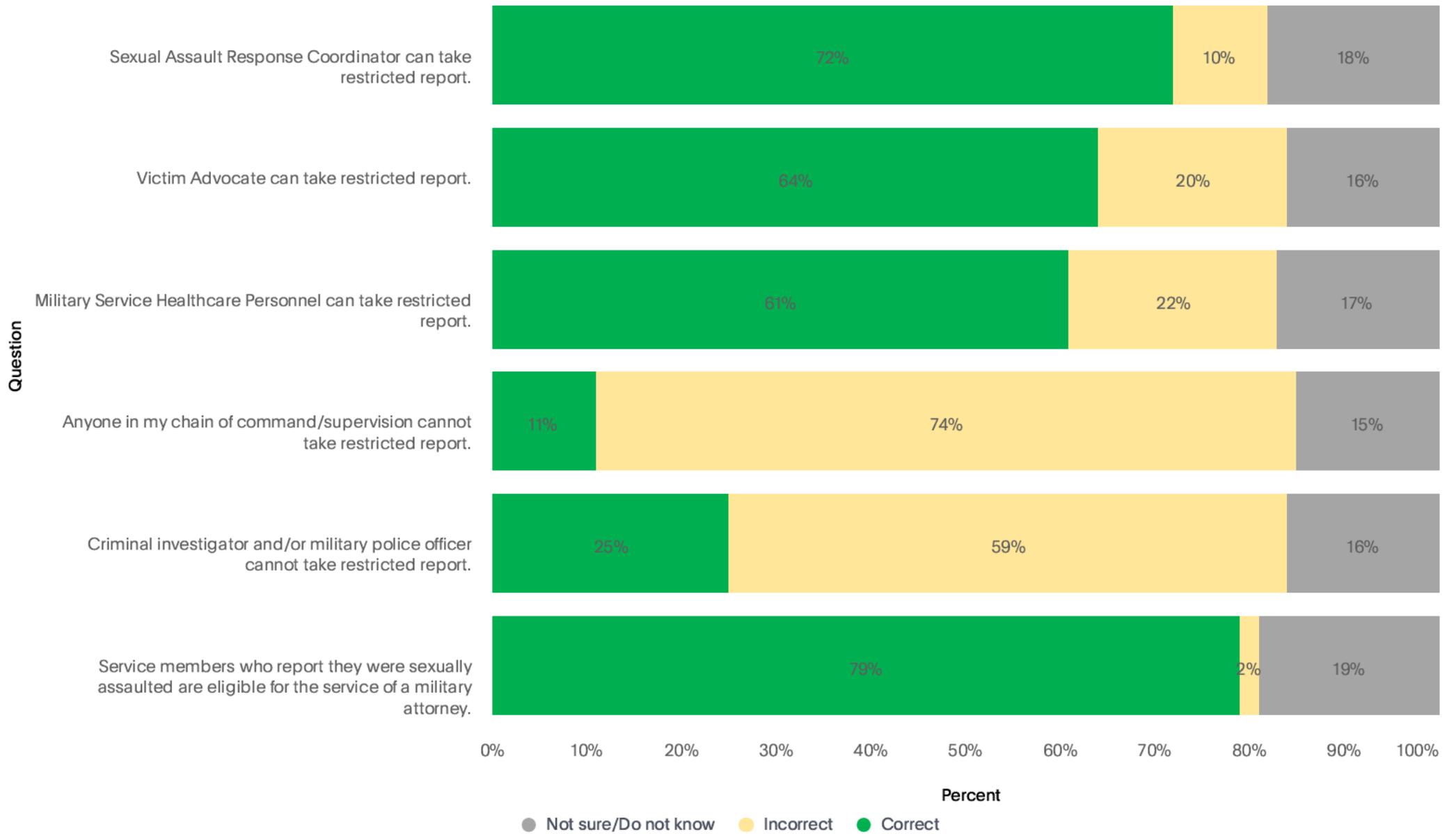
Knowledge of Suicide Ideation, Attempts & Death

I know someone in my organization who has...



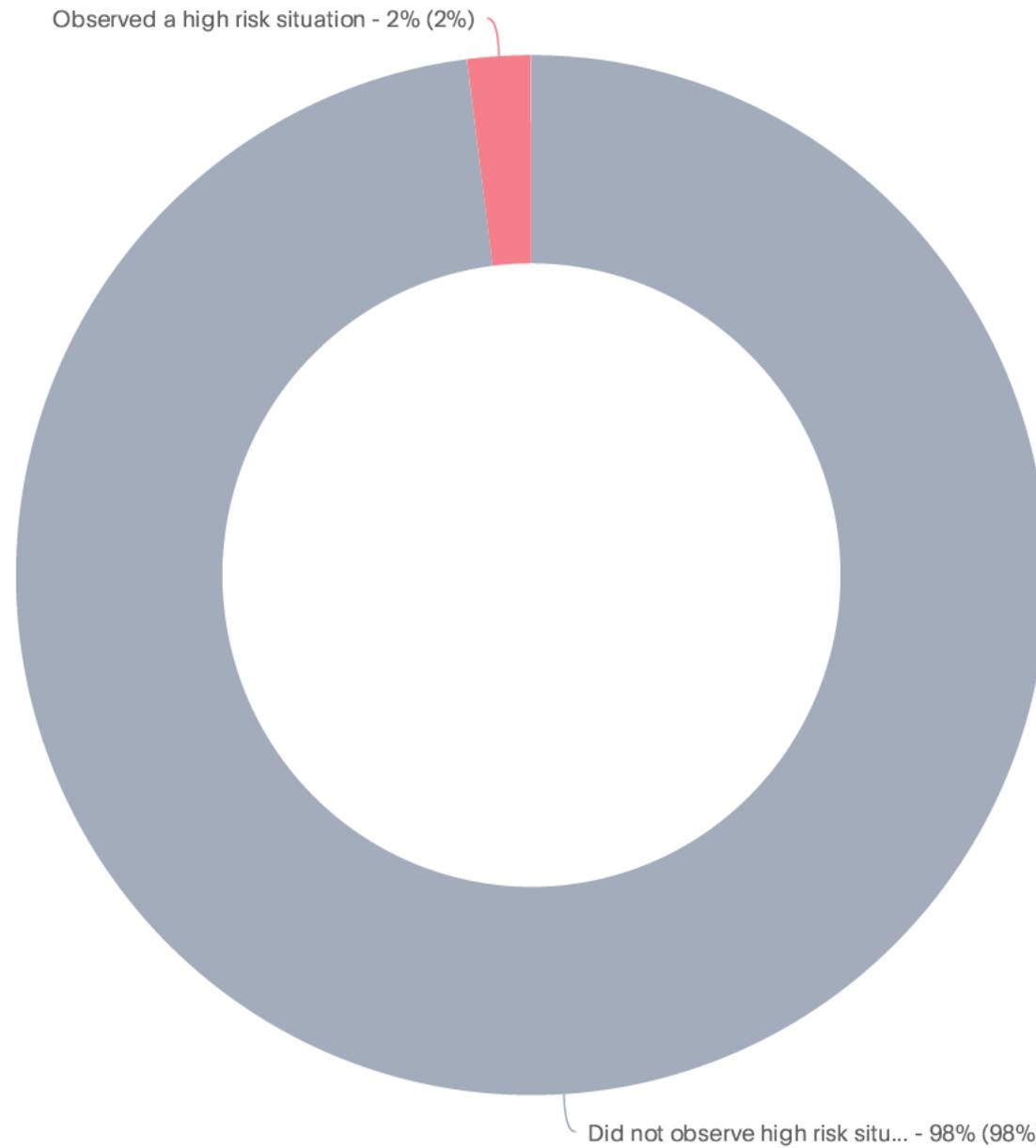
Sexual Assault Reporting Knowledge

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



Bystander Intervention

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

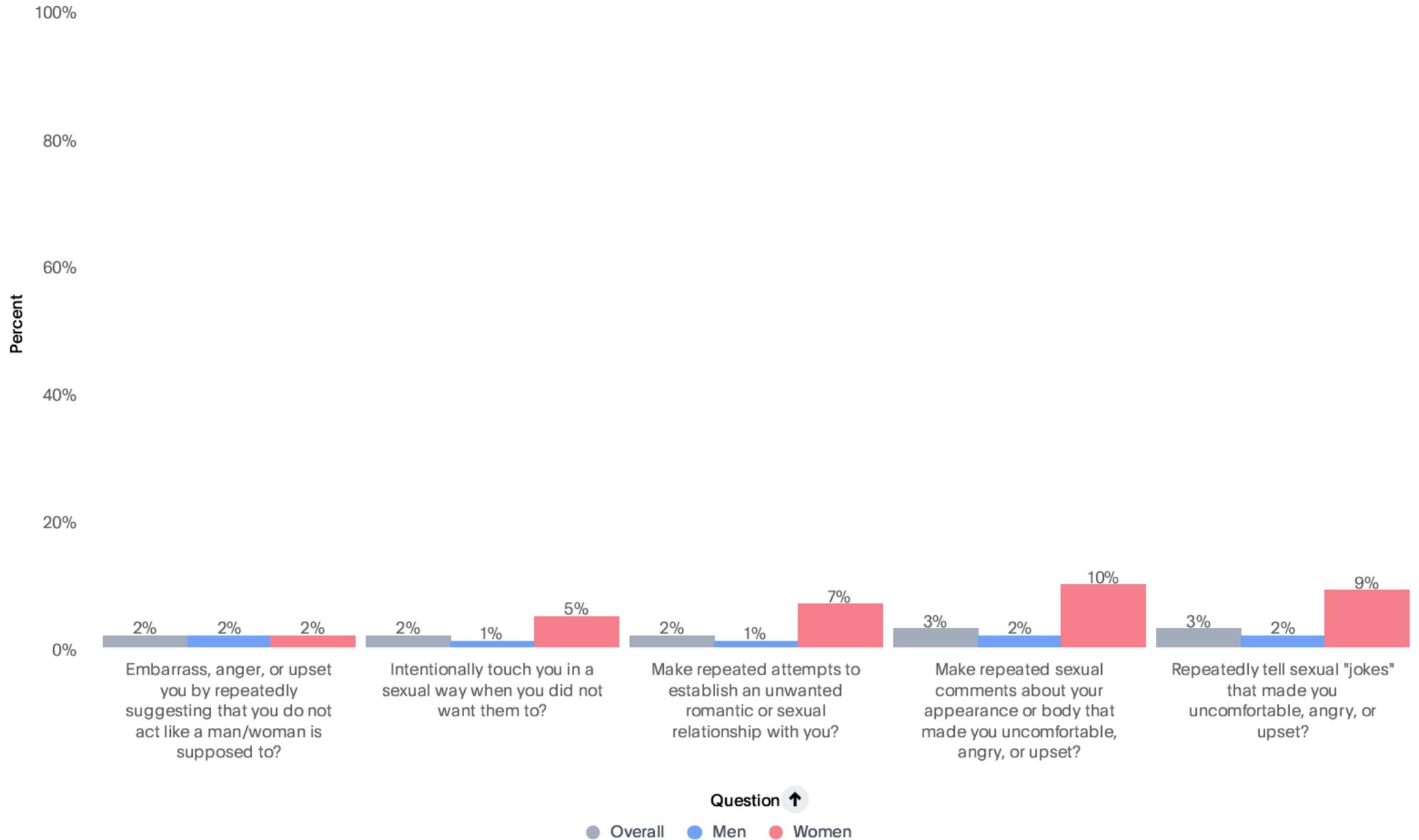
For those individuals who observed a high risk situation, they were asked to choose the response that most closely resembled their actions.

| 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

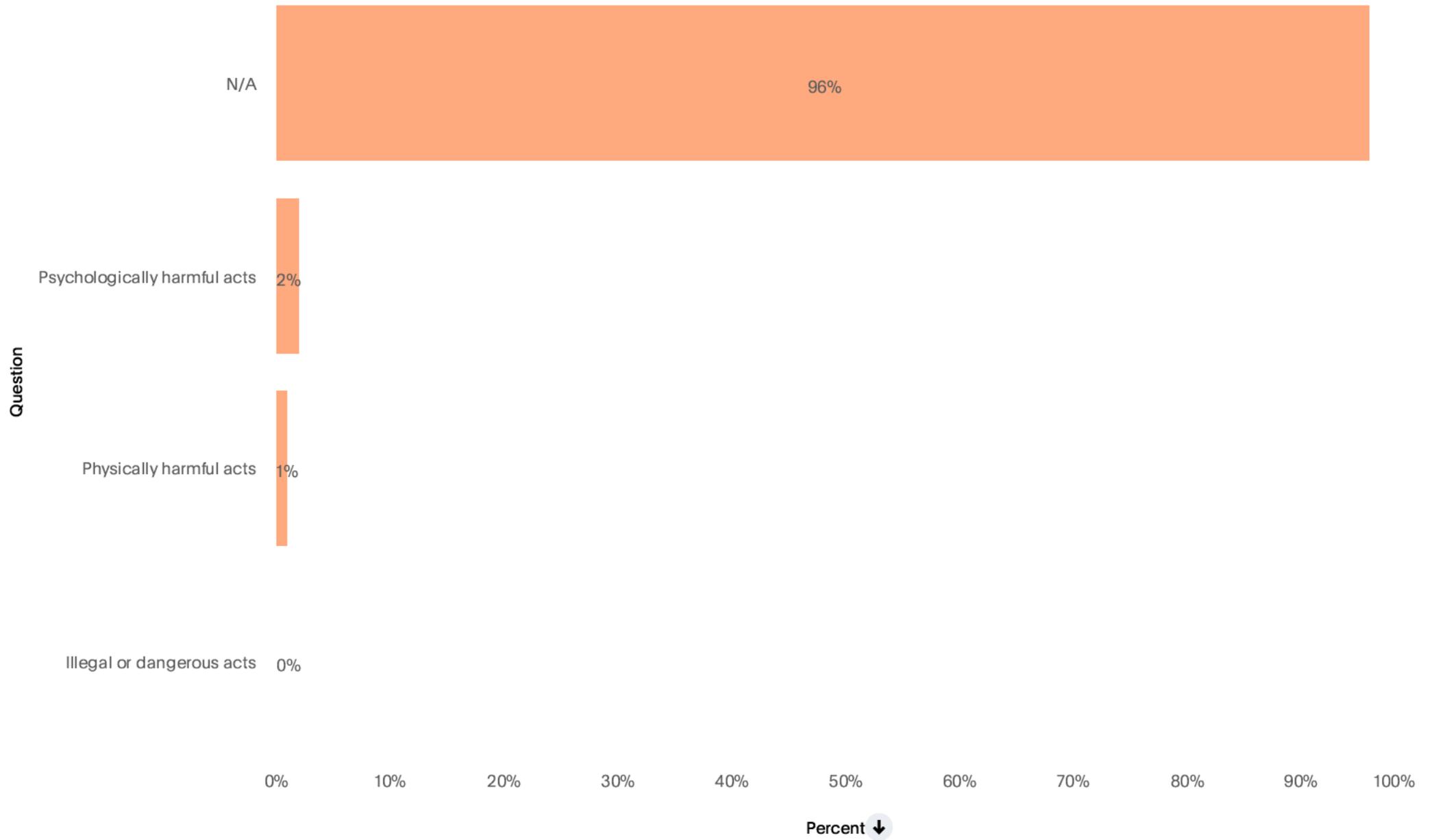
Unwanted Workplace Experiences

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.



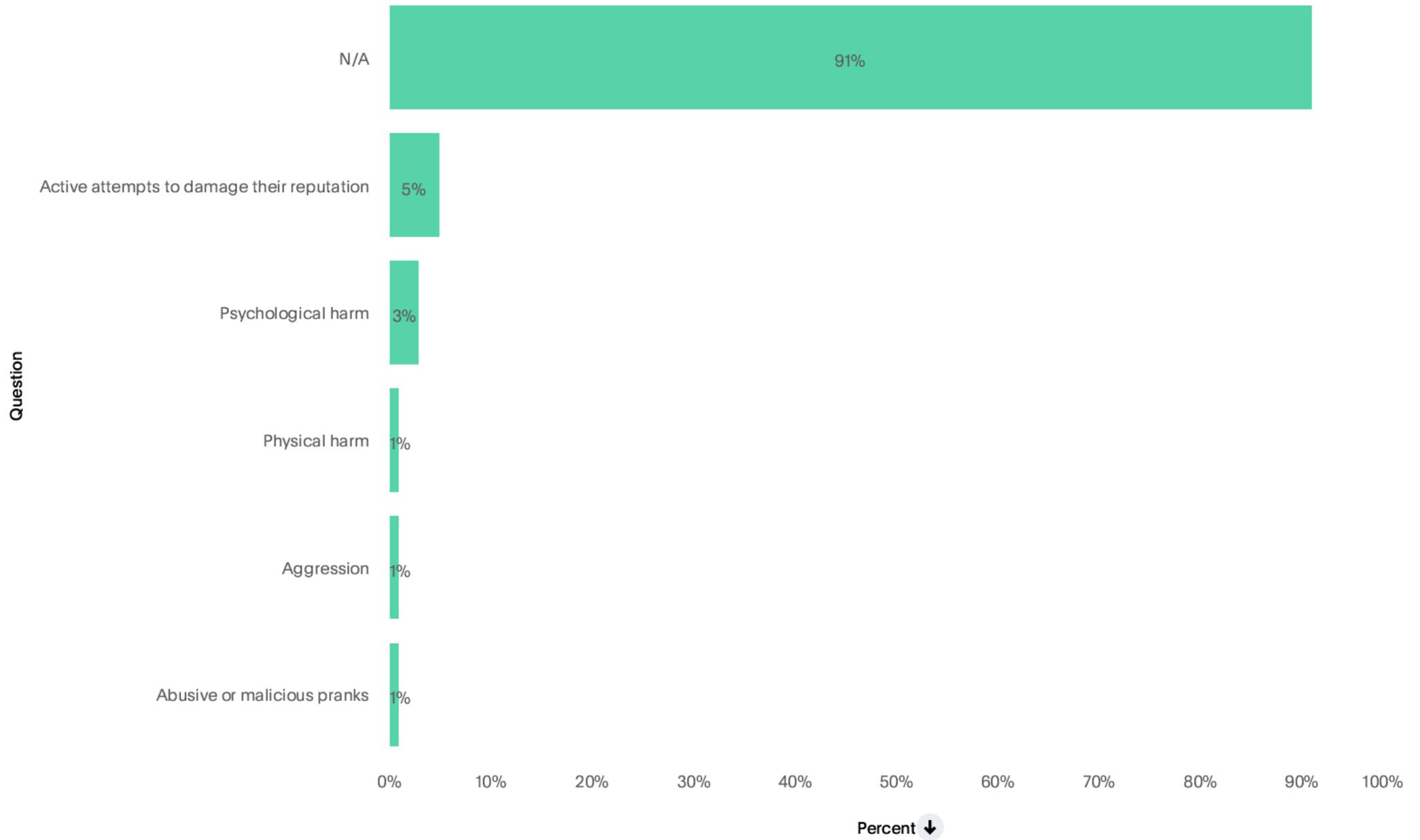
Hazing1337

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 | Sightly 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 | Sightly 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) |

EO/EEOP-51 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/EEOP-508 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.

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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>.

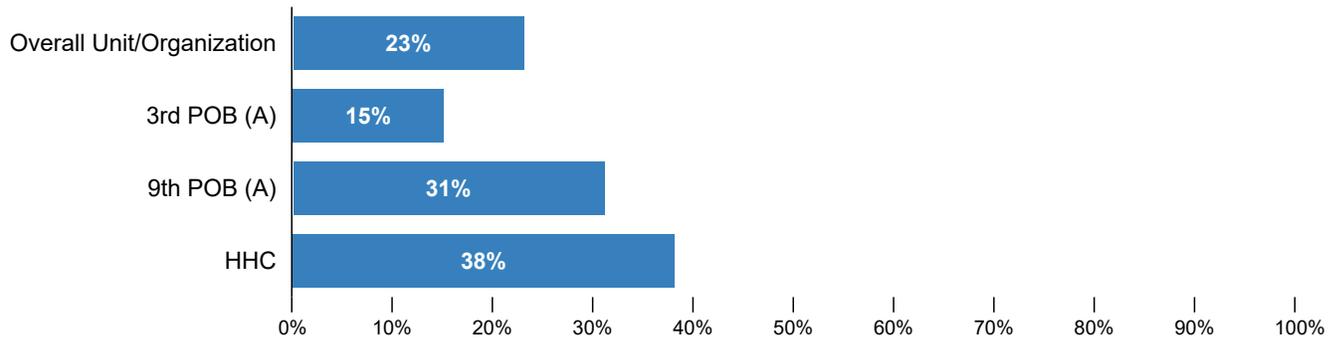
Contact Information

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

- deocs@datarecognitioncorp.com
- 1-833-867-5674

SUMMARY

Response Rates

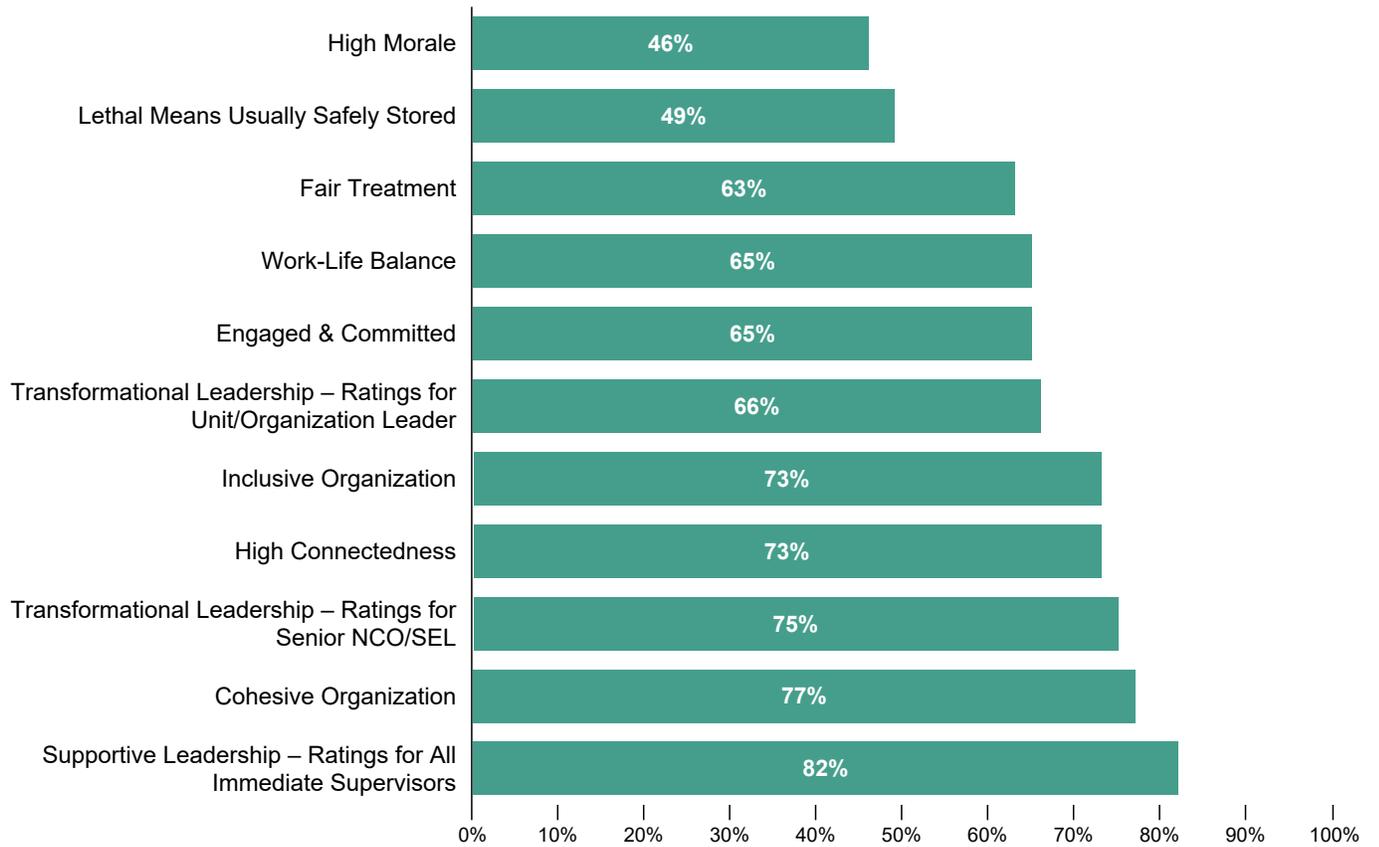


| Group Name | Participants Registered | Surveys Returned | Response Rate |
|---------------------------|-------------------------|------------------|---------------|
| Overall Unit/Organization | 819 | 192 | 23% |
| 3rd POB (A) | 452 | 67 | 15% |
| 9th POB (A) | 216 | 67 | 31% |
| HHC | 151 | 57 | 38% |

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.

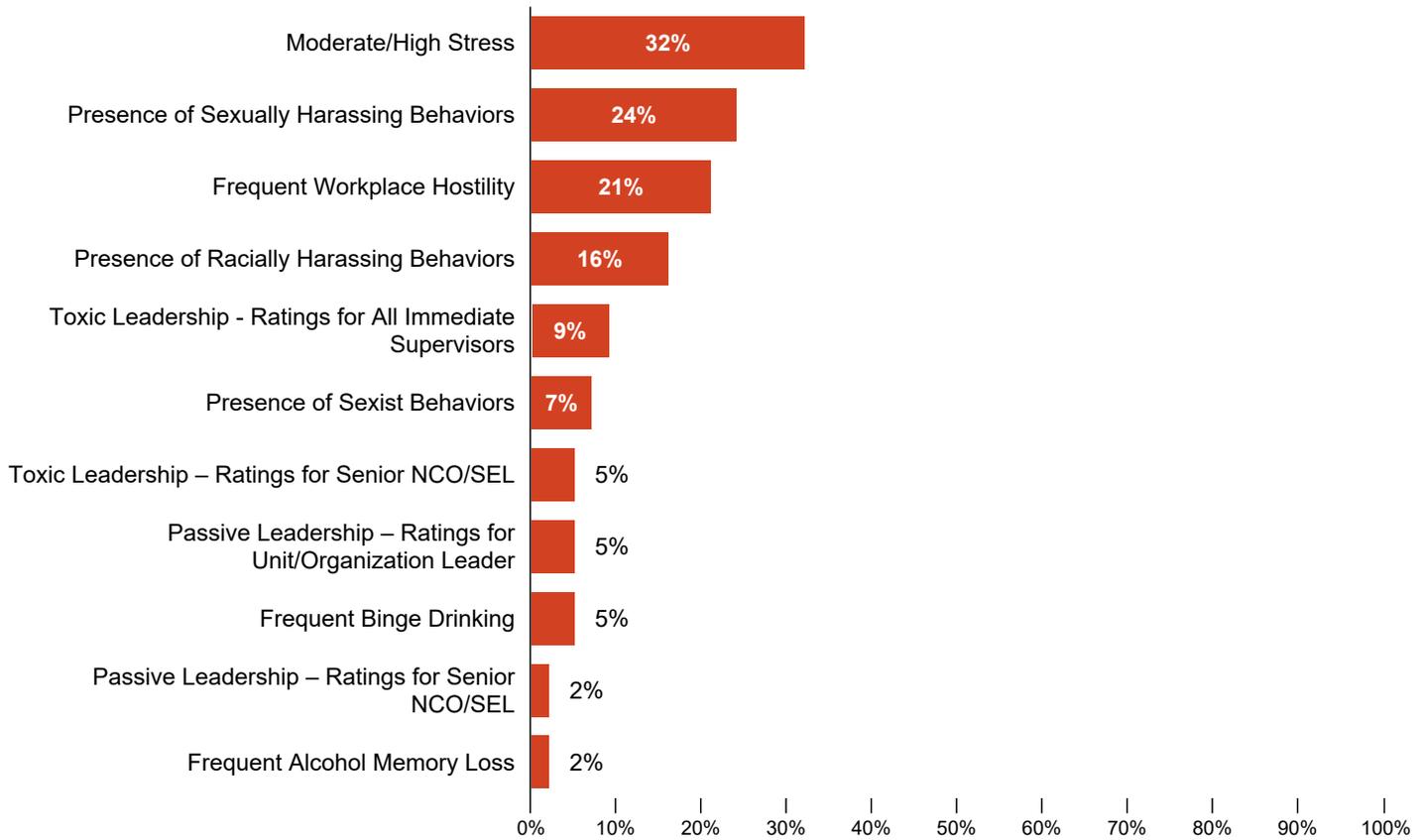
Protective Factors - Favorable Ratings

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.

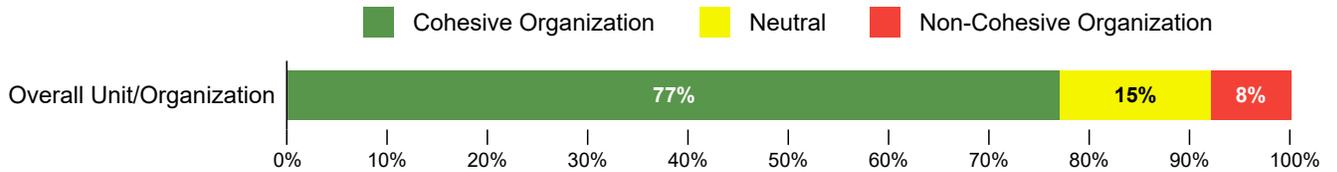


PROTECTIVE FACTORS

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.

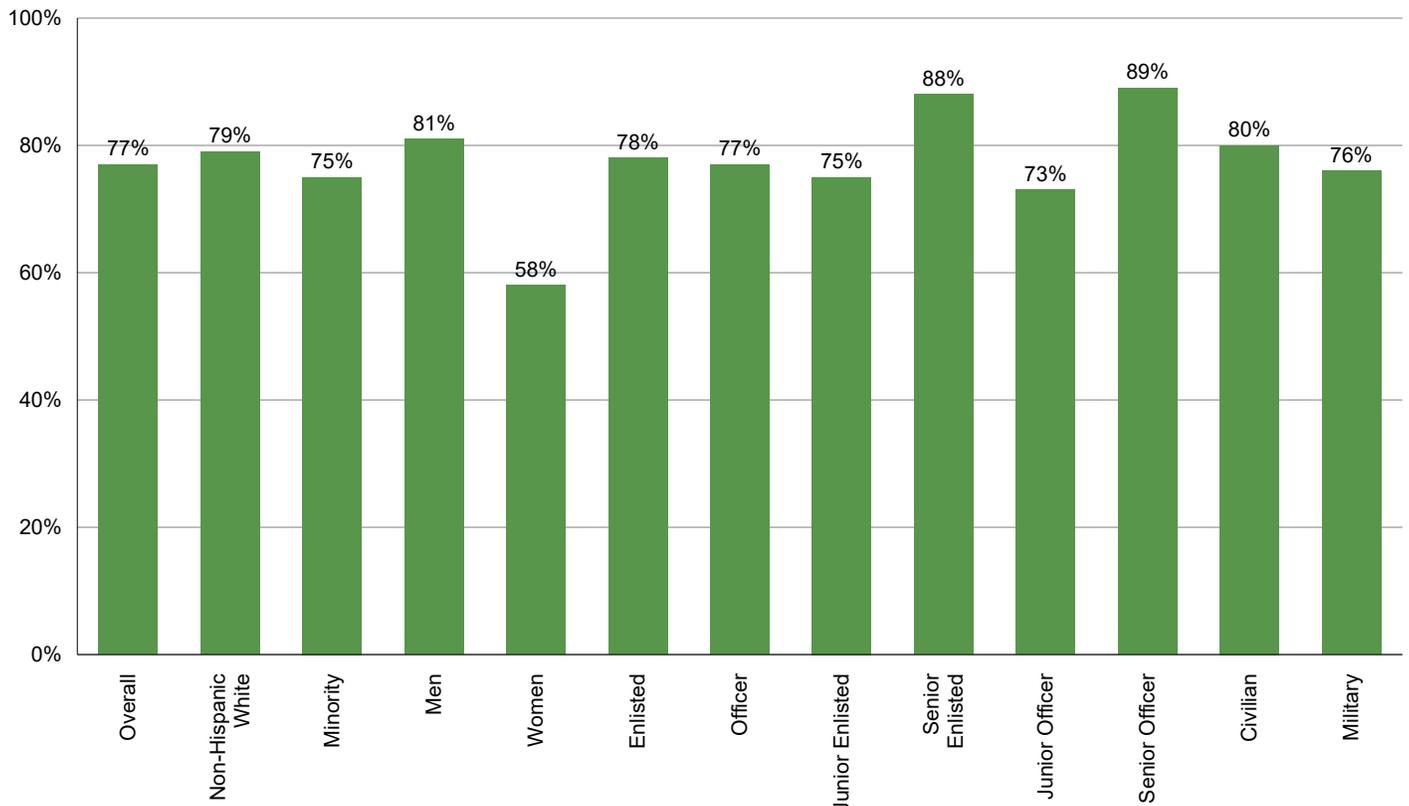
Cohesion

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.



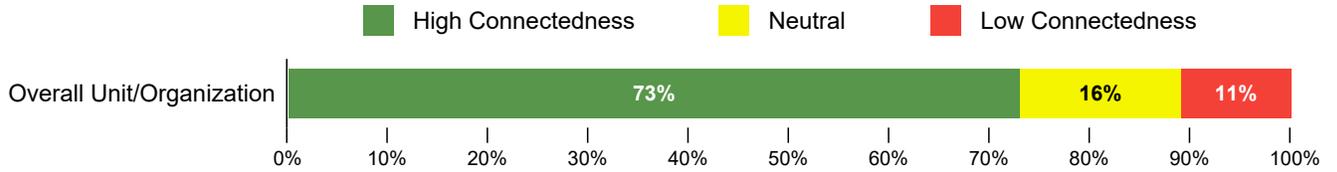
Cohesion Item Summary

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% | |

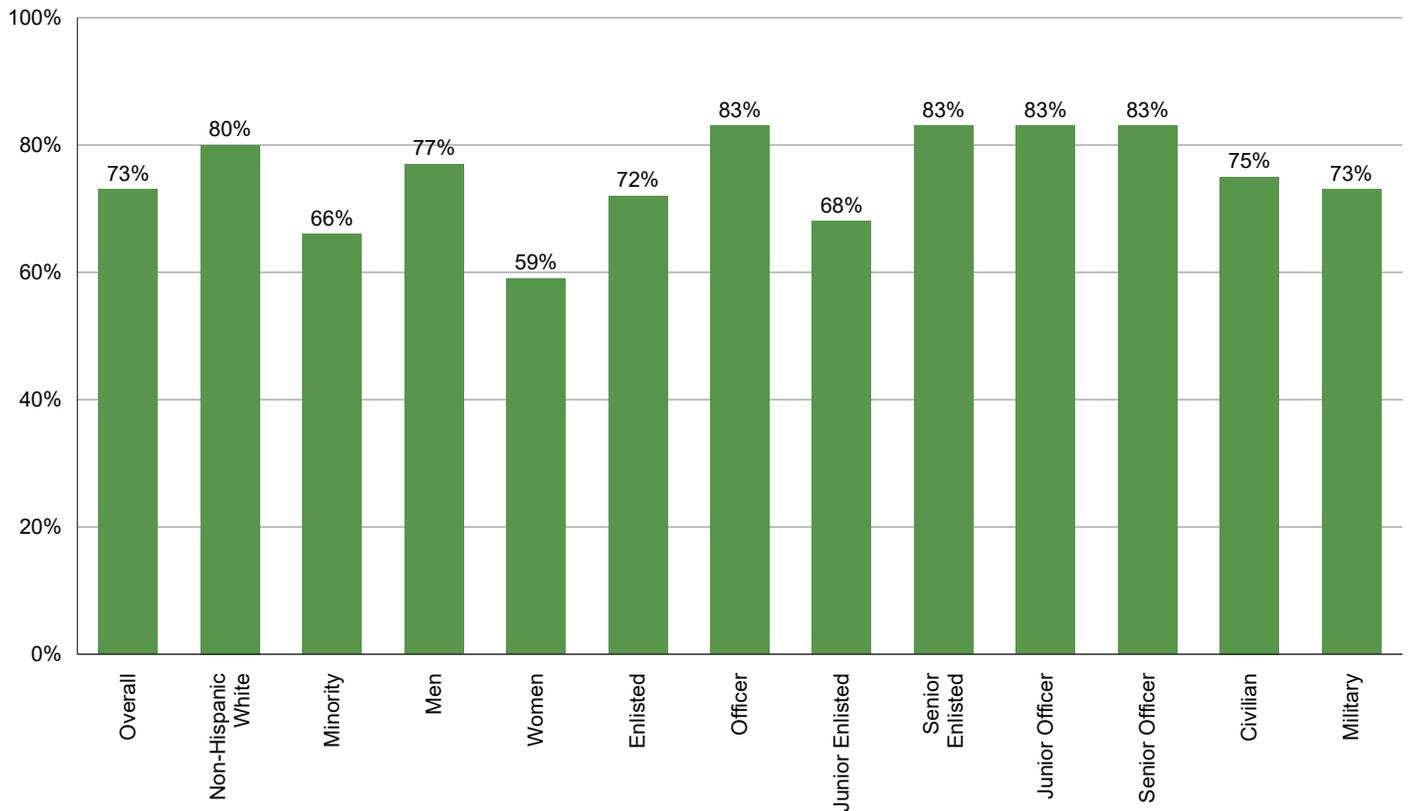
Connectedness

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

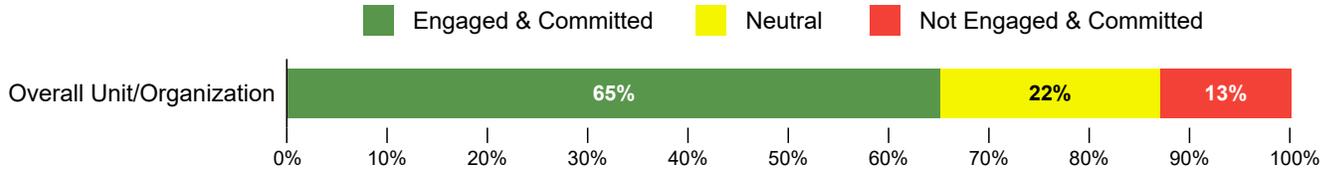
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

* 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 like 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) |
| | 11% | 16% | 73% | | | |

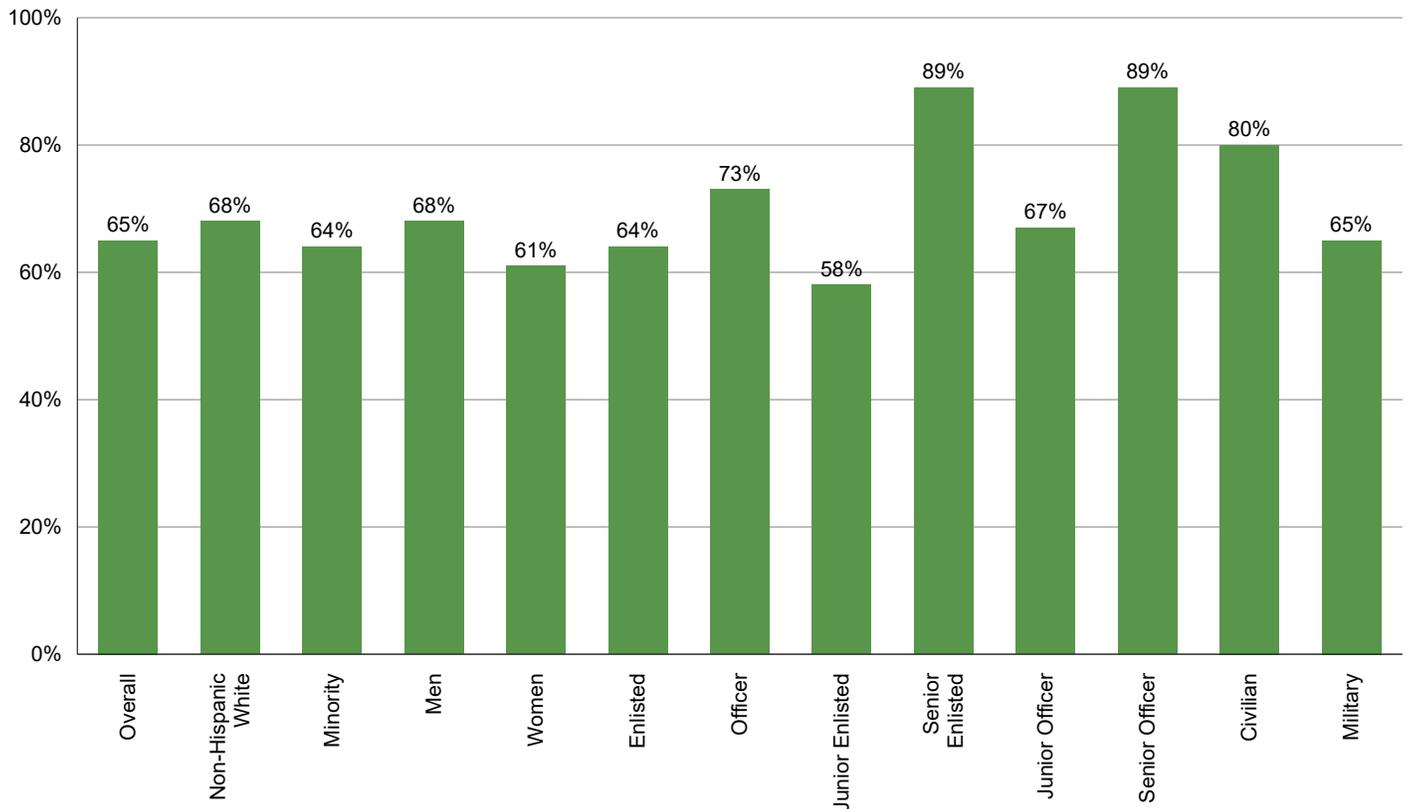
Engagement & Commitment

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.



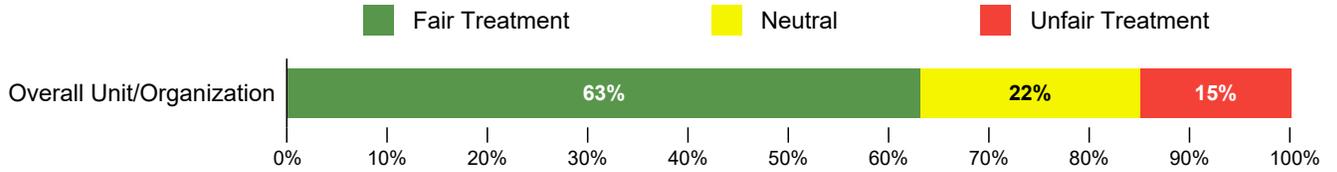
Engagement & Commitment Item Summary

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) |
| | 13% | 22% | 65% | | | |

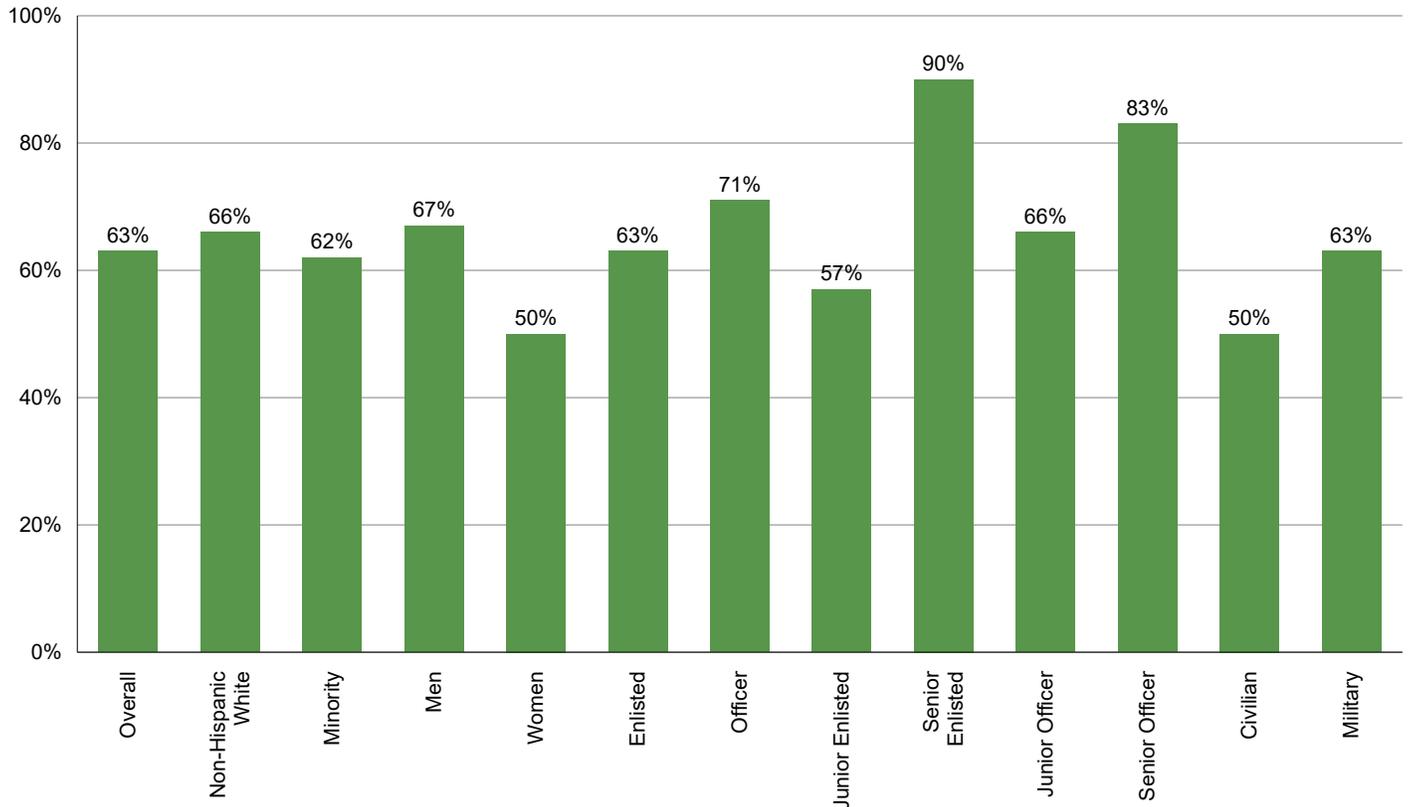
Fairness

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.



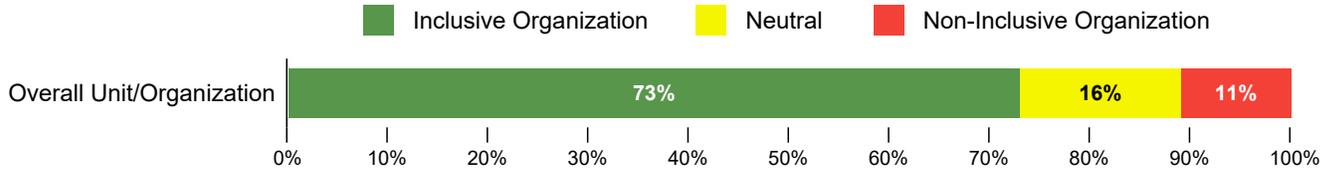
Fairness Item Summary

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) |
| | 15% | 22% | 63% | | | |

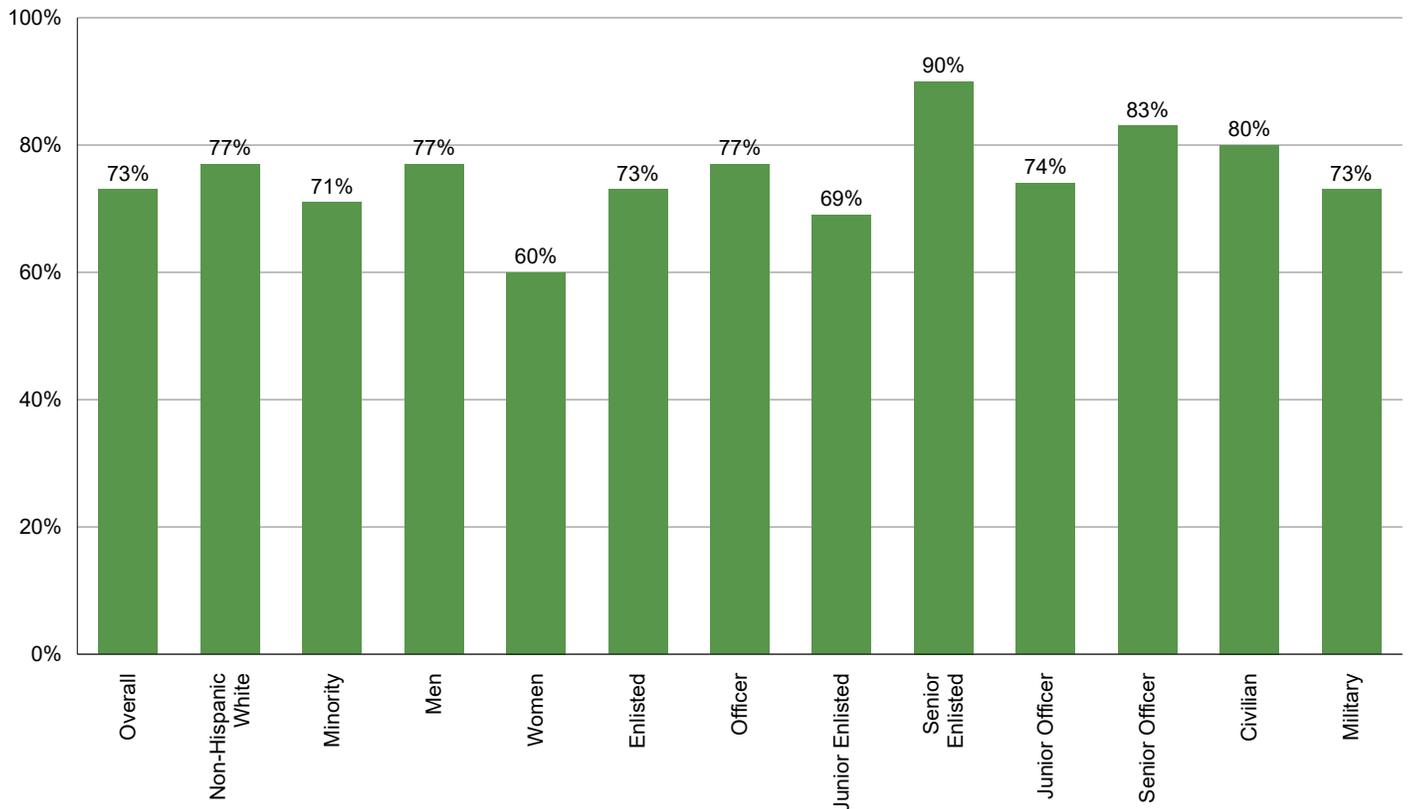
Inclusion

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.



