Defense Organizational Climate Survey (DEOCS) Report

Organization: USS FORREST SHERMAN

Commander/Director: CDR AZZARELLO

Admin Number: 1911443

Tuesday, December 3, 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.

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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	• Almost complete unit endorsement of scale • Area of excellence and maintenance/stability actions recommended
Blue	Adequate	Between 70% and 89% favorable responding	• 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	• 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	• 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		
USS FORREST SHERMAN	**Number**	**Percent**
Majority	50	41.7%
Minority	46	38.3%
Declined to Respond	24	20.0%
American Indian or Alaskan Native	4	3.3%
Asian	5	4.2%
Black	20	16.7%
Native Hawaiian or Other Pacific Islander	1	0.8%
White	53	44.2%
Selected Multiple Races	5	4.2%
Declined to Respond	32	26.7%
Hispanic	16	13.3%
Not Hispanic	86	71.7%
Declined to Respond	18	15.0%
Women	39	32.5%
Men	81	67.5%
Junior Enlisted (E1 - E6)	94	78.3%
Senior Enlisted (E7 - E9)	14	11.7%
Warrant Officer (WO1 - CW5)	1	0.8%
Junior Officer (O1 - O3)	10	8.3%
Senior Officer (O4 - Above)	0	0.0%
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	120	

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.

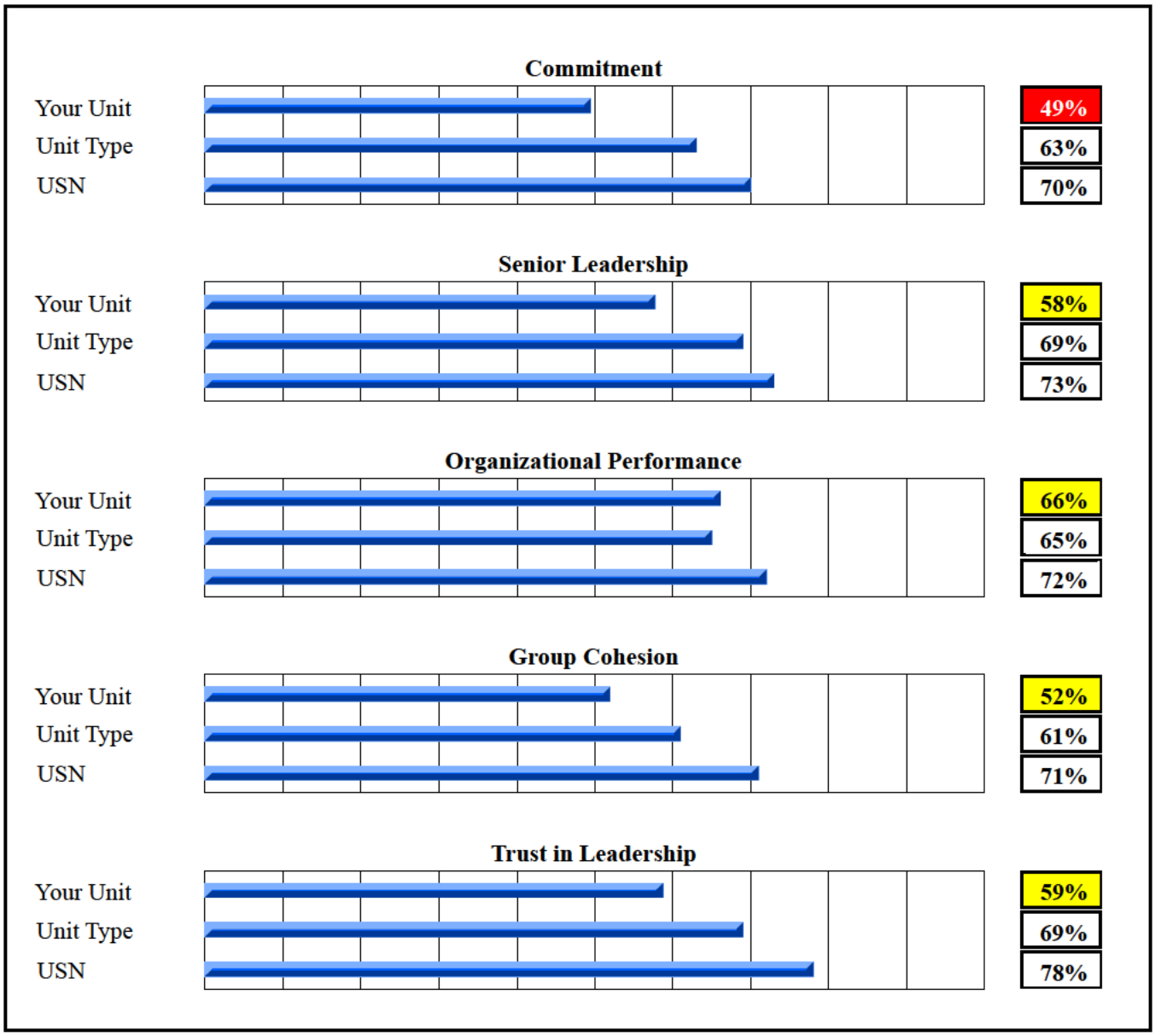
All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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 = Surface Combatant