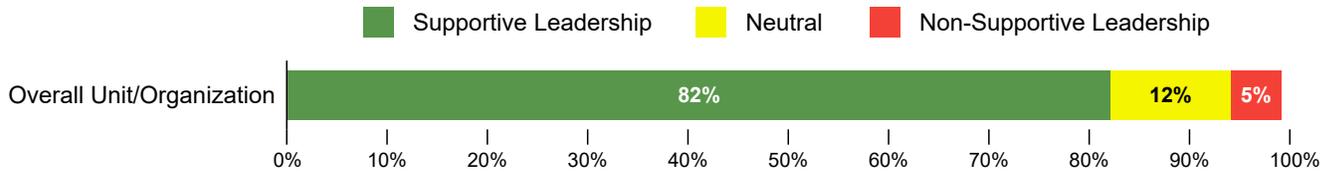
Inclusion Item Summary

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) |
| | 11% | 16% | 73% | | | |

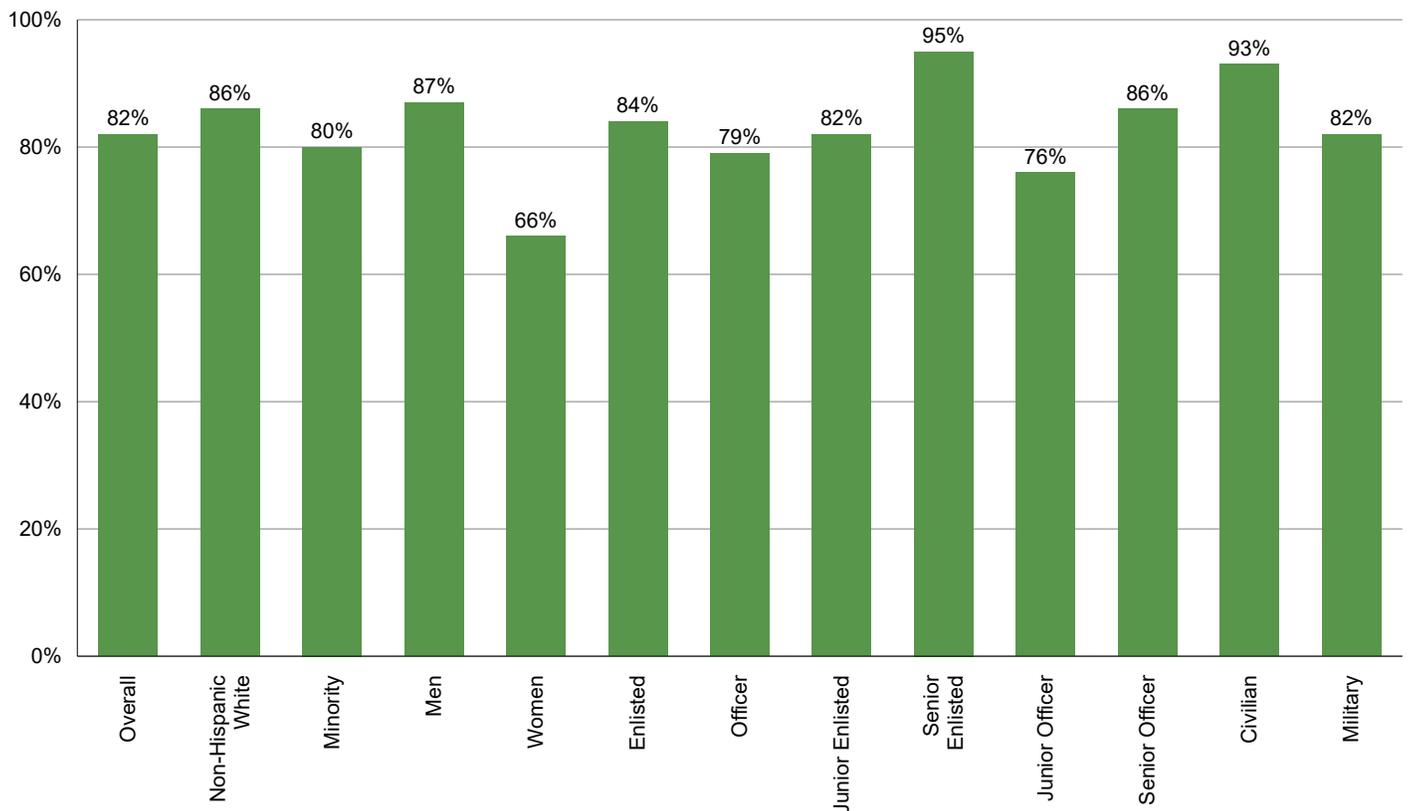
Leadership Support – Ratings for All Immediate Supervisors

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.



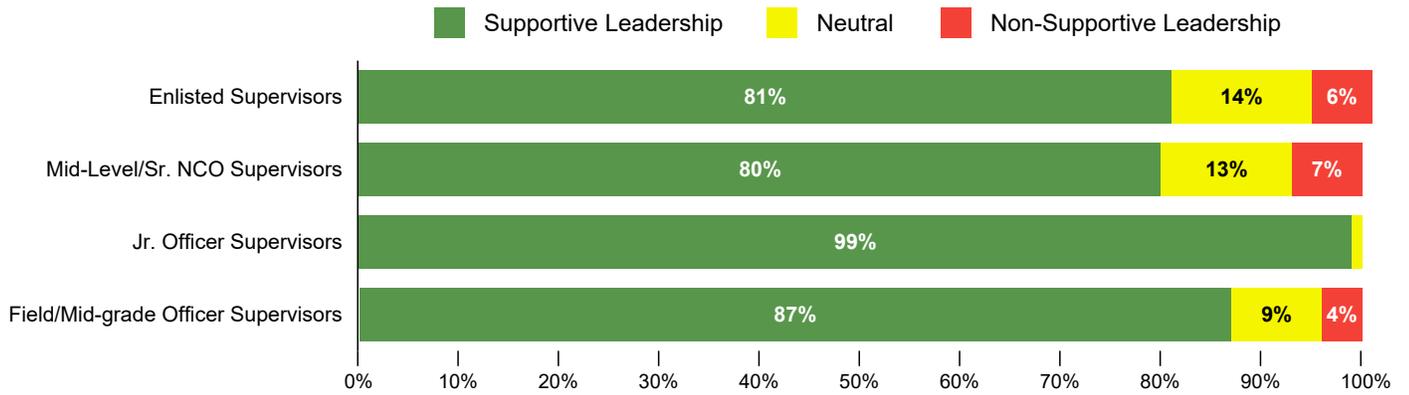
Leadership Support – Ratings for All Immediate Supervisors Item Summary

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) |
| | 5% | | 12% | 82% | | |

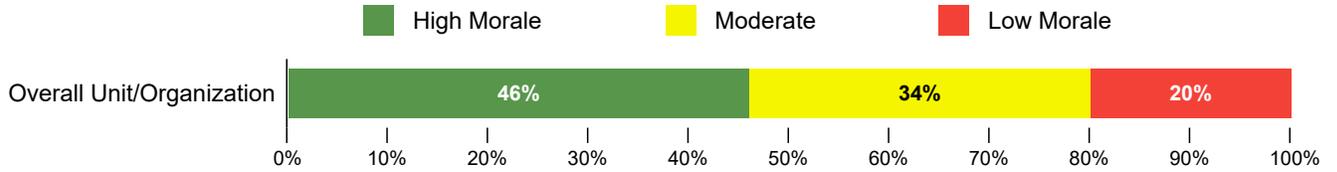
Leadership Support – Ratings by Paygrade of Immediate Supervisor

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.



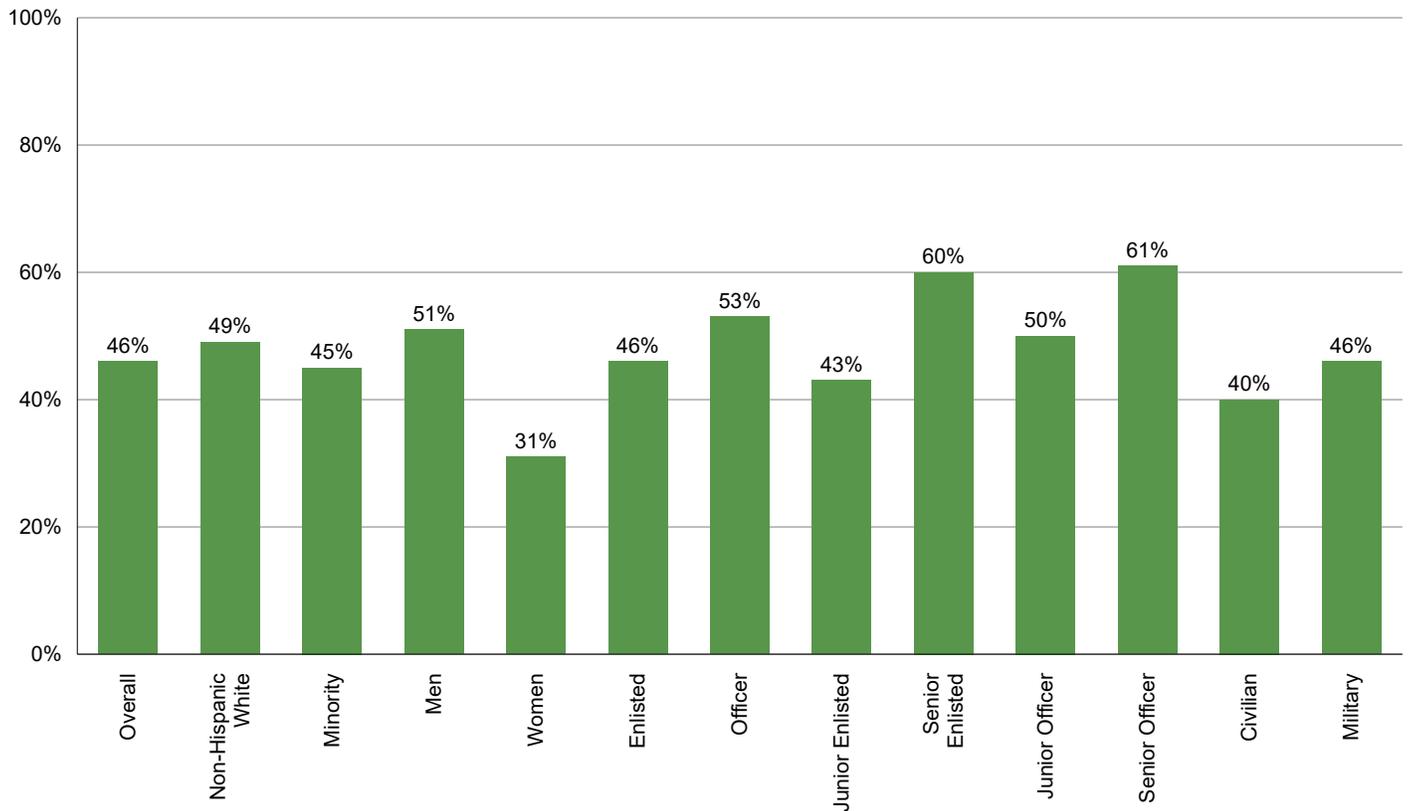
Morale

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.



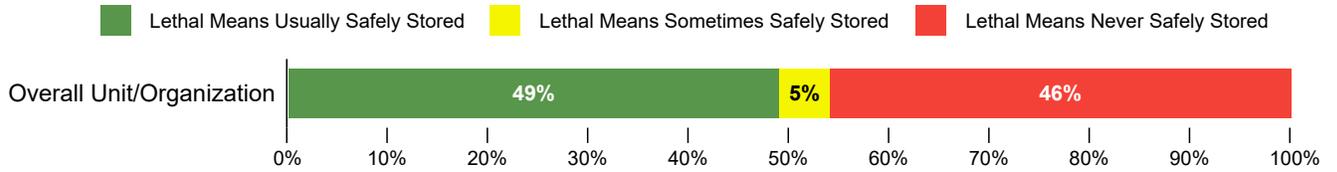
Morale Item Summary

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) |
| | 20% | | 34% | 46% | | |

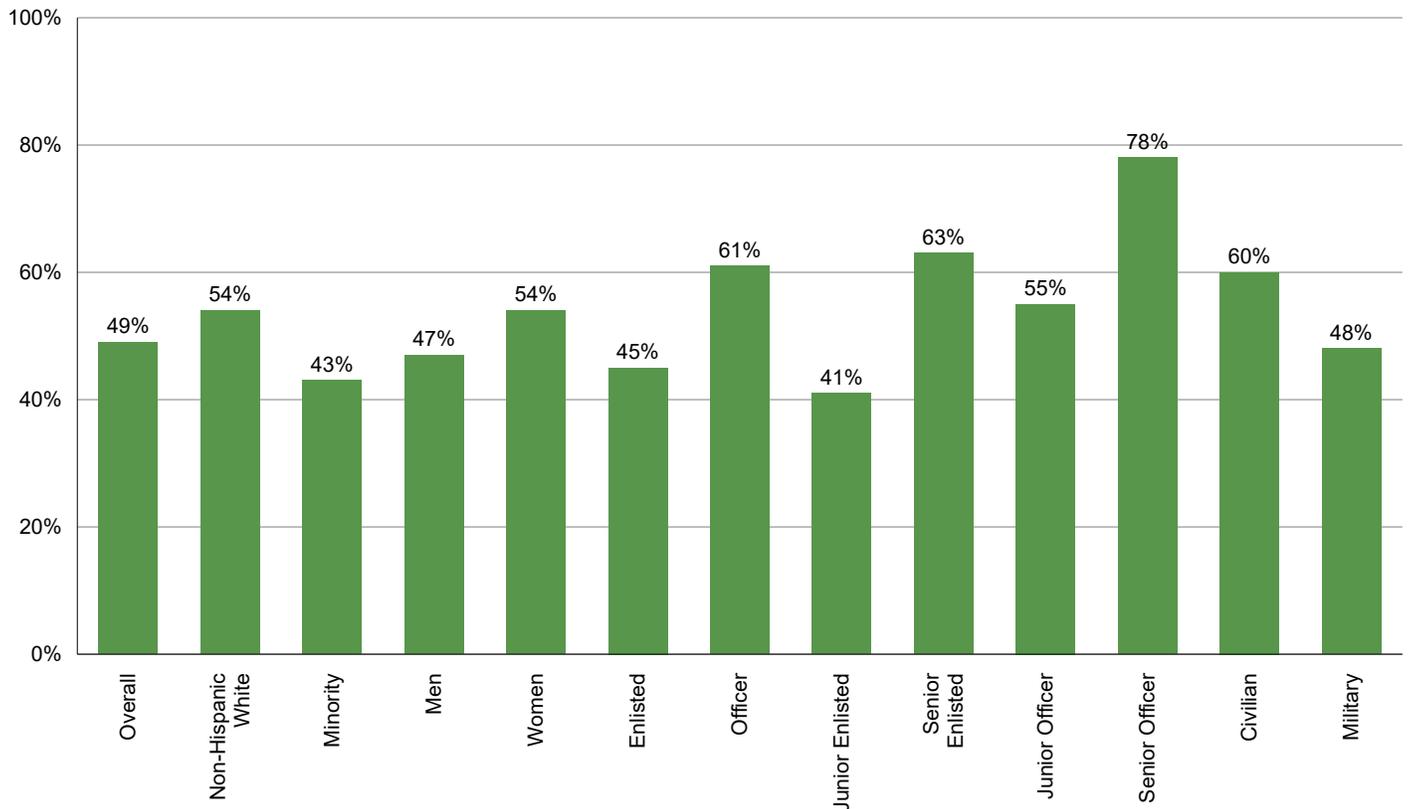
Safe Storage for Lethal Means

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.



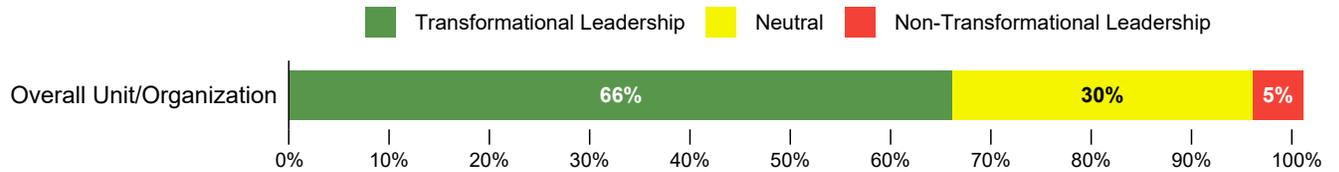
Safe Storage for Lethal Means Item Summary

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) |
| | 46% | 5% | | 49% | | |

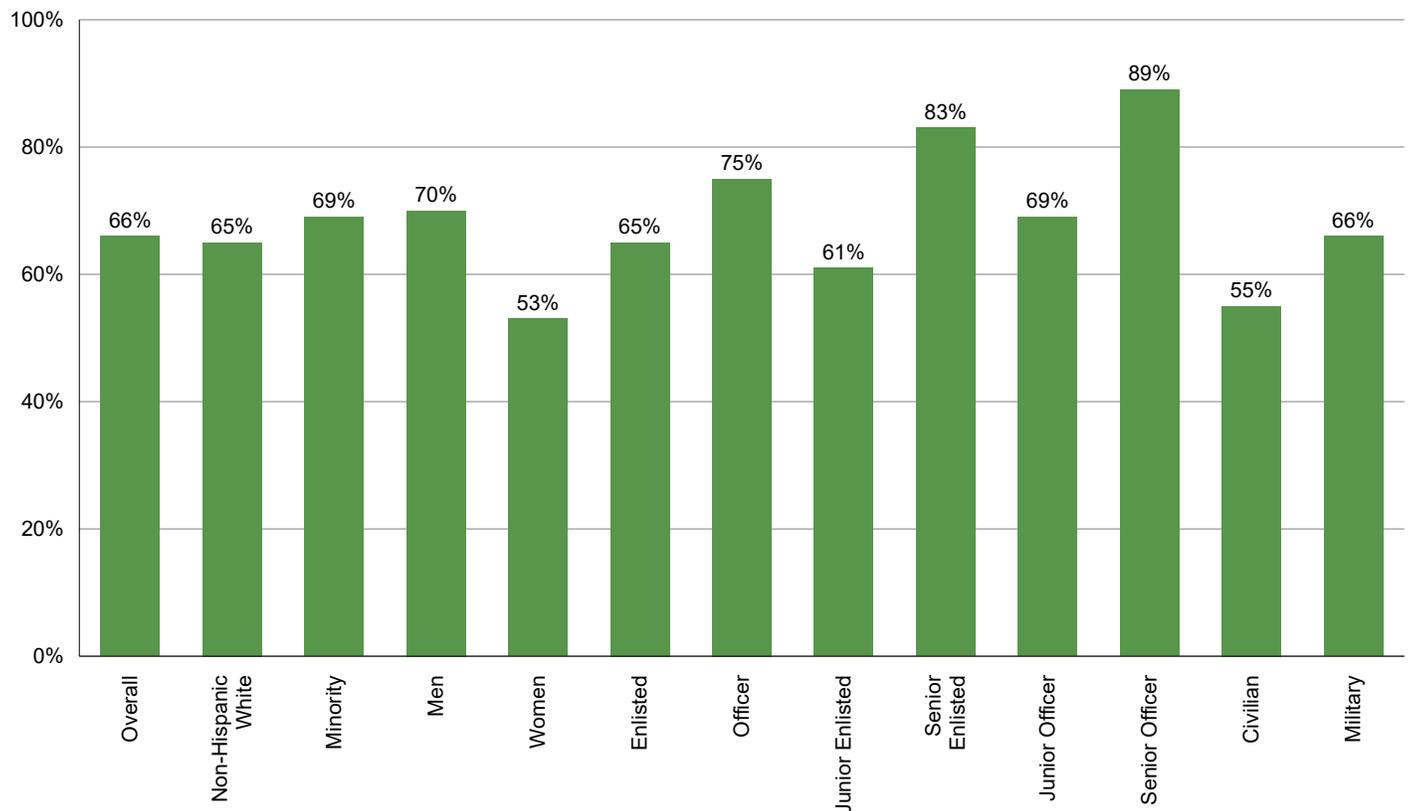
Transformational Leadership – Ratings for Unit/Organization Leader

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.



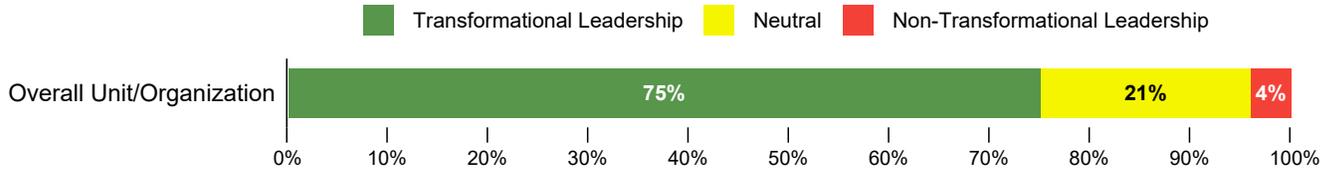
Transformational Leadership - Ratings for Unit/Organization Leader Item Summary

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) |
| | 5% | | 30% | 66% | | |

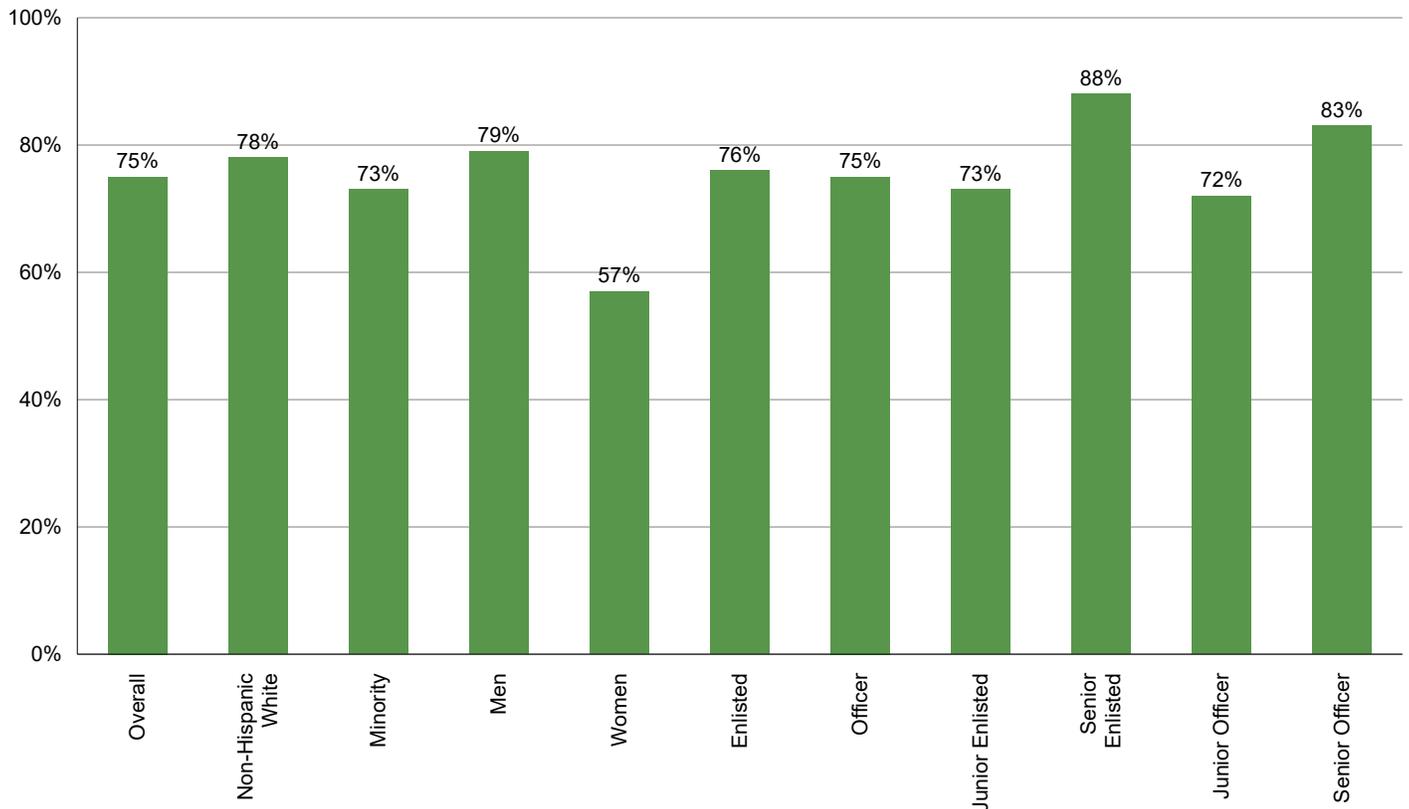
Transformational Leadership – Ratings for Senior NCO/SEL

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.



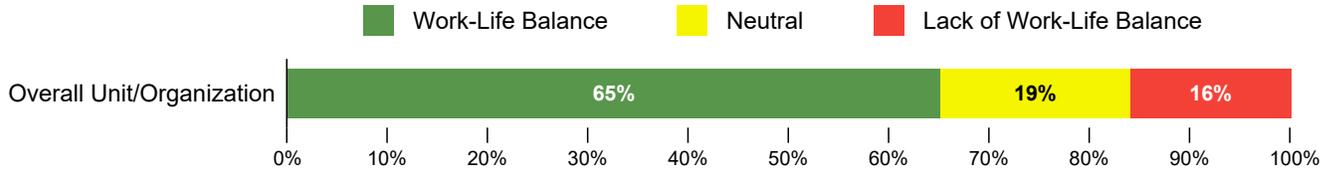
Transformational Leadership – Ratings for Senior NCO/SEL Item Summary

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% | | |

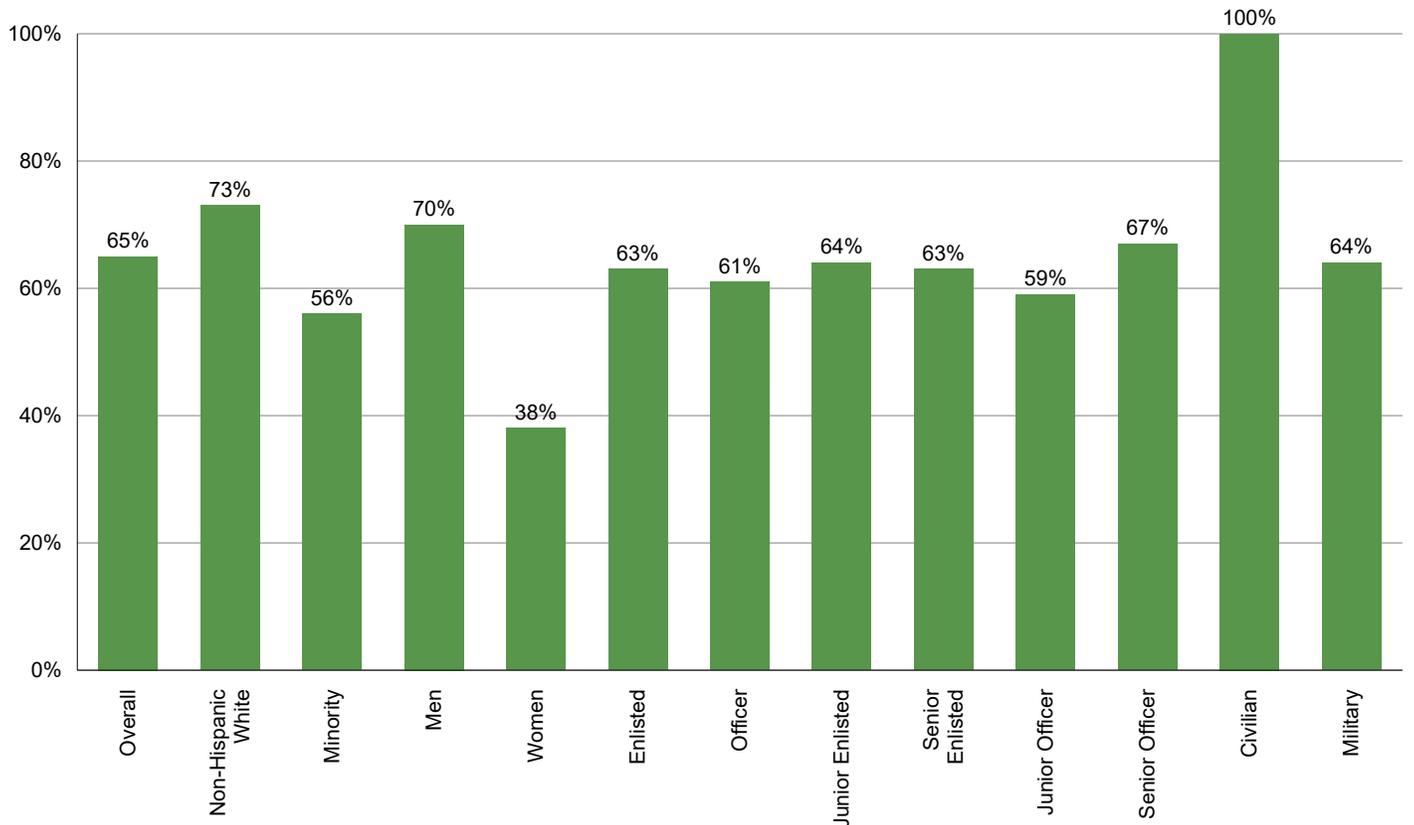
Work-Life Balance

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.

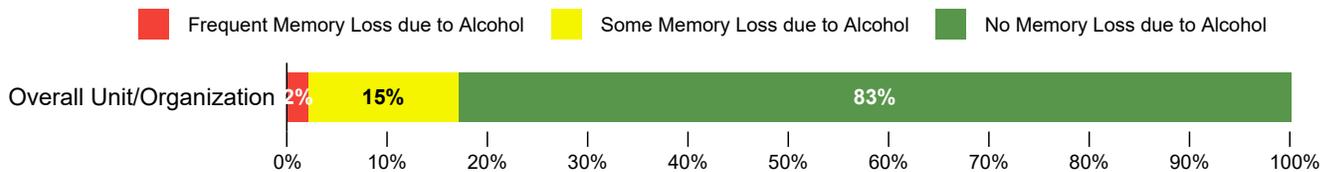
| Question | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Total |
|-----------------------------------------------------------------------------------------------------|-------------------|----------|----------------------------|----------|----------------|------------|
| 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) |
| | 16% | | 19% | 65% | | |

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.

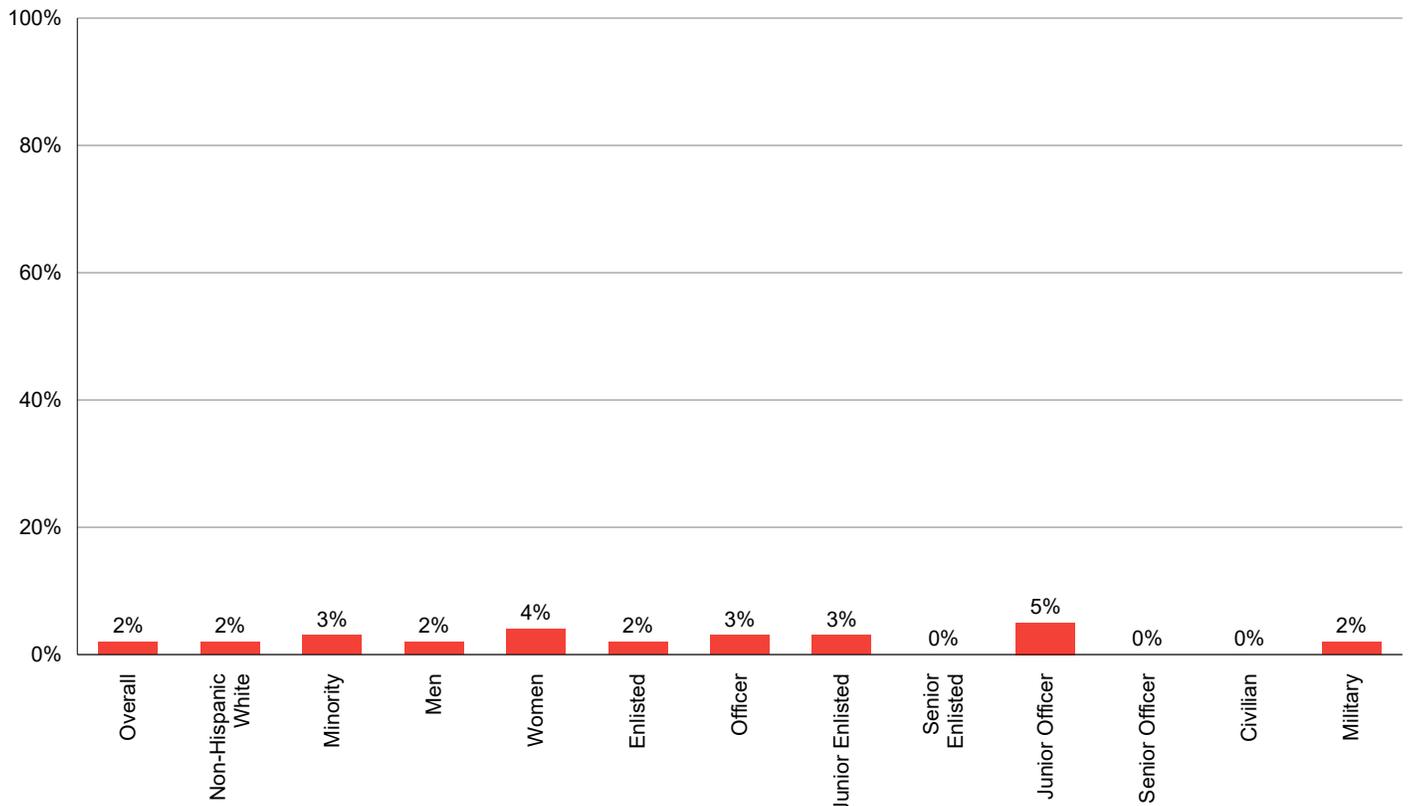
Alcohol Impairing Memory

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.



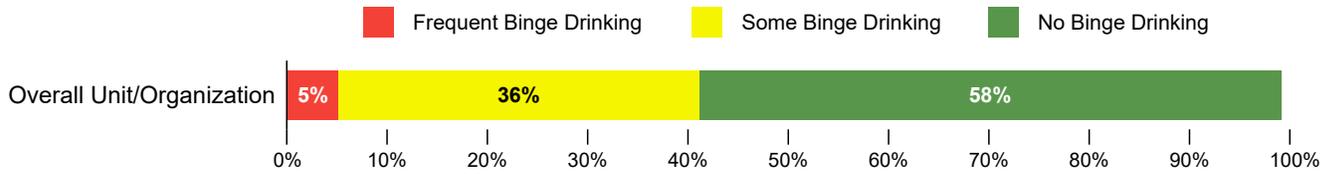
Alcohol Impairing Memory Item Summary

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% | | |

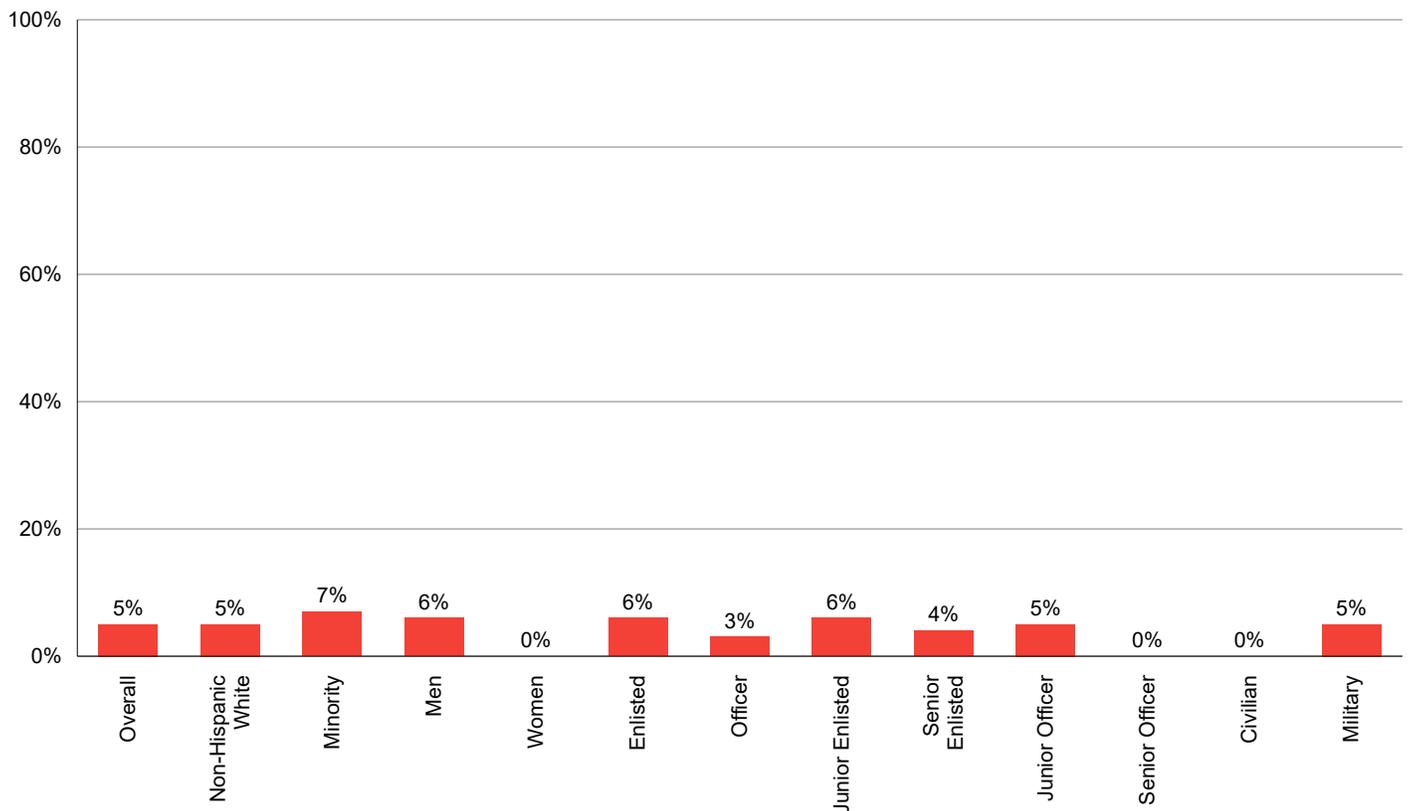
Binge Drinking

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.



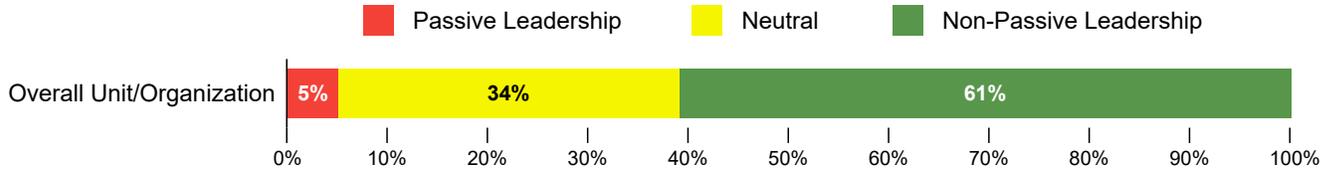
Binge Drinking Item Summary

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) |
| | 58% | 36% | | 5% | | |

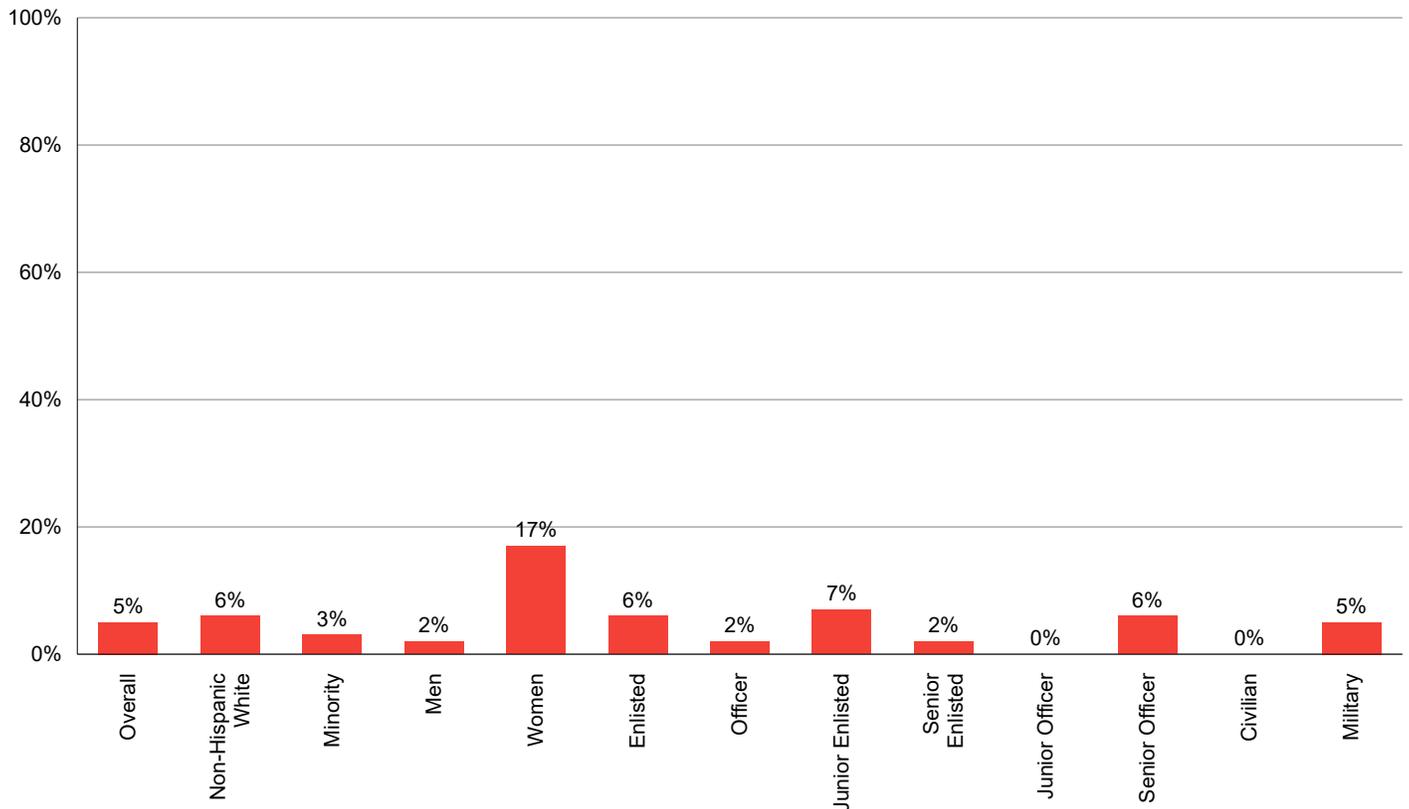
Passive Leadership - Ratings for Unit/Organization Leader

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.



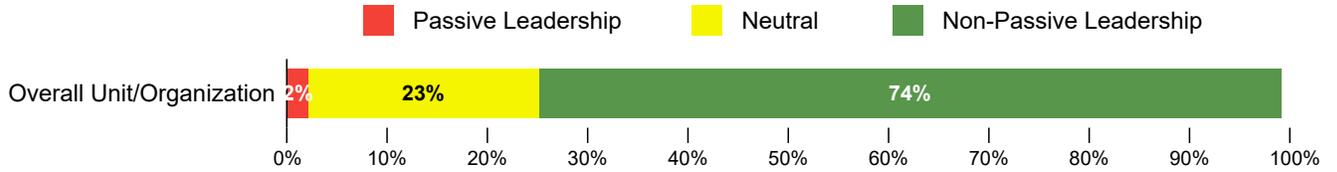
Passive Leadership - Ratings for Unit/Organization Leader Item Summary

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) |
| | 5% | | 34% | 61% | | |

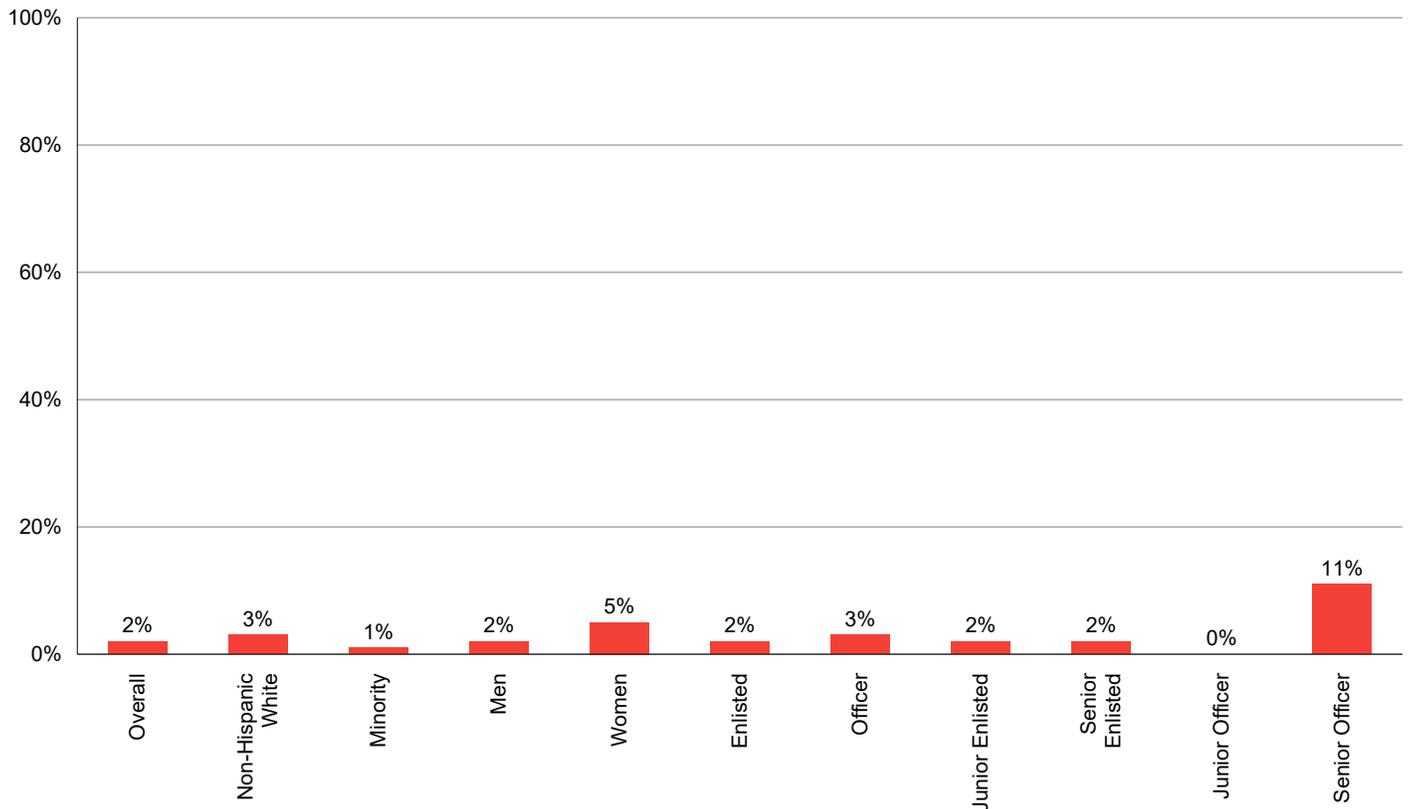
Passive Leadership - Ratings for Senior NCO/SEL

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

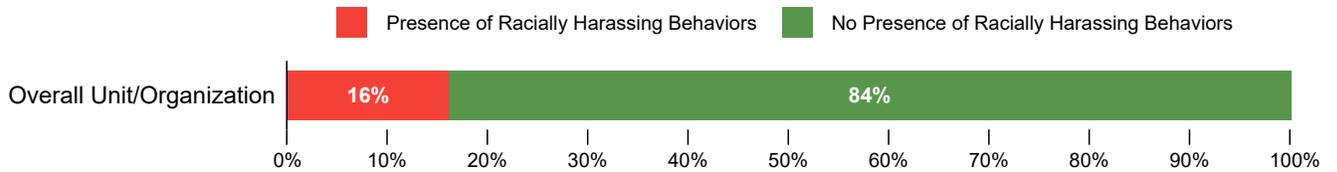
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

| 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) |
| | 2% | | 23% | 74% | | |

Racially Harassing Behaviors

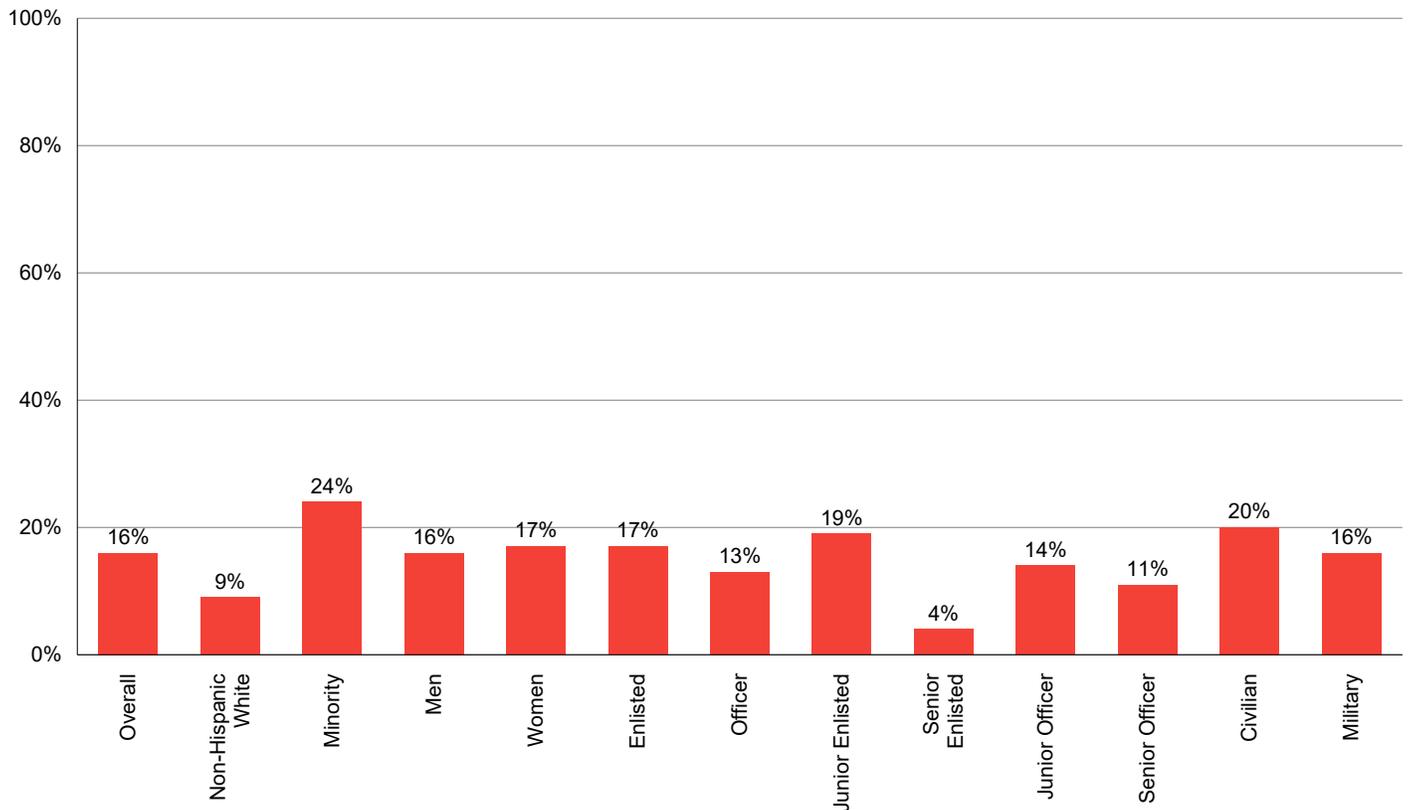
This factor measures unwelcome or offensive experiences of individuals based on their race, color, religion, and/or national origin that occurred over the past three months. These behaviors create a workplace that is intimidating, hostile, offensive, or unreasonably intrusive for individuals in protected 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."

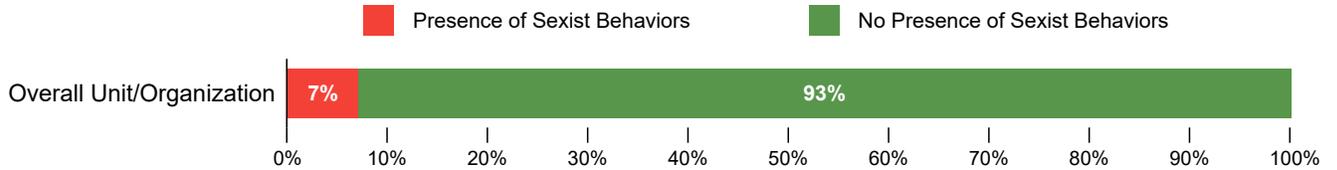
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

| 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

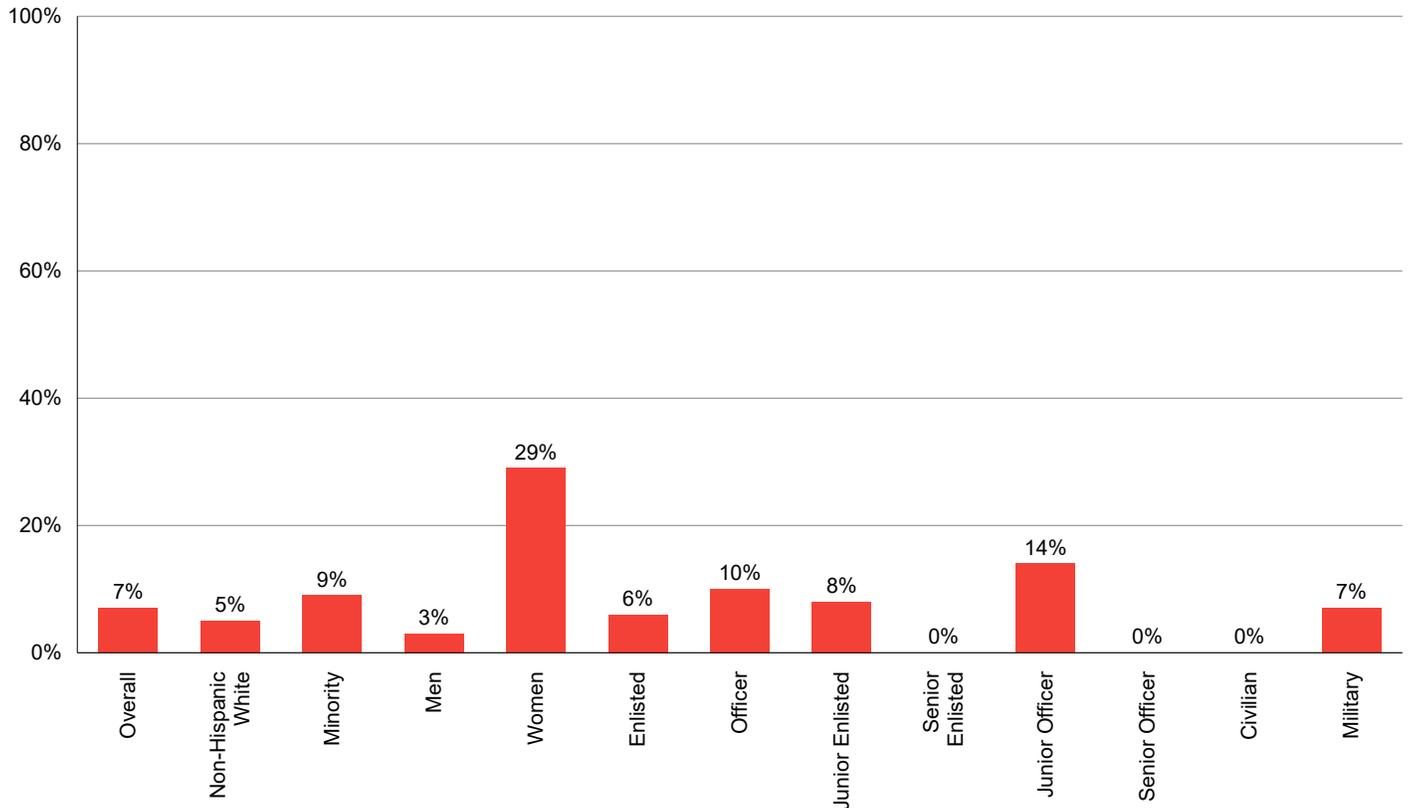
This factor measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender that occurred over the past three months. Sexist behaviors also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the perceived 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."

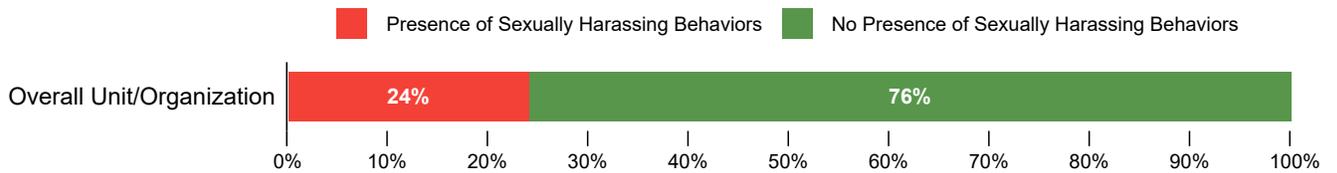
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

| 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

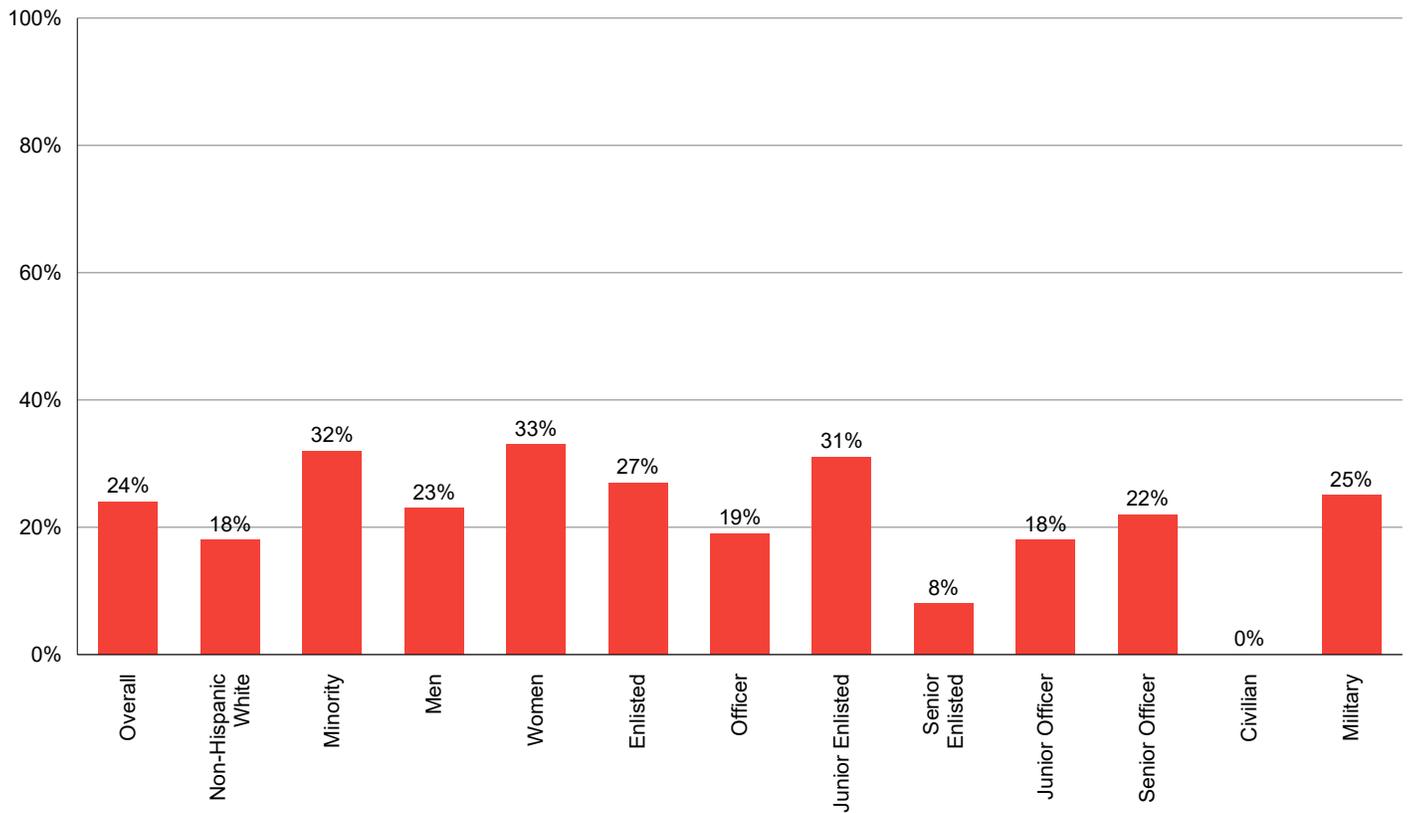
This factor measures unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature that occurred over the past three months. These behaviors are similar to DoD’s policy definition of sexual harassment, but it is important to note the policy definition requires 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

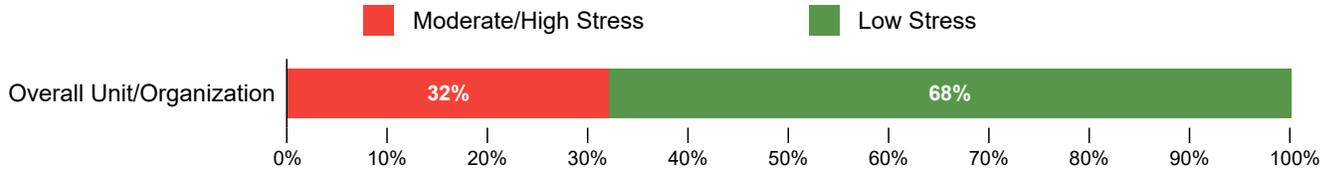
This factor is calculated based on how each individual responded to the set of questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If participants reported experiencing any behavior *Rarely*, *Sometimes*, or *Often*, they are included in the percent 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% | | | |

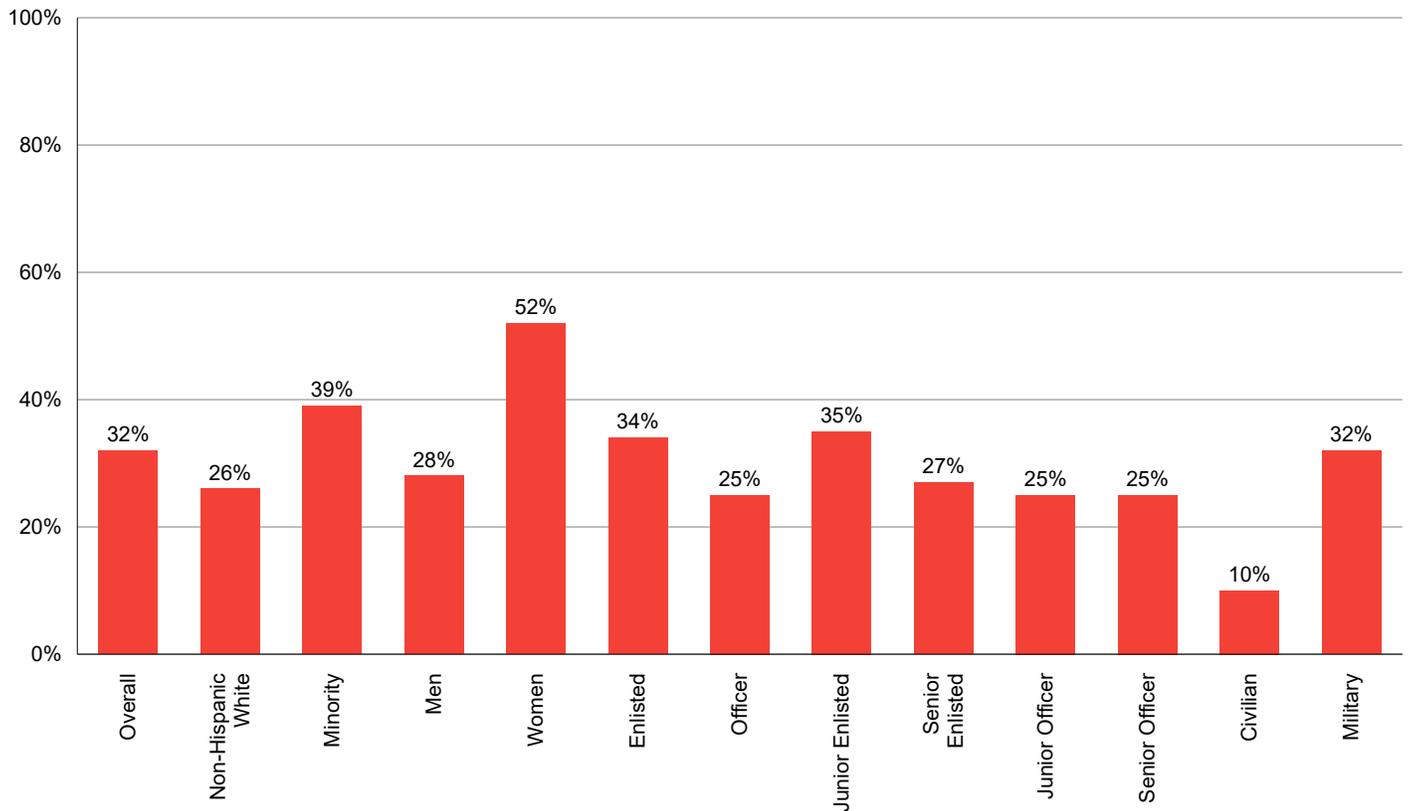
Stress

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.



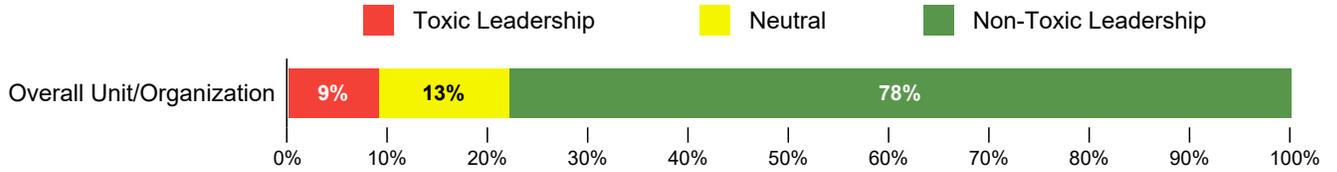
Stress Item Summary

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) |
| | 68% | | 32% | | |

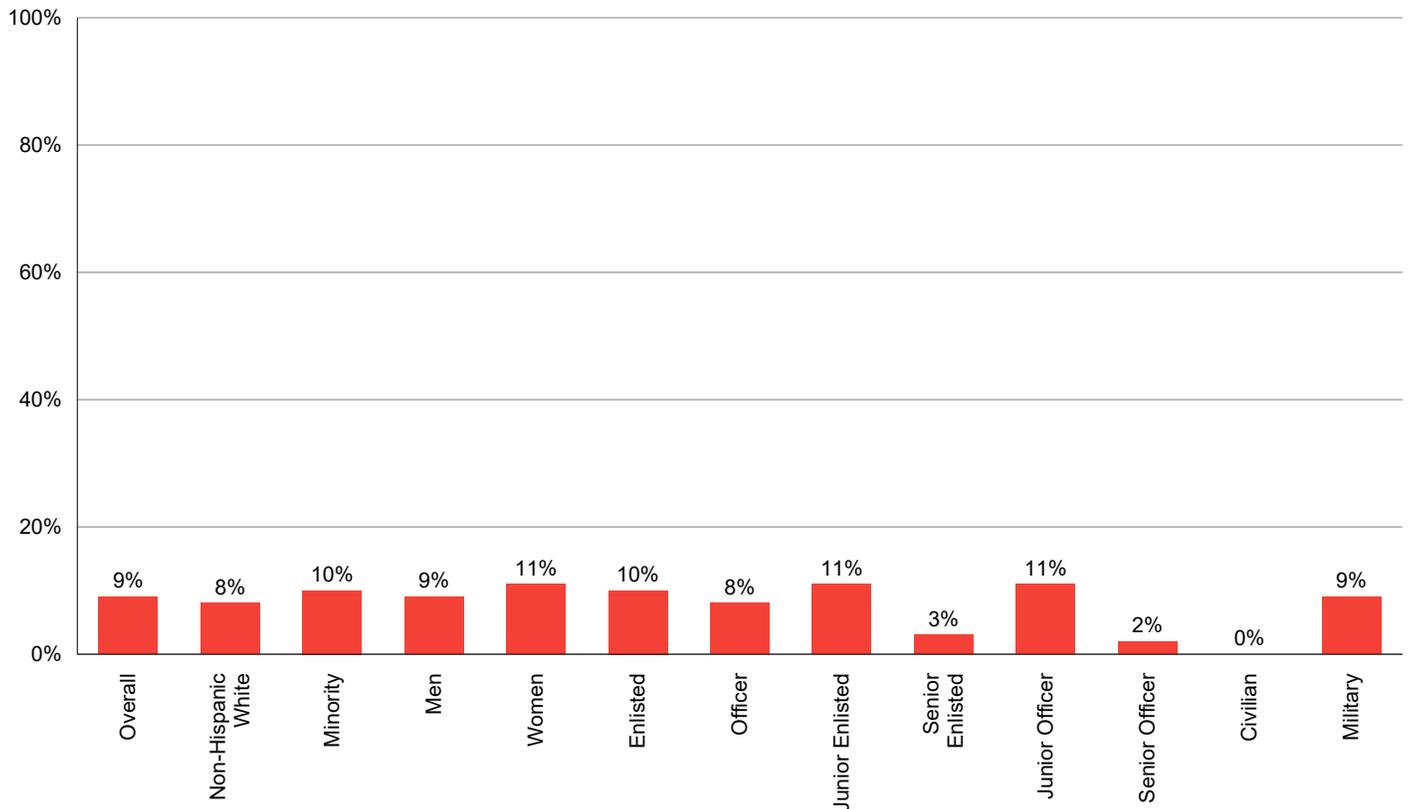
Toxic Leadership - Ratings for All Immediate Supervisors

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.



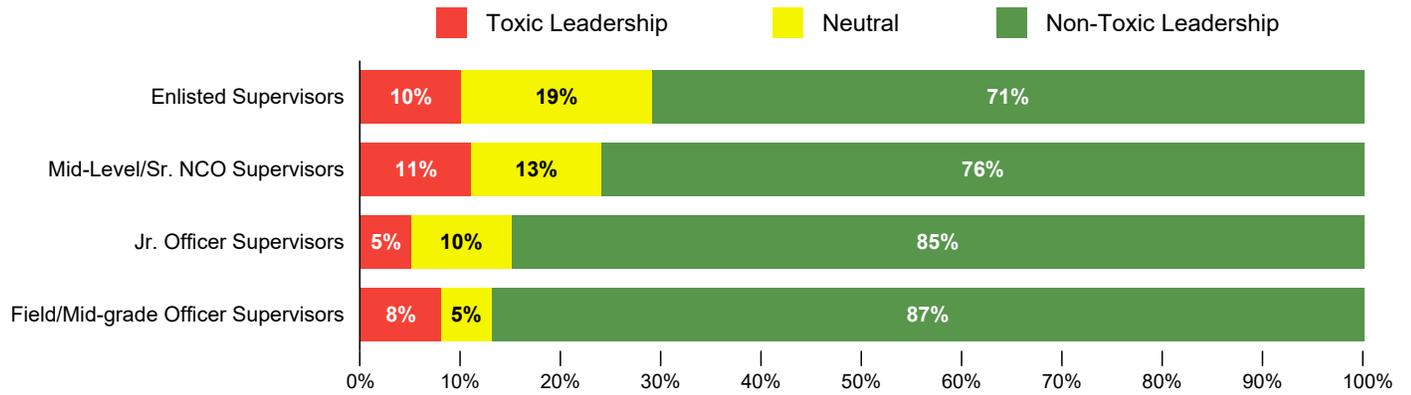
Toxic Leadership – Ratings for All Immediate Supervisors Item Summary

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) |
| | 78% | | 13% | | 9% | |

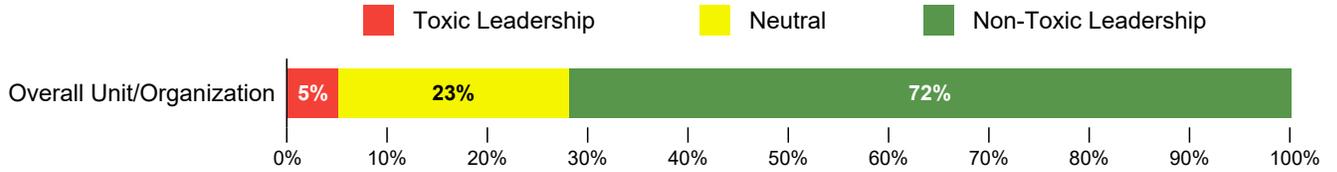
Toxic Leadership - Ratings by Paygrade of Immediate Supervisor

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.



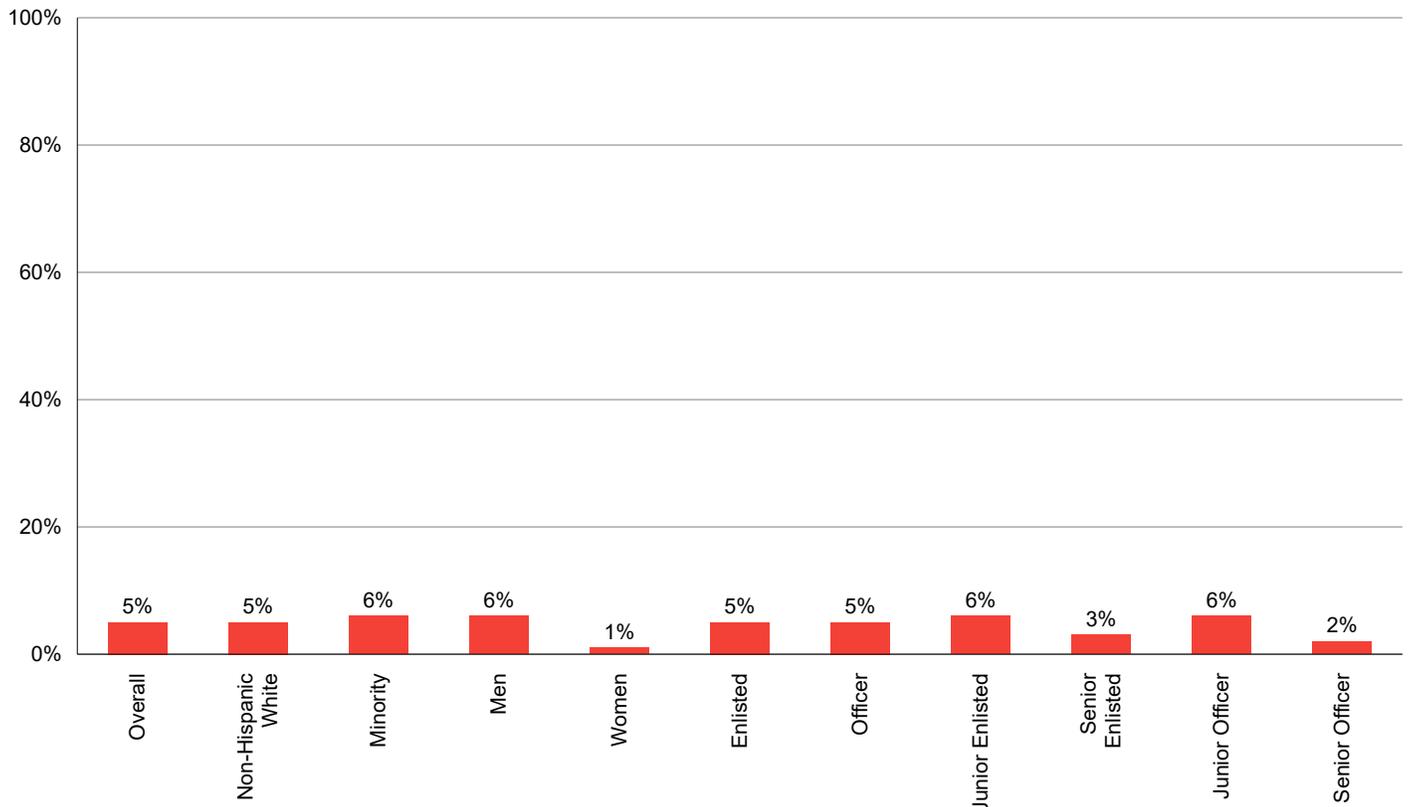
Toxic Leadership - Ratings for Senior NCO/SEL

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

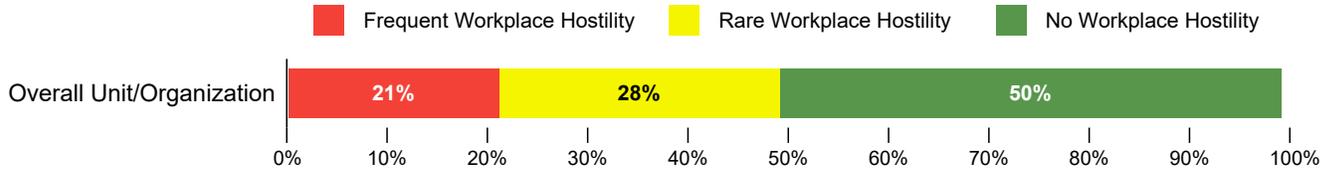
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

| 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) |
| | 72% | | 23% | | 5% | |

Workplace Hostility

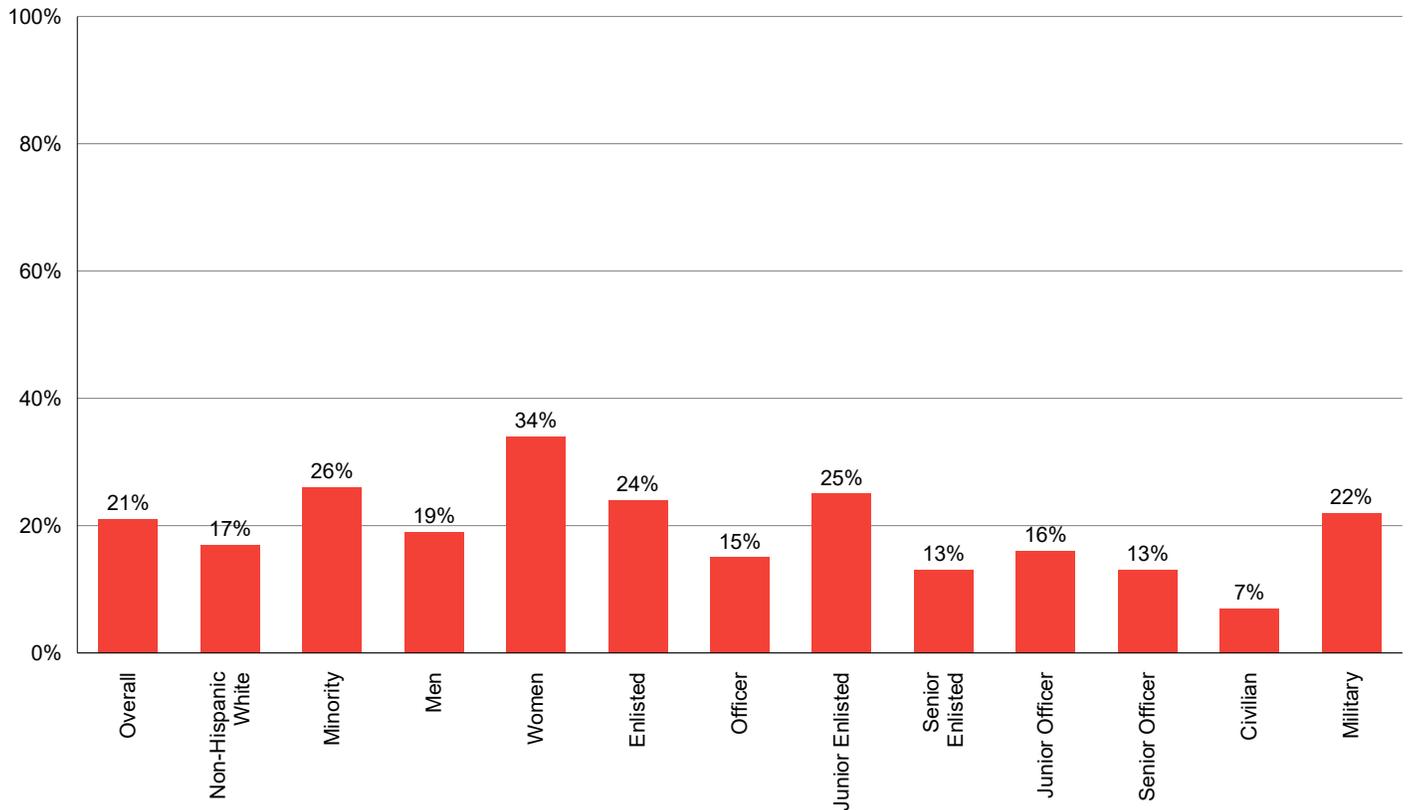
Workplace Hostility measures the degree to which individuals in the workplace act in an angry or hostile manner towards others and focuses on the past three months. It includes behaviors such as insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's 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.

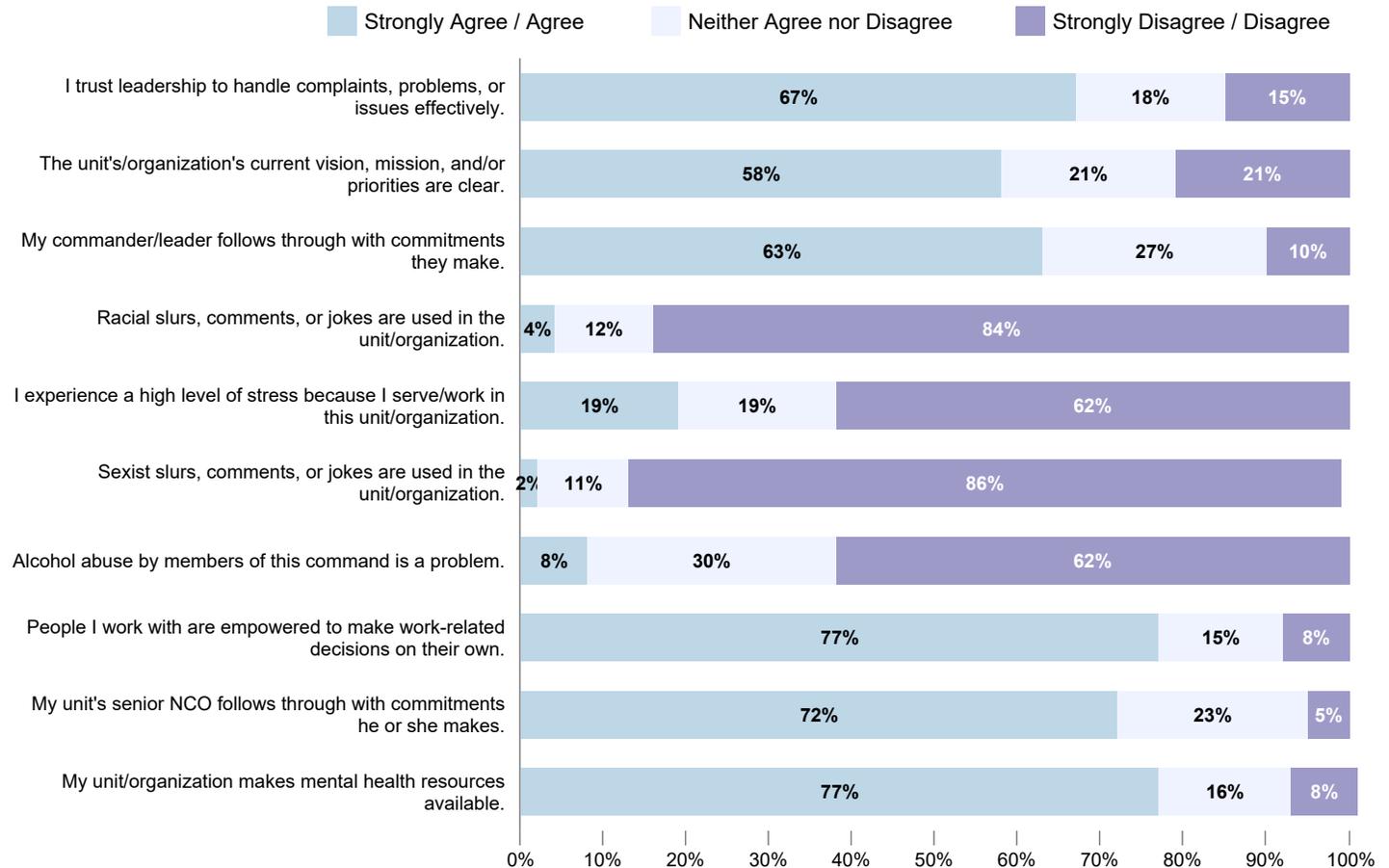
| Question | Never | Rarely | Sometimes | Often | Total |
|--------------------------------------------------------------------------------------------------------------------|------------|------------|------------|----------|------------|
| How often does someone from your unit or organization intentionally 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) |
| | 50% | 28% | 21% | | |

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.

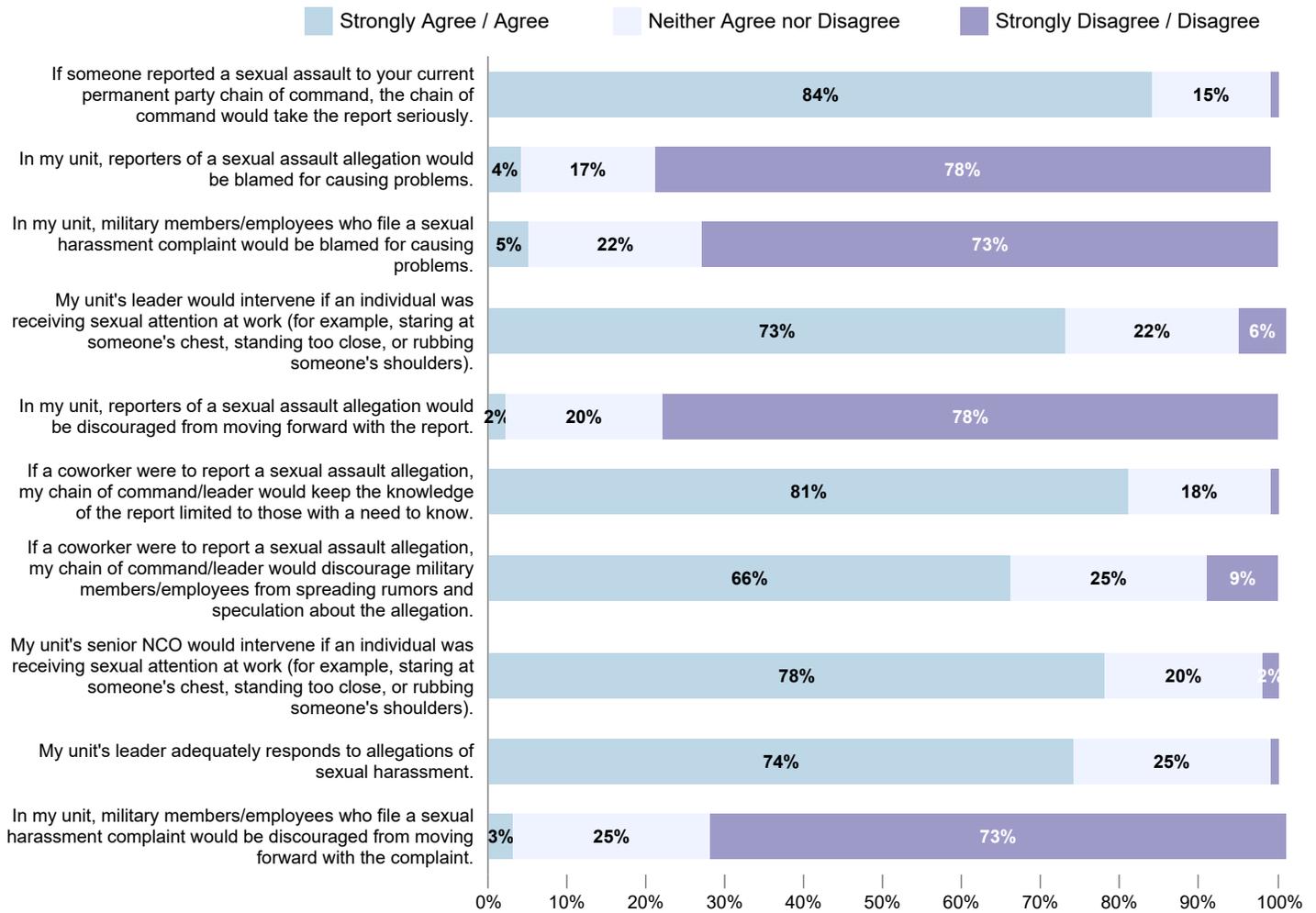
| Question | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Total |
|---------------------------------------------------------------------|-------------------|----------|----------------------------|----------|----------------|------------|
| Alcohol abuse by members 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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 8th POG (A) | Number | Percent |
| 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.

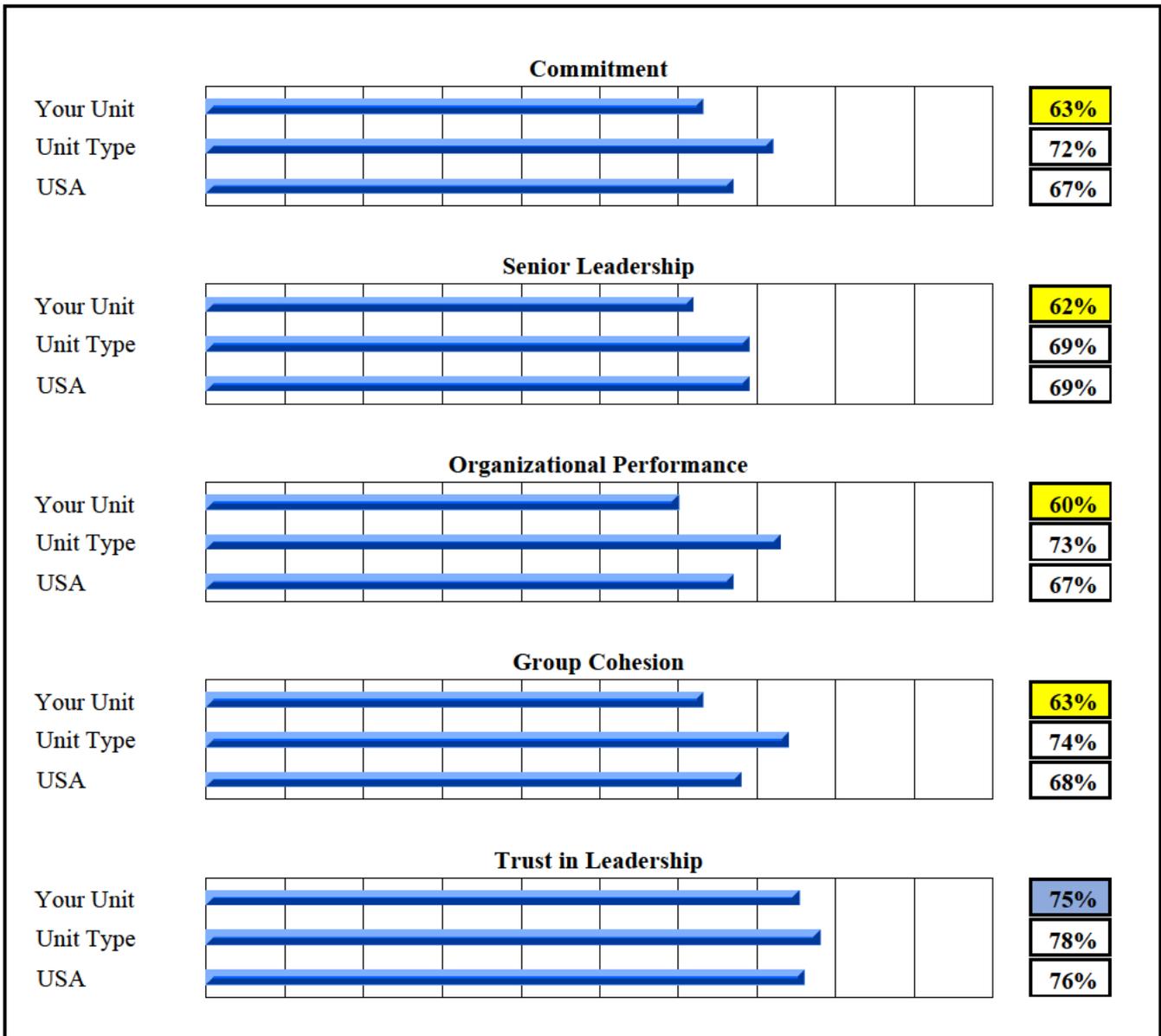
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Operations

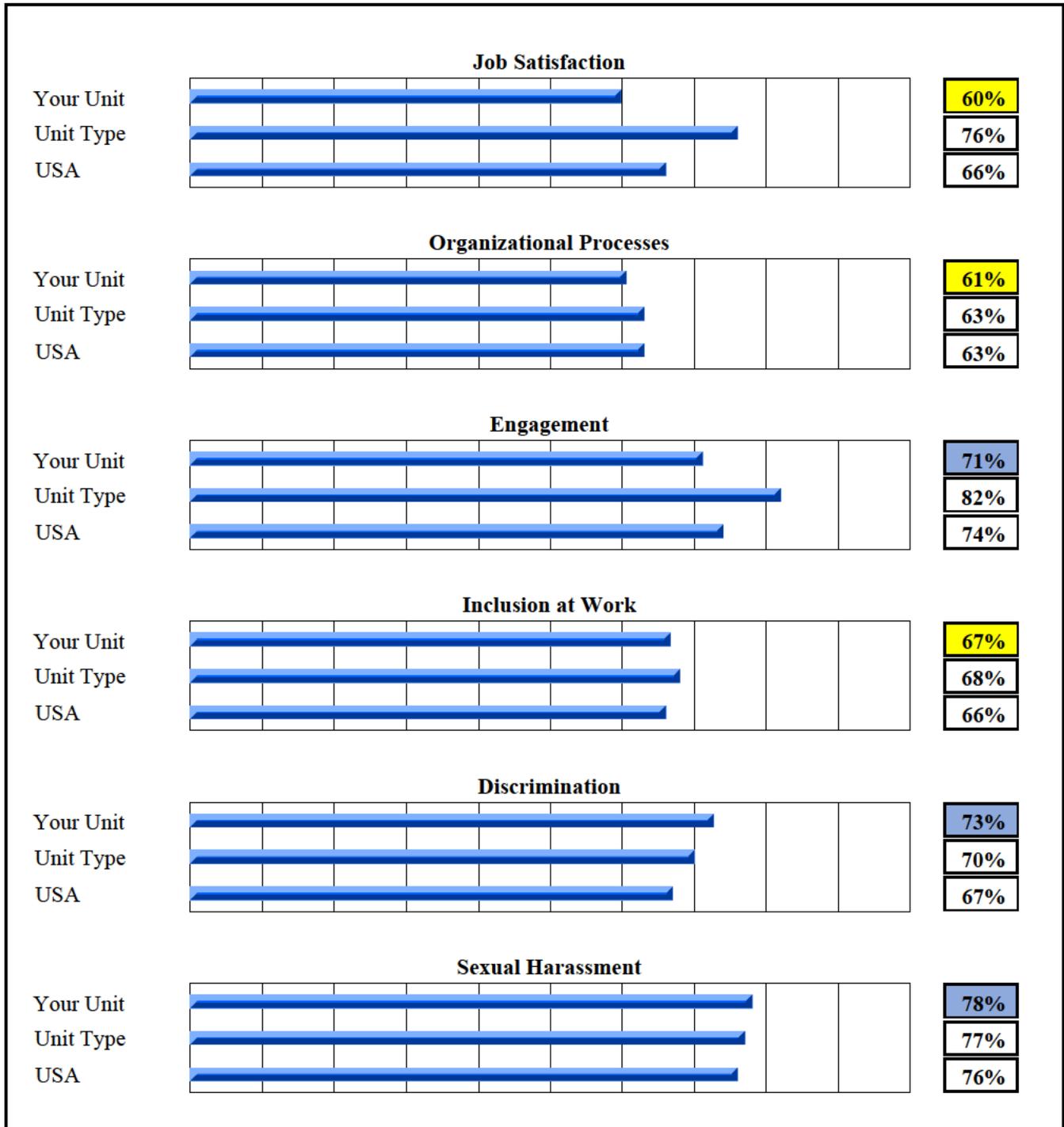
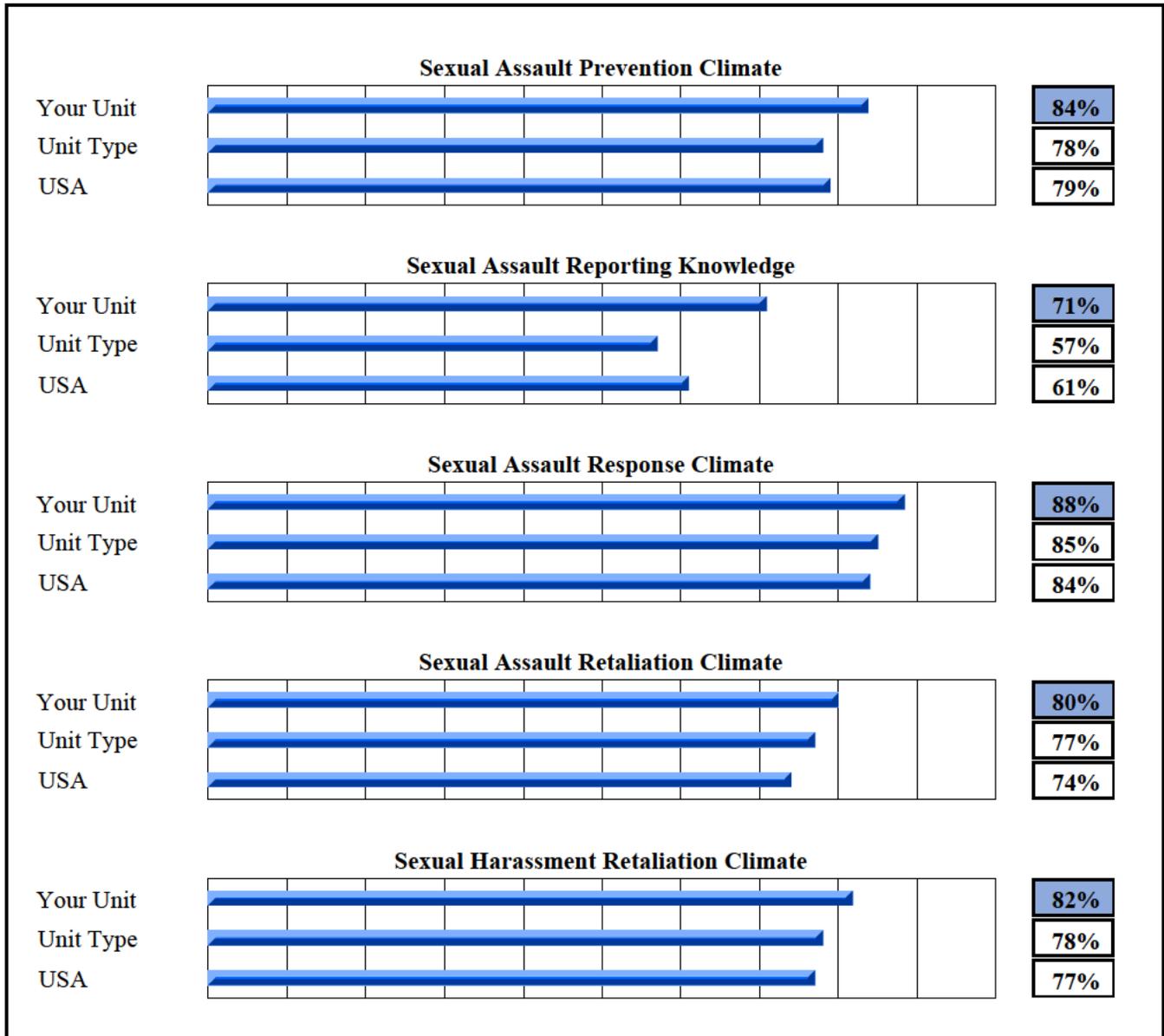


Figure 2 (cont): Unit Summaries

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

| | | 8th POG (A) | | | | | | | |
|-----------------|--|-------------------------------------|----------------------|--------------------|-----------------------|------------------------|----------------------|--------------------|---------------|
| | | Organizational Effectiveness | | | | | | | |
| | | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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

| | | 8th POG (A) | | | | | | | |
|-----------------|--|------------------------------|---------|-----|-------------------|---------------|------------------------|----------------|-------------------|
| | | EO/EEO/Fair Treatment | | | | SAPR | | | |
| | | Inclusion | Discrim | SH | SH Retaliation | SA Prevent | SA Report Knowledge | SA Response | SA Retaliation |
| 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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 (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%) |
| Total | 12% | 7% | 5% | 13% | 16% | 34% | 13% |
| | | 24% | | | | 63% | |

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%) |
| Total | 12% | 10% | 4% | 12% | 14% | 32% | 15% |
| | | 26% | | | | 62% | |

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%) |
| Total | 15% | 8% | 3% | 15% | 18% | 30% | 13% |
| | | 25% | | | | 60% | |

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%) |
| Total | 12% | 8% | 3% | 15% | 14% | 35% | 14% |
| | | 22% | | | | 63% | |

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%) |
| Total | 7% | 4% | 1% | 12% | 7% | 37% | 31% |
| | | 12% | | | | 75% | |

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%) |
| Total | 12% | 10% | 3% | 15% | 14% | 28% | 18% |
| | | 25% | | | | 60% | |

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%) |
| Total | 9% | 10% | 3% | 18% | 11% | 35% | 15% |
| | | 22% | | | | 61% | |

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 (4%) | 1 (1%) | 2 (1%) | 15 (11%) | 10 (7%) | 57 (40%) | 51 (36%) |
| I am enthusiastic about my work. | 14 (10%) | 8 (6%) | 7 (5%) | 16 (11%) | 20 (14%) | 49 (35%) | 27 (19%) |
| Time flies when I am working. | 13 (9%) | 11 (8%) | 5 (4%) | 25 (18%) | 16 (11%) | 44 (31%) | 27 (19%) |
| Total | 8% | 5% | 3% | 13% | 11% | 35% | 25% |
| | | 16% | | | | 71% | |

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%) |
| Total | 8% | 7% | 4% | 14% | 10% | 38% | 19% |
| | | 20% | | | | 67% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on _____ does not occur in my workplace. | | | | | | | |
| Race/Color/National Origin | 9 (6%) | 8 (6%) | 2 (1%) | 14 (10%) | 5 (4%) | 42 (30%) | 61 (43%) |
| Religion | 11 (8%) | 8 (6%) | 1 (1%) | 13 (9%) | 5 (4%) | 44 (31%) | 59 (42%) |
| Sex | 12 (9%) | 11 (8%) | 4 (3%) | 11 (8%) | 3 (2%) | 40 (28%) | 60 (43%) |
| Sexual Orientation | 12 (9%) | 4 (3%) | 4 (3%) | 12 (9%) | 4 (3%) | 42 (30%) | 63 (45%) |
| Age (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 11 (8%) | 8 (6%) | 1 (1%) | 18 (13%) | 9 (6%) | 47 (33%) | 47 (33%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 18 (13%) | 12 (9%) | 7 (5%) | 12 (9%) | 4 (3%) | 43 (30%) | 45 (32%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 16 (11%) | 13 (9%) | 7 (5%) | 12 (9%) | 5 (4%) | 45 (32%) | 43 (30%) |
| Total | 9% | 6% | 3% | 9% | 4% | 31% | 38% |
| | | 18% | | | | 73% | |

* 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 |
|---------------------------------------------------------------|-------------|----------|-----------|
| Race/Color/National Origin | 19 (13%) | 14 (10%) | 108 (77%) |
| Religion | 20 (14%) | 13 (9%) | 108 (77%) |
| Sex | 27 (19%) | 11 (8%) | 103 (73%) |
| Sexual Orientation | 20 (14%) | 12 (9%) | 109 (77%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 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

| 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. | 55 (39%) | 50 (35%) | 1 (1%) | 20 (14%) | 4 (3%) | 5 (4%) | 6 (4%) |
| In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes. | 59 (42%) | 51 (36%) | 3 (2%) | 17 (12%) | 2 (1%) | 3 (2%) | 6 (4%) |
| In my work group, reporters of sexual assault would be blamed for causing problems. | 59 (42%) | 49 (35%) | 4 (3%) | 17 (12%) | 4 (3%) | 5 (4%) | 3 (2%) |
| In my work group, reporters of sexual assault would be denied career opportunities. | 62 (44%) | 46 (33%) | 5 (4%) | 18 (13%) | 4 (3%) | 3 (2%) | 3 (2%) |
| In my work group, reporters of sexual assault would be disciplined or given other corrective action. | 62 (44%) | 50 (35%) | 5 (4%) | 18 (13%) | 1 (1%) | 3 (2%) | 2 (1%) |
| In my work group, reporters of sexual assault would be discouraged from moving forward with the report. | 67 (48%) | 48 (34%) | 1 (1%) | 18 (13%) | 1 (1%) | 4 (3%) | 2 (1%) |
| Total | 43% | 35% | 2% | 13% | 2% | 3% | 3% |
| | | 80% | | | | 7% | |

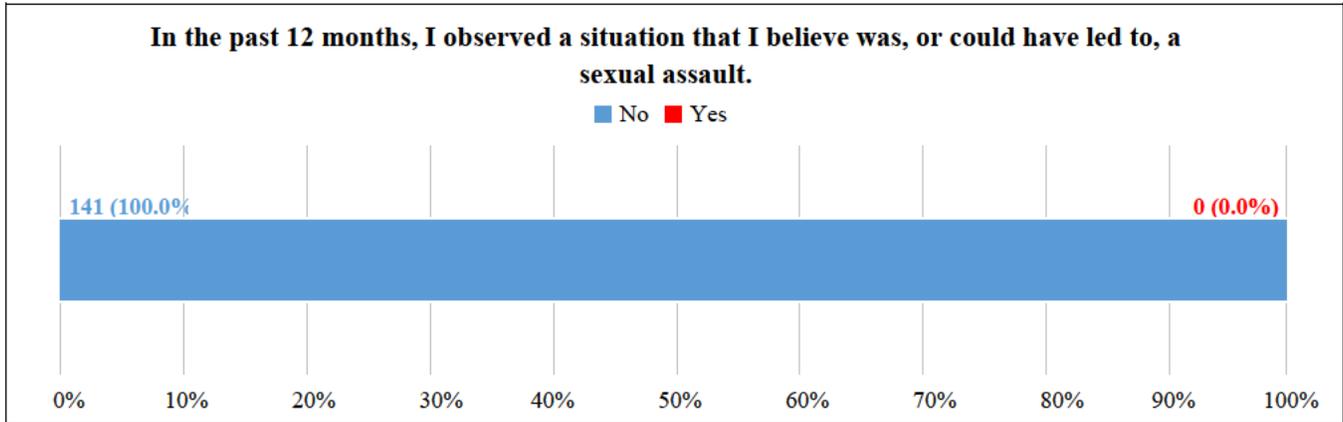
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 46% | 33% | 2% | 11% | 2% | 2% | 2% |
| | | 82% | | | | 7% | |

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% |
| Total | 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.