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

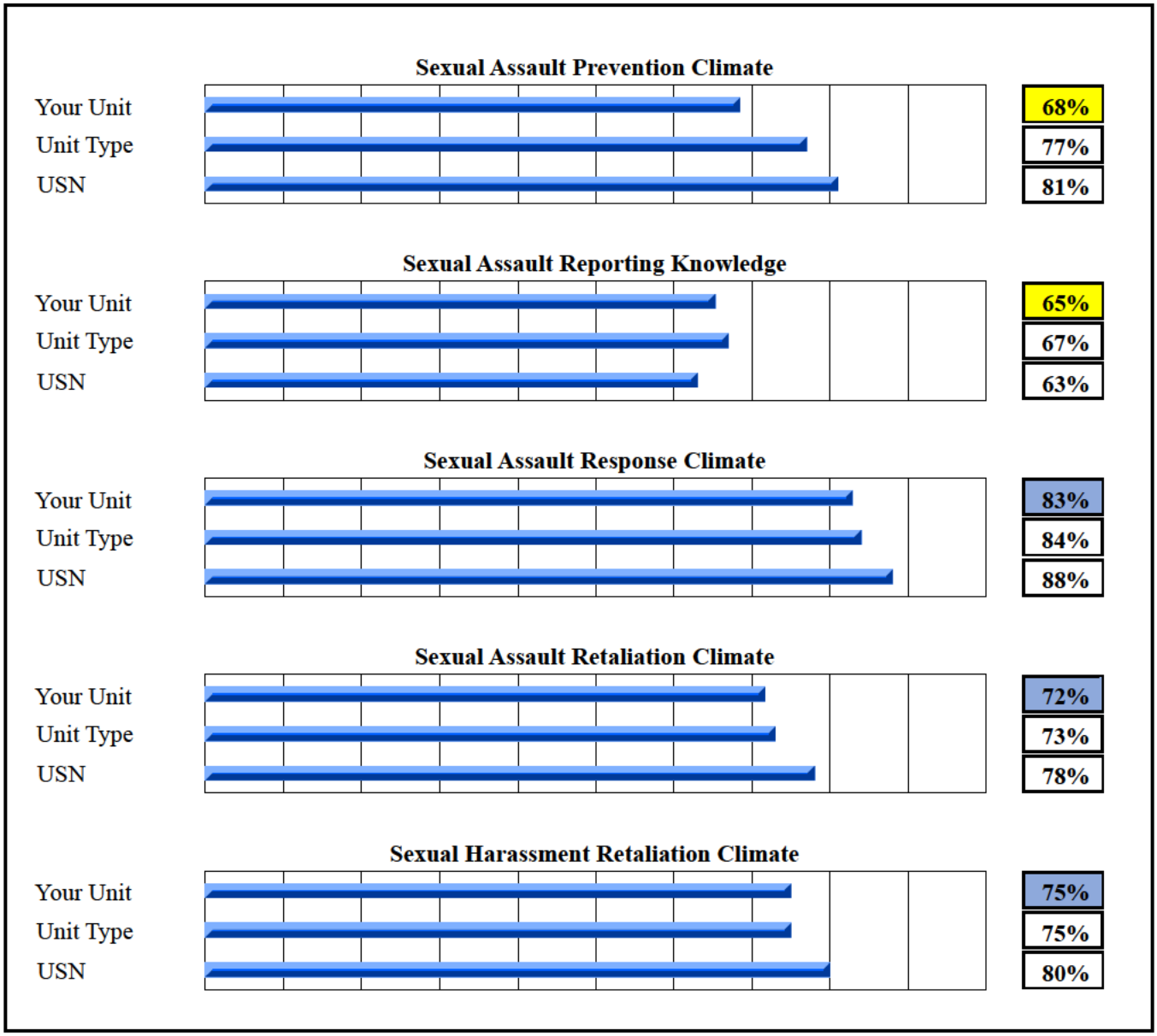
Figure 2 (cont): Unit Summaries

Unit Type = Surface Combatant

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 = Surface Combatant



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

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

USS FORREST SHERMAN

Organizational Effectiveness

	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority	49%	59%	64%	49%	54%	45%	40%	60%
Majority	54%	63%	69%	55%	66%	45%	42%	65%
Women	44%	53%	65%	47%	49%	44%	25%	56%
Men	52%	60%	67%	54%	64%	45%	44%	68%
Enlisted	48%	57%	66%	50%	56%	45%	36%	64%
Officer	70%	66%	67%	64%	82%	39%	58%	67%
Junior Enlisted	48%	54%	63%	48%	55%	43%	34%	60%
Senior Enlisted	45%	75%	81%	69%	68%	57%	50%	88%
Junior Officer	70%	66%	67%	64%	82%	39%	58%	67%
Senior Officer								
Military	49%	58%	66%	52%	59%	45%	38%	64%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	49%	58%	66%	52%	59%	45%	38%	64%

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

USS FORREST SHERMAN	EO/EEO/Fair Treatment				SAPR			
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Minority	48%	51%	72%	66%	67%	58%	81%	61%
Majority	50%	68%	77%	80%	72%	72%	84%	78%
Women	38%	47%	69%	71%	59%	61%	72%	68%
Men	53%	67%	77%	77%	73%	67%	88%	73%
Enlisted	47%	60%	73%	74%	67%	64%	82%	71%
Officer	59%	68%	89%	88%	80%	77%	95%	79%
Junior Enlisted	46%	58%	71%	71%	65%	62%	80%	68%
Senior Enlisted	60%	76%	86%	92%	82%	81%	97%	92%
Junior Officer	59%	68%	89%	88%	80%	77%	95%	79%
Senior Officer								