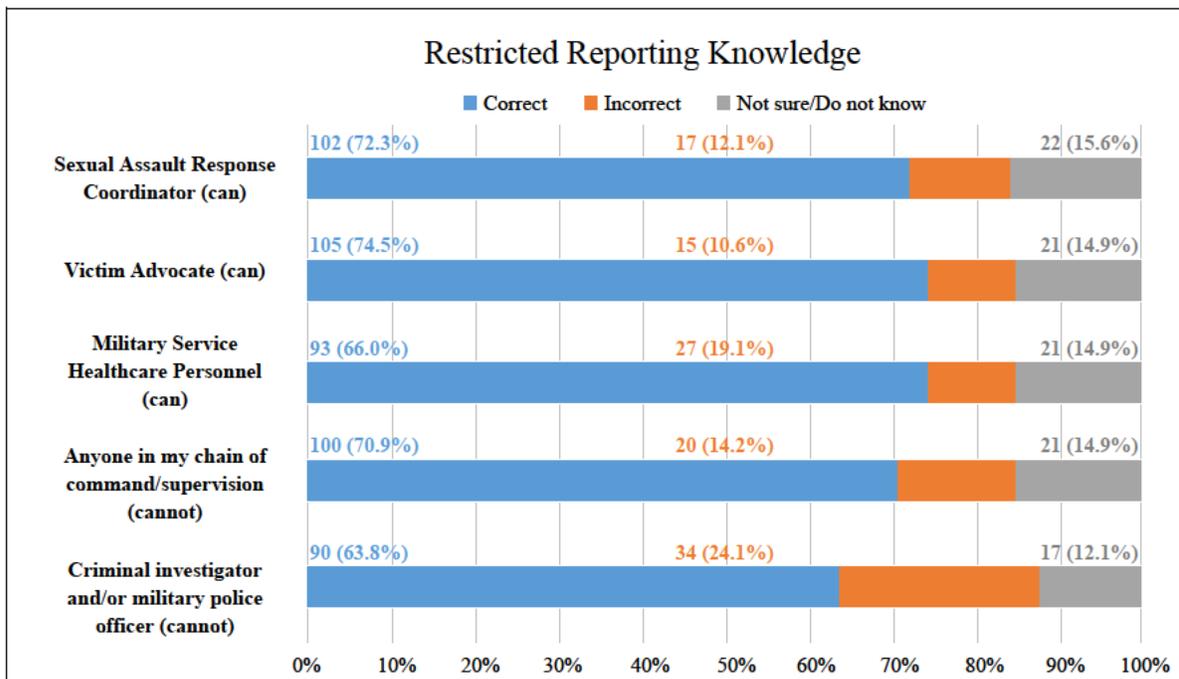
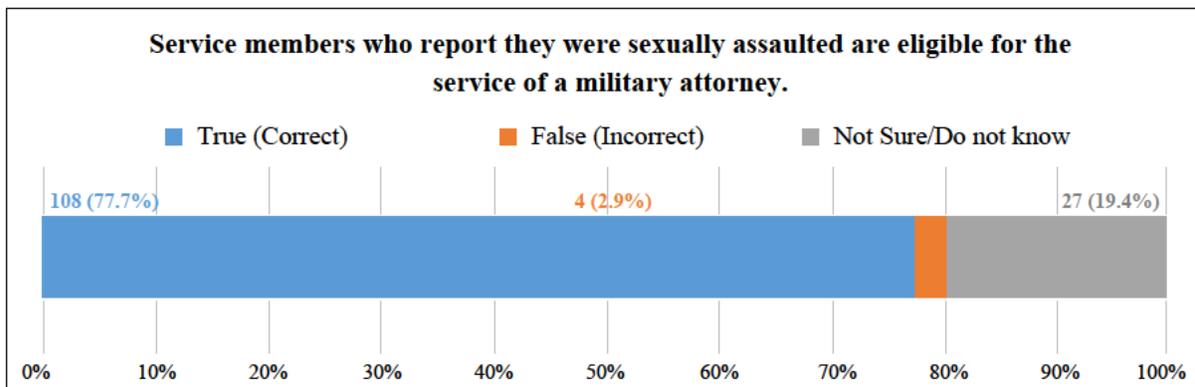


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



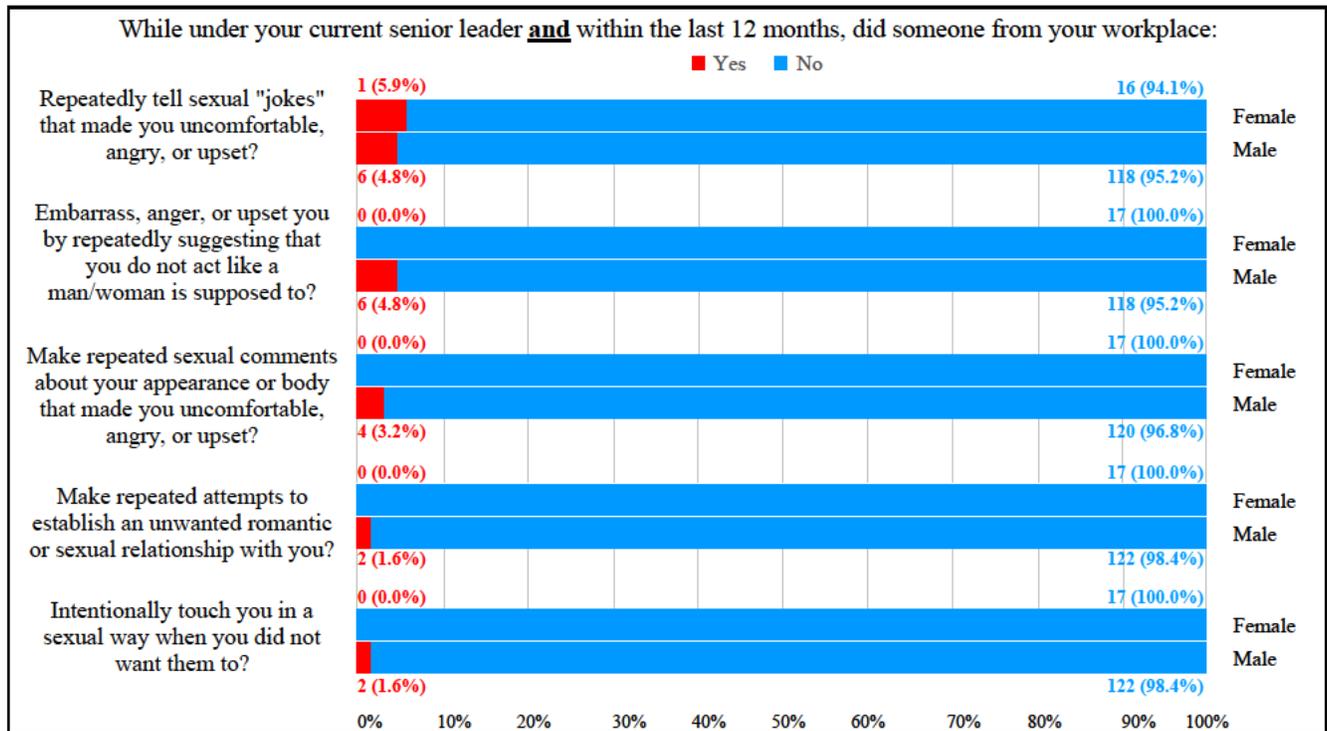
Unwanted Workplace Experiences

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 and 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

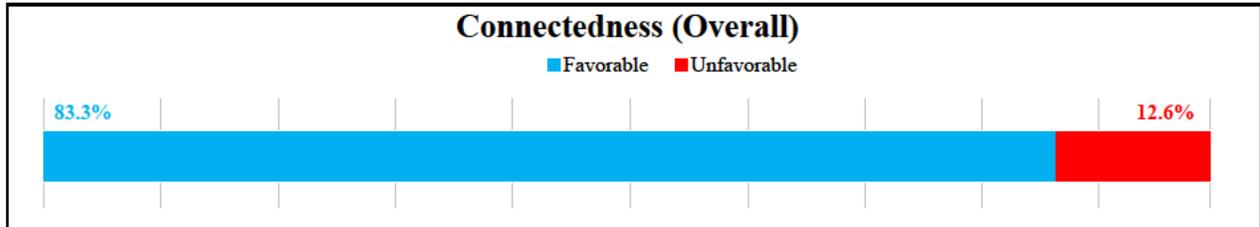


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

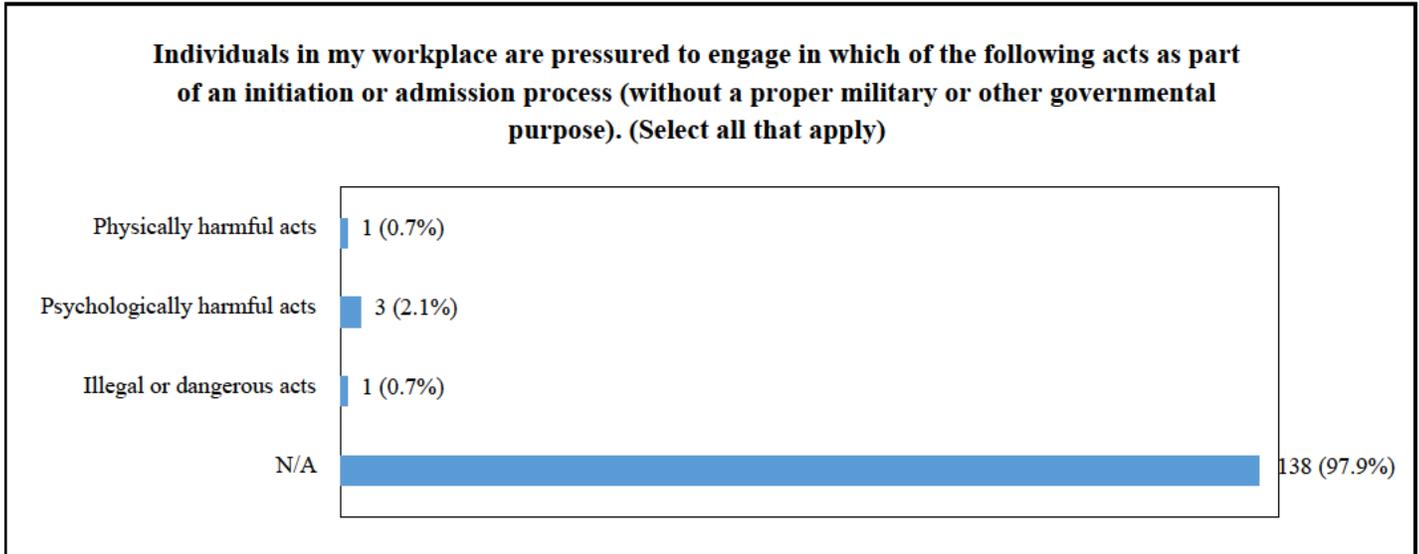
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

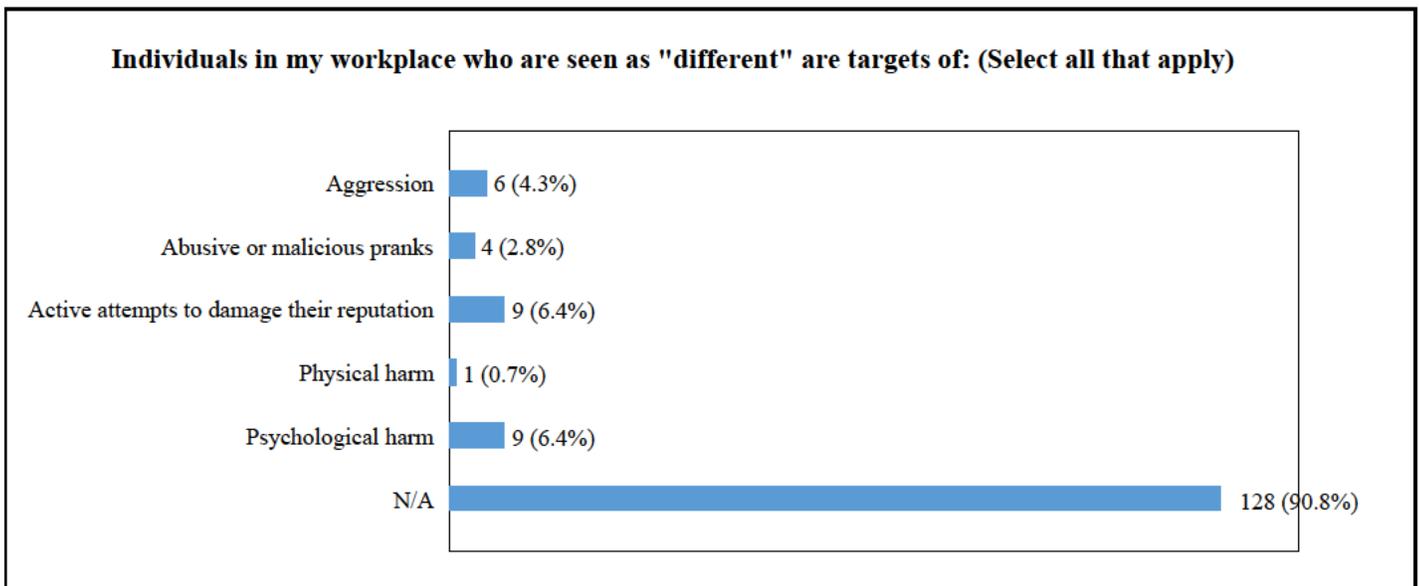
Figure 11. Respondents' Responses to Hazing



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) 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:

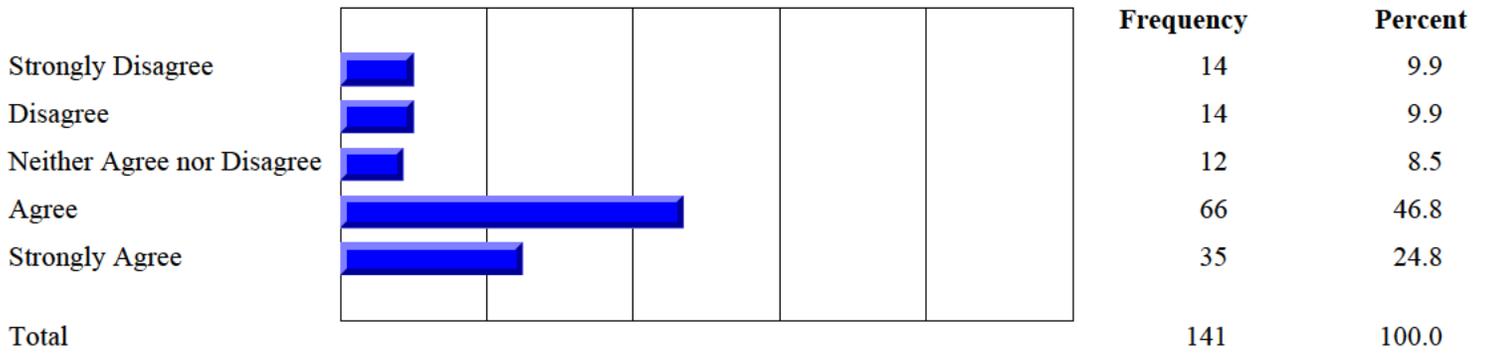
321-494-2675/3260/4217

DSN: 854-2675/3260/4217

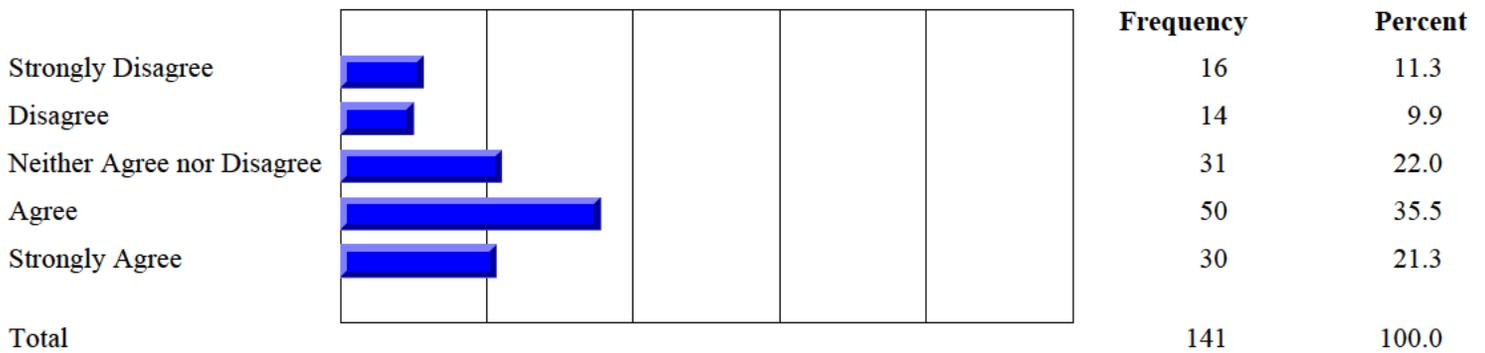
support@deocs.net

Appendix A: Your Locally Developed Questions

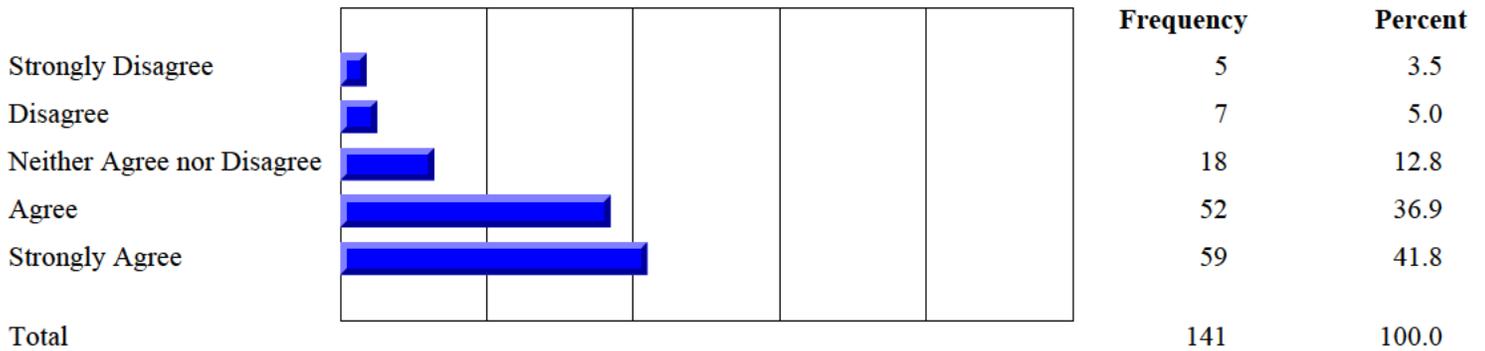
1. I trust the Command to handle complaints, problems, or issues seriously.



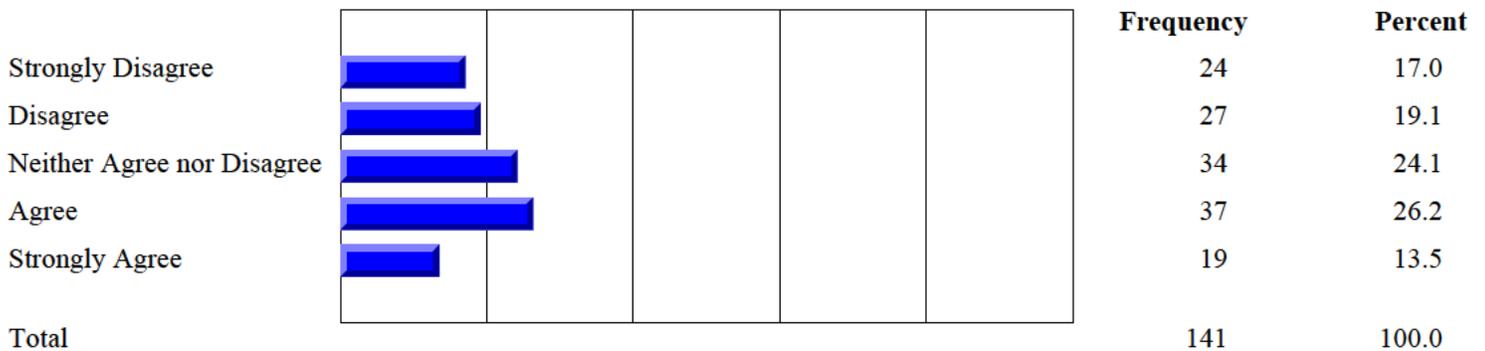
2. All unit personnel receive the same level of respect from leadership.



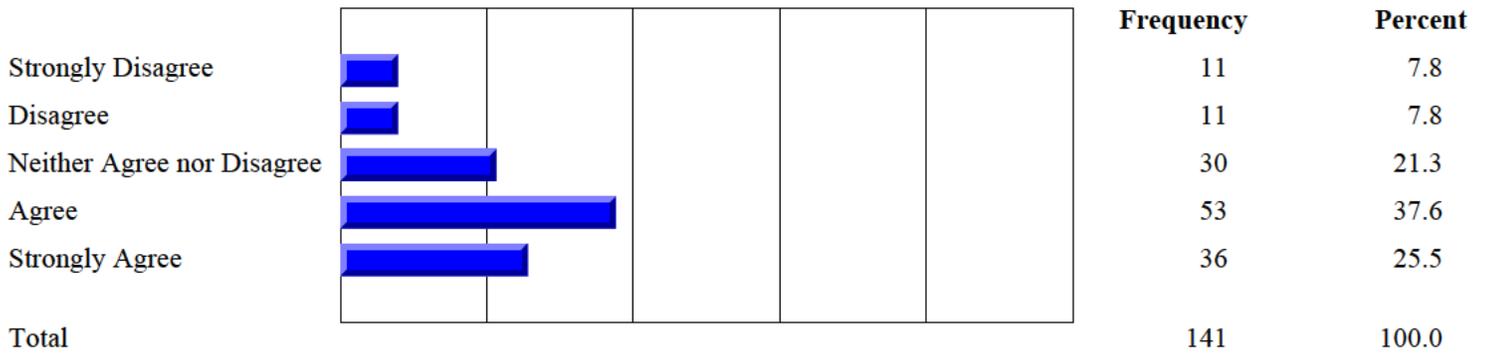
3. Discrimination with regard to race, color, religion, gender, national origin, or sexual orientation IS NOT tolerated in my organization.



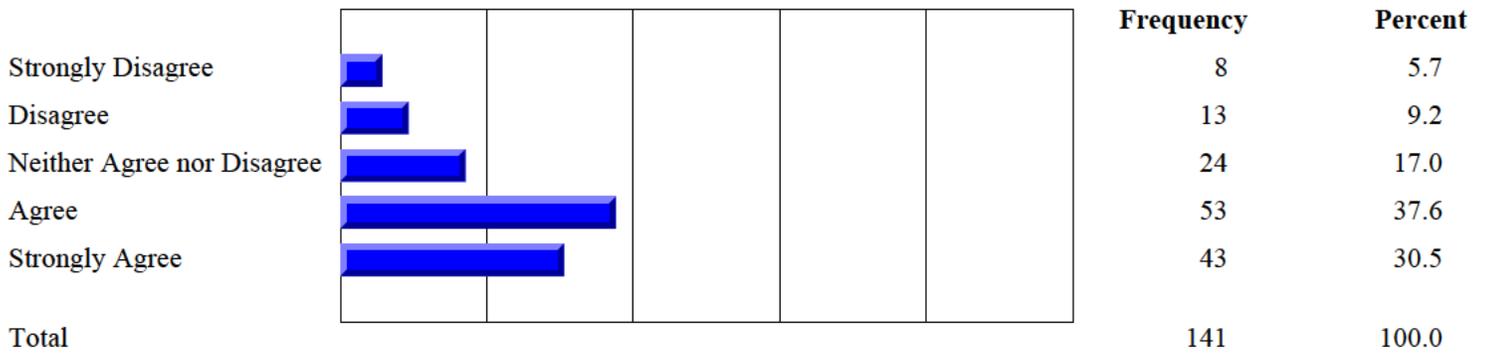
4. Communication flows freely from senior leadership to all levels of the organization.



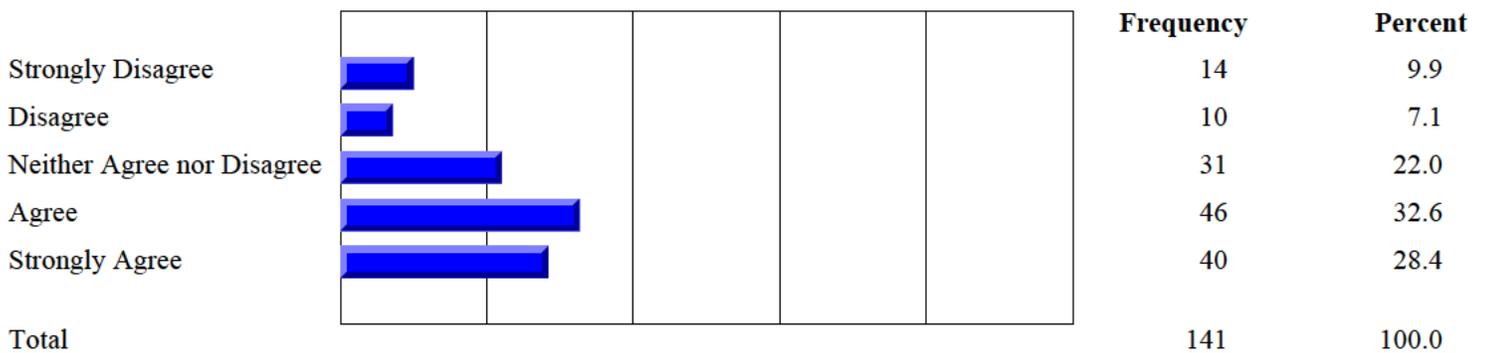
1477
5. My work area and/or military provided housing is free of issues that hinder good order and discipline.



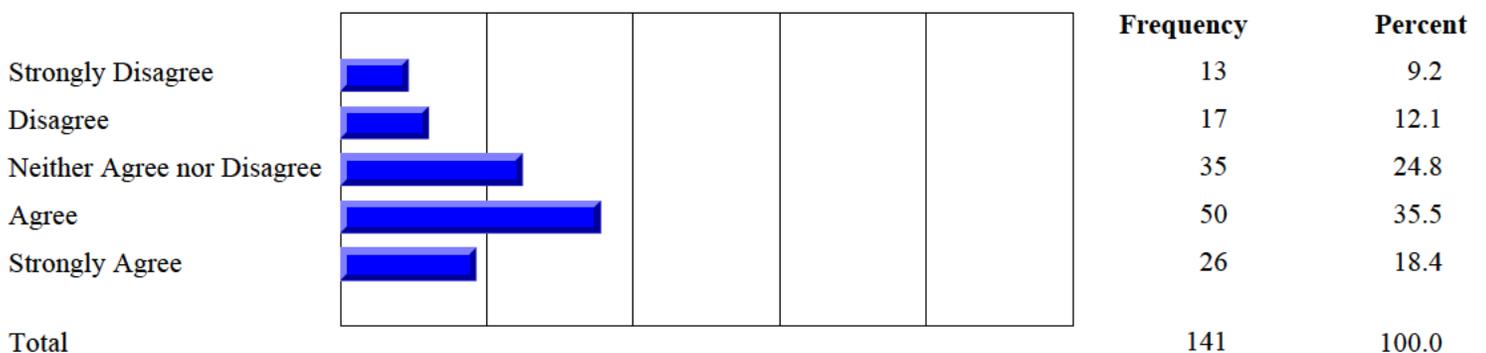
6. This unit takes an active role in caring for the needs of family members.



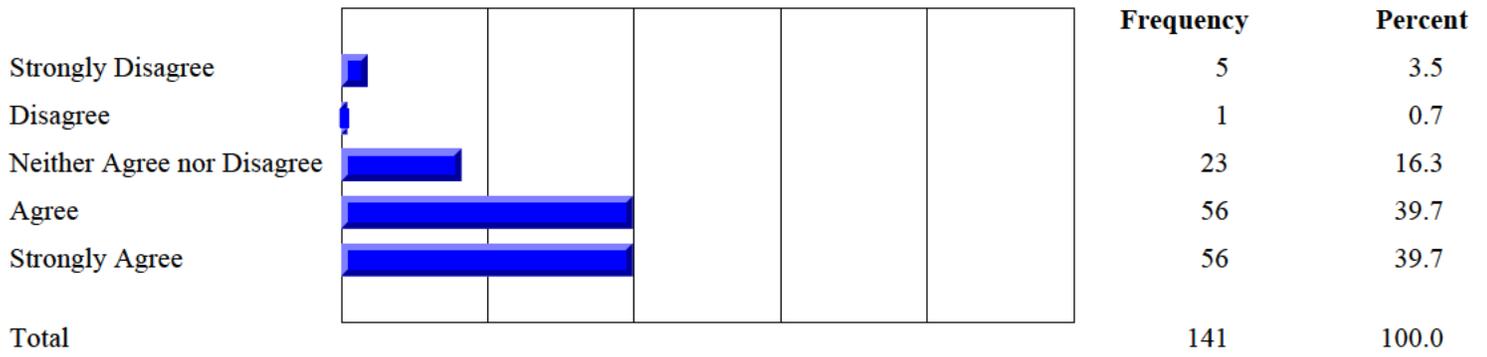
7. This unit takes an active role in caring for the needs of family members of deployed unit personnel.



8. This unit takes an active role in caring for the needs of single soldiers.



9. ¹⁴⁷⁸ 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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 8th POG (A) | Number | Percent |
| 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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Airborne

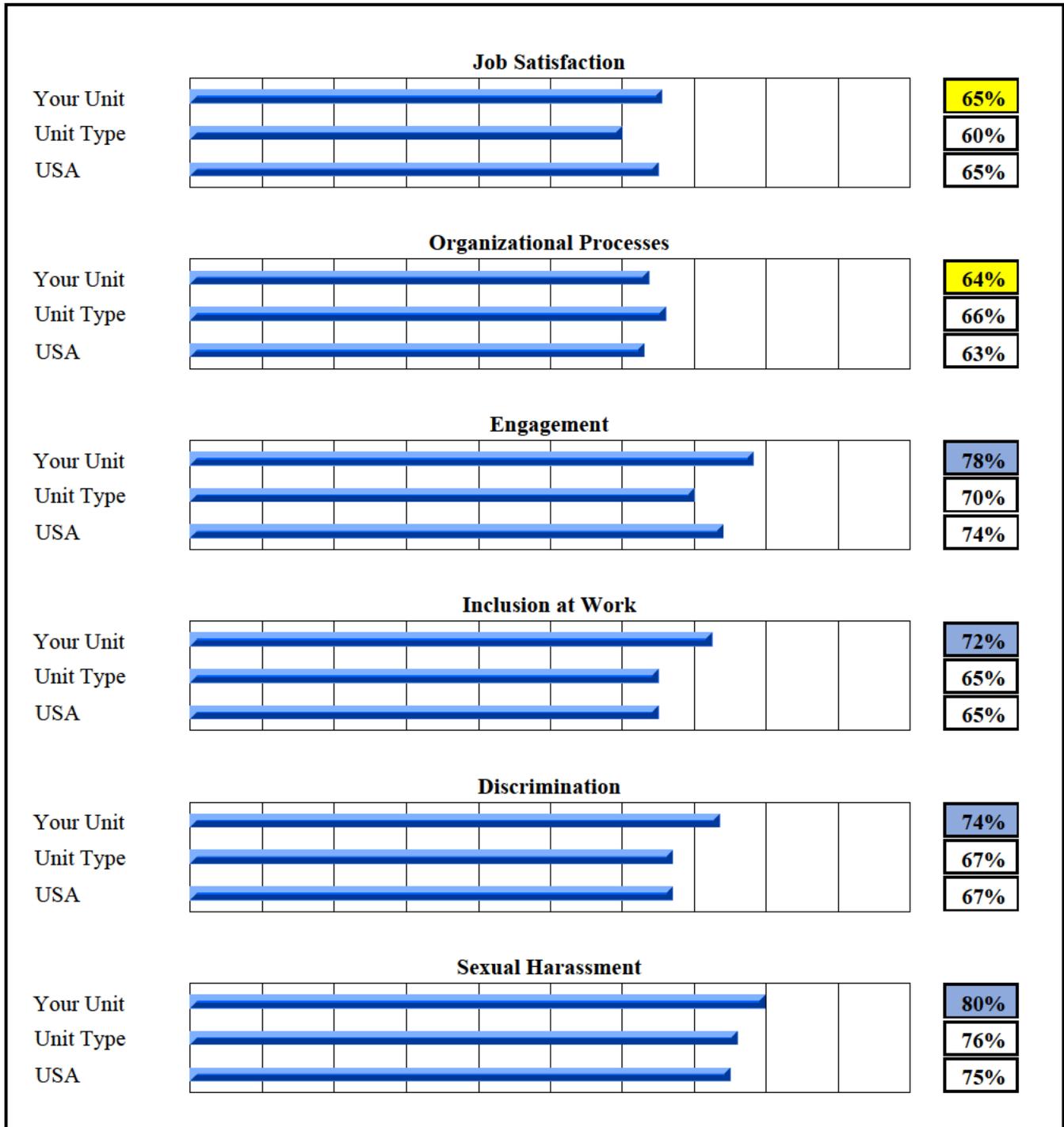
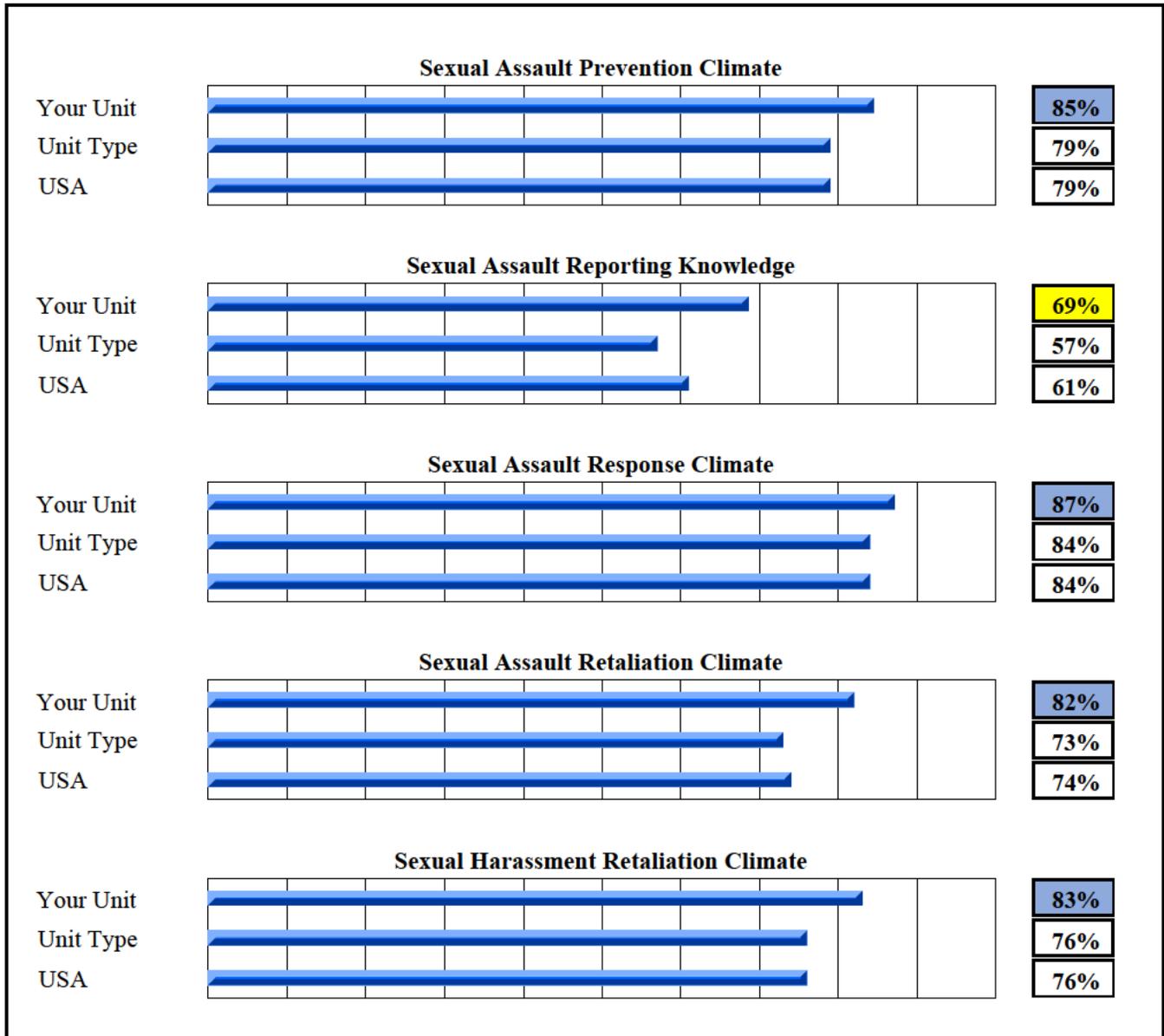


Figure 2 (cont): Unit Summaries

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

| | | 8th POG (A) | | | | | | | |
|-----------------|--|-------------------------------------|---------------|-------------|----------------|-----------------|---------------|-------------|--------|
| | | Organizational Effectiveness | | | | | | | |
| | | Commit | Senior Leader | Org Perform | Group Cohesion | Trust in Leader | Job Satisfact | Org Process | Engage |
| 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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

| | | 8th POG (A) | | | | | | | |
|------------------------|--|------------------------------|----------------|-----------|-----------------------|-------------------|----------------------------|--------------------|-----------------------|
| | | EO/EEO/Fair Treatment | | | | SAPR | | | |
| | | Inclusion | Discrim | SH | SH Retaliation | SA Prevent | SA Report Knowledge | SA Response | SA Retaliation |
| Minority | | 74% | 72% | 81% | 82% | 83% | 65% | 84% | 80% |
| Majority | | 74% | 75% | 82% | 88% | 86% | 70% | 91% | 87% |
| Women | | 79% | 74% | 87% | 79% | 86% | 66% | 85% | 77% |
| Men | | 72% | 73% | 79% | 84% | 84% | 69% | 87% | 83% |
| Enlisted | | 71% | 72% | 79% | 82% | 84% | 67% | 87% | 81% |
| Officer | | 78% | 80% | 85% | 89% | 89% | 78% | 91% | 87% |
| Junior Enlisted | | 70% | 71% | 78% | 82% | 83% | 65% | 87% | 80% |
| Senior Enlisted | | 75% | 77% | 82% | 83% | 88% | 74% | 88% | 85% |
| Junior Officer | | 75% | 79% | 81% | 86% | 87% | 77% | 88% | 84% |
| Senior Officer | | 88% | 81% | 98% | 100% | 96% | 81% | 100% | 99% |
| Military | | 73% | 74% | 80% | 84% | 85% | 69% | 88% | 82% |
| Civilian | | | | | | | | | |
| Junior Civilian | | | | | | | | | |
| Senior Civilian | | | | | | | | | |
| Non-Supervisor | | | | | | | | | |
| Supervisor | | | | | | | | | |
| Your Unit | | 72% | 74% | 80% | 83% | 85% | 69% | 87% | 82% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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%) |
| Total | 6% | 6% | 5% | 14% | 13% | 32% | 24% |
| | | 17% | | | | 69% | |

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%) |
| Total | 10% | 7% | 5% | 11% | 12% | 32% | 23% |
| | | 21% | | | | 67% | |

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%) |
| Total | 12% | 6% | 6% | 15% | 13% | 27% | 21% |
| | | 24% | | | | 61% | |

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%) |
| Total | 7% | 6% | 5% | 13% | 12% | 33% | 24% |
| | | 18% | | | | 70% | |

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%) |
| Total | 4% | 3% | 2% | 10% | 7% | 36% | 39% |
| | | 8% | | | | 82% | |

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%) |
| Total | 8% | 8% | 5% | 14% | 16% | 27% | 23% |
| | | 20% | | | | 65% | |

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%) |
| Total | 10% | 6% | 7% | 14% | 12% | 32% | 19% |
| | | 22% | | | | 64% | |

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%) |
| Total | 4% | 4% | 4% | 11% | 10% | 36% | 32% |
| | | | | | | 78% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 7 (3%) | 9 (4%) | 11 (4%) | 33 (13%) | 10 (4%) | 71 (28%) | 116 (45%) |
| Total | 5% | 4% | 4% | 15% | 9% | 35% | 29% |
| | | 13% | | | | 72% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on _____ does not occur in my workplace. | | | | | | | |
| Race/Color/National Origin | 19 (7%) | 8 (3%) | 4 (2%) | 23 (9%) | 4 (2%) | 71 (28%) | 128 (50%) |
| Religion | 23 (9%) | 7 (3%) | 3 (1%) | 23 (9%) | 3 (1%) | 69 (27%) | 129 (50%) |
| Sex | 25 (10%) | 8 (3%) | 7 (3%) | 23 (9%) | 4 (2%) | 64 (25%) | 126 (49%) |
| Sexual Orientation | 24 (9%) | 8 (3%) | 2 (1%) | 23 (9%) | 5 (2%) | 71 (28%) | 124 (48%) |
| Age (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 12 (5%) | 5 (2%) | 3 (1%) | 31 (12%) | 9 (4%) | 82 (32%) | 115 (45%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 36 (14%) | 26 (10%) | 12 (5%) | 23 (9%) | 3 (1%) | 57 (22%) | 100 (39%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 33 (13%) | 24 (9%) | 11 (4%) | 28 (11%) | 3 (1%) | 58 (23%) | 100 (39%) |
| Total | 10% | 5% | 2% | 10% | 2% | 26% | 46% |
| | | 17% | | | | 74% | |

* 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 |
|---------------------------------------------------------------|-------------|---------|-----------|
| Race/Color/National Origin | 31 (12%) | 23 (9%) | 203 (79%) |
| Religion | 33 (13%) | 23 (9%) | 201 (78%) |
| Sex | 40 (16%) | 23 (9%) | 194 (75%) |
| Sexual Orientation | 34 (13%) | 23 (9%) | 200 (78%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 2% | 1% | 1% | 10% | 2% | 28% | 57% |
| | | 3% | | | | 87% | |

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. | 131 (51%) | 60 (23%) | 7 (3%) | 38 (15%) | 7 (3%) | 7 (3%) | 7 (3%) |
| In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes. | 140 (54%) | 69 (27%) | 8 (3%) | 33 (13%) | 0 (0%) | 5 (2%) | 2 (1%) |
| In my work group, reporters of sexual assault would be blamed for causing problems. | 140 (54%) | 67 (26%) | 7 (3%) | 34 (13%) | 3 (1%) | 4 (2%) | 2 (1%) |
| In my work group, reporters of sexual assault would be denied career opportunities. | 144 (56%) | 63 (25%) | 7 (3%) | 33 (13%) | 5 (2%) | 2 (1%) | 3 (1%) |
| In my work group, reporters of sexual assault would be disciplined or given other corrective action. | 148 (58%) | 55 (21%) | 4 (2%) | 38 (15%) | 1 (0%) | 6 (2%) | 5 (2%) |
| In my work group, reporters of sexual assault would be discouraged from moving forward with the report. | 147 (57%) | 60 (23%) | 7 (3%) | 36 (14%) | 3 (1%) | 3 (1%) | 1 (0%) |
| Total | 55% | 24% | 3% | 14% | 1% | 2% | 1% |
| | | 82% | | | | 4% | |

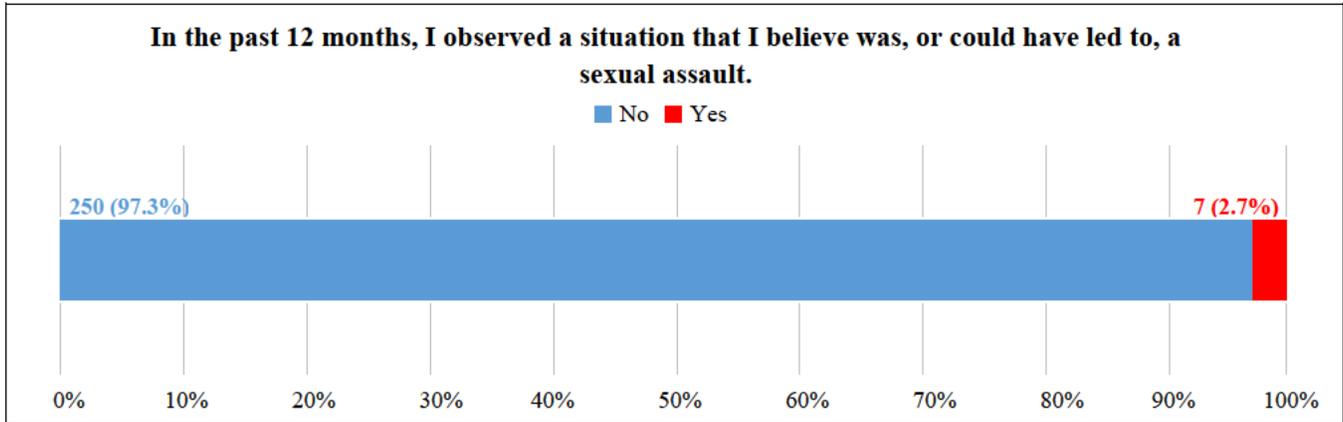
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 56% | 25% | 2% | 14% | 1% | 1% | 1% |
| | | 83% | | | | 3% | |

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% |
| Total | 7 | 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.

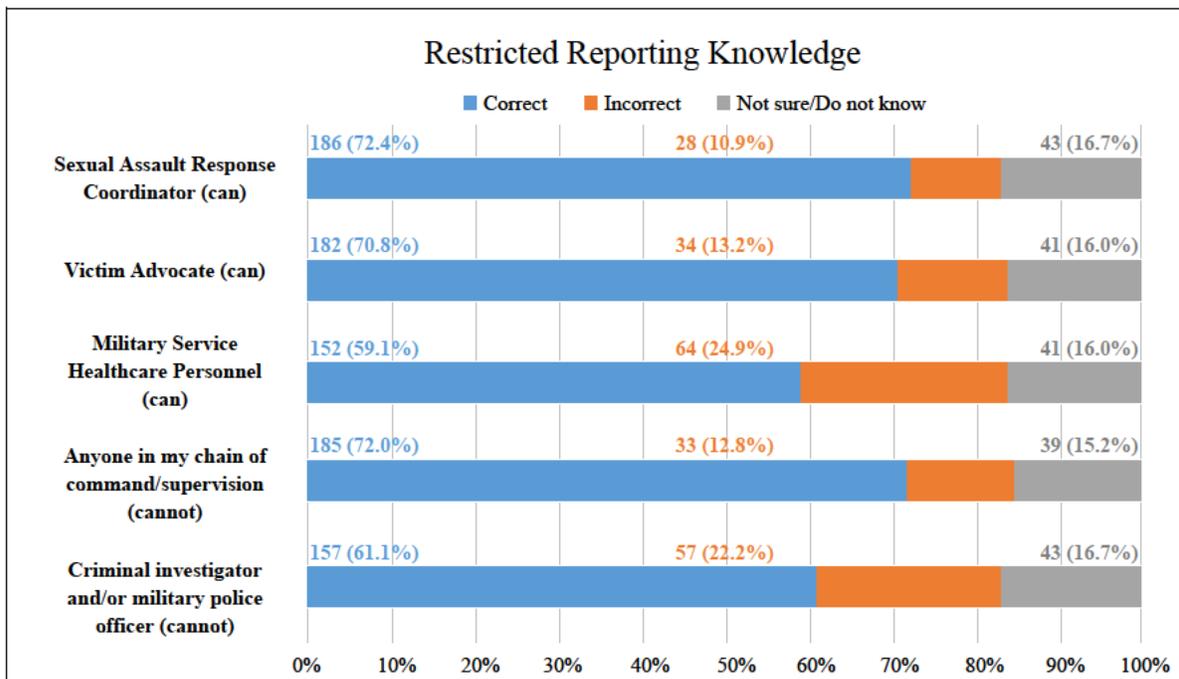
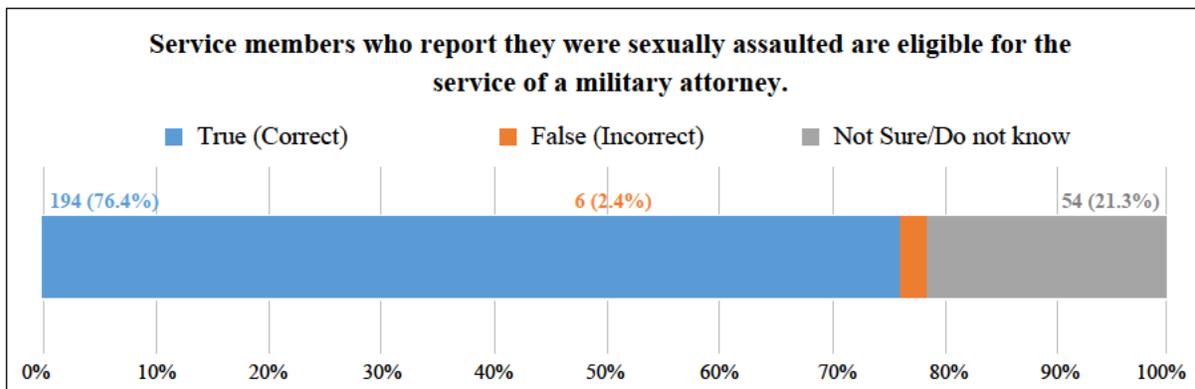


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



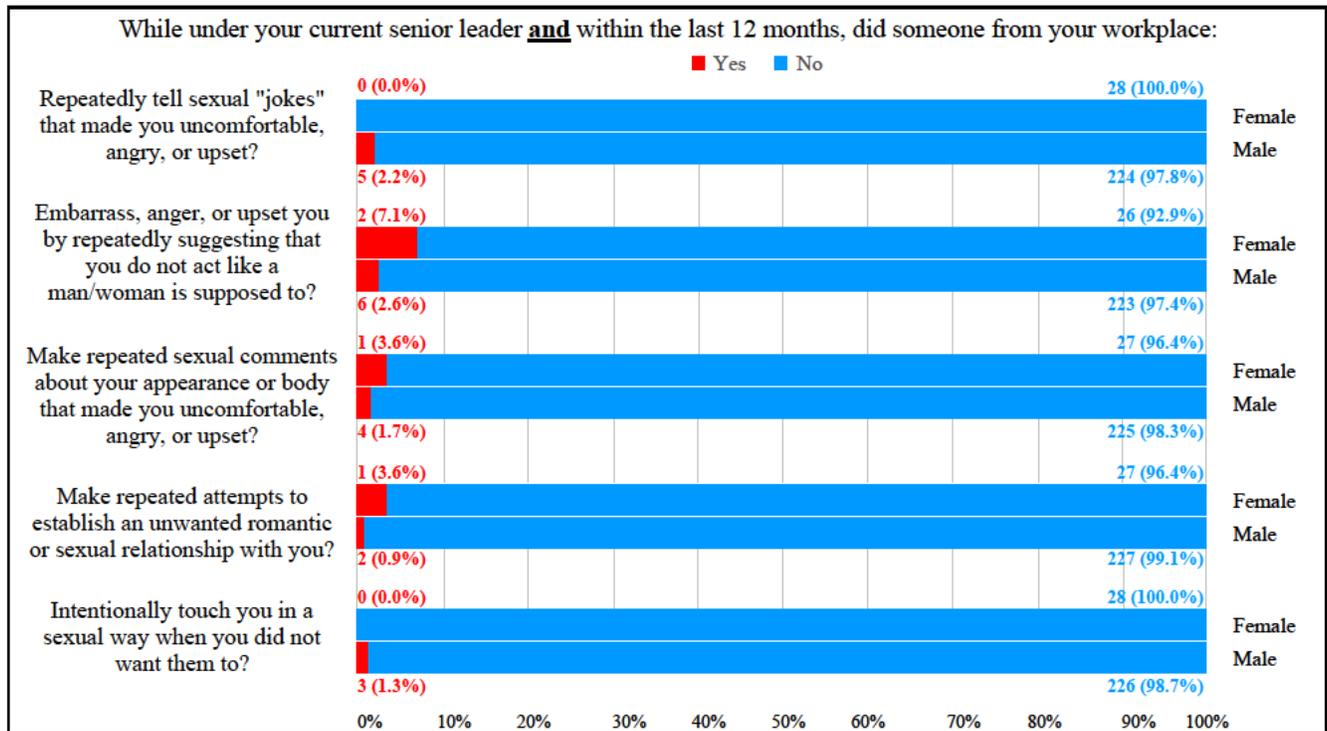
Unwanted Workplace Experiences

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 and 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

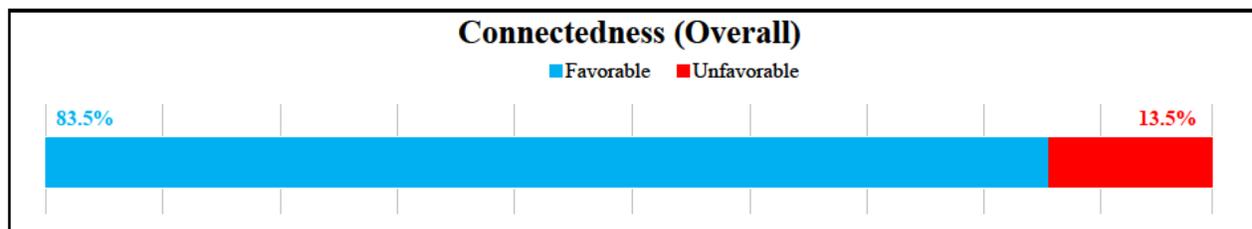


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

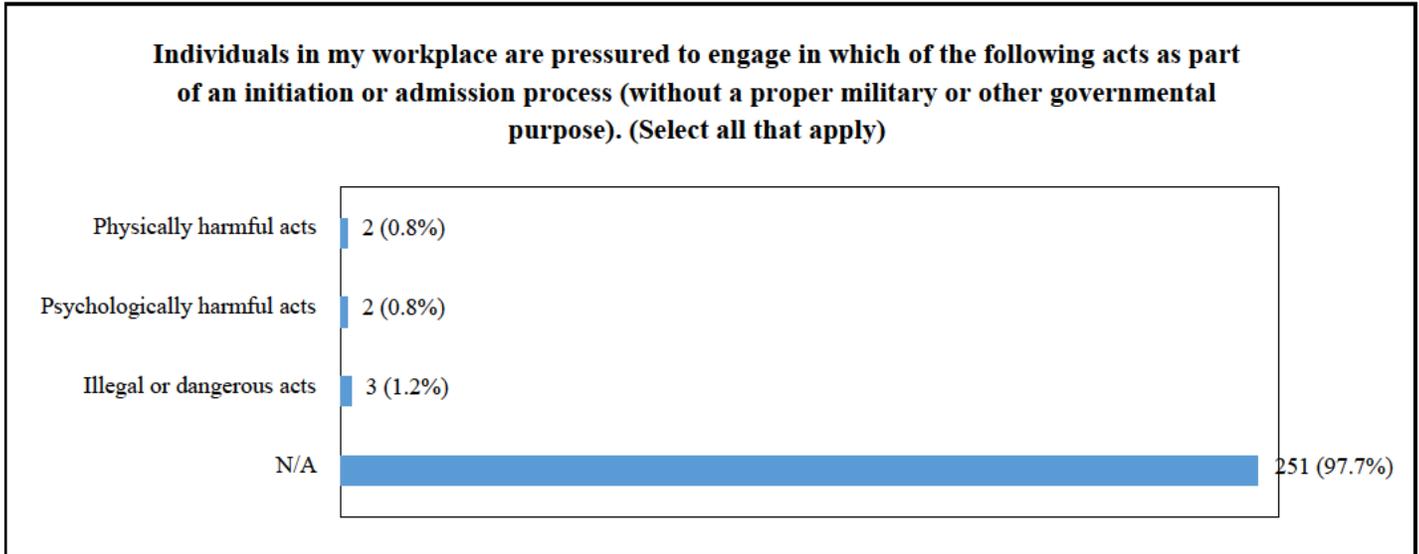
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

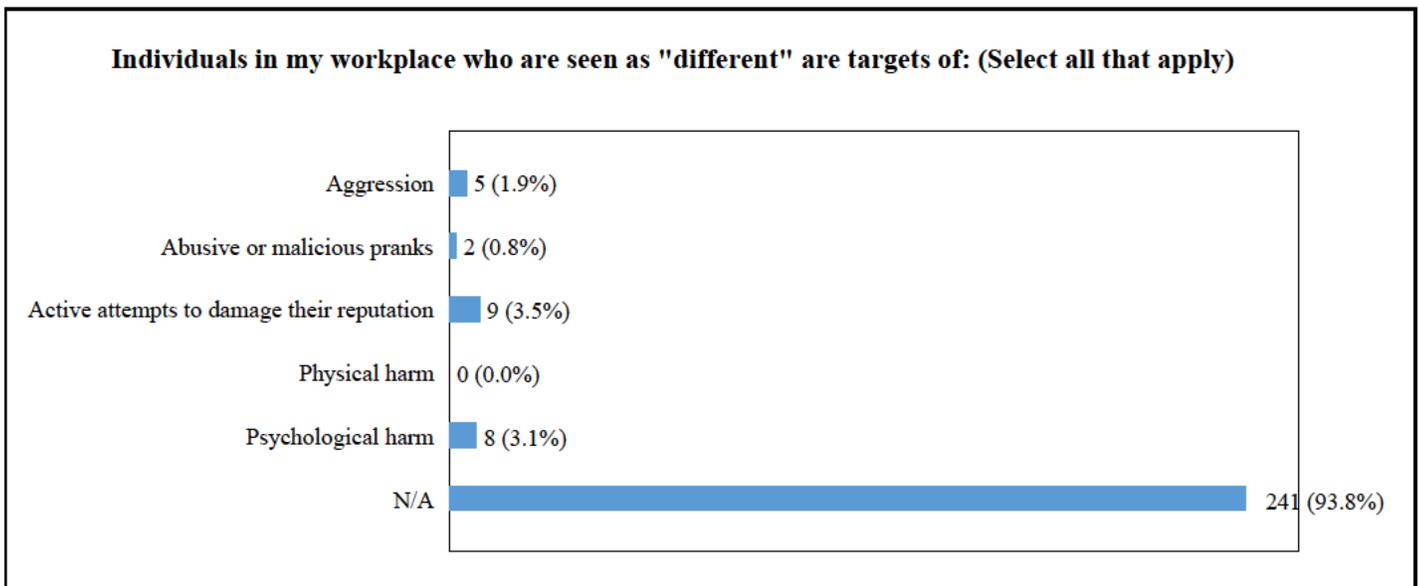
Figure 11. Respondents' Responses to Hazing



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) 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



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

| | |
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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
- 1-833-867-5674

SUMMARY

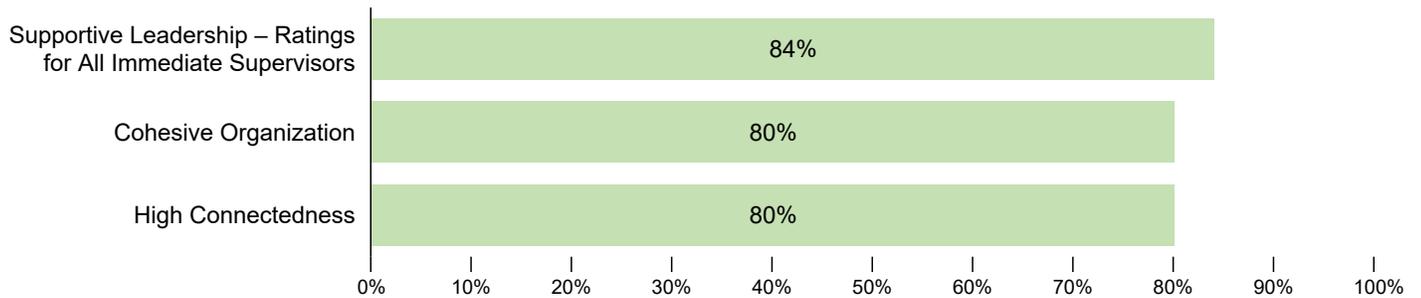
Response Rates

| 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.

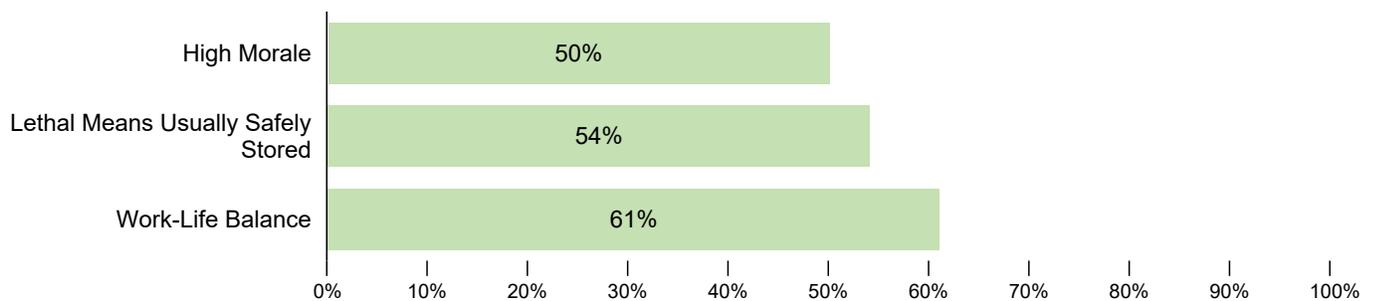
Top 3 – Protective Factors With the Highest Favorability Ratings

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.



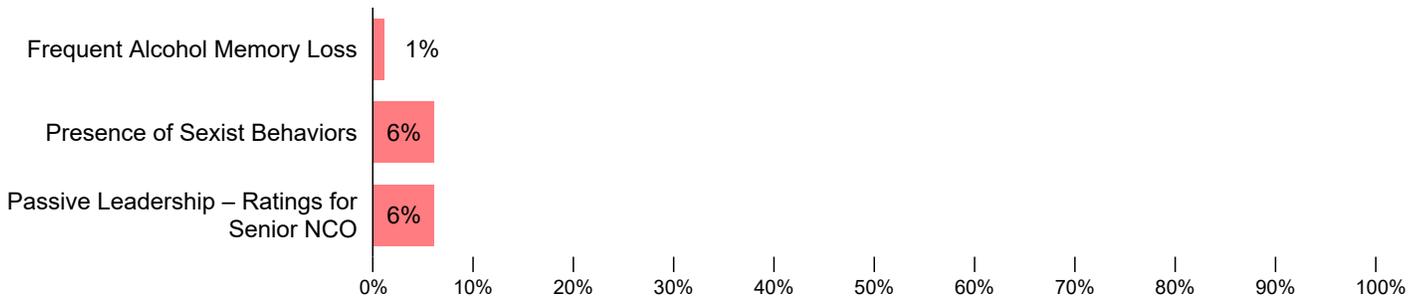
Bottom 3 – Protective Factors With the Lowest Favorability Ratings

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.



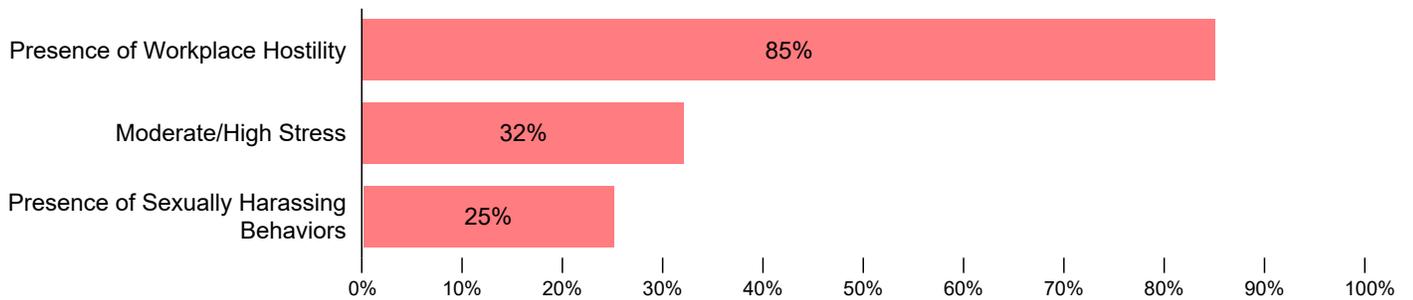
Top 3 – Risk Factors With the Lowest Unfavorability Ratings

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.



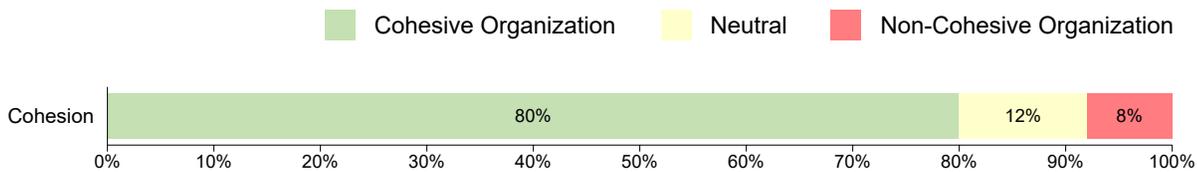
PROTECTIVE FACTORS

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.

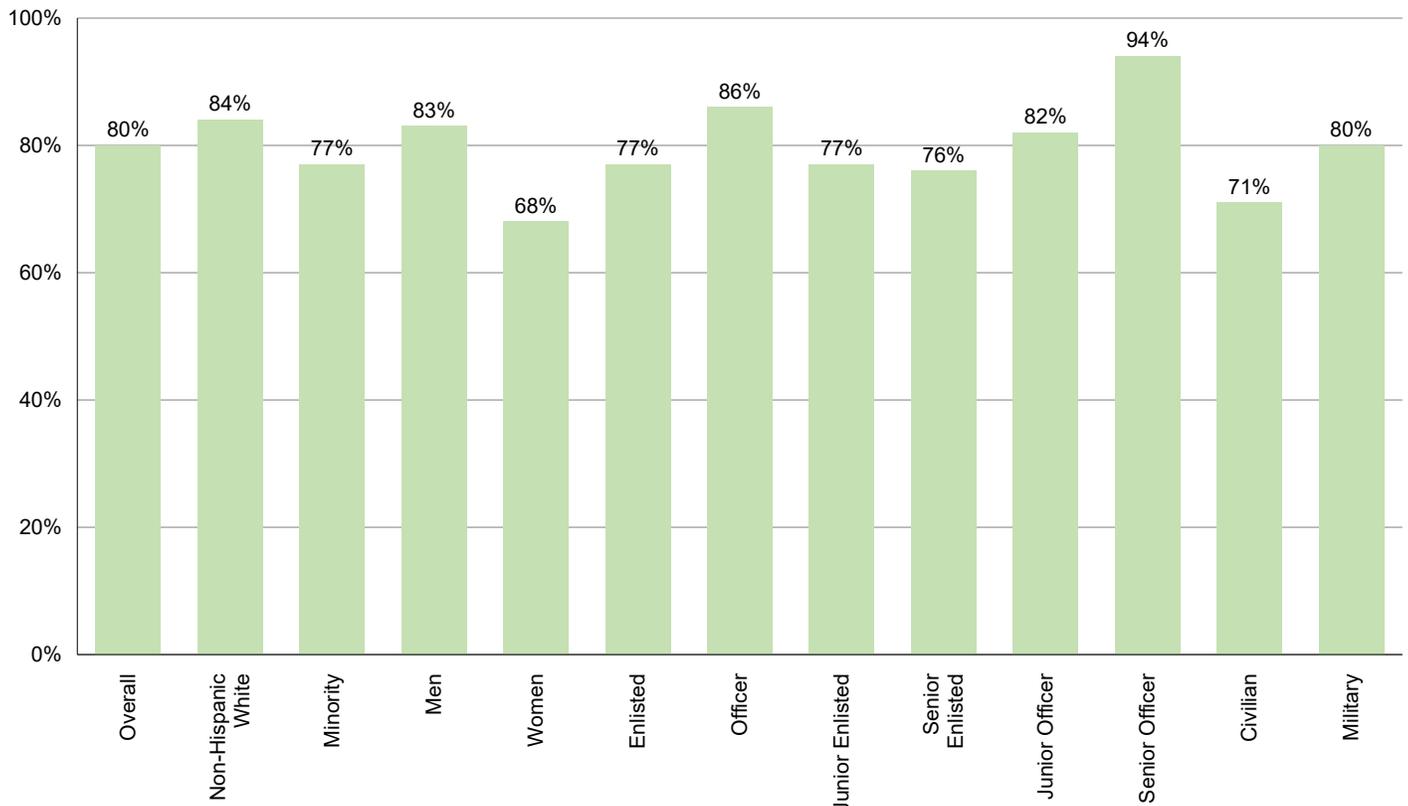
Cohesion

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.



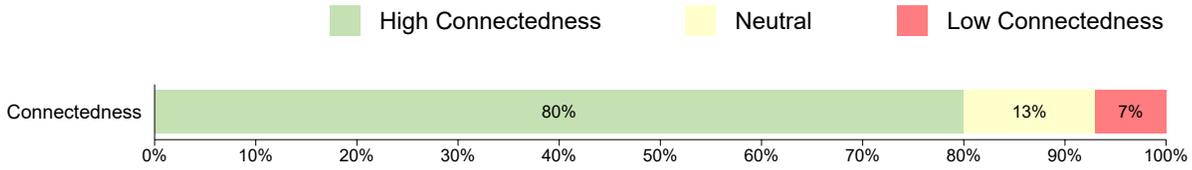
Cohesive Organization by Demographic Category

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



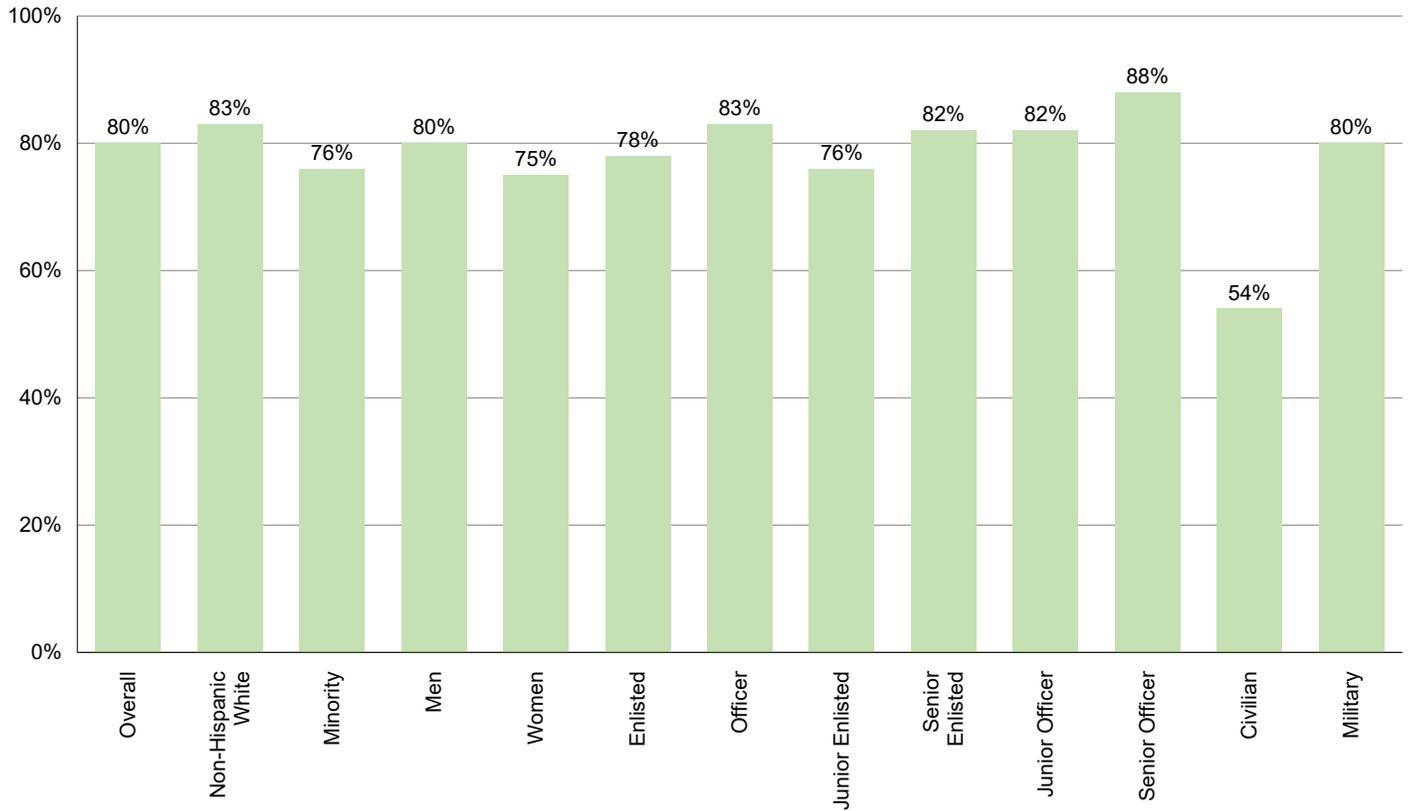
Connectedness

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.



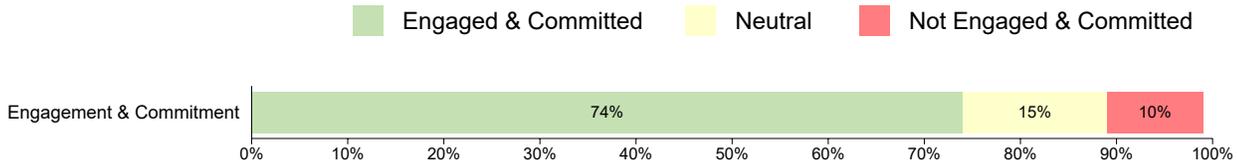
High Connectedness by Demographic Category

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



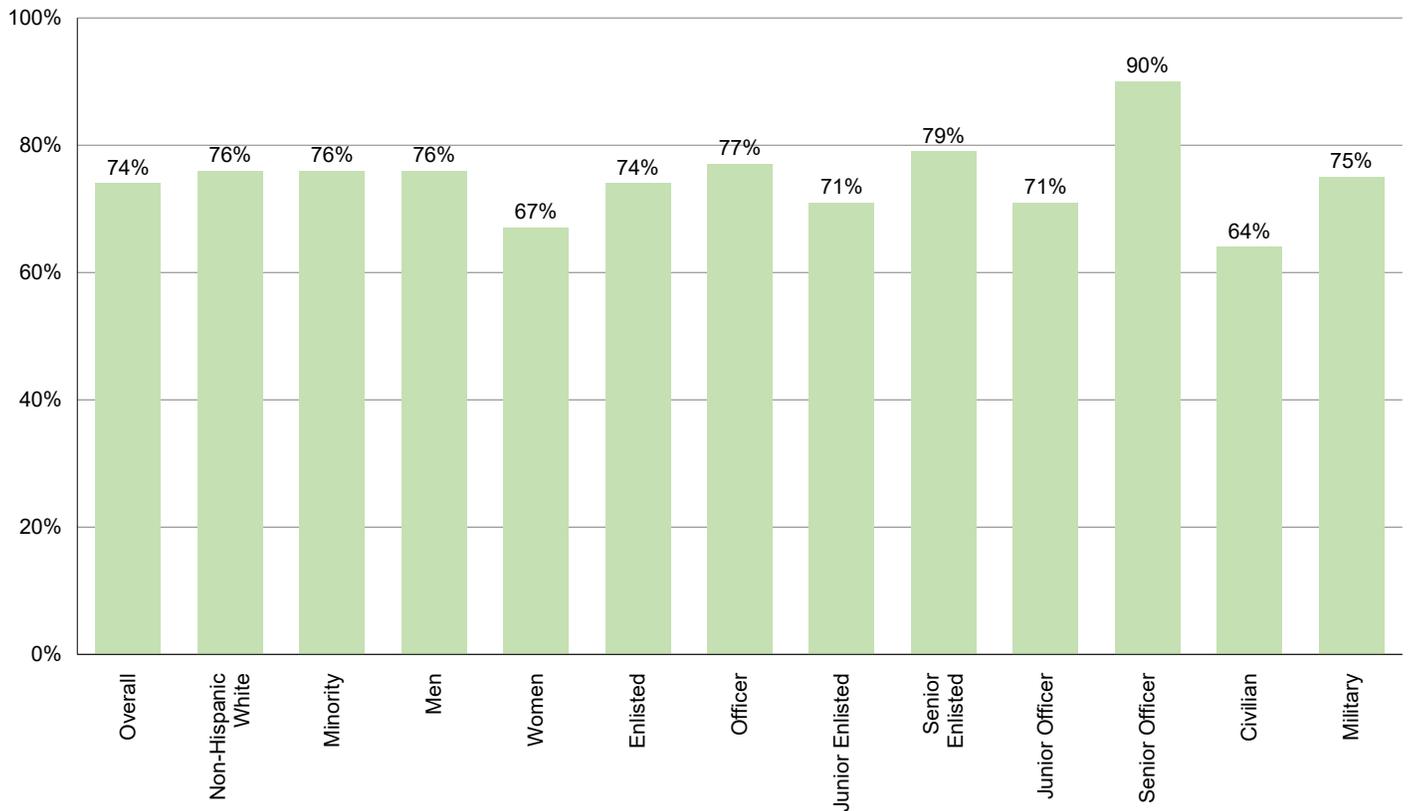
Engagement & Commitment

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.



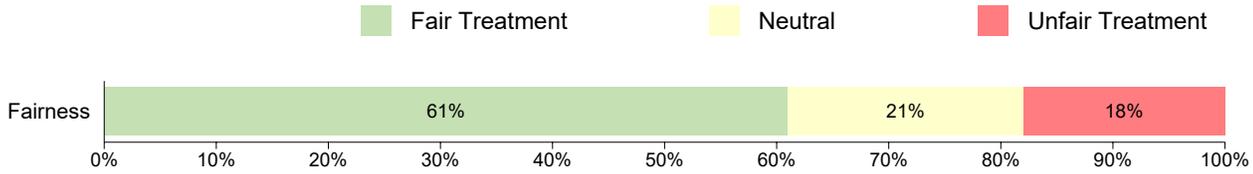
Engaged & Committed by Demographic Category

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



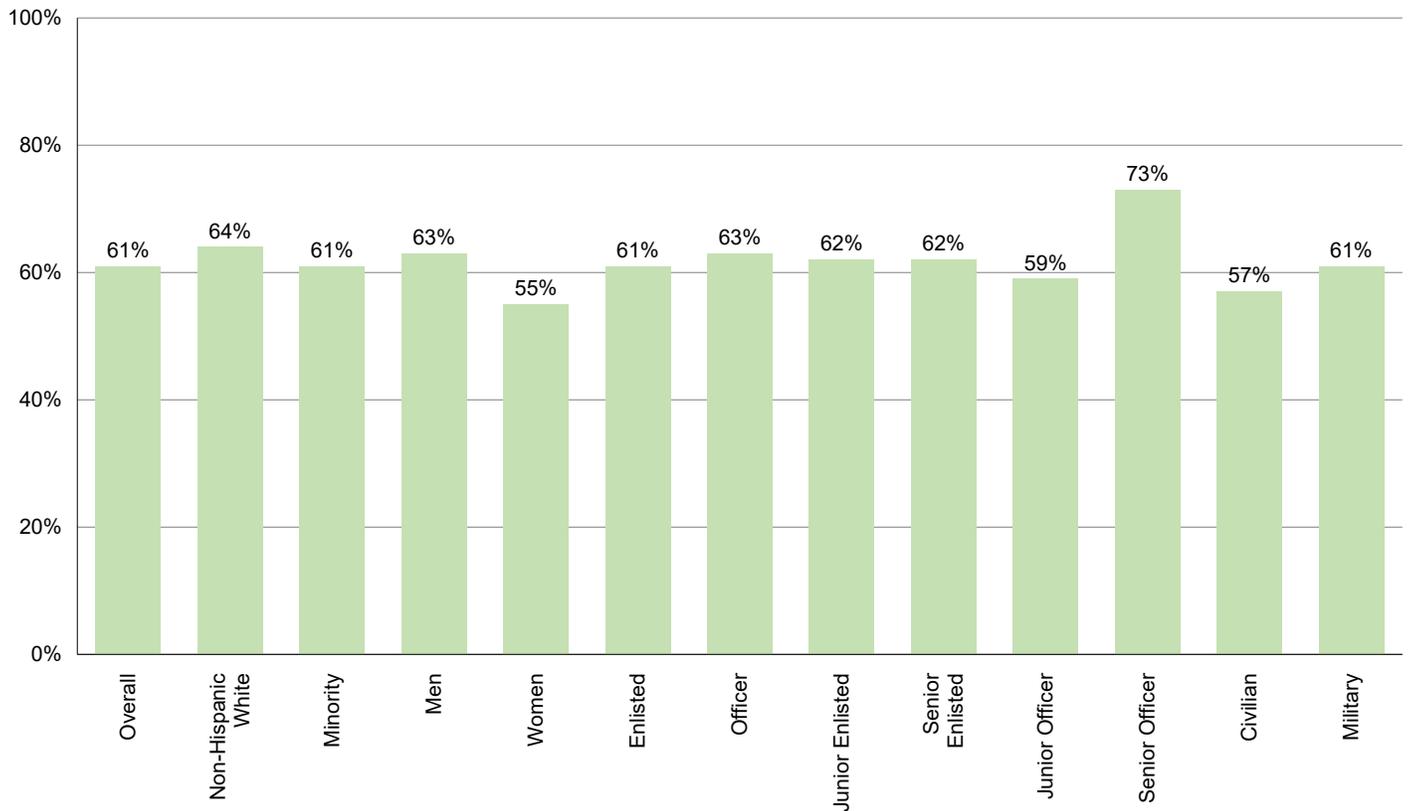
Fairness

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.



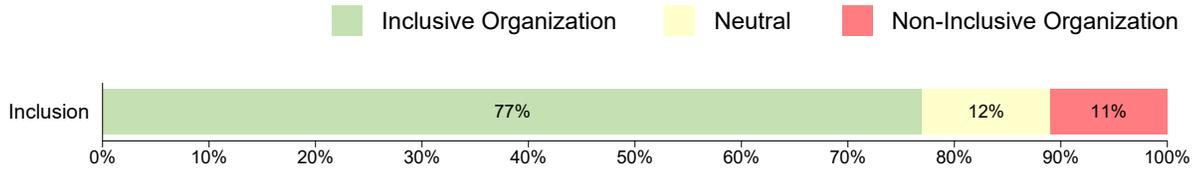
Fair Treatment by Demographic Category

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



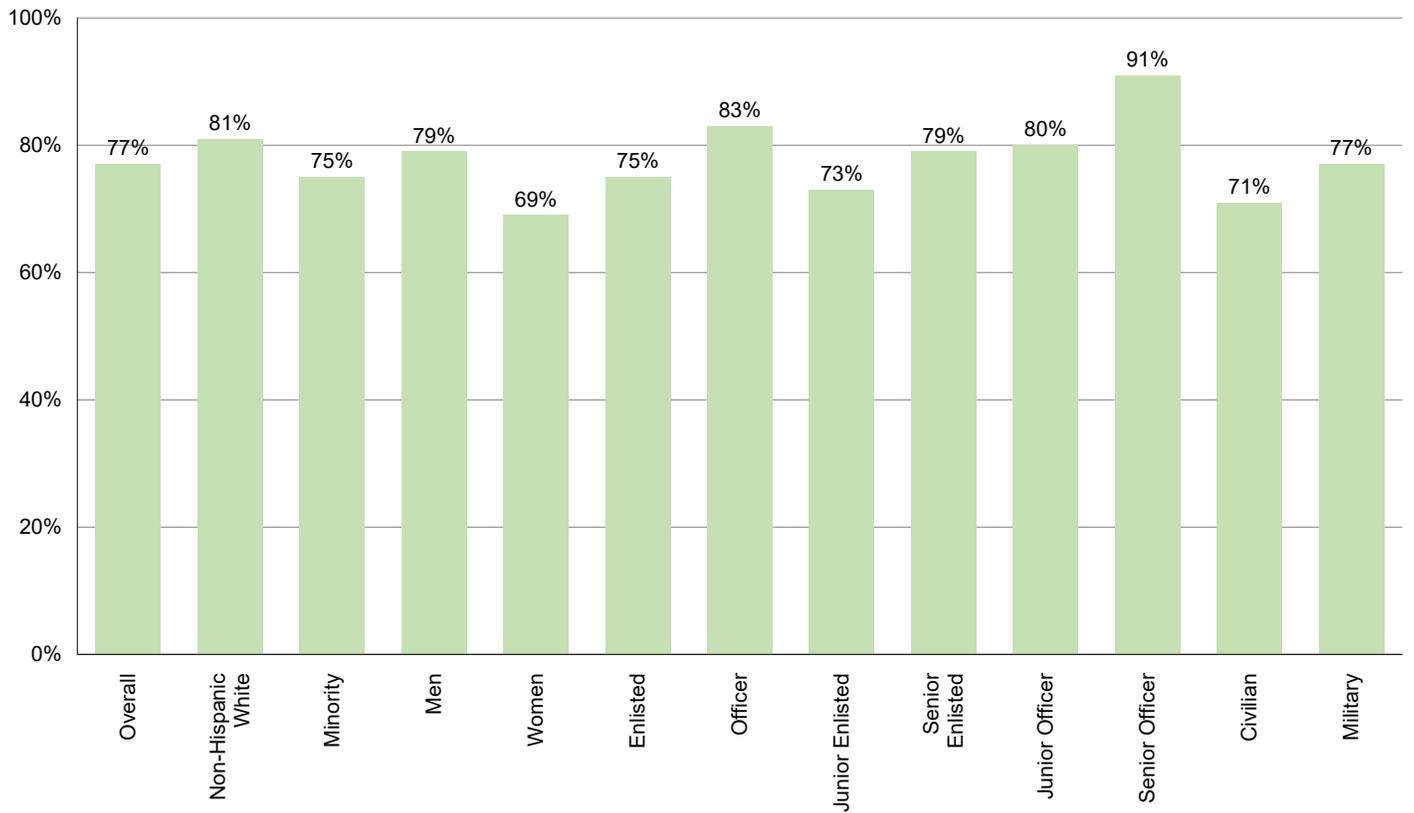
Inclusion

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.



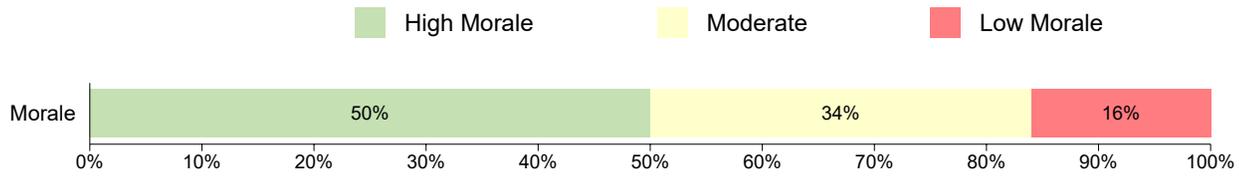
Inclusive Organization by Demographic Category

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



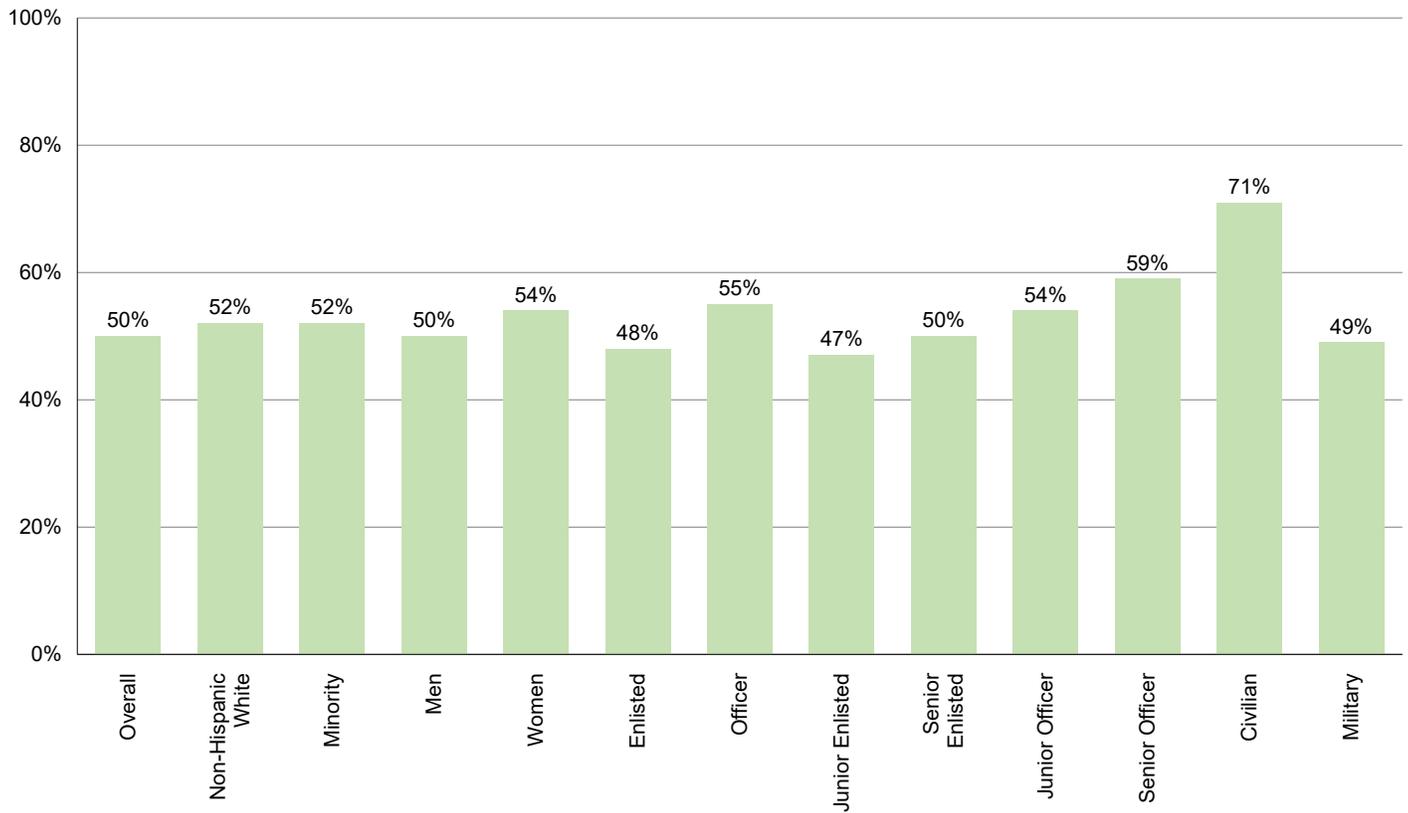
Morale

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.



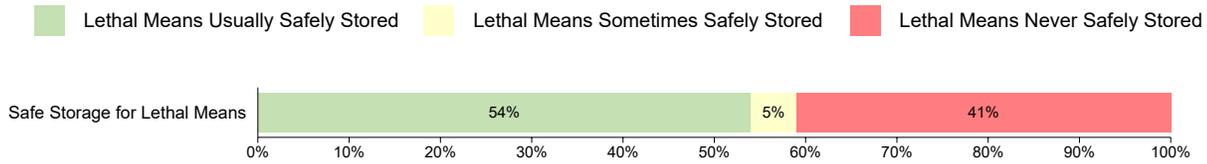
High Morale by Demographic Category

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



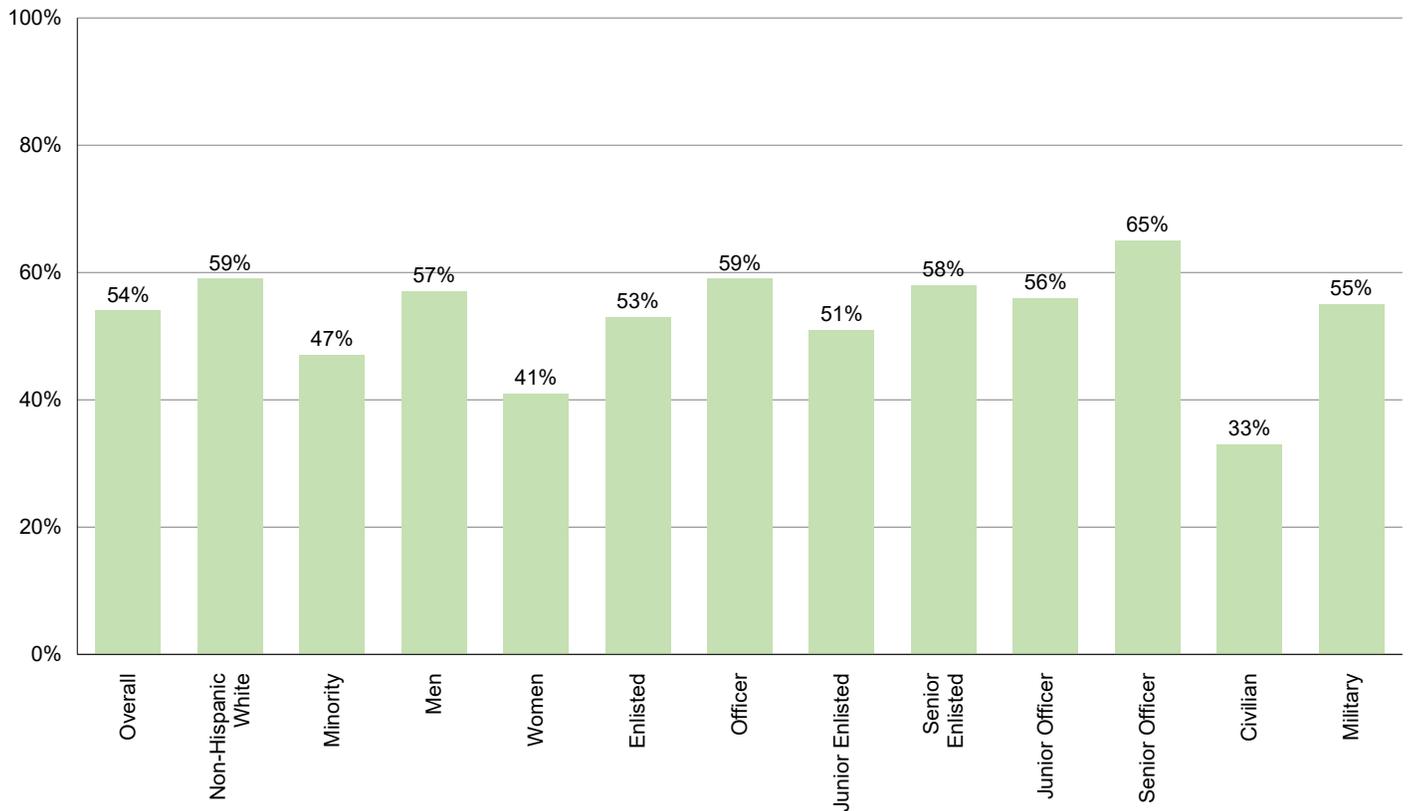
Safe Storage for Lethal Means

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.



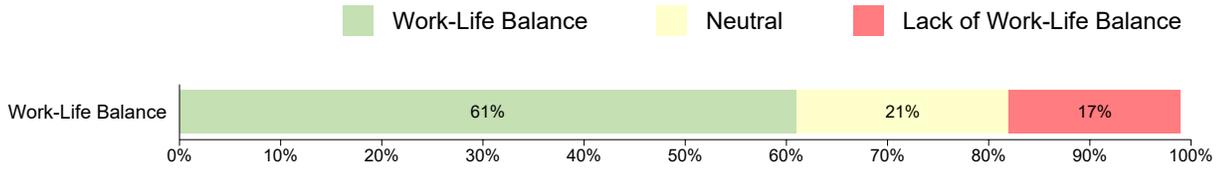
Safe Storage for Lethal Means by Demographic Category

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



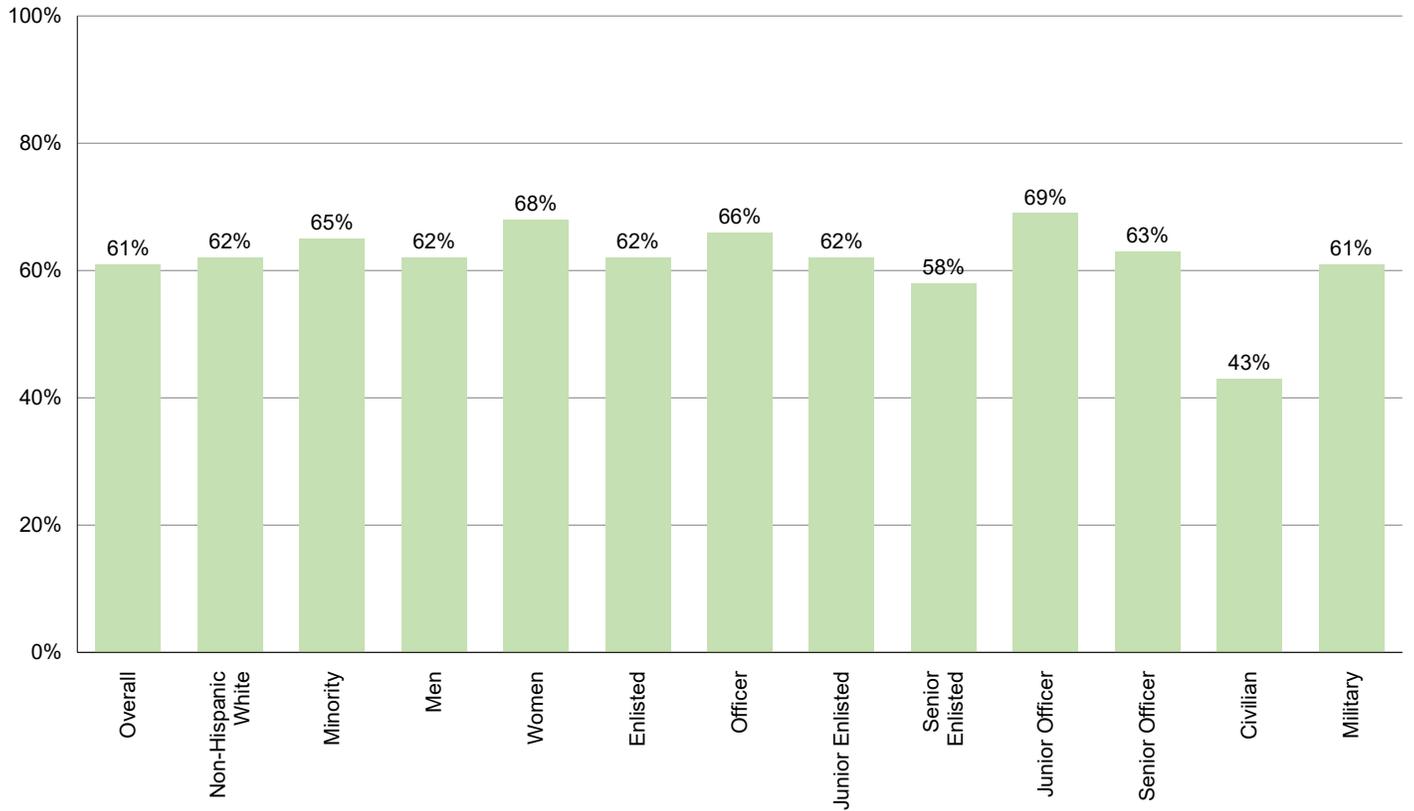
Work-Life Balance

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.



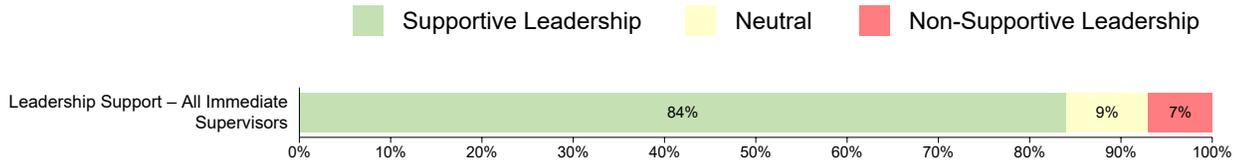
Work-Life Balance by Demographic Category

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



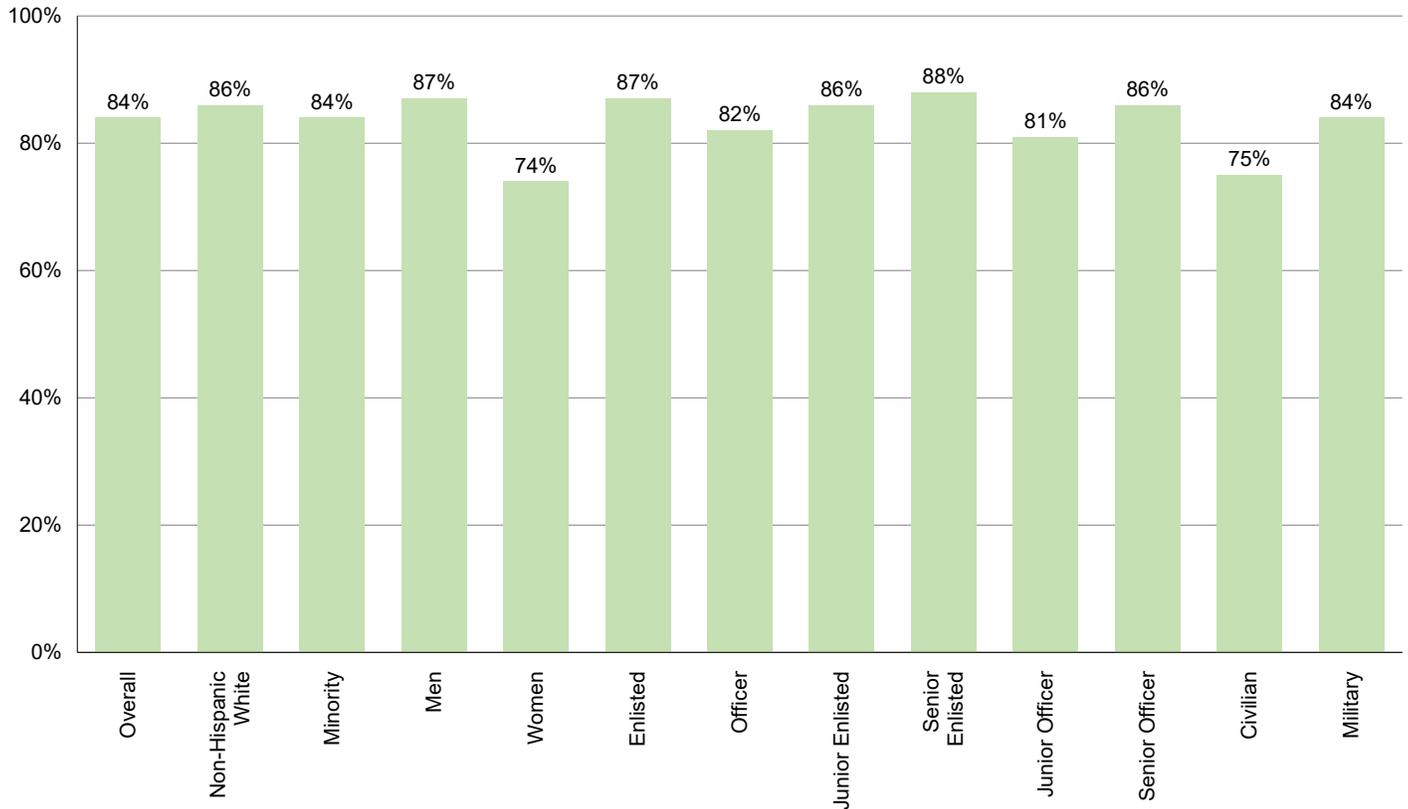
Leadership Support – Ratings for All Immediate Supervisors

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.