Military	48%	60%	74%	75%	68%	65%	83%	72%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	48%	60%	74%	75%	68%	65%	83%	72%

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 (13%)	22 (18%)	14 (12%)	8 (7%)	17 (14%)	28 (23%)	15 (13%)
This workgroup has a great deal of personal meaning to me.	16 (13%)	21 (18%)	3 (3%)	16 (13%)	22 (18%)	26 (22%)	16 (13%)
I feel a strong sense of belonging to this workgroup.	19 (16%)	16 (13%)	14 (12%)	17 (14%)	18 (15%)	21 (18%)	15 (13%)
Total	14%	16%	9%	11%	**16%**	**21%**	**13%**
		39%				**49%**	

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 (18%)	14 (12%)	7 (6%)	8 (7%)	13 (11%)	43 (36%)	14 (12%)
My senior leader clarifies our organization's goals and priorities.	15 (13%)	10 (8%)	8 (7%)	7 (6%)	17 (14%)	39 (33%)	24 (20%)
My senior leader communicates a clear vision for the future.	20 (17%)	11 (9%)	8 (7%)	10 (8%)	19 (16%)	35 (29%)	17 (14%)
My senior leader listens to the concerns of the organization's military members and employees.	37 (31%)	11 (9%)	8 (7%)	8 (7%)	14 (12%)	27 (23%)	15 (13%)
Total	19%	10%	6%	7%	**13%**	**30%**	**15%**
		35%				**58%**	

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.	17 (14%)	12 (10%)	6 (5%)	11 (9%)	23 (19%)	36 (30%)	15 (13%)
My organization's performance, compared to similar organizations, is high.	10 (8%)	8 (7%)	4 (3%)	16 (13%)	18 (15%)	38 (32%)	26 (22%)
My organization makes good use of available resources to accomplish its mission.	14 (12%)	5 (4%)	7 (6%)	12 (10%)	27 (23%)	37 (31%)	18 (15%)
Total	11%	7%	5%	11%	**19%**	**31%**	**16%**
		23%				**66%**	