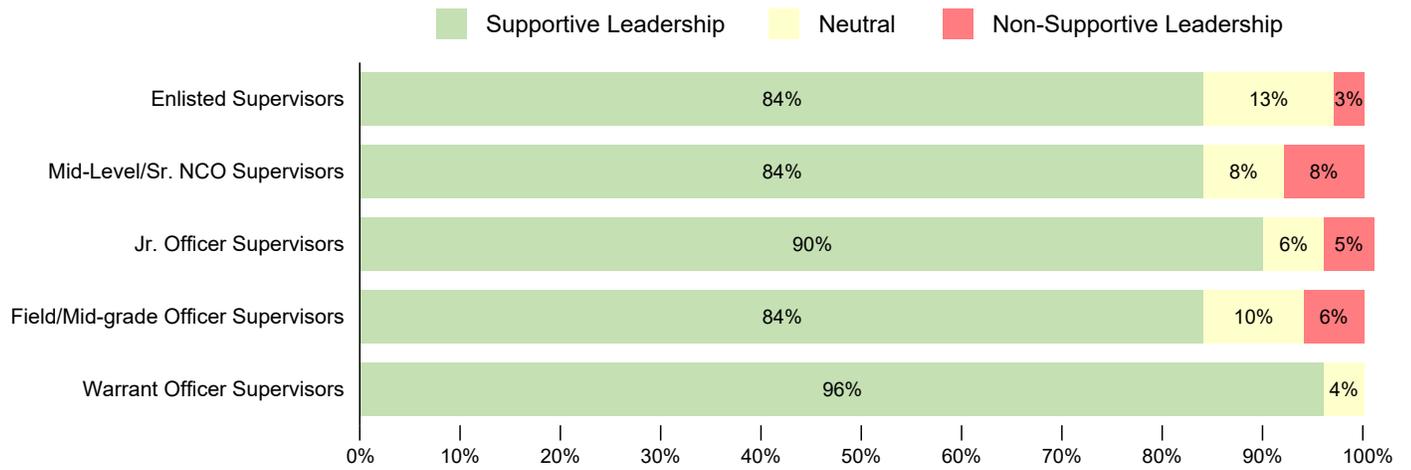
Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

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



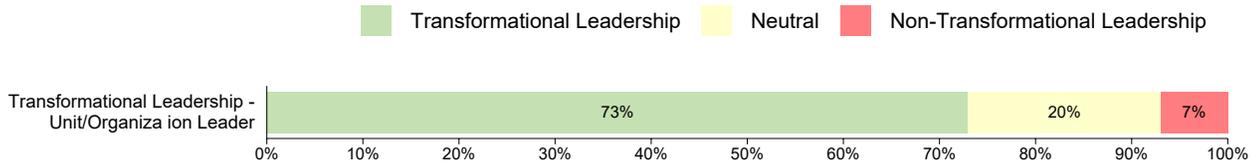
Leadership Support – Ratings by Paygrade of Immediate Supervisor

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



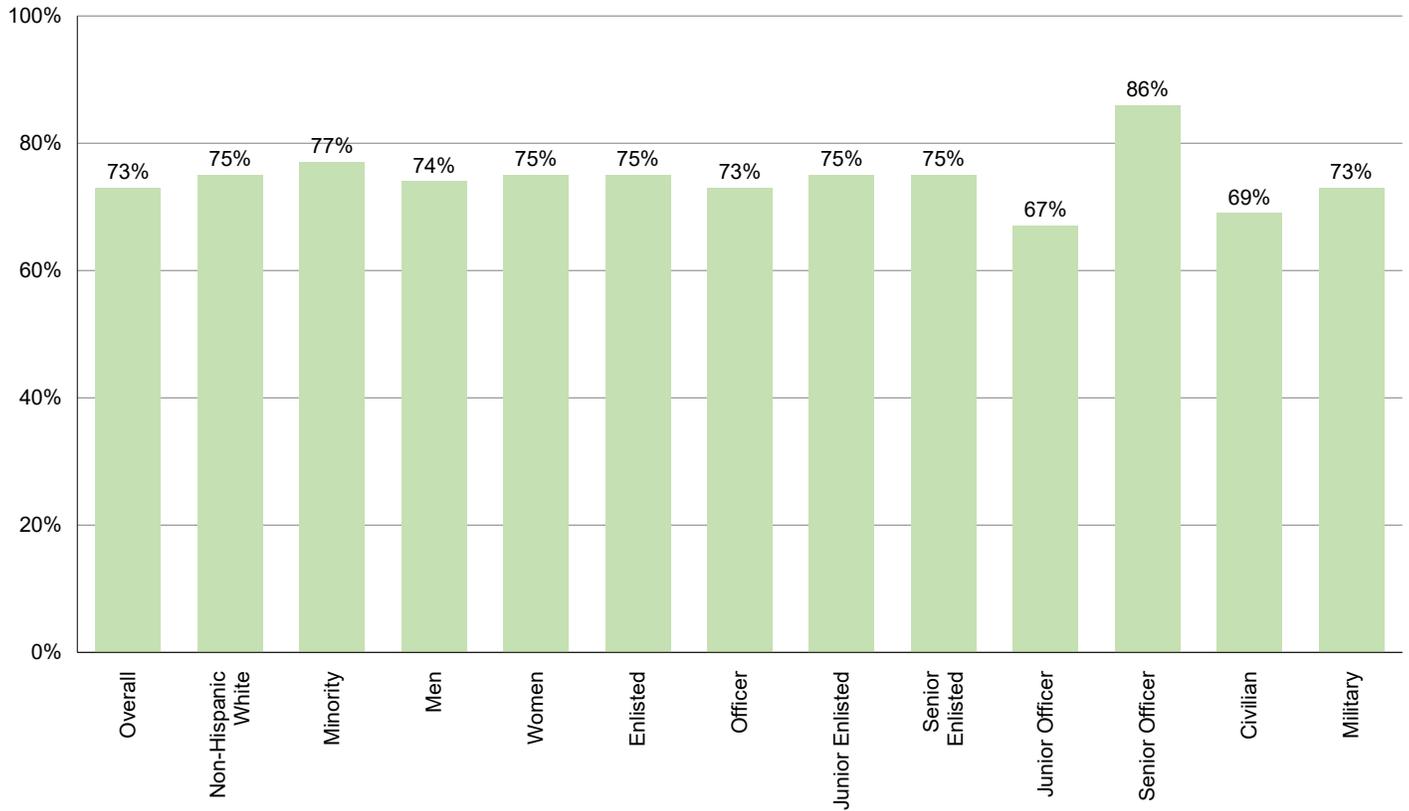
Transformational Leadership – Ratings for Unit/Organization Leader

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.



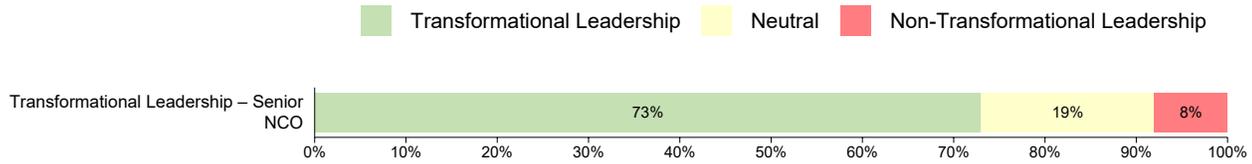
Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

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



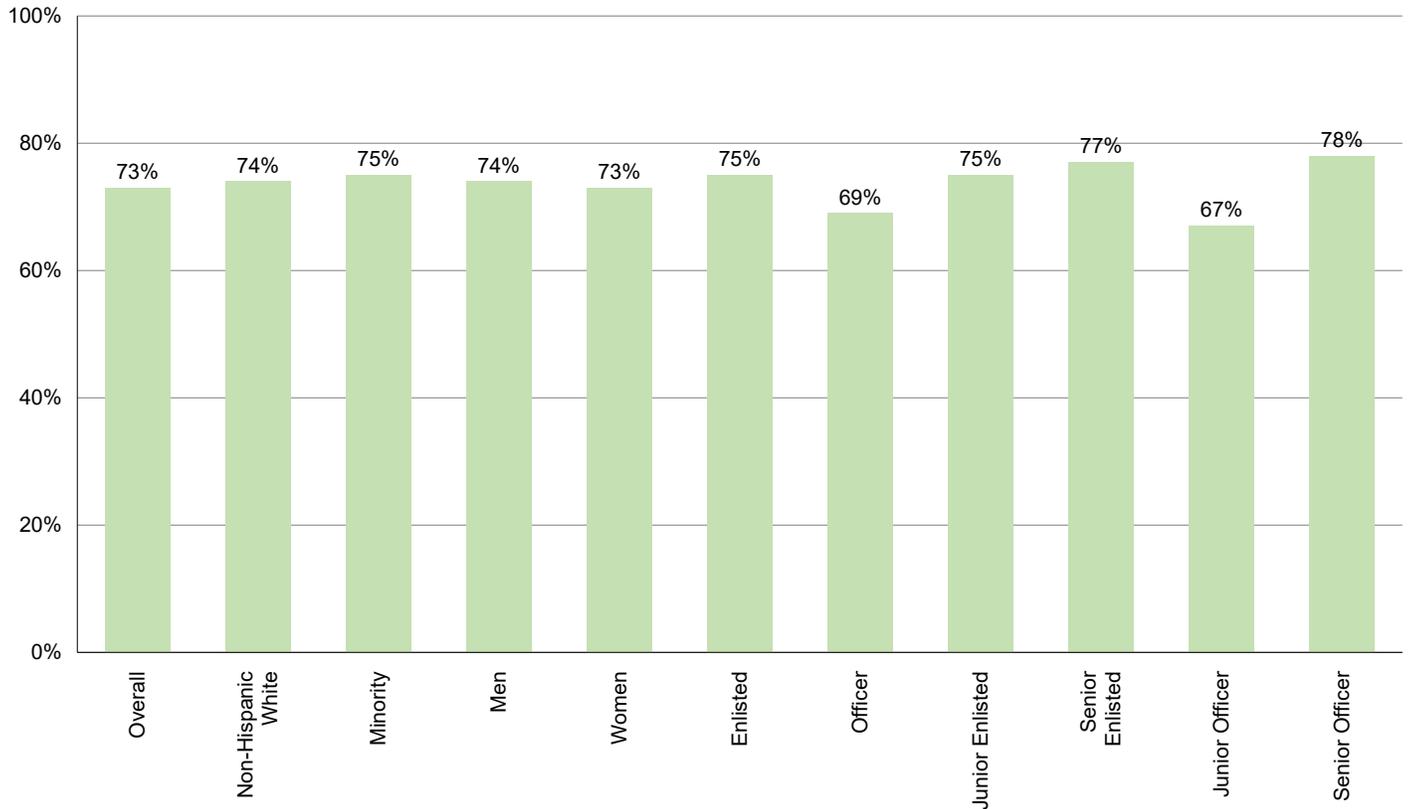
Transformational Leadership – Ratings for Senior NCO

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.



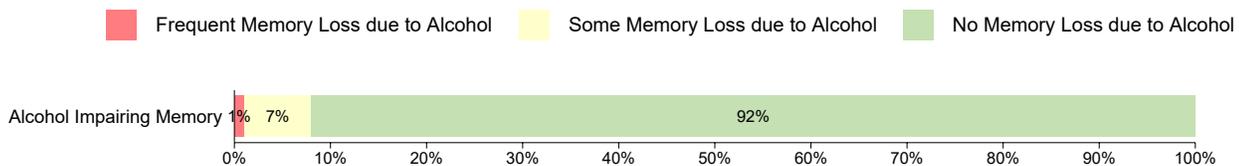
RISK FACTORS

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.

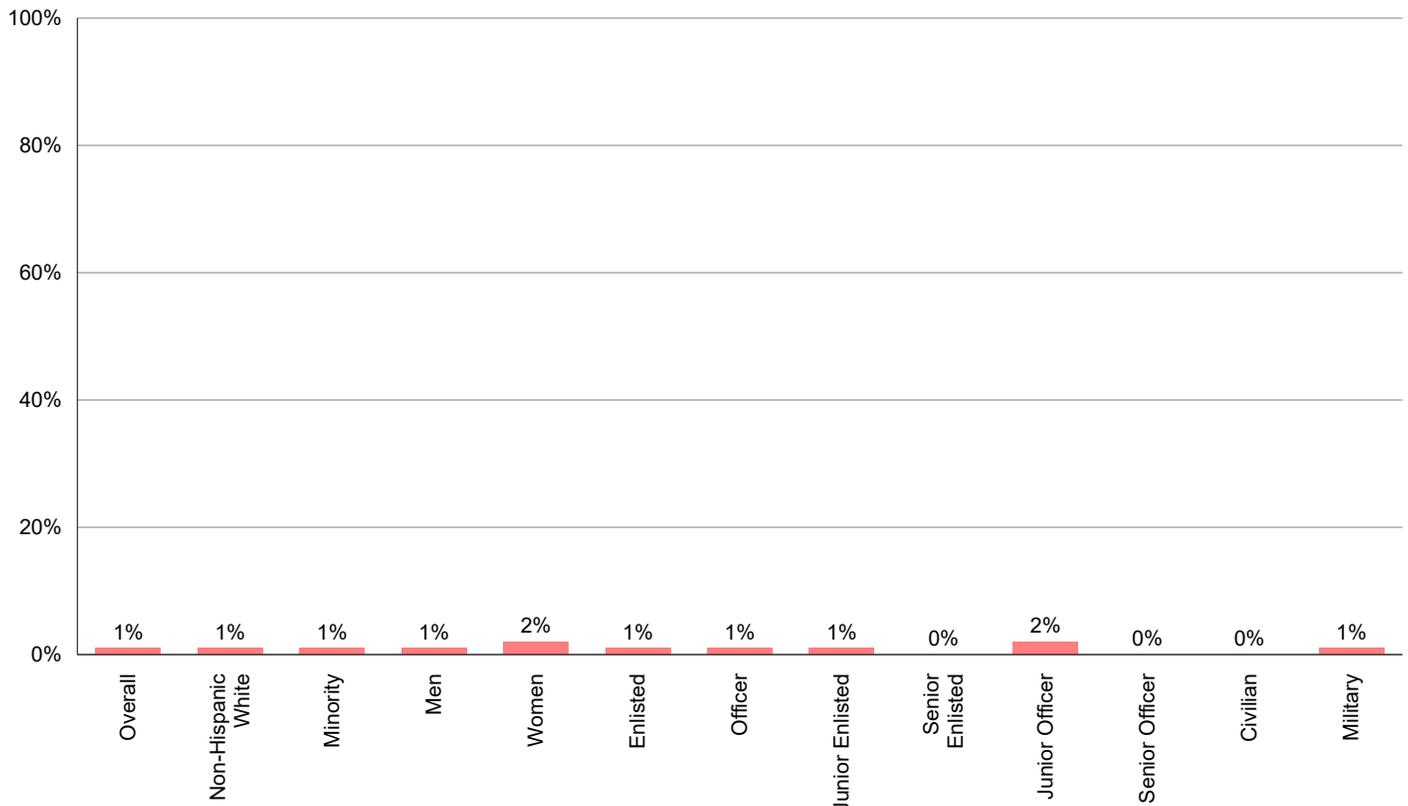
Alcohol Impairing Memory

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.



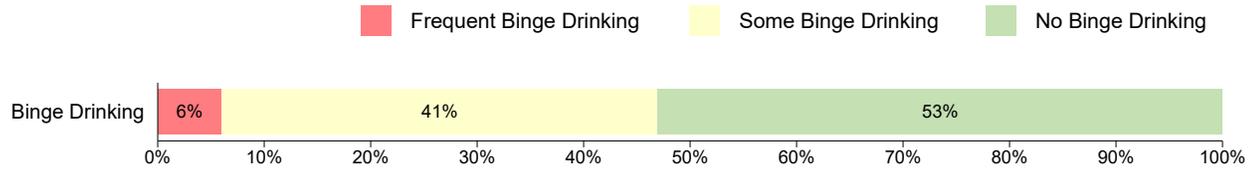
Frequent Alcohol Memory Loss by Demographic Category

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



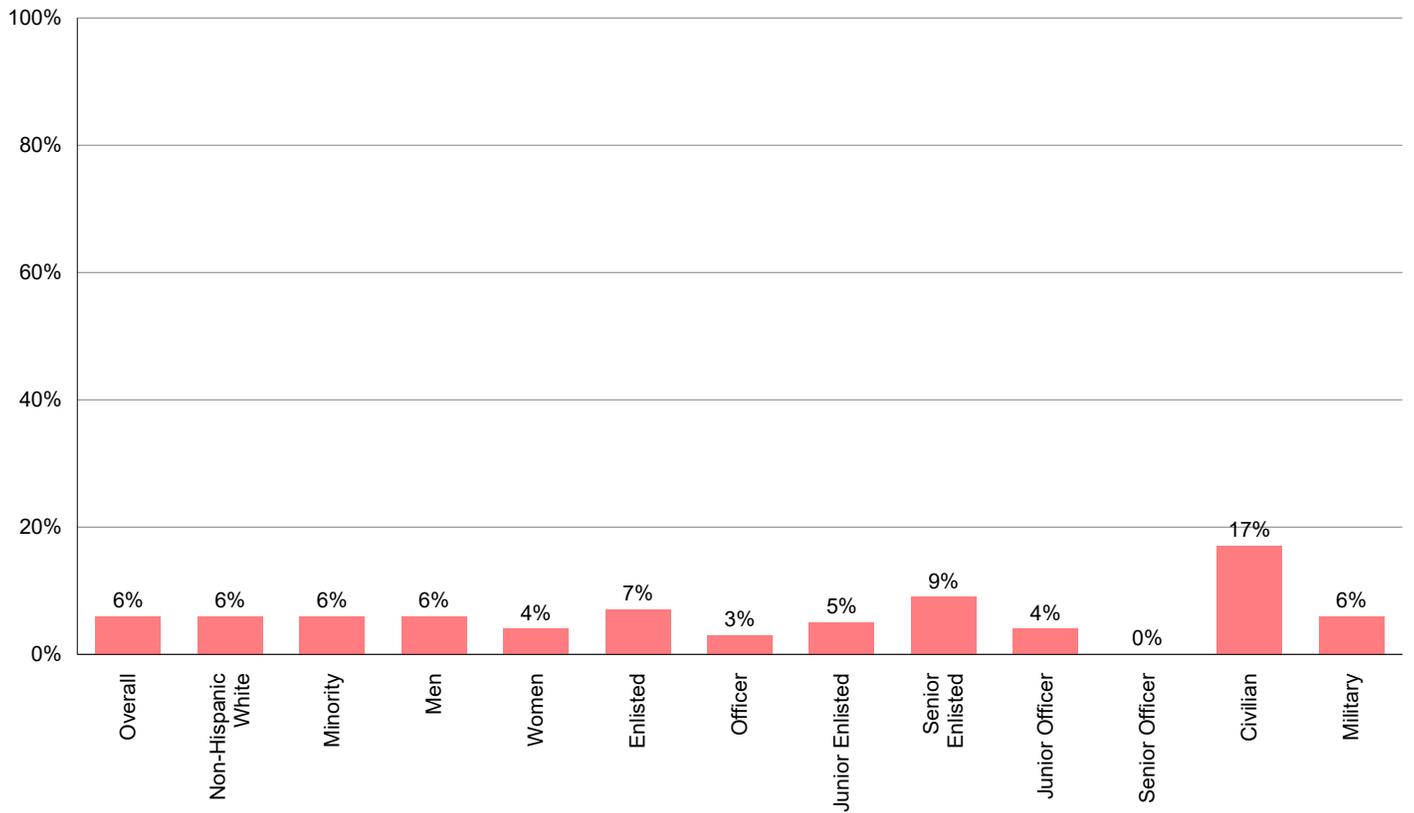
Binge Drinking

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.



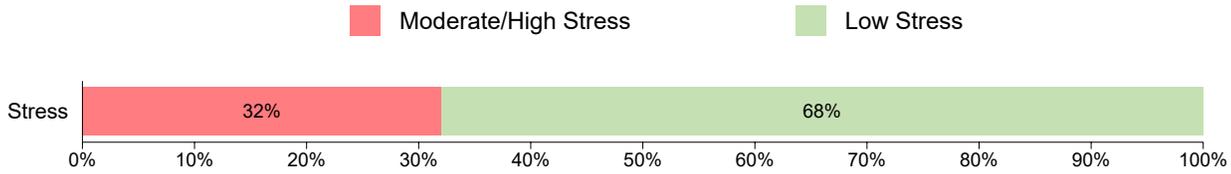
Frequent Binge Drinking by Demographic Category

This graph displays the percentage who reported frequent binge drinking.



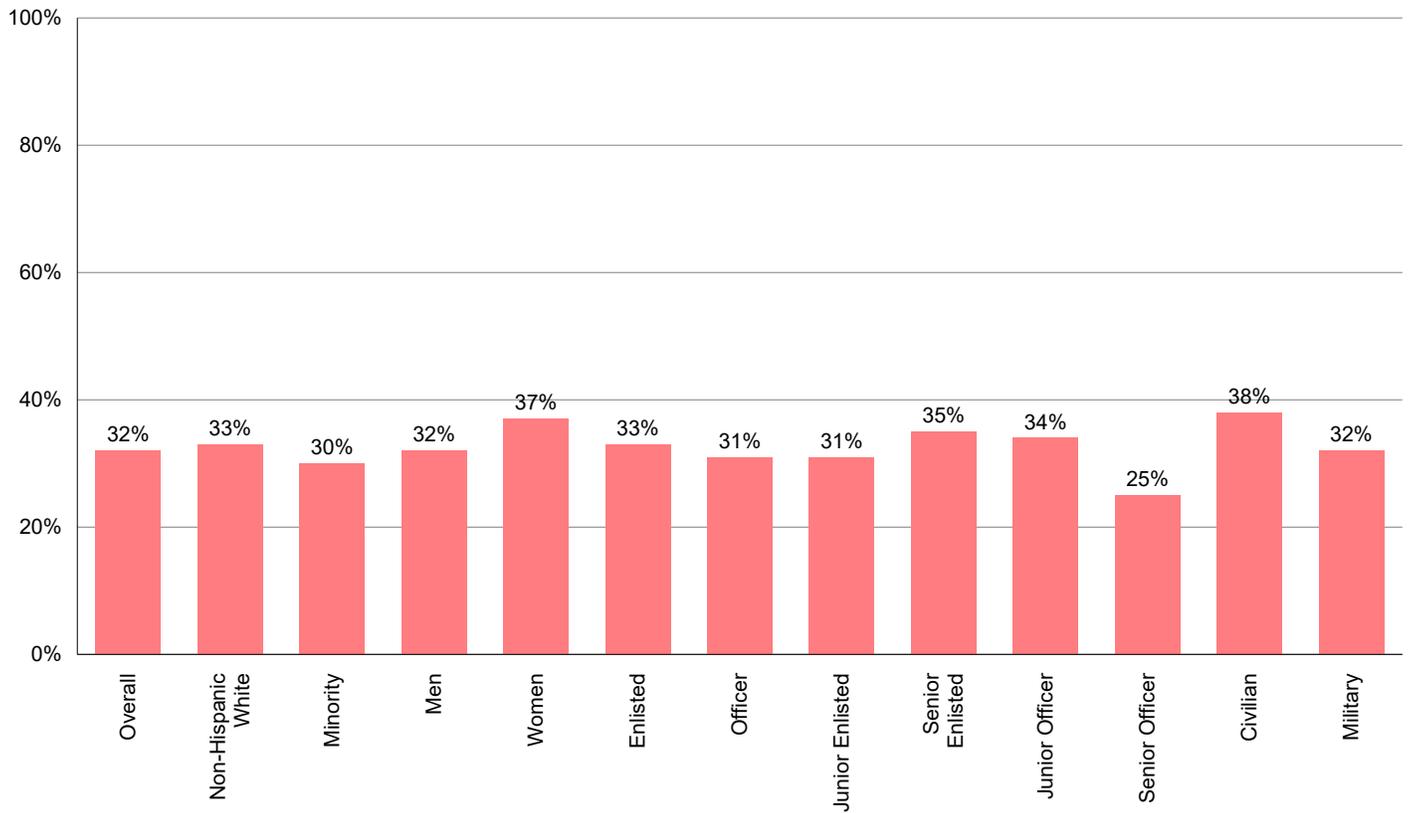
Stress

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.



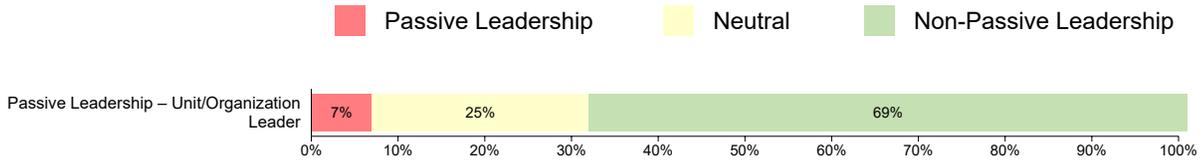
Moderate/High Stress by Demographic Category

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



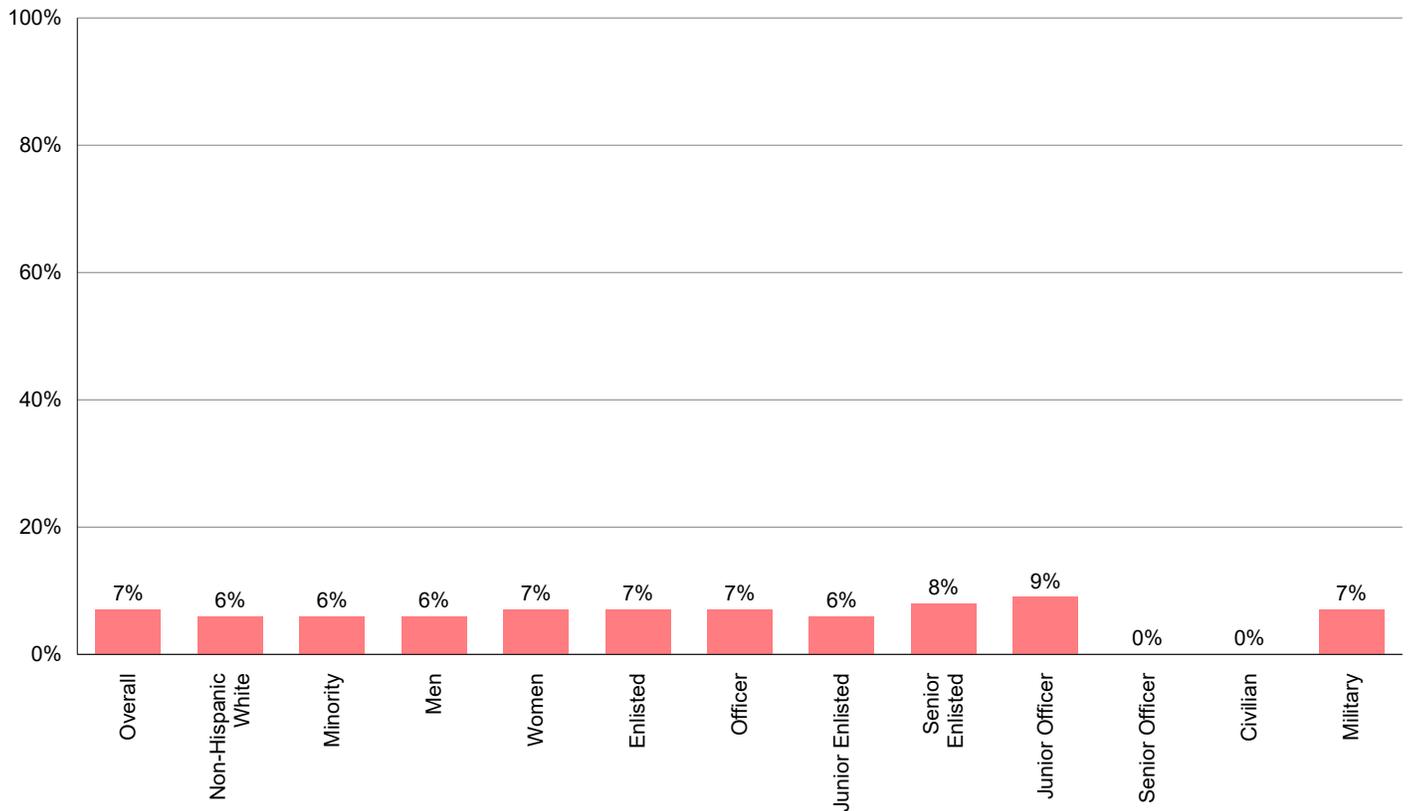
Passive Leadership - Ratings for Unit/Organization Leader

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.



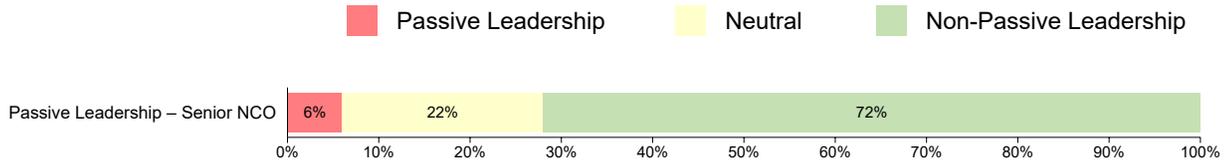
Passive Leadership - Ratings for Unit/Organization Leader Demographic Category

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



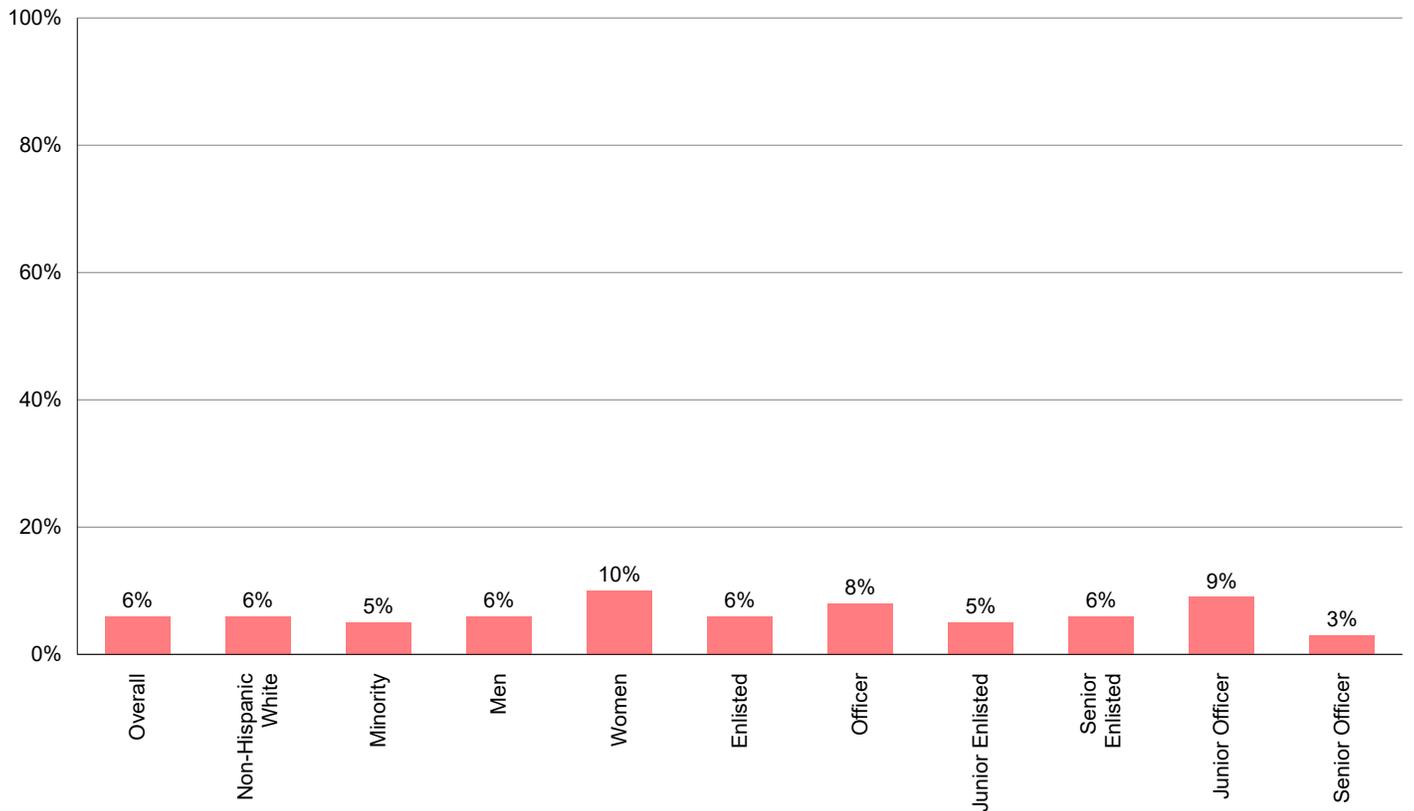
Passive Leadership - Ratings for Senior NCO

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.



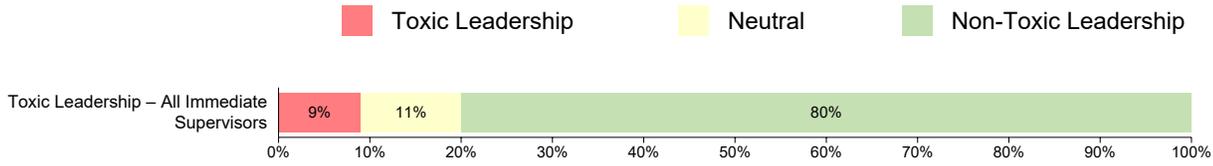
Passive Leadership – Ratings for Senior NCO by Demographic Category

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



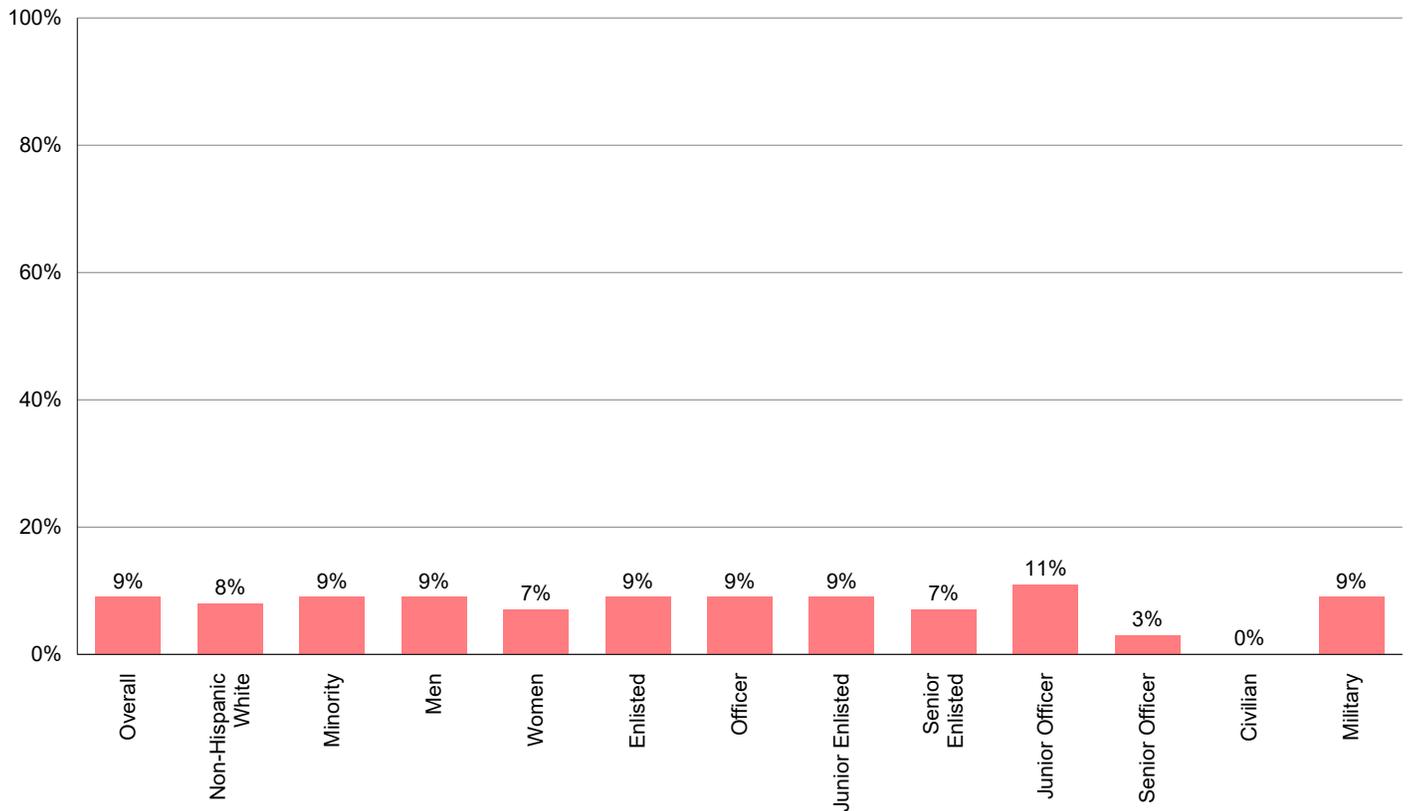
Toxic Leadership - Ratings for All Immediate Supervisors

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.



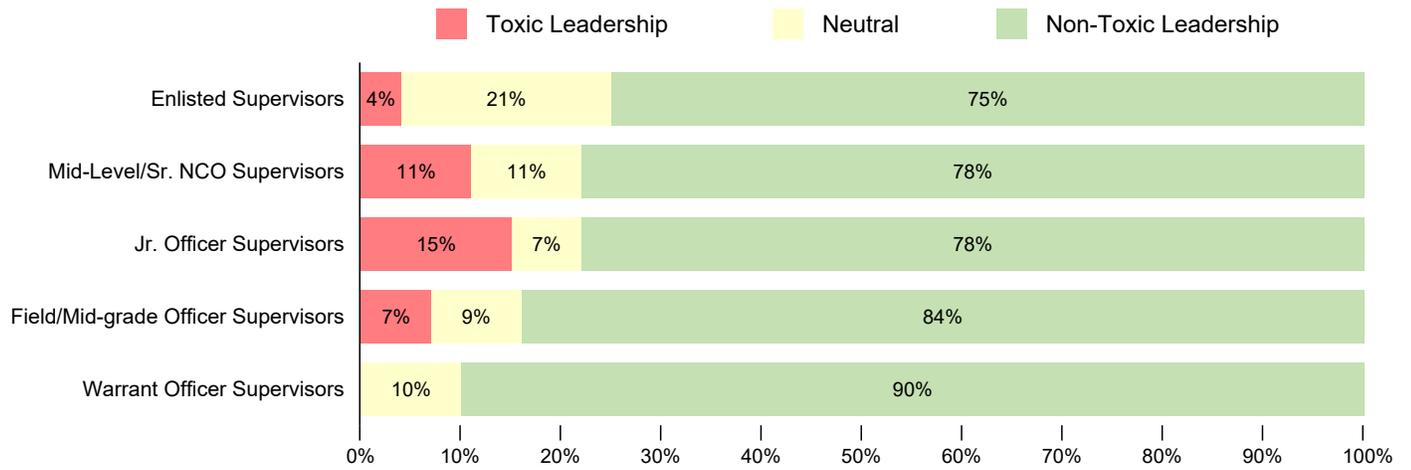
Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category

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



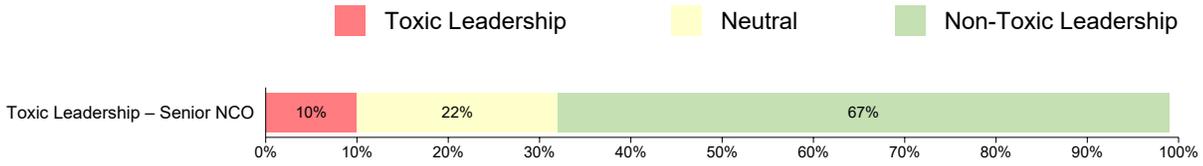
Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

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



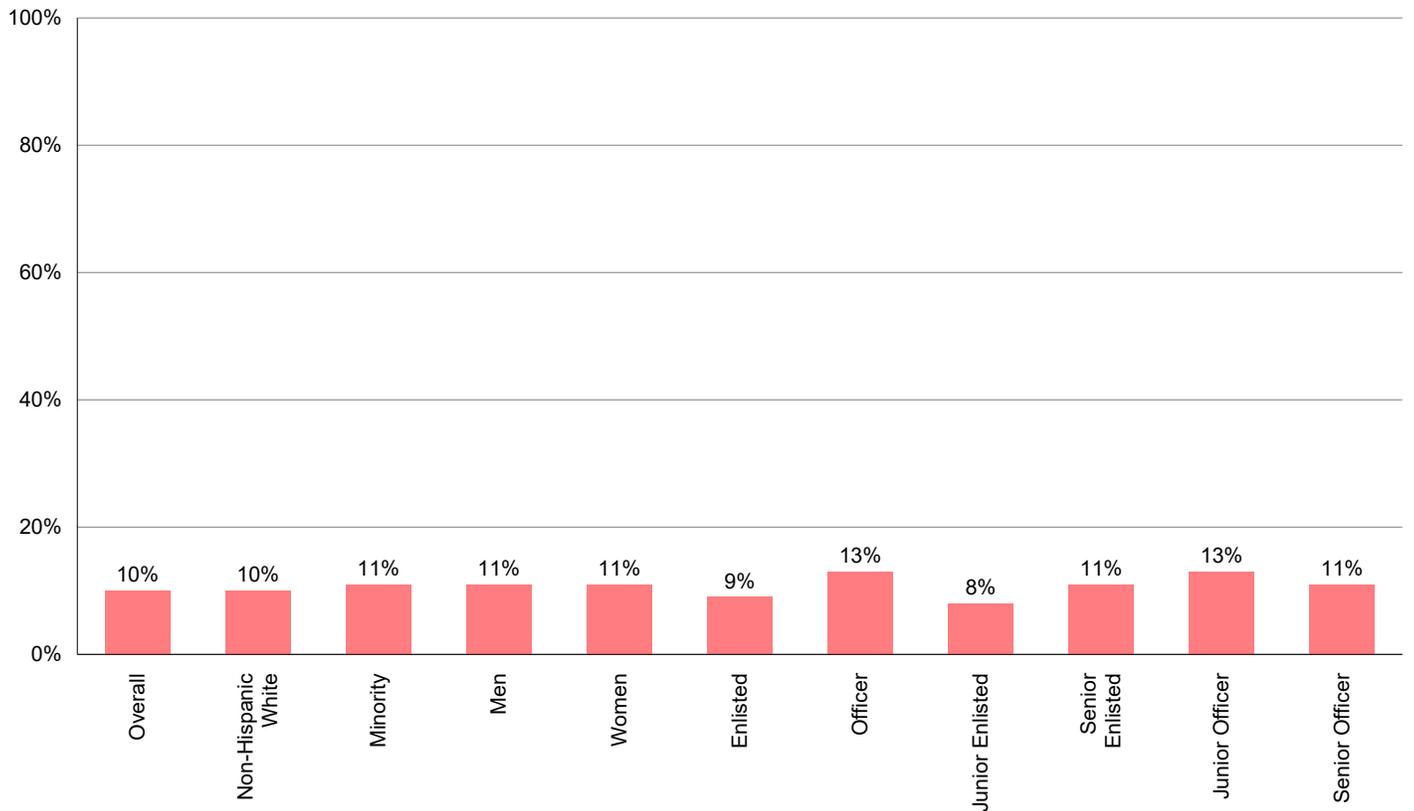
Toxic Leadership - Ratings for Senior NCO

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.



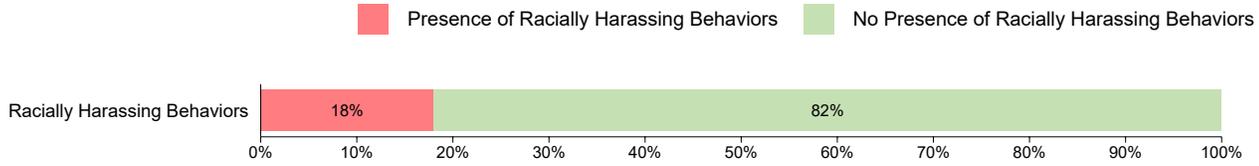
Toxic Leadership – Ratings for Senior NCO by Demographic Category

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



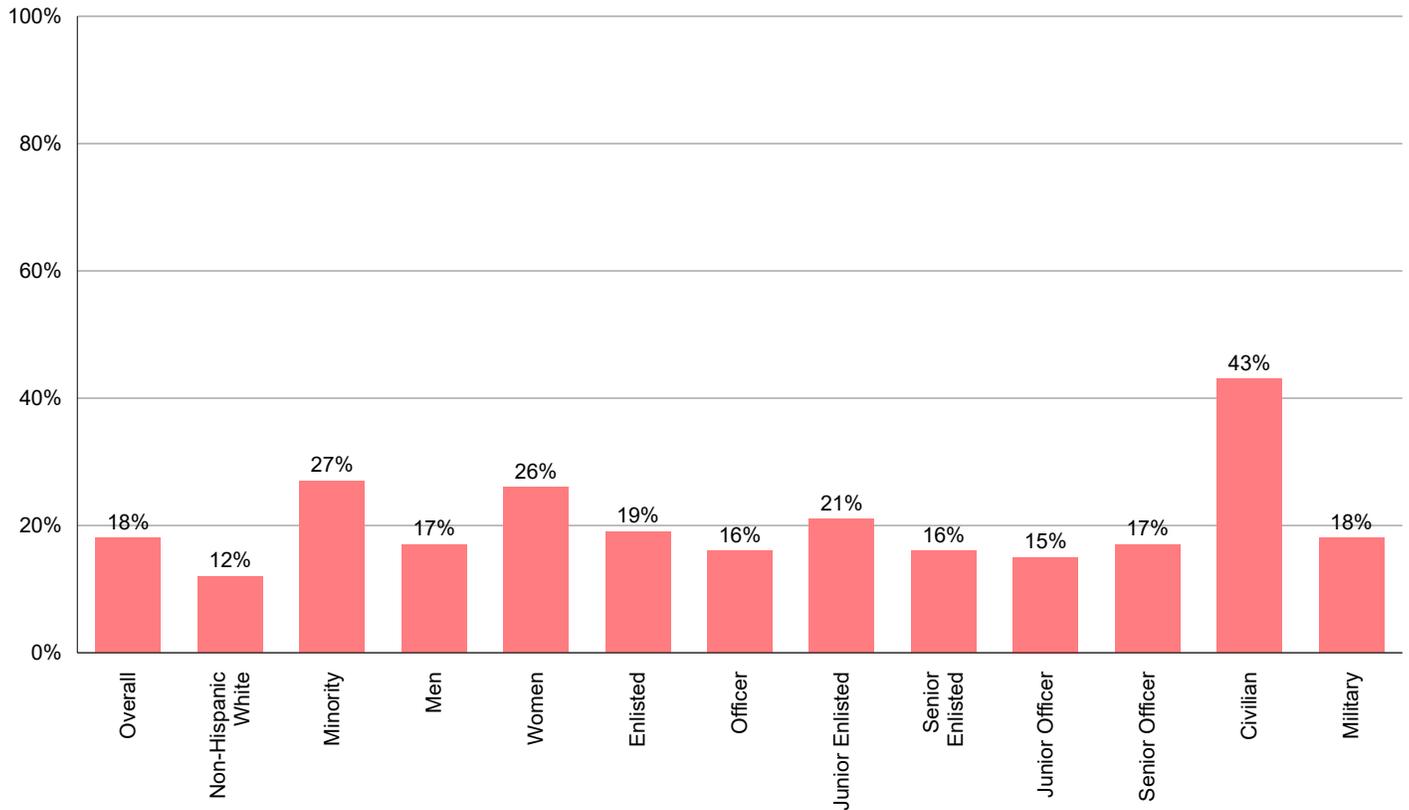
Racially Harassing Behaviors

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.



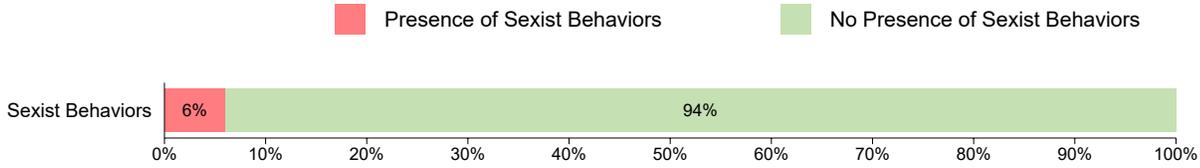
Presence of Racially Harassing Behaviors by Demographic Category

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



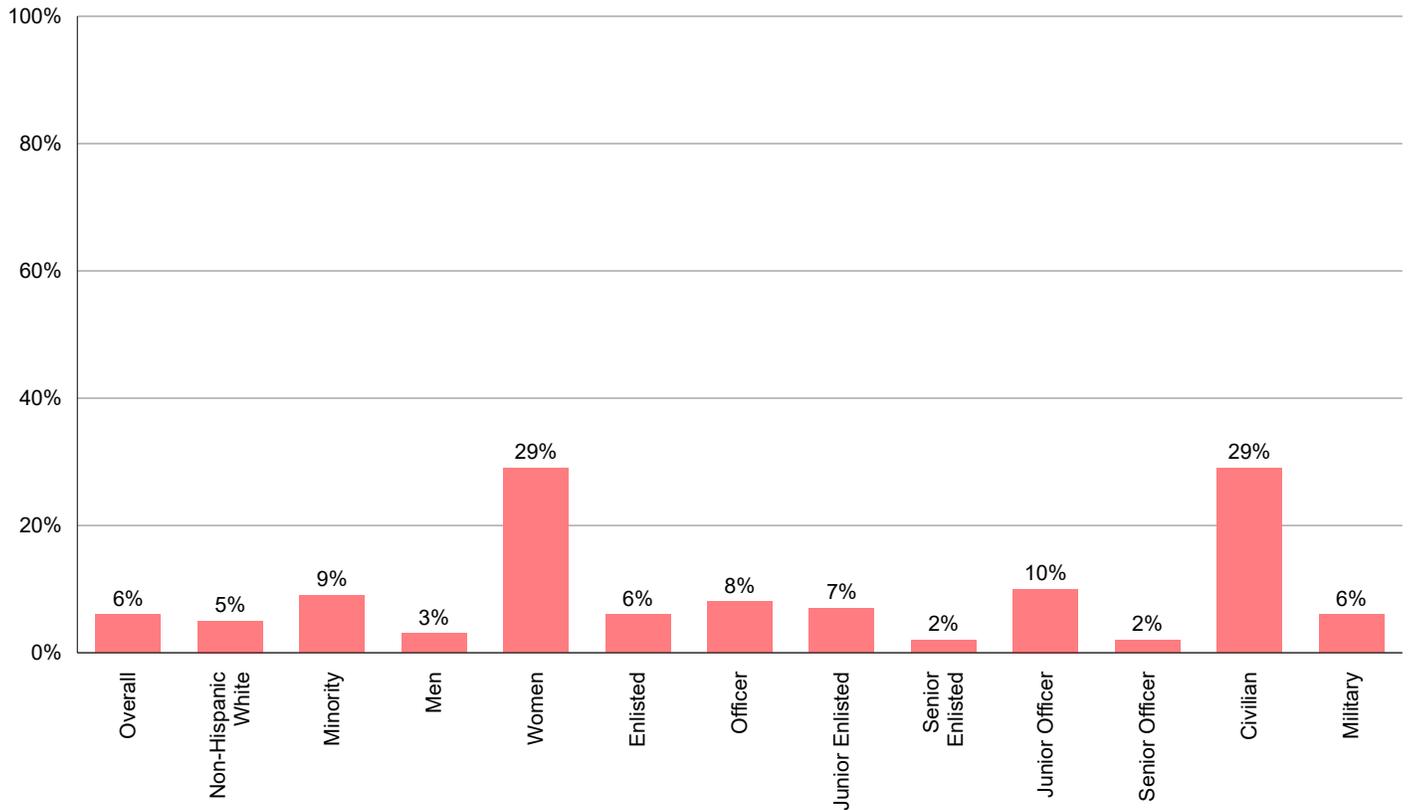
Sexist Behaviors

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.



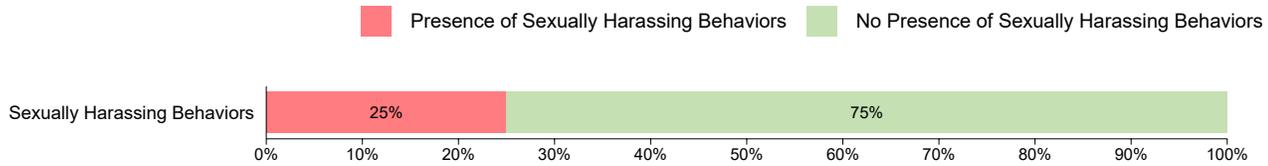
Presence of Sexist Behaviors by Demographic Category

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



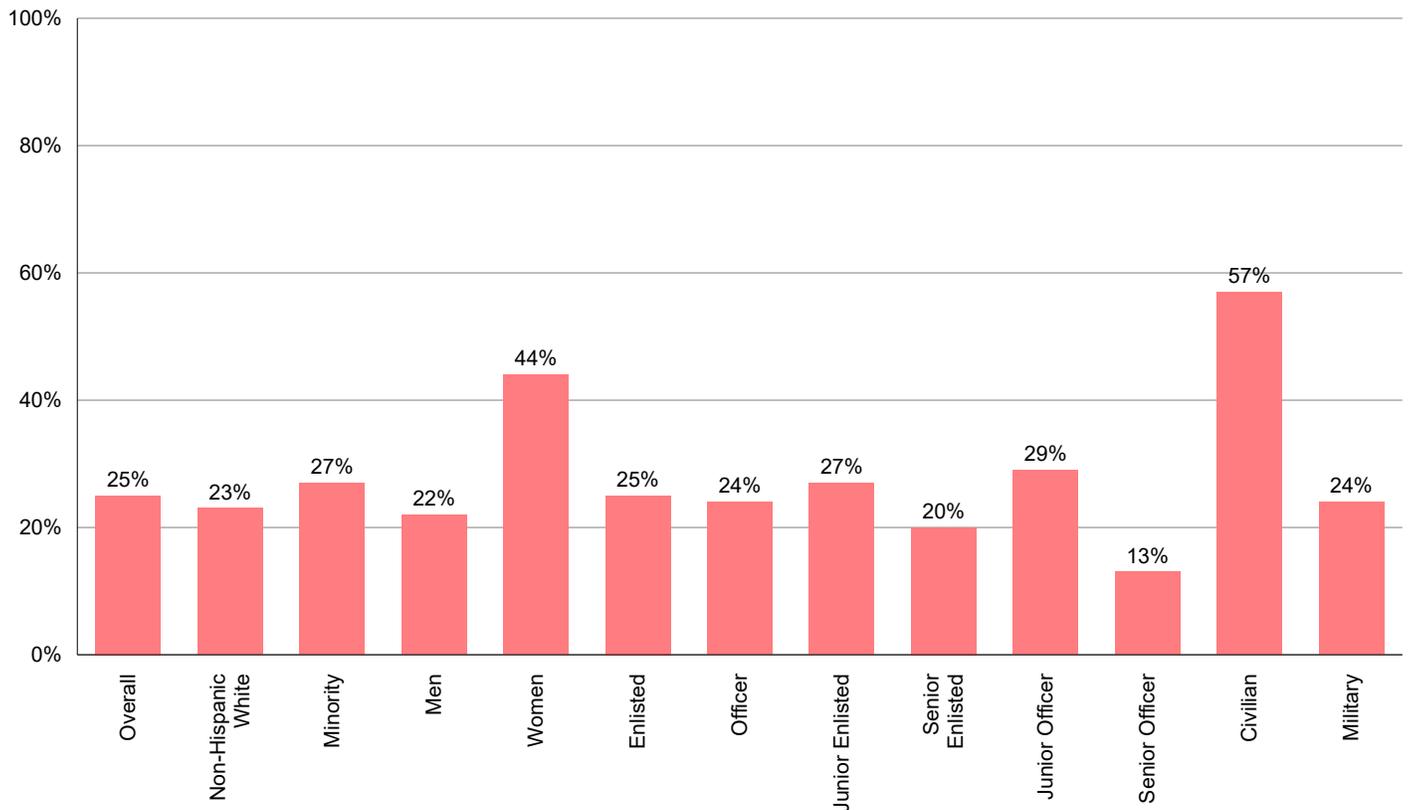
Sexually Harassing Behaviors

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.



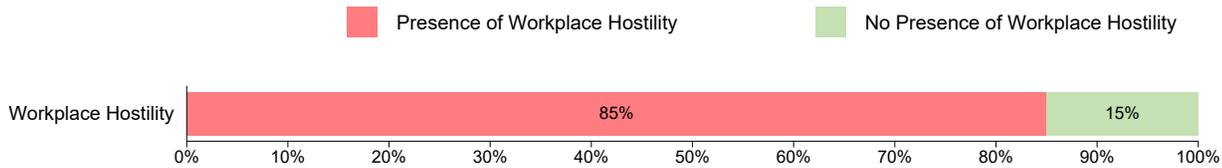
Presence of Sexually Harassing Behaviors by Demographic Category

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



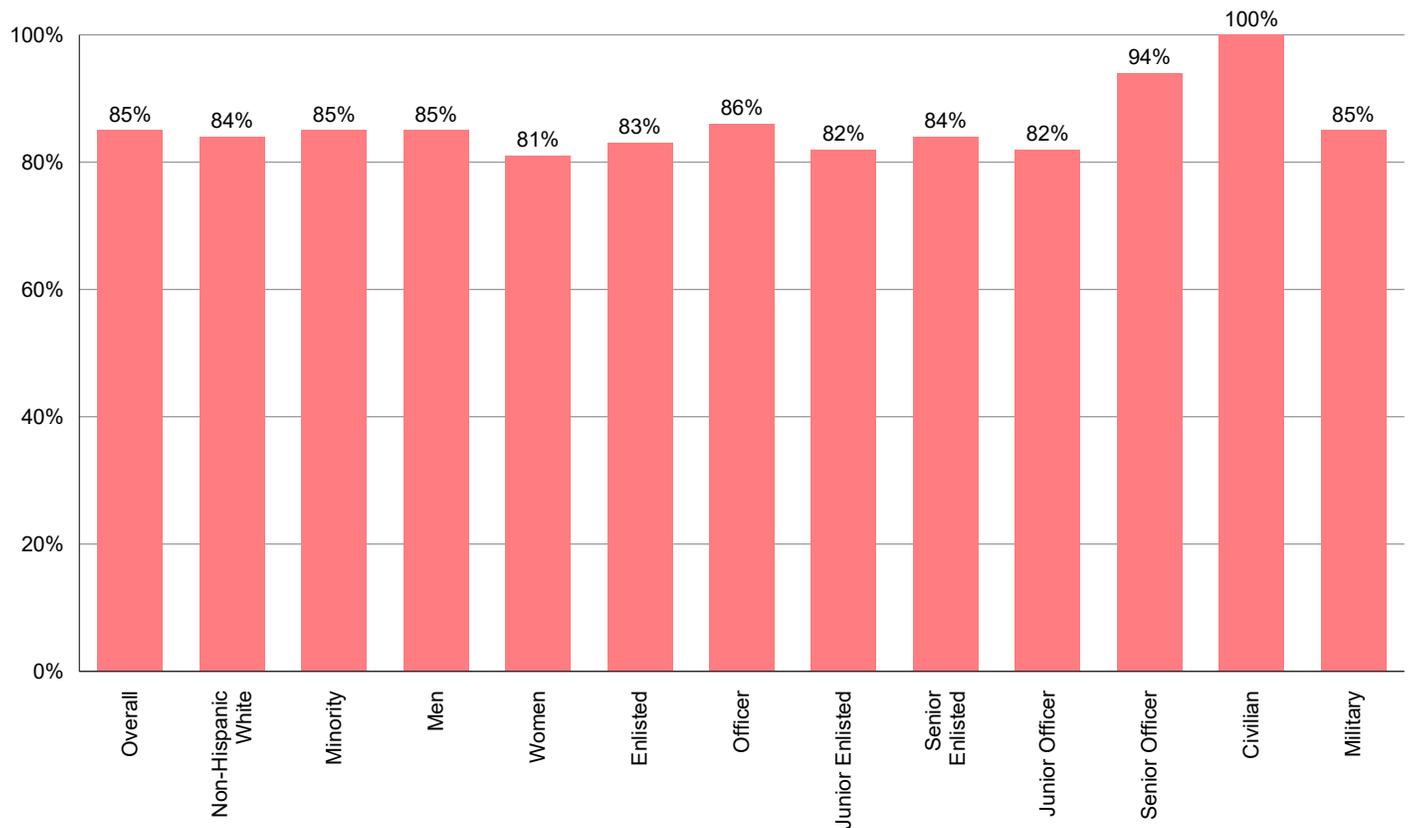
Workplace Hostility

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.

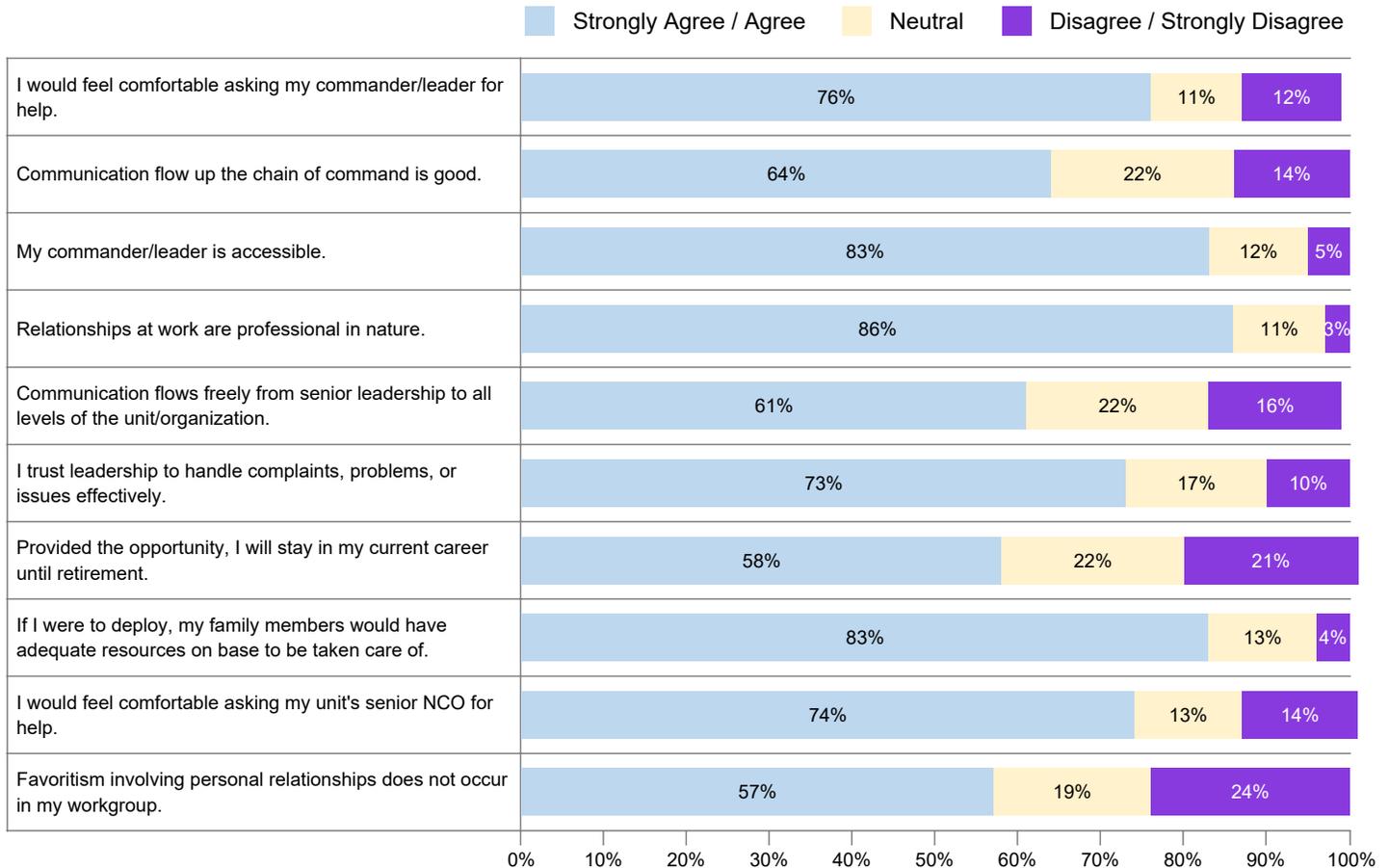


CUSTOM ITEMS

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

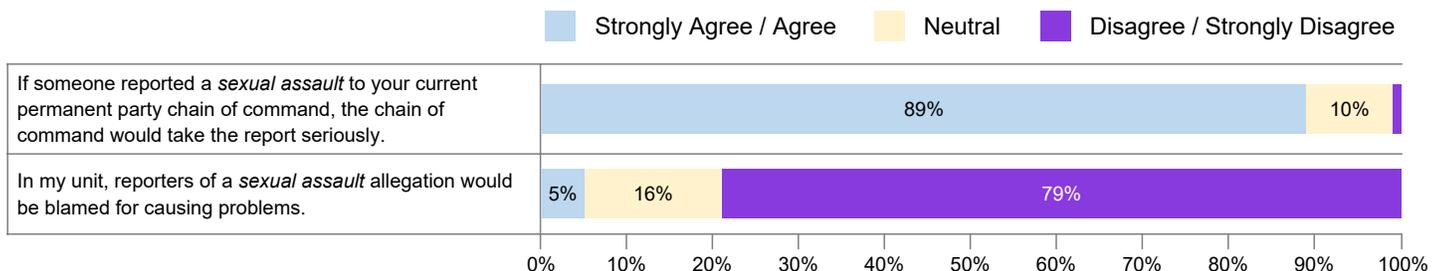
Custom Multiple-Choice Items

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

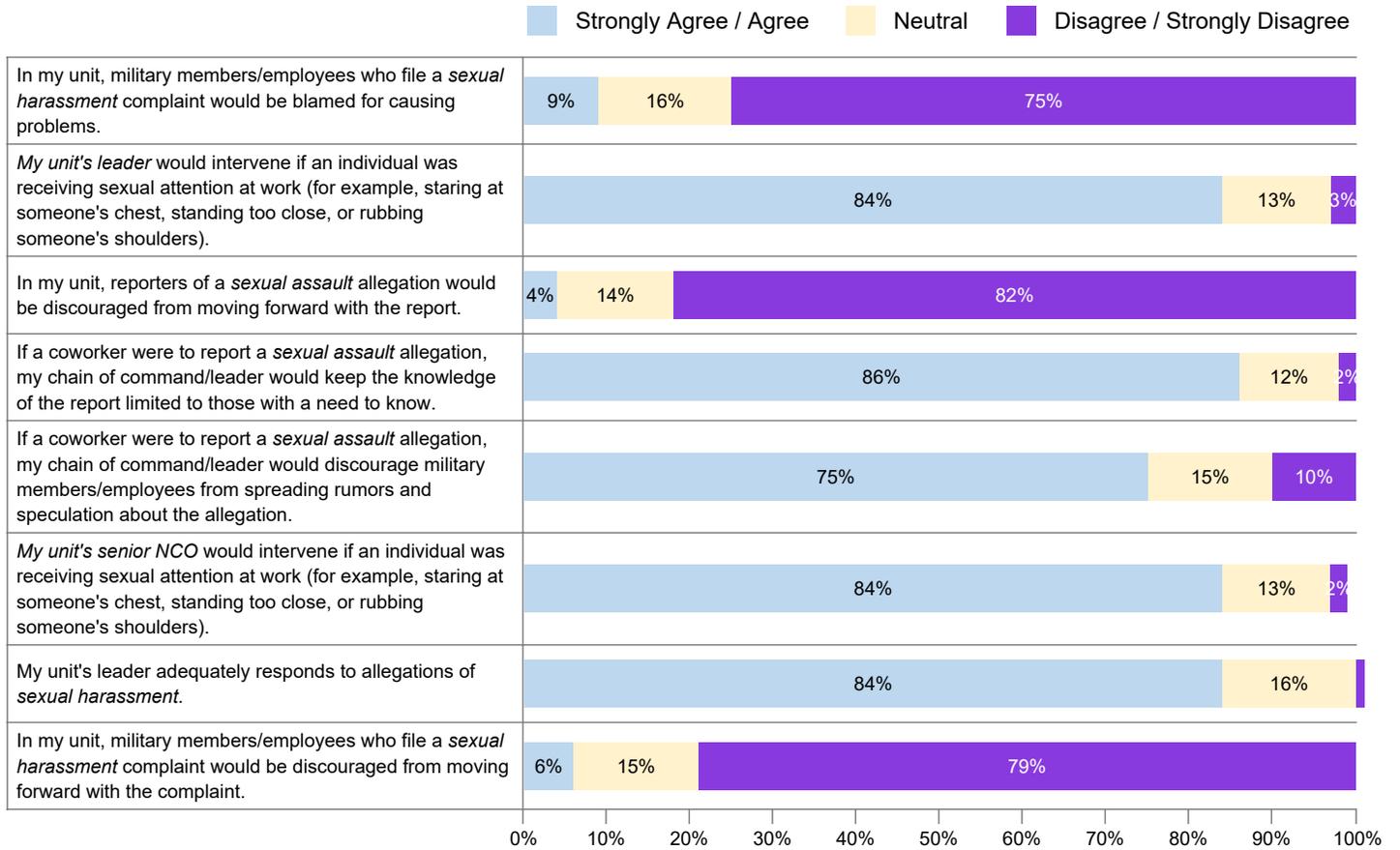


Service-Specific Items

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. | 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 & 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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 95th CA BDE (SO) (A) | Number | Percent |
| 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.

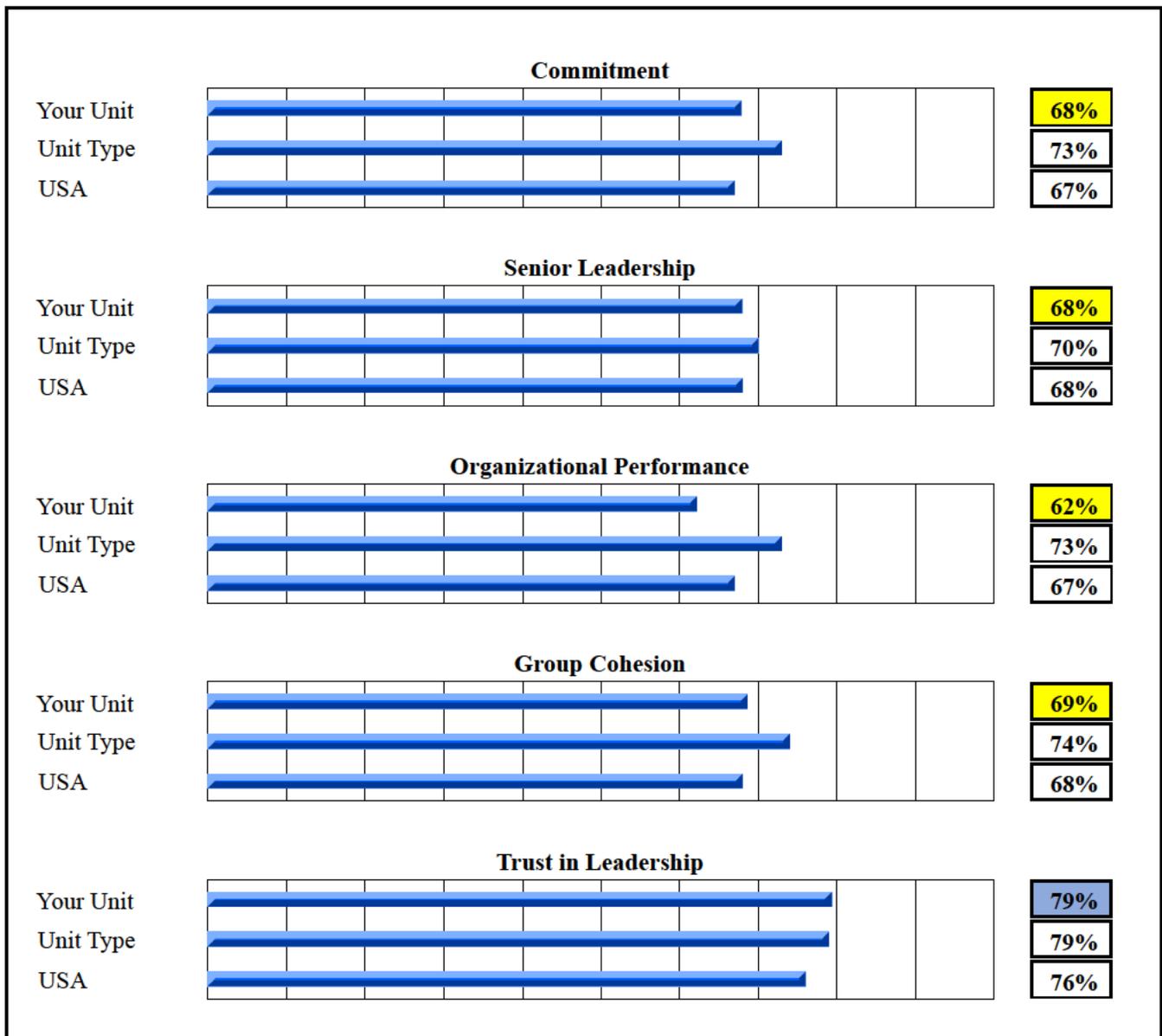
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Operations

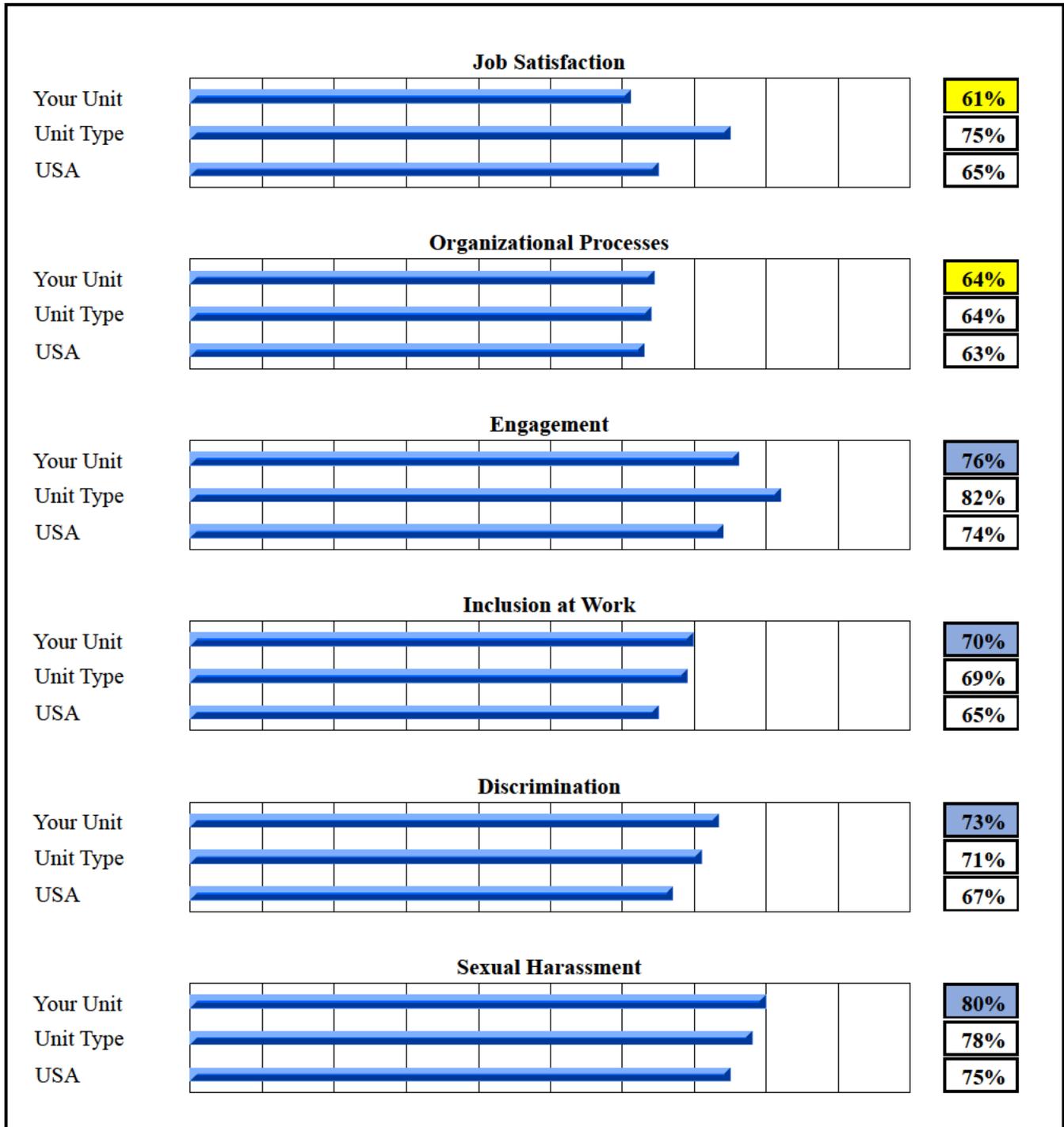
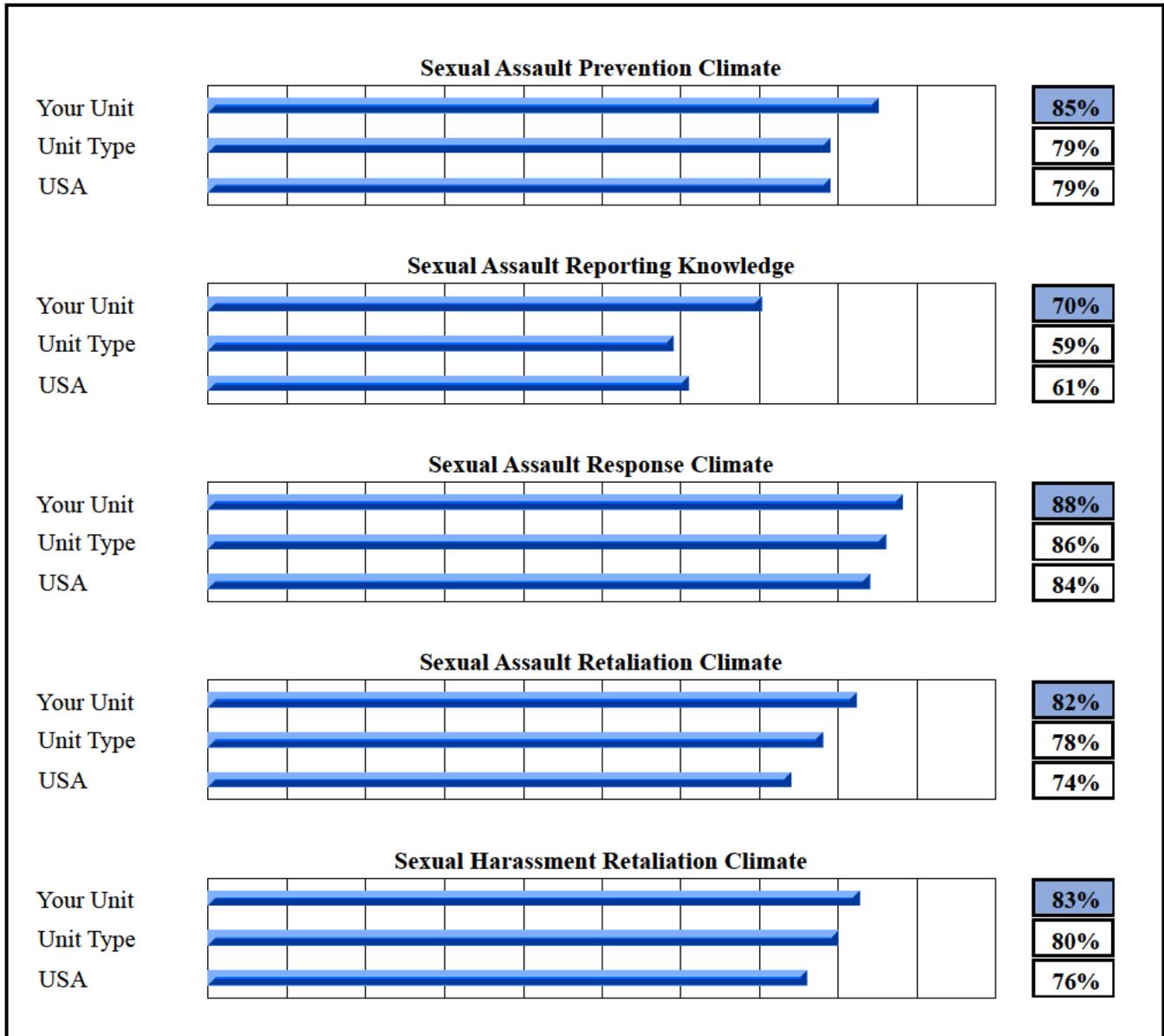


Figure 2 (cont): Unit Summaries

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

| 95th CA BDE (SO) (A) | | | | | | | | |
|-------------------------------------|---------------|----------------------|--------------------|-----------------------|------------------------|----------------------|--------------------|---------------|
| Organizational Effectiveness | | | | | | | | |
| | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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

| | | 95th CA BDE (SO) (A) | | | | | | | |
|------------------------|--|------------------------------|----------------|-----------|-----------------------|-------------------|----------------------------|--------------------|-----------------------|
| | | EO/EEO/Fair Treatment | | | | SAPR | | | |
| | | Inclusion | Discrim | SH | SH Retaliation | SA Prevent | SA Report Knowledge | SA Response | SA Retaliation |
| Minority | | 74% | 64% | 79% | 76% | 81% | 65% | 83% | 74% |
| Majority | | 76% | 80% | 84% | 88% | 90% | 73% | 92% | 89% |
| Women | | 76% | 66% | 83% | 76% | 81% | 78% | 81% | 73% |
| Men | | 69% | 75% | 79% | 84% | 86% | 69% | 89% | 84% |
| Enlisted | | 67% | 73% | 81% | 82% | 84% | 65% | 87% | 81% |
| Officer | | 75% | 76% | 80% | 86% | 88% | 79% | 92% | 87% |
| Junior Enlisted | | 69% | 73% | 80% | 78% | 85% | 61% | 86% | 77% |
| Senior Enlisted | | 65% | 73% | 82% | 87% | 84% | 71% | 88% | 86% |
| Junior Officer | | 71% | 76% | 77% | 82% | 85% | 77% | 90% | 84% |
| Senior Officer | | 84% | 78% | 88% | 96% | 93% | 84% | 96% | 95% |
| Military | | 70% | 74% | 80% | 83% | 86% | 70% | 89% | 83% |
| Civilian | | 80% | 48% | 70% | 80% | 73% | 84% | 84% | 77% |
| Junior Civilian | | | | | | | | | |
| Senior Civilian | | | | | | | | | |
| Non-Supervisor | | | | | | | | | |
| Supervisor | | | | | | | | | |
| Your Unit | | 70% | 73% | 80% | 83% | 85% | 70% | 88% | 82% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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. | 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%) |
| Total | 7% | 8% | 4% | 13% | 17% | 36% | 15% |
| | | 19% | | | | 68% | |

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%) |
| Total | 7% | 7% | 7% | 11% | 14% | 38% | 16% |
| | | 21% | | | | 68% | |

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%) |
| Total | 8% | 10% | 6% | 15% | 14% | 34% | 14% |
| | | 23% | | | | 62% | |

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%) |
| Total | 6% | 9% | 5% | 12% | 14% | 40% | 15% |
| | | 20% | | | | 69% | |

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%) |
| Total | 4% | 5% | 3% | 9% | 9% | 40% | 30% |
| | | 12% | | | | 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. | 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%) |
| Total | 11% | 9% | 8% | 10% | 12% | 31% | 17% |
| | | 29% | | | | 61% | |

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%) |
| Total | 7% | 7% | 6% | 15% | 12% | 40% | 13% |
| | | 21% | | | | 64% | |

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%) |
| Total | 5% | 6% | 4% | 9% | 10% | 40% | 25% |
| | 15% | | | | 76% | | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 10 (3%) | 20 (6%) | 11 (3%) | 47 (14%) | 14 (4%) | 121 (36%) | 116 (34%) |
| Total | 5% | 7% | 5% | 12% | 12% | 38% | 19% |
| | | 18% | | | | 70% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on _____ does not occur in my workplace. | | | | | | | |
| Race/Color/National Origin | 20 (6%) | 29 (9%) | 4 (1%) | 25 (7%) | 10 (3%) | 97 (29%) | 154 (45%) |
| Religion | 23 (7%) | 19 (6%) | 6 (2%) | 34 (10%) | 3 (1%) | 100 (29%) | 154 (45%) |
| Sex | 25 (7%) | 20 (6%) | 12 (4%) | 31 (9%) | 15 (4%) | 98 (29%) | 138 (41%) |
| Sexual Orientation | 27 (8%) | 17 (5%) | 1 (0%) | 41 (12%) | 5 (1%) | 99 (29%) | 149 (44%) |
| Age (Civilian Only) | 0 (0%) | 0 (0%) | 0 (0%) | 2 (40%) | 0 (0%) | 1 (20%) | 2 (40%) |
| Disability (Civilian Only) | 0 (0%) | 0 (0%) | 0 (0%) | 2 (40%) | 0 (0%) | 1 (20%) | 2 (40%) |
| Equal Pay (Civilian Only) | 1 (20%) | 0 (0%) | 0 (0%) | 2 (40%) | 0 (0%) | 0 (0%) | 2 (40%) |
| Genetic Information (Civilian Only) | 1 (20%) | 0 (0%) | 0 (0%) | 2 (40%) | 0 (0%) | 0 (0%) | 2 (40%) |
| Pregnancy (Civilian Only) | 0 (0%) | 0 (0%) | 1 (20%) | 2 (40%) | 0 (0%) | 0 (0%) | 2 (40%) |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 16 (5%) | 10 (3%) | 9 (3%) | 29 (9%) | 21 (6%) | 122 (36%) | 132 (39%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 39 (11%) | 28 (8%) | 13 (4%) | 32 (9%) | 8 (2%) | 100 (29%) | 119 (35%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 34 (10%) | 28 (8%) | 15 (4%) | 33 (10%) | 15 (4%) | 99 (29%) | 115 (34%) |
| Total | 8% | 6% | 3% | 10% | 3% | 30% | 40% |
| | | 17% | | | | 73% | |

* 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 |
|---------------------------------------------------------------|-------------|----------|-----------|
| Race/Color/National Origin | 53 (16%) | 25 (7%) | 261 (77%) |
| Religion | 48 (14%) | 34 (10%) | 257 (76%) |
| Sex | 57 (17%) | 31 (9%) | 251 (74%) |
| Sexual Orientation | 45 (13%) | 41 (12%) | 253 (74%) |
| Age (Civilian Only) | 0 (0%) | 2 (40%) | 3 (60%) |
| Disability (Civilian Only) | 0 (0%) | 2 (40%) | 3 (60%) |
| Equal Pay (Civilian Only) | 1 (20%) | 2 (40%) | 2 (40%) |
| Genetic Information (Civilian Only) | 1 (20%) | 2 (40%) | 2 (40%) |
| Pregnancy (Civilian Only) | 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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 48% | 32% | 2% | 14% | 1% | 1% | 1% |
| | | 82% | | | | 3% | |

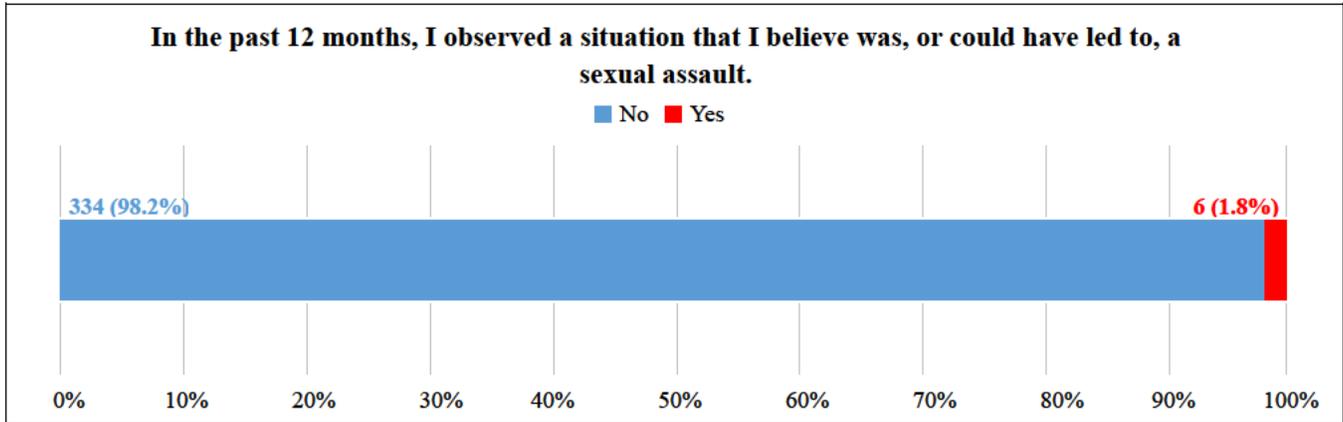
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 49% | 32% | 2% | 14% | 2% | 1% | 1% |
| | | 83% | | | | 4% | |

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% |
| Total | 6 | 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.

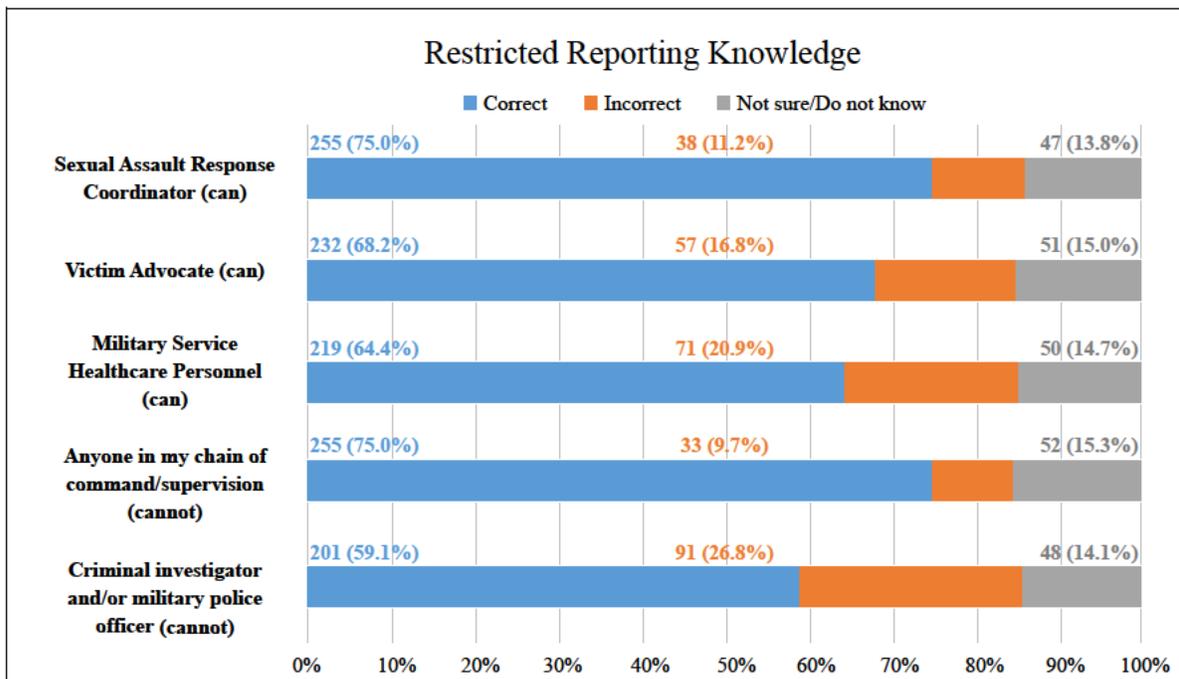
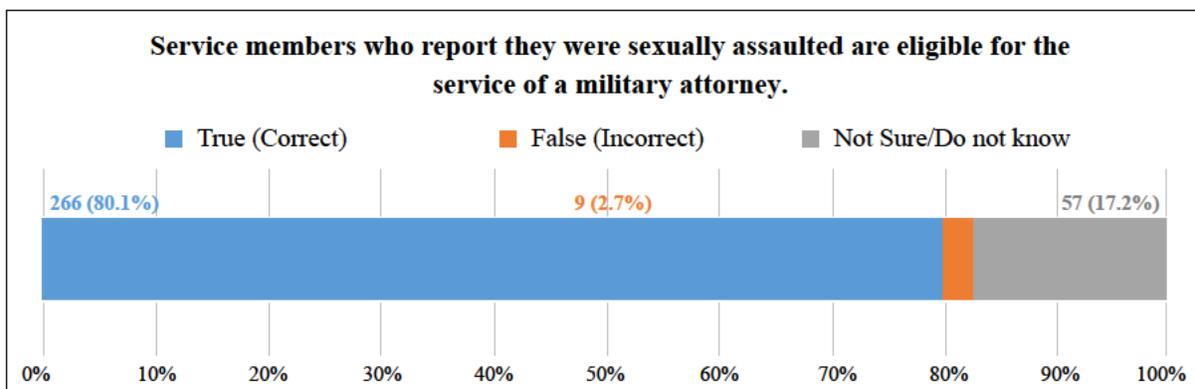


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



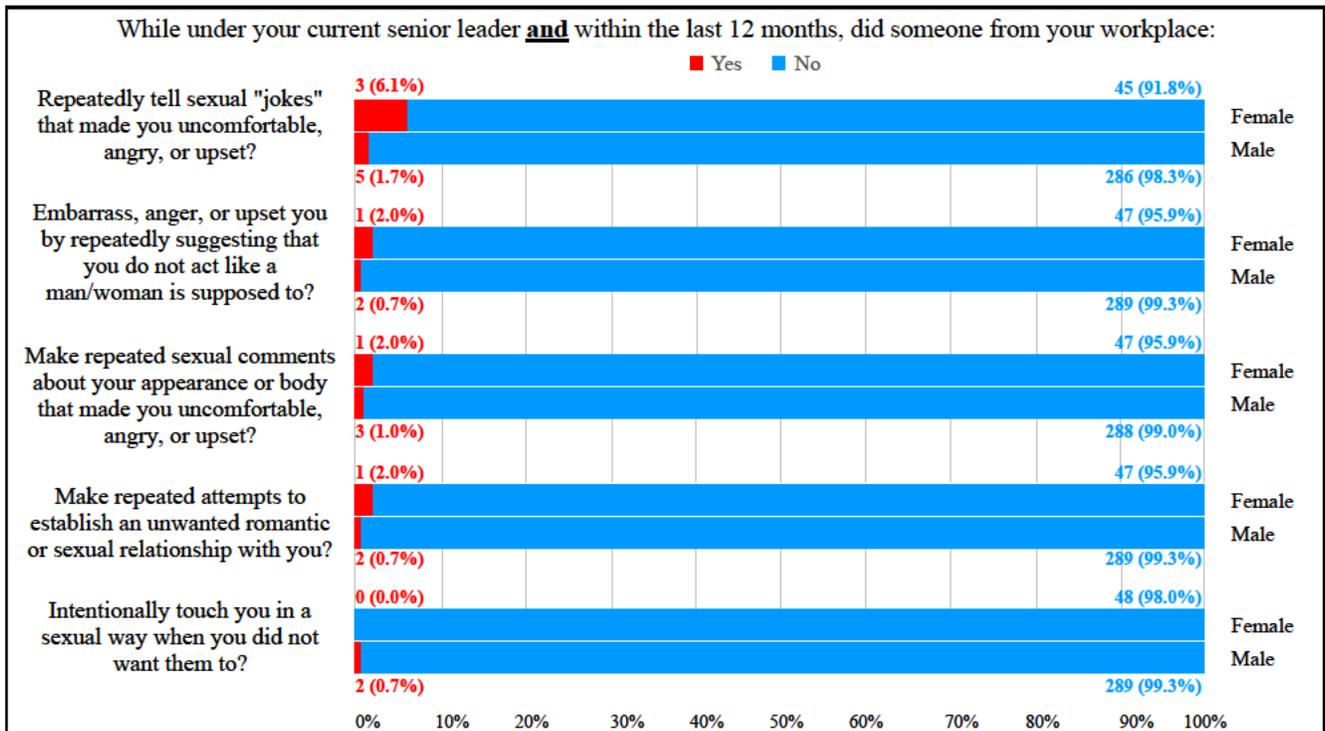
Unwanted Workplace Experiences

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 and 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

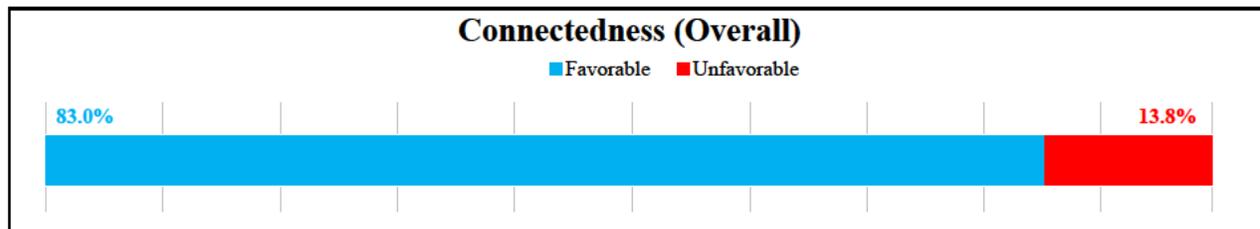


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

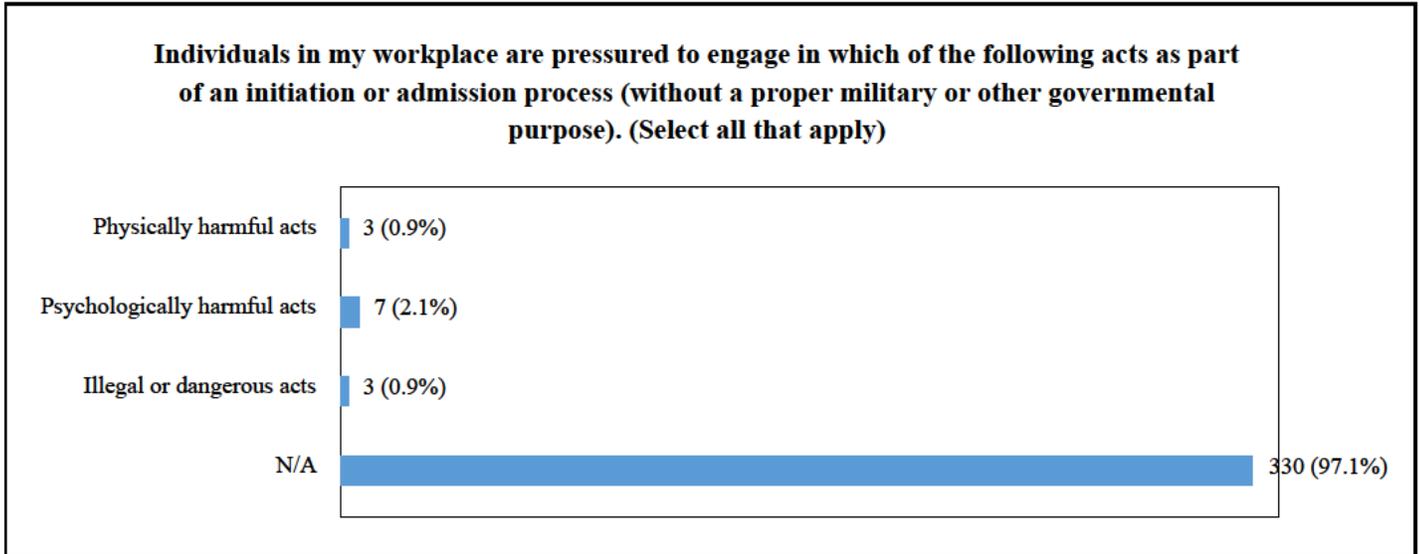
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

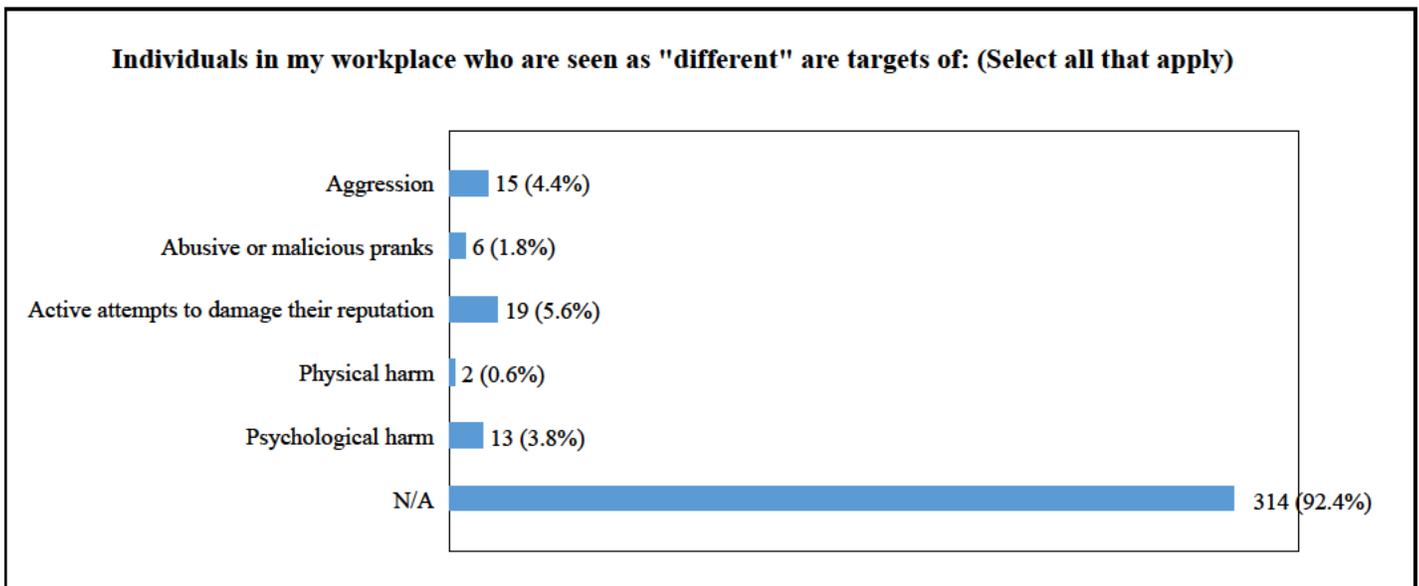
Figure 11. Respondents' Responses to Hazing



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) 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:

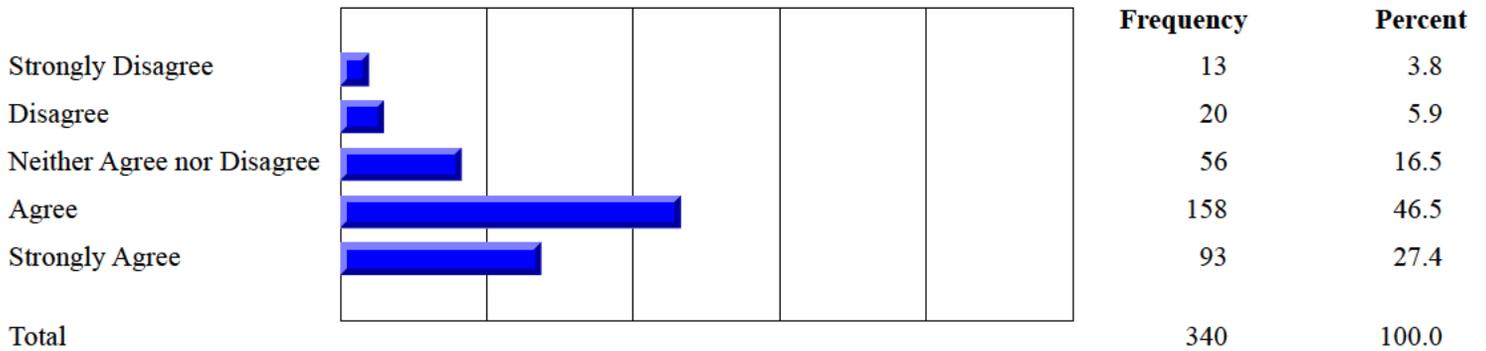
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DSN: 854-2675/3260/4217

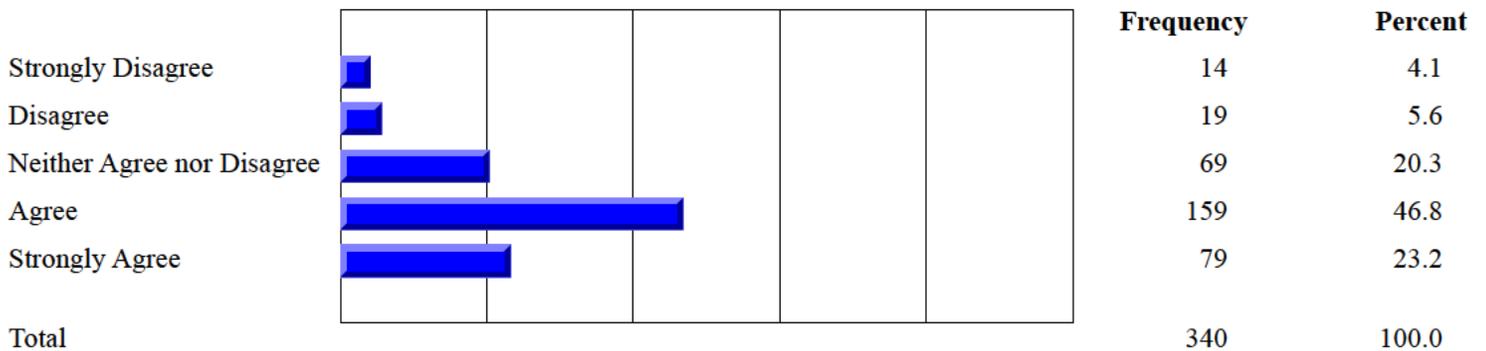
support@deocs.net

Appendix A: Your Locally Developed Questions

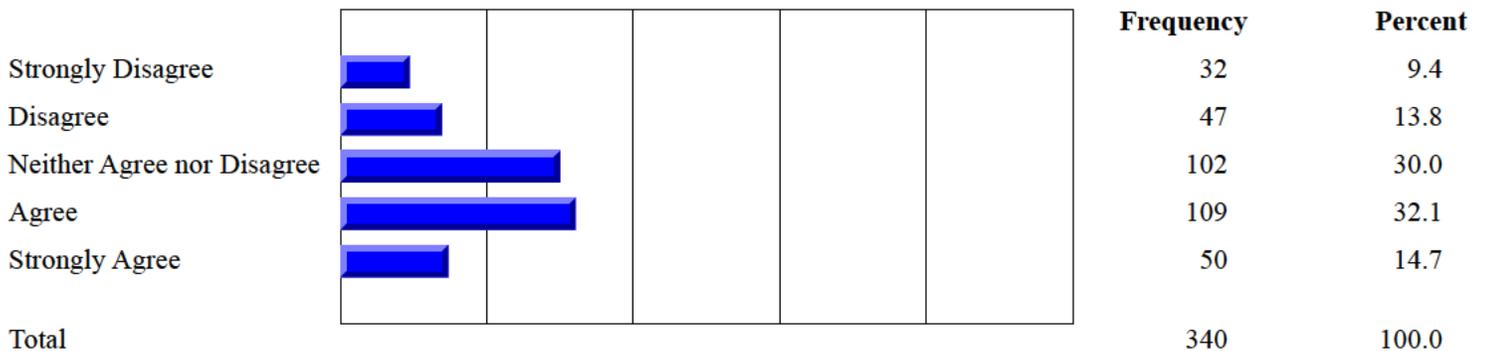
1. My supervisor shares information that has been presented during staff meetings.