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.	15 (13%)	16 (13%)	11 (9%)	9 (8%)	20 (17%)	35 (29%)	14 (12%)
We all take responsibility for the performance of the workgroup.	12 (10%)	19 (16%)	19 (16%)	3 (3%)	25 (21%)	30 (25%)	12 (10%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	32 (27%)	13 (11%)	10 (8%)	14 (12%)	17 (14%)	26 (22%)	8 (7%)
Total	16%	13%	11%	7%	**17%**	**25%**	**9%**
		41%				**52%**	

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.	32 (27%)	5 (4%)	7 (6%)	5 (4%)	15 (13%)	40 (33%)	16 (13%)
My immediate supervisor follows through with commitments he or she makes.	26 (22%)	9 (8%)	4 (3%)	10 (8%)	13 (11%)	43 (36%)	15 (13%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	32 (27%)	11 (9%)	2 (2%)	10 (8%)	22 (18%)	29 (24%)	14 (12%)
My immediate supervisor treats me fairly.	18 (15%)	6 (5%)	6 (5%)	15 (13%)	10 (8%)	46 (38%)	19 (16%)
Total	23%	6%	4%	8%	**13%**	**33%**	**13%**
		33%				**59%**	

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 (20%)	11 (9%)	13 (11%)	10 (8%)	19 (16%)	33 (28%)	10 (8%)
I feel satisfied with my current job.	29 (24%)	15 (13%)	16 (13%)	11 (9%)	14 (12%)	26 (22%)	9 (8%)
I am happy with my current job.	26 (22%)	21 (18%)	11 (9%)	12 (10%)	13 (11%)	28 (23%)	9 (8%)
Total	22%	13%	11%	9%	**13%**	**24%**	**8%**
		46%				**45%**	

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 (11%)	18 (15%)	13 (11%)	15 (13%)	21 (18%)	33 (28%)	7 (6%)
Discipline is administered fairly.	45 (38%)	20 (17%)	9 (8%)	16 (13%)	13 (11%)	13 (11%)	4 (3%)
Decisions are made after reviewing relevant information.	32 (27%)	15 (13%)	7 (6%)	20 (17%)	23 (19%)	20 (17%)	3 (3%)
Total	25%	15%	8%	14%	**16%**	**18%**	**4%**
		48%				**38%**	

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.	9 (8%)	9 (8%)	5 (4%)	14 (12%)	14 (12%)	47 (39%)	22 (18%)
I am enthusiastic about my work.	17 (14%)	15 (13%)	9 (8%)	10 (8%)	30 (25%)	24 (20%)	15 (13%)
Time flies when I am working.	16 (13%)	7 (6%)	10 (8%)	8 (7%)	14 (12%)	42 (35%)	23 (19%)
Total	12%	9%	7%	9%	**16%**	**31%**	**17%**
		27%				**64%**	

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.	22 (18%)	21 (18%)	12 (10%)	14 (12%)	18 (15%)	30 (25%)	3 (3%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	12 (10%)	14 (12%)	13 (11%)	12 (10%)	25 (21%)	32 (27%)	12 (10%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	18 (15%)	11 (9%)	13 (11%)	16 (13%)	23 (19%)	32 (27%)	7 (6%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	28 (23%)	13 (11%)	11 (9%)	22 (18%)	13 (11%)	27 (23%)	6 (5%)
The decision-making processes that impact my workgroup are fair.	22 (18%)	19 (16%)	8 (7%)	24 (20%)	14 (12%)	29 (24%)	4 (3%)

	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 (5%)	11 (9%)	15 (13%)	15 (13%)	9 (8%)	40 (33%)	24 (20%)
Total	15%	12%	10%	14%	**14%**	**26%**	**8%**
		37%				**48%**	