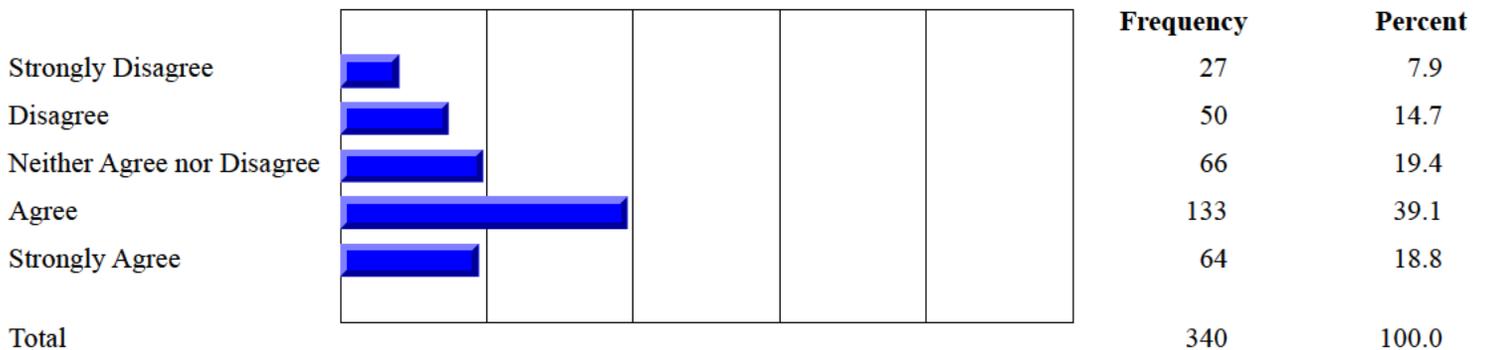
2. Rules, regulations and policies are enforced in this Brigade.



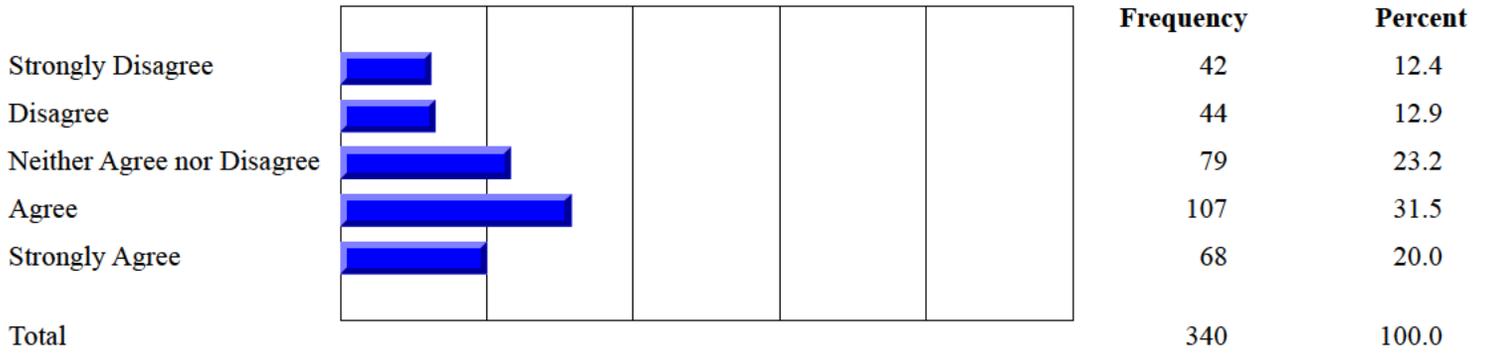
3. Correctional training for poor performance is enforced fairly in this Brigade.



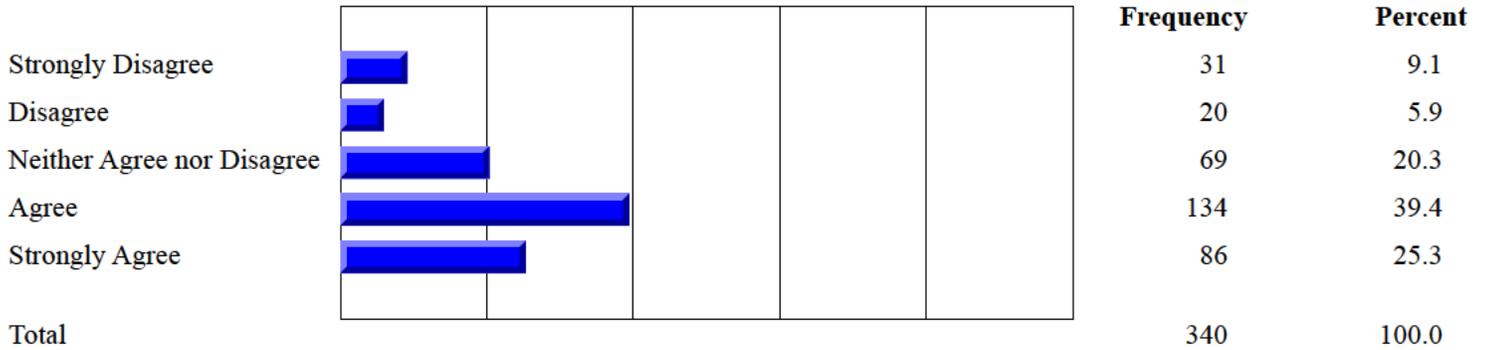
4. The leaders in the Brigade and Battalion show a real interest in the welfare of families.



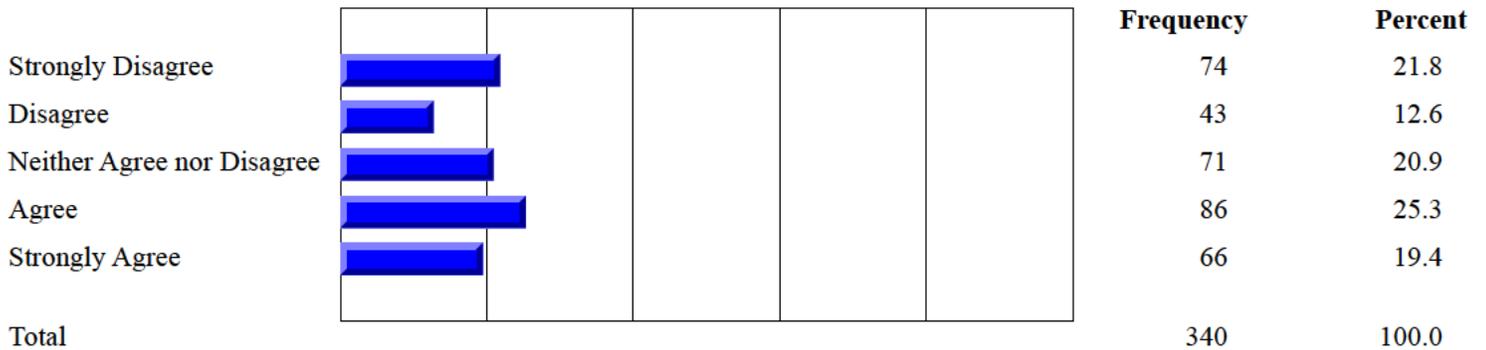
5. Favoritism involving personal relationships does not occur in my unit/section.



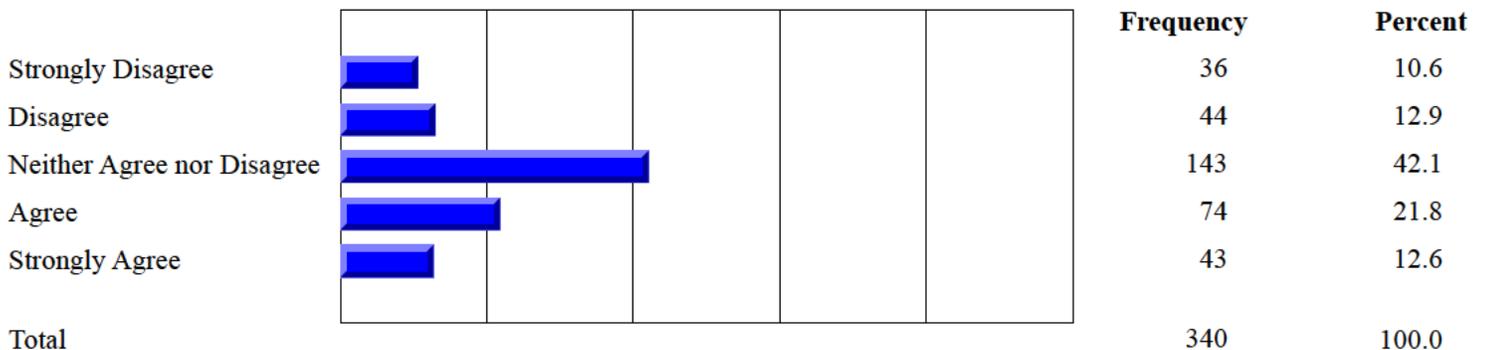
6. I am satisfied with my latest one-on-one rater feedback session with my rater.



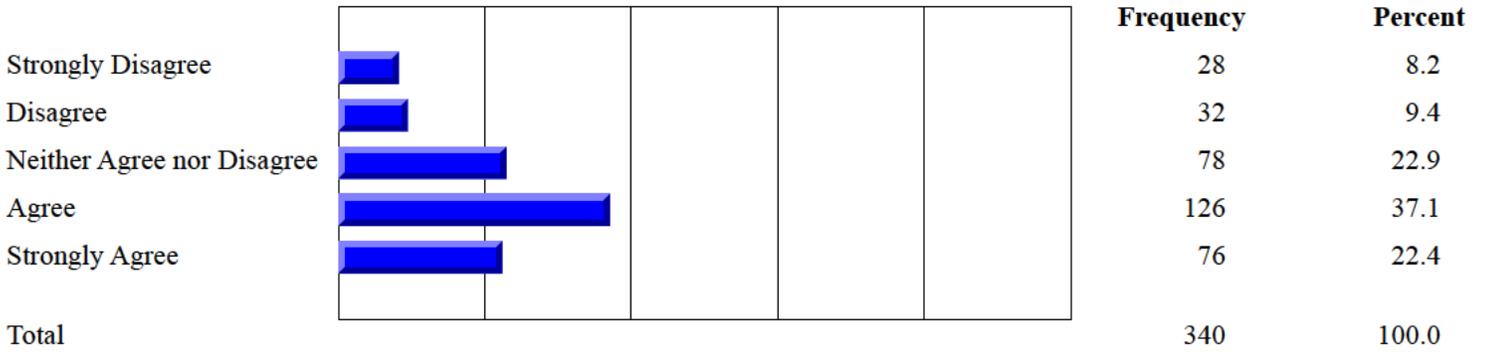
7. Provided the opportunity, I would definitely stay in my current career until retirement.



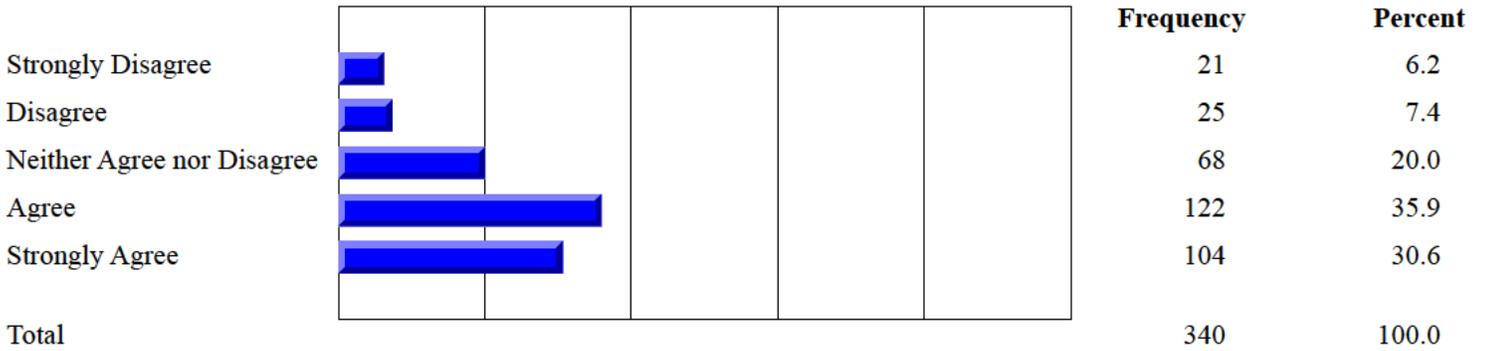
8. It is easy for service members in this command to meet with the Brigade Commander about problems.



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

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

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

| REPRESENTATION | | |
|-------------------------------------------|---------------|----------------|
| 95th CA (SO) (A) | Number | Percent |
| 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.

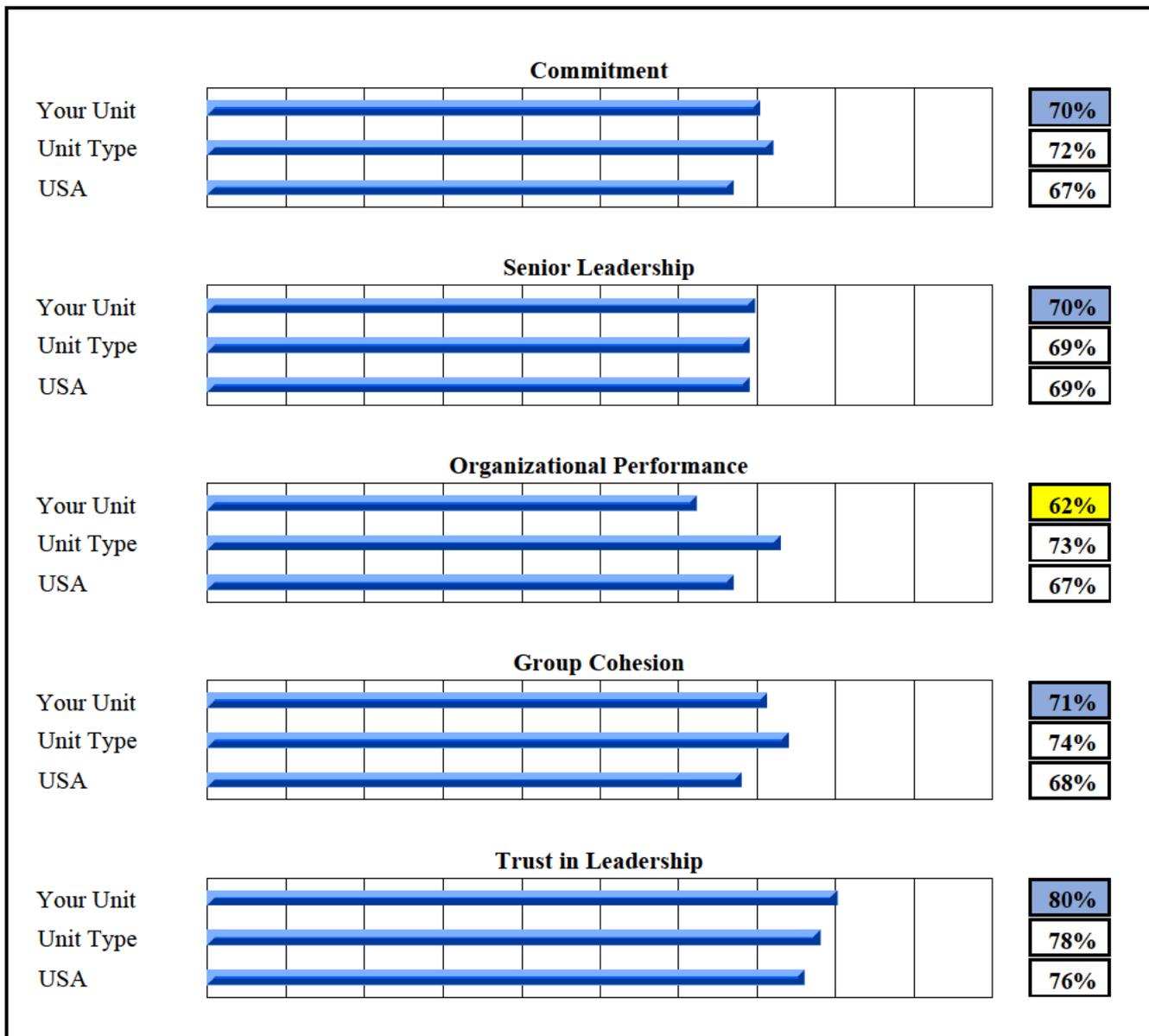
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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



| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 90% and above favorable responses |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|

Figure 2 (cont): Unit Summaries

Unit Type = Operations

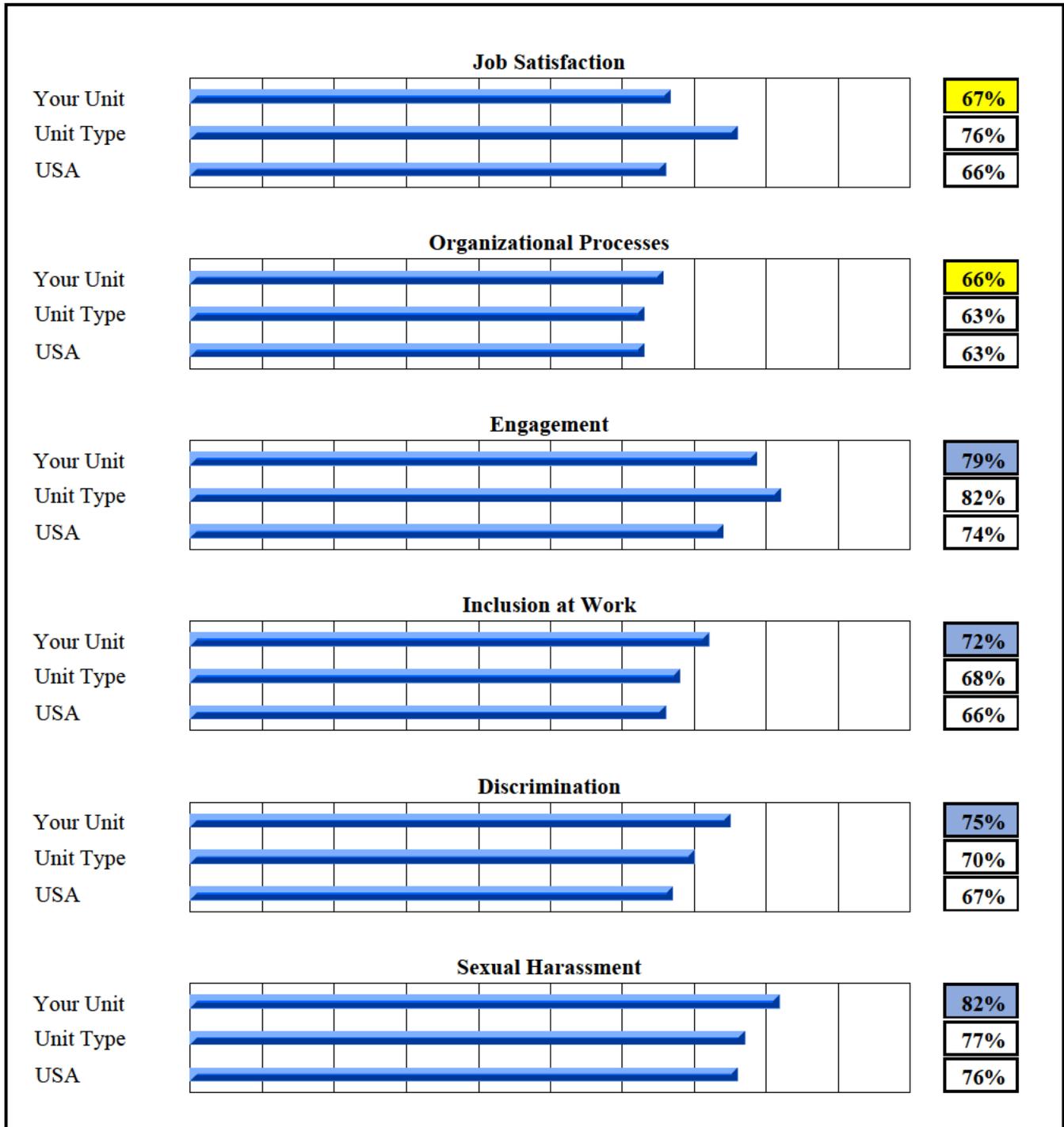
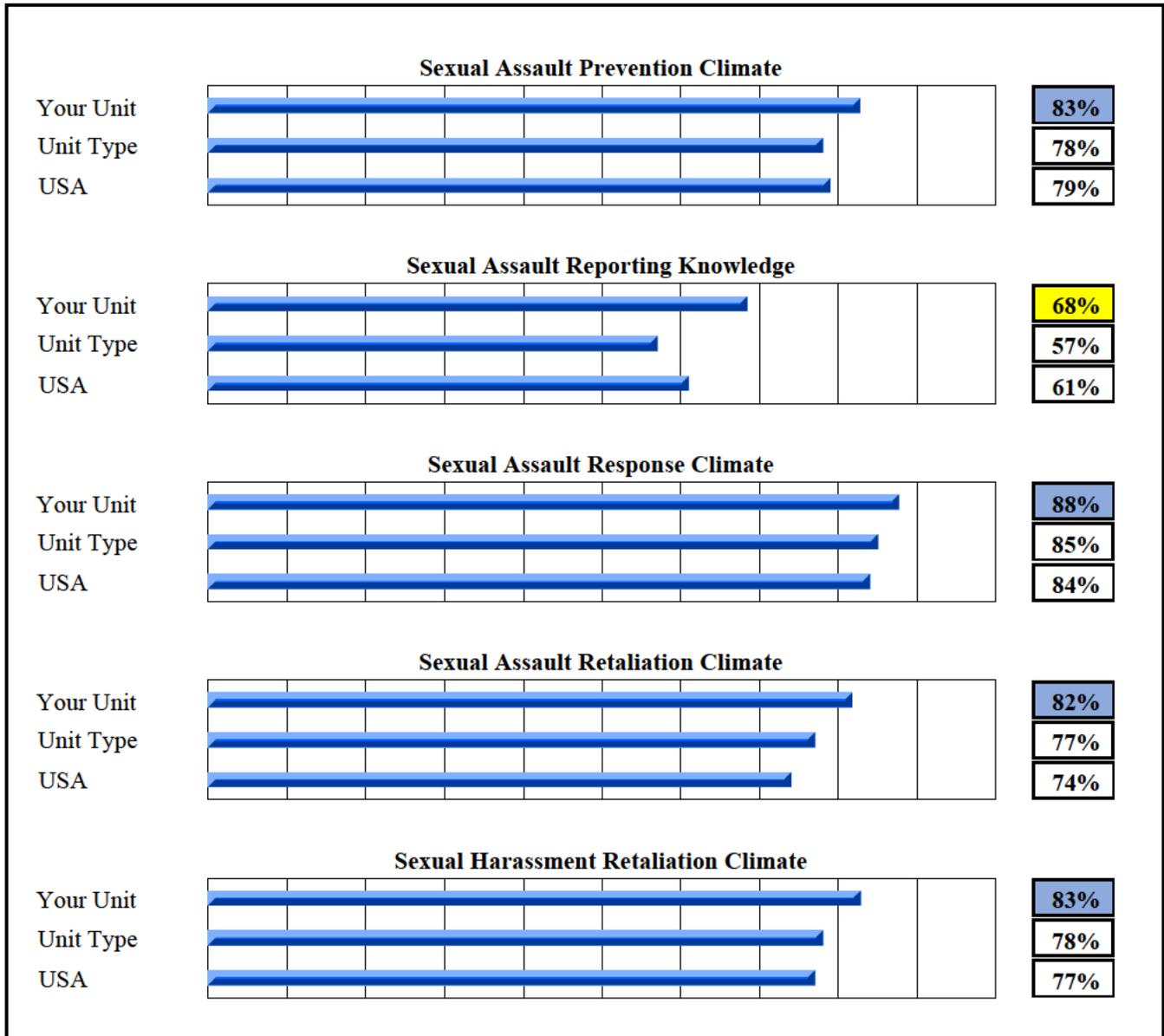


Figure 2 (cont): Unit Summaries

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

| 95th CA (SO) (A) | | | | | | | | |
|-------------------------------------|--------|---------------|-------------|----------------|-----------------|---------------|-------------|--------|
| Organizational Effectiveness | | | | | | | | |
| | 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50-69% favorable responses | Adequate Between 70-89% favorable responses | Excellent 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

| | | 95th CA (SO) (A) | | | | | | | |
|-----------------|--|------------------------------|----------------|-----------|-----------------------|-------------------|----------------------------|--------------------|-----------------------|
| | | EO/EEO/Fair Treatment | | | | SAPR | | | |
| | | Inclusion | Discrim | SH | SH Retaliation | SA Prevent | SA Report Knowledge | SA Response | SA Retaliation |
| 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% |

| | | | |
|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Improvement Needed Below 50% favorable responses | Caution Between 50 69% favorable responses | Adequate Between 70 89% favorable responses | Excellent 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 (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%) |
| Total | 6% | 8% | 5% | 11% | 14% | 41% | 15% |
| | | 19% | | | | 70% | |

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%) |
| Total | 7% | 6% | 4% | 14% | 12% | 40% | 17% |
| | | 17% | | | | 70% | |

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%) |
| Total | 8% | 8% | 8% | 14% | 13% | 33% | 16% |
| | | 24% | | | | 62% | |

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%) |
| Total | 6% | 6% | 5% | 12% | 17% | 38% | 17% |
| | | 17% | | | | 71% | |

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%) |
| Total | <u>5%</u> | <u>2%</u> | <u>4%</u> | 9% | 8% | 41% | 31% |
| | | 11% | | | | 80% | |

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%) |
| Total | <u>9%</u> | <u>9%</u> | <u>5%</u> | 10% | 12% | 35% | 19% |
| | | 23% | | | | 67% | |

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%) |
| Total | <u>6%</u> | <u>6%</u> | <u>5%</u> | 17% | 13% | 38% | 15% |
| | | 17% | | | | 66% | |

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%) | 4 (1%) | 2 (1%) | 18 (6%) | 23 (8%) | 153 (50%) | 103 (34%) |
| I am enthusiastic about my work. | 11 (4%) | 16 (5%) | 20 (7%) | 34 (11%) | 39 (13%) | 117 (38%) | 68 (22%) |
| Time flies when I am working. | 19 (6%) | 13 (4%) | 18 (6%) | 38 (12%) | 37 (12%) | 106 (35%) | 74 (24%) |
| Total | 3% | 4% | 4% | 10% | 11% | 41% | 27% |
| | | 11% | | | | 79% | |

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%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| I feel excluded by my workgroup because I am different.* | 9 (3%) | 14 (5%) | 12 (4%) | 42 (14%) | 10 (3%) | 107 (35%) | 111 (36%) |
| Total | 5% | 6% | 4% | 13% | 10% | 42% | 20% |
| | | 15% | | | | 72% | |

* 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 |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|-----------------------|-----------------------------------|--------------------------|-----------------|--------------------------|
| Discrimination Items | | | | | | | |
| Discrimination based on _____ does not occur in my workplace. | | | | | | | |
| Race/Color/National Origin | 16 (5%) | 13 (4%) | 8 (3%) | 27 (9%) | 10 (3%) | 98 (32%) | 133 (44%) |
| Religion | 17 (6%) | 15 (5%) | 3 (1%) | 29 (10%) | 4 (1%) | 106 (35%) | 131 (43%) |
| Sex | 22 (7%) | 15 (5%) | 13 (4%) | 24 (8%) | 11 (4%) | 99 (32%) | 121 (40%) |
| Sexual Orientation | 17 (6%) | 12 (4%) | 2 (1%) | 39 (13%) | 6 (2%) | 102 (33%) | 127 (42%) |
| Age (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** | ** | ** | ** | ** |
| Discrimination Behavioral Subfactor | | | | | | | |
| I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal. | 9 (3%) | 12 (4%) | 5 (2%) | 36 (12%) | 15 (5%) | 118 (39%) | 110 (36%) |
| | Strongly Agree | Agree | Slightly Agree | Neither Agree nor Disagree | Slightly Disagree | Disagree | Strongly Disagree |
| Racial slurs, comments, and/or jokes are used in my workplace.* | 22 (7%) | 32 (10%) | 10 (3%) | 33 (11%) | 10 (3%) | 89 (29%) | 109 (36%) |
| Sexist slurs, comments, and/or jokes are used in my workplace.* | 21 (7%) | 31 (10%) | 12 (4%) | 35 (11%) | 16 (5%) | 90 (30%) | 100 (33%) |
| Total | 6% | 6% | 2% | 10% | 3% | 33% | 39% |
| | | 15% | | | | 75% | |

* 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 |
|---------------------------------------------------------------|-------------|----------|-----------|
| Race/Color/National Origin | 37 (12%) | 27 (9%) | 241 (79%) |
| Religion | 35 (11%) | 29 (10%) | 241 (79%) |
| Sex | 50 (16%) | 24 (8%) | 231 (76%) |
| Sexual Orientation | 31 (10%) | 39 (13%) | 235 (77%) |
| Age (Civilian Only) | ** | ** | ** |
| Disability (Civilian Only) | ** | ** | ** |
| Equal Pay (Civilian Only) | ** | ** | ** |
| Genetic Information (Civilian Only) | ** | ** | ** |
| Pregnancy (Civilian Only) | ** | ** | ** |

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%) |
| Total | 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%) |
| Total | 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%) |
| Total | 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

| 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. | 132 (43%) | 100 (33%) | 4 (1%) | 49 (16%) | 9 (3%) | 4 (1%) | 7 (2%) |
| In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes. | 150 (49%) | 100 (33%) | 3 (1%) | 41 (13%) | 4 (1%) | 3 (1%) | 4 (1%) |
| In my work group, reporters of sexual assault would be blamed for causing problems. | 143 (47%) | 101 (33%) | 4 (1%) | 41 (13%) | 8 (3%) | 3 (1%) | 5 (2%) |
| In my work group, reporters of sexual assault would be denied career opportunities. | 141 (46%) | 103 (34%) | 4 (1%) | 47 (15%) | 4 (1%) | 1 (0%) | 5 (2%) |
| In my work group, reporters of sexual assault would be disciplined or given other corrective action. | 153 (50%) | 103 (34%) | 2 (1%) | 42 (14%) | 1 (0%) | 0 (0%) | 4 (1%) |
| In my work group, reporters of sexual assault would be discouraged from moving forward with the report. | 153 (50%) | 97 (32%) | 3 (1%) | 43 (14%) | 5 (2%) | 0 (0%) | 4 (1%) |
| Total | 48% | 33% | 1% | 14% | 2% | 1% | 2% |
| | | 82% | | | | 4% | |

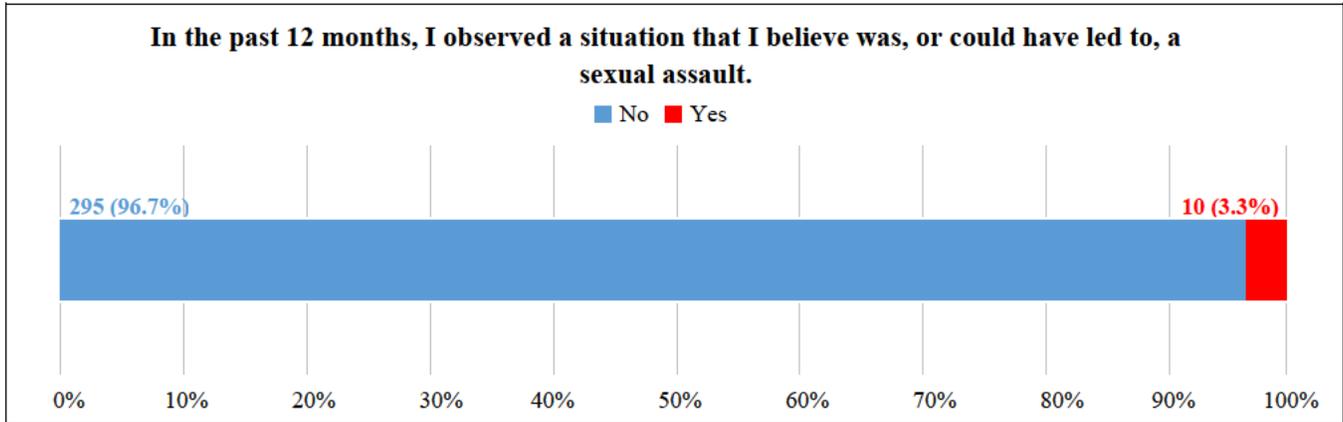
Table 2.16 Sexual Harassment Retaliation Climate

| 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%) |
| Total | 48% | 33% | 1% | 14% | 2% | 1% | 1% |
| | | 83% | | | | 3% | |

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% |
| Total | 10 | 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.

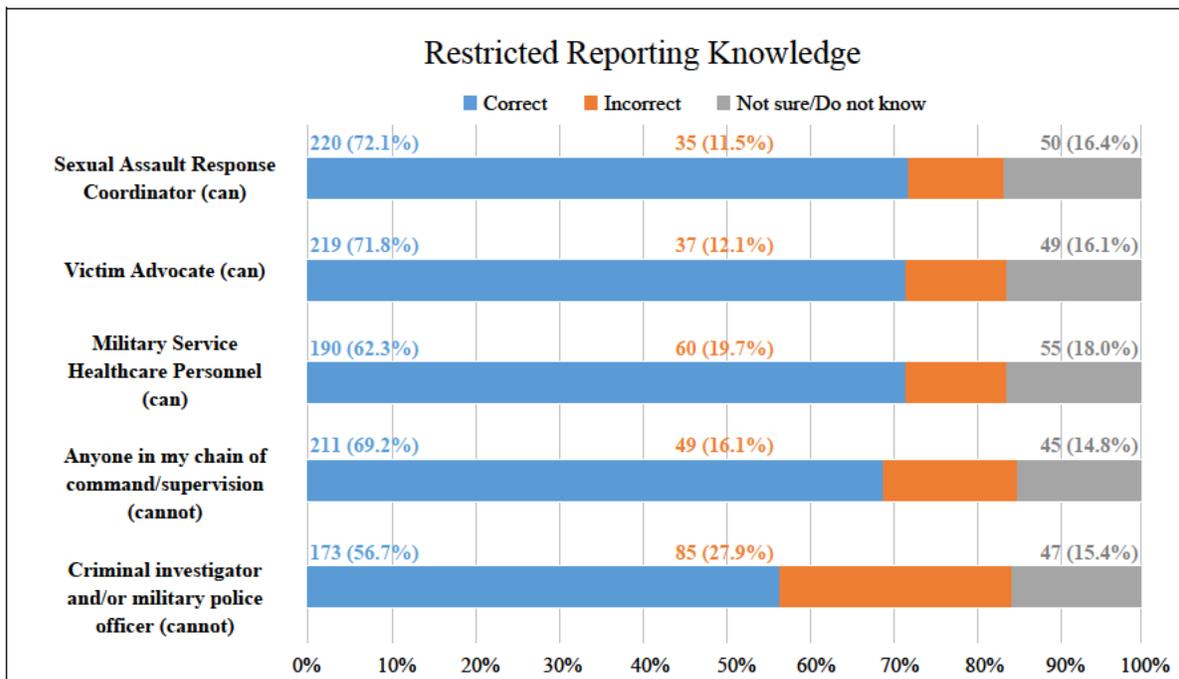
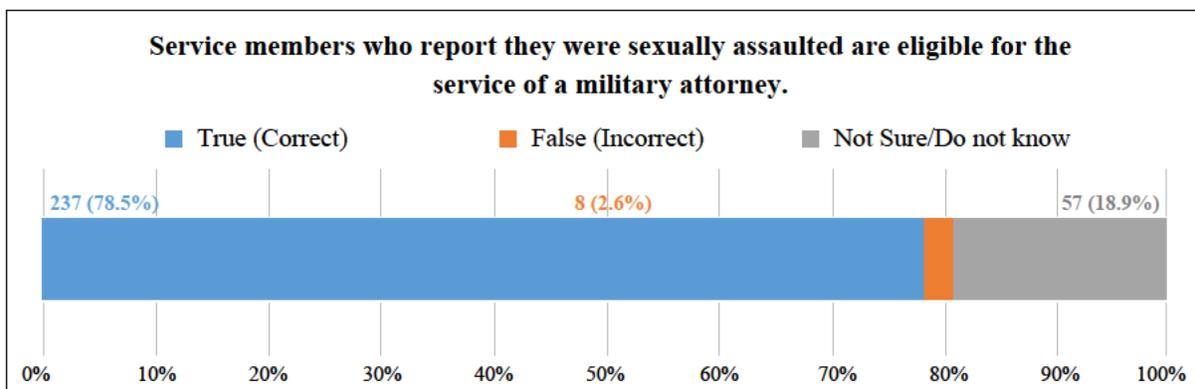


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



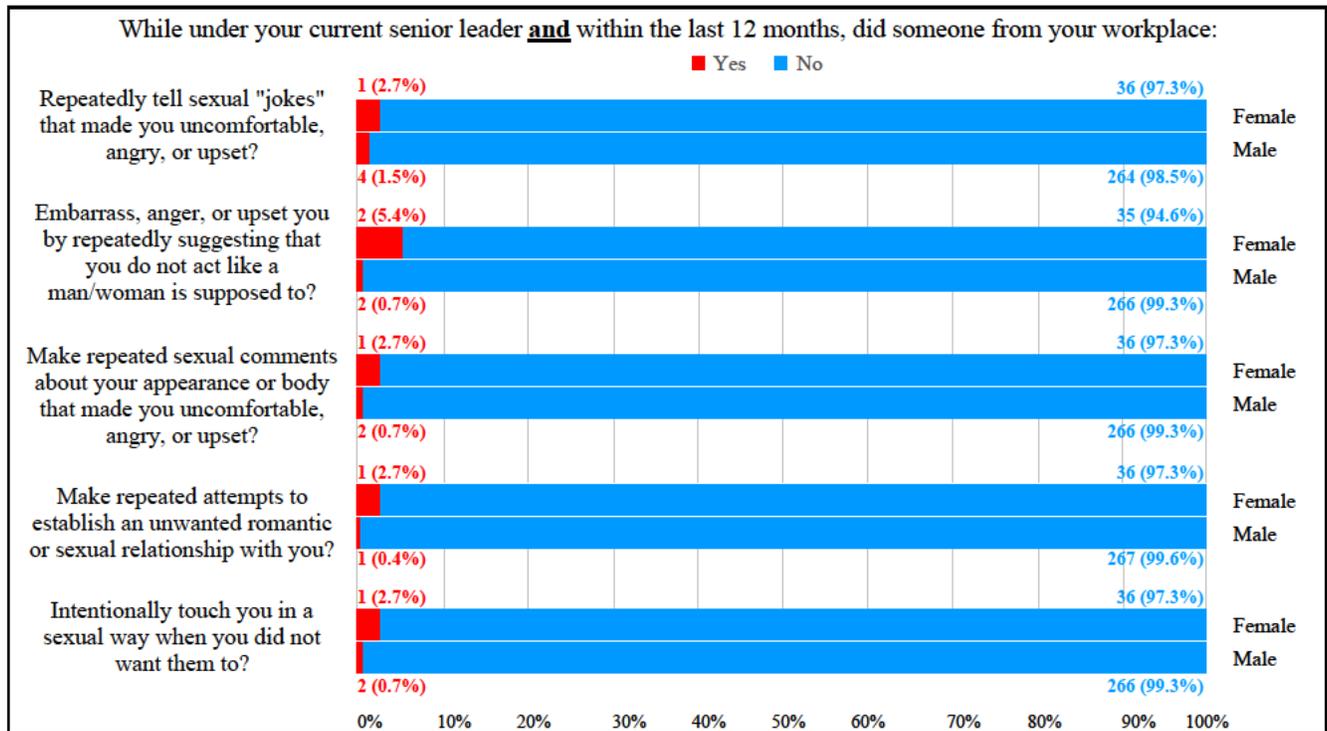
Unwanted Workplace Experiences

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 and 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

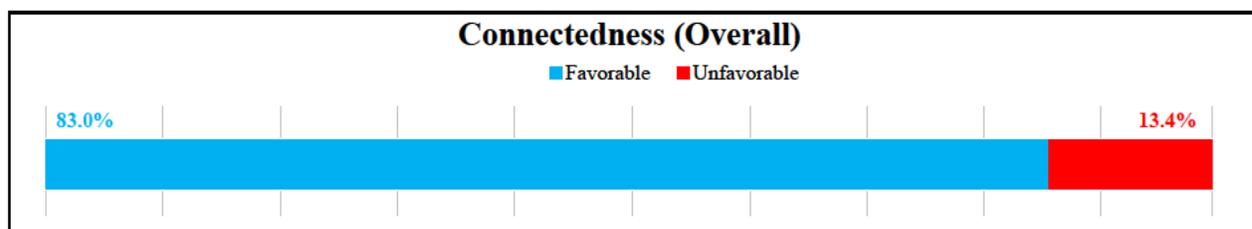


Table 5. Respondents' Connectedness Responses

| 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%) |
| Total* | 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% |

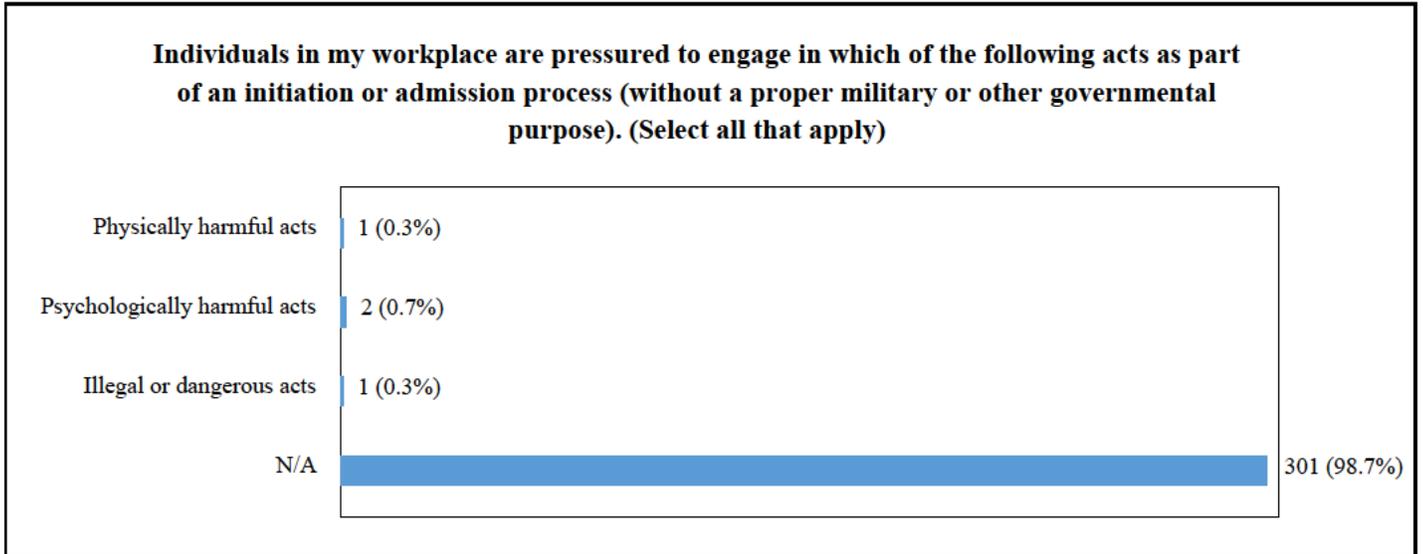
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

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.

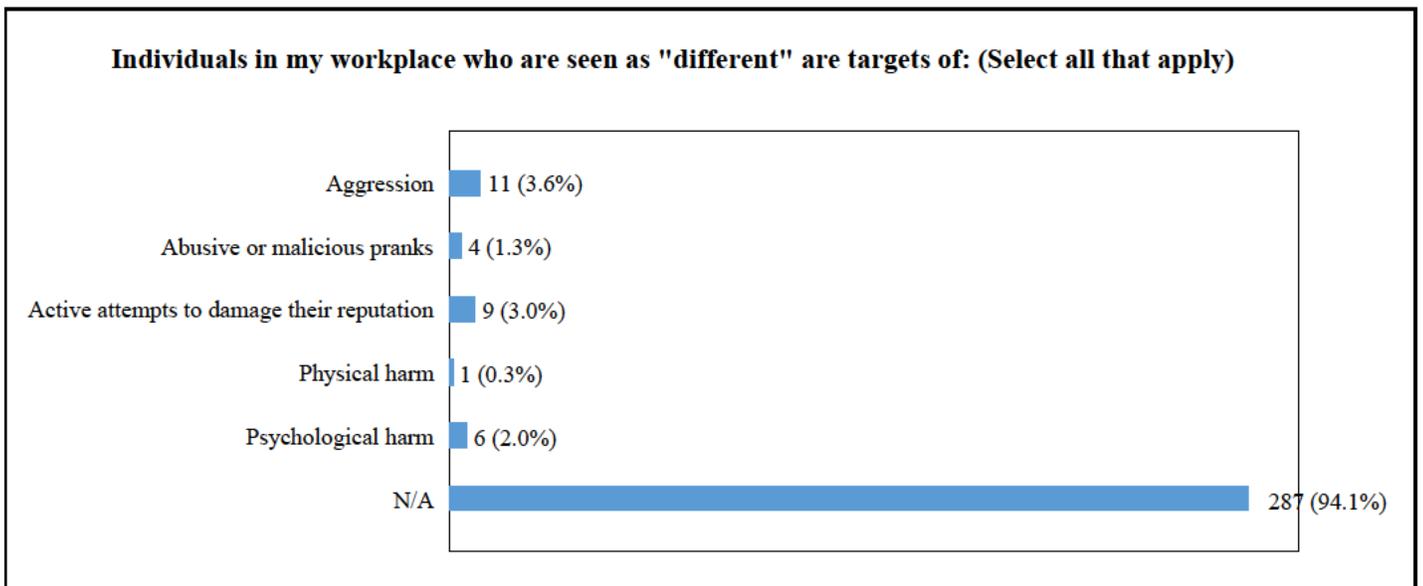
Figure 11. Respondents' Responses to Hazing



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) 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:

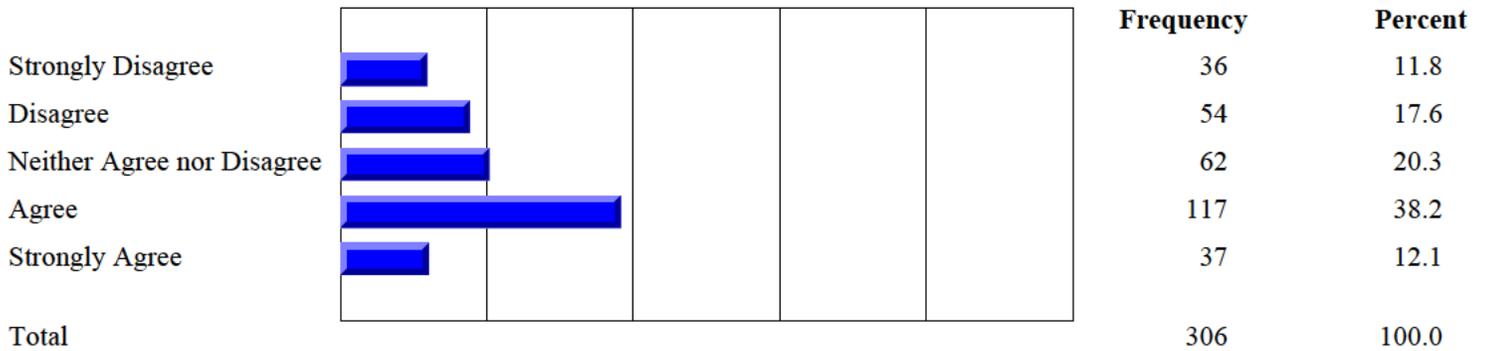
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DSN: 854-2675/3260/4217

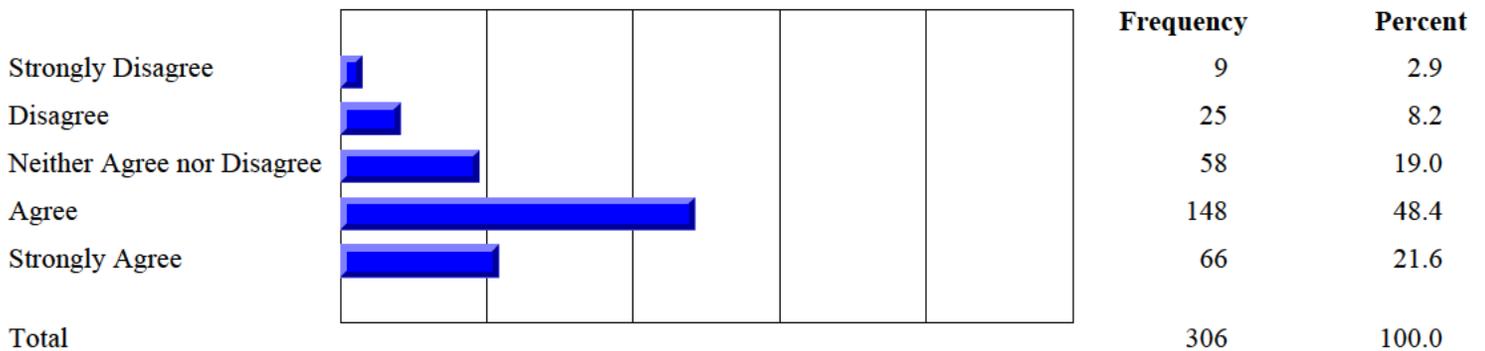
support@deocs.net

Appendix A: Your Locally Developed Questions

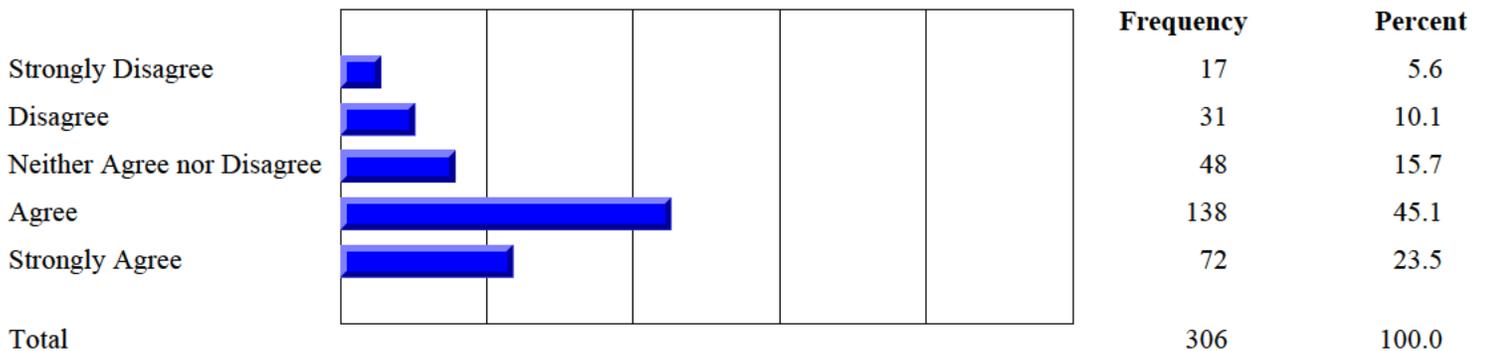
1. Communication flows freely from senior leadership to all levels of the organization.



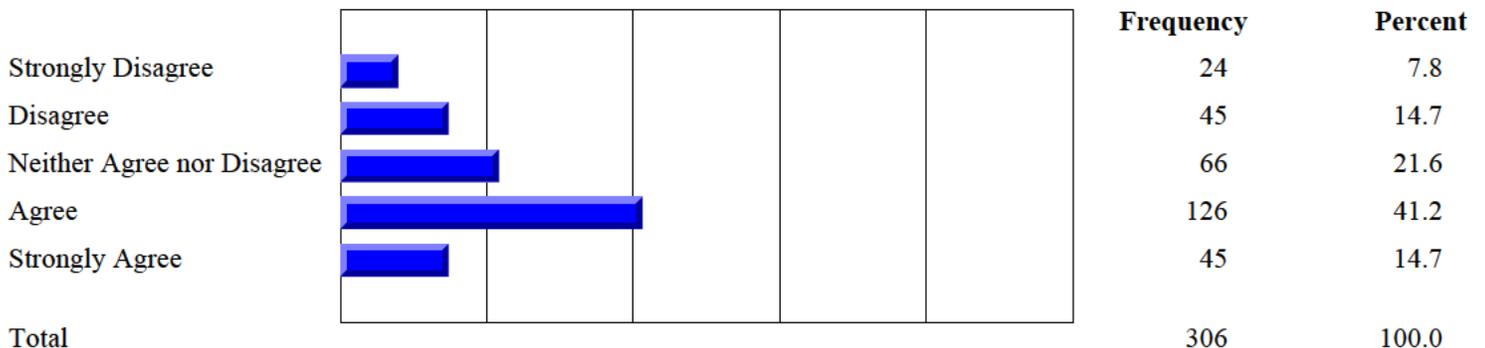
2. Rules, regulations and policies are enforced in this command.



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.

| | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|-----------|---------|
| 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.

| | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|-----------|---------|
| 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.

| | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|-----------|---------|
| 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.

| | | | | | Frequency | Percent |
|----------------------------|--|--|--|--|-----------|---------|
| 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.

| | | | | | Frequency | Percent |
|----------------------------|------------------------------------------------------------------------------------|--|--|--|-----------|---------|
| 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.

| | | | | | Frequency | Percent |
|----------------------------|------------------------------------------------------------------------------------|--|--|--|-----------|---------|
| 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 |