* 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	18 (15%)	10 (8%)	10 (8%)	11 (9%)	10 (8%)	26 (22%)	35 (29%)
Religion	13 (11%)	6 (5%)	1 (1%)	18 (15%)	0 (0%)	42 (35%)	40 (33%)
Sex	20 (17%)	12 (10%)	6 (5%)	9 (8%)	10 (8%)	32 (27%)	31 (26%)
Sexual Orientation	16 (13%)	9 (8%)	1 (1%)	15 (13%)	4 (3%)	40 (33%)	35 (29%)
Discrimination Behavioral Subfactor							
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.	27 (23%)	8 (7%)	8 (7%)	12 (10%)	8 (7%)	32 (27%)	25 (21%)

	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.*	16 (13%)	14 (12%)	8 (7%)	10 (8%)	7 (6%)	35 (29%)	30 (25%)
Sexist slurs, comments, and/or jokes are used in my workplace.*	17 (14%)	15 (13%)	13 (11%)	9 (8%)	4 (3%)	32 (27%)	30 (25%)
Total	15%	9%	6%	10%	**5%**	**28%**	**27%**
		30%				**60%**	

* 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	38 (32%)	11 (9%)	71 (59%)
Religion	20 (17%)	18 (15%)	82 (68%)
Sex	38 (32%)	9 (8%)	73 (61%)
Sexual Orientation	26 (22%)	15 (13%)	79 (66%)

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 (4%)	4 (3%)	3 (3%)	27 (23%)	2 (2%)	45 (38%)	34 (28%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	4 (3%)	4 (3%)	5 (4%)	19 (16%)	9 (8%)	45 (38%)	34 (28%)
	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%)	3 (3%)	9 (8%)	20 (17%)	4 (3%)	43 (36%)	36 (30%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	4 (3%)	0 (0%)	0 (0%)	11 (9%)	2 (2%)	34 (28%)	69 (58%)
Total	4%	2%	4%	16%	**4%**	**35%**	**36%**
		10%				**74%**	

* 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.	15 (13%)	7 (6%)	3 (3%)	13 (11%)	7 (6%)	44 (37%)	30 (25%)
My immediate supervisor promotes responsible alcohol use.	5 (4%)	4 (3%)	4 (3%)	24 (20%)	4 (3%)	43 (36%)	35 (29%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	12 (10%)	6 (5%)	4 (3%)	19 (16%)	6 (5%)	43 (36%)	29 (24%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	10 (8%)	9 (8%)	9 (8%)	16 (13%)	6 (5%)	40 (33%)	29 (24%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	7 (6%)	5 (4%)	2 (2%)	14 (12%)	6 (5%)	52 (43%)	33 (28%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	13 (11%)	4 (3%)	0 (0%)	16 (13%)	7 (6%)	49 (41%)	30 (25%)
Total	9%	5%	3%	14%	**5%**	**38%**	**26%**
		17%				**68%**	

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 (3%)	2 (2%)	2 (2%)	6 (5%)	9 (8%)	39 (33%)	58 (48%)
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%)	5 (4%)	4 (3%)	11 (9%)	16 (13%)	30 (25%)	49 (41%)
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.	7 (6%)	4 (3%)	5 (4%)	9 (8%)	8 (7%)	34 (28%)	52 (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.	2 (2%)	1 (1%)	2 (2%)	8 (7%)	8 (7%)	40 (33%)	58 (48%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	2 (2%)	2 (2%)	3 (3%)	16 (13%)	7 (6%)	41 (34%)	48 (40%)
Total	3%	2%	3%	8%	**8%**	**31%**	**44%**
		8%				**83%**	

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.	33 (28%)	44 (37%)	2 (2%)	22 (18%)	7 (6%)	5 (4%)	6 (5%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	39 (33%)	42 (35%)	3 (3%)	22 (18%)	7 (6%)	2 (2%)	4 (3%)
In my work group, reporters of sexual assault would be blamed for causing problems.	38 (32%)	39 (33%)	6 (5%)	21 (18%)	7 (6%)	4 (3%)	4 (3%)
In my work group, reporters of sexual assault would be denied career opportunities.	43 (36%)	39 (33%)	5 (4%)	18 (15%)	5 (4%)	2 (2%)	7 (6%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	40 (33%)	47 (39%)	4 (3%)	18 (15%)	3 (3%)	3 (3%)	4 (3%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	45 (38%)	44 (37%)	3 (3%)	21 (18%)	1 (1%)	1 (1%)	4 (3%)
Total	**33%**	**35%**	**3%**	17%	4%	2%	4%
		72%				**11%**	

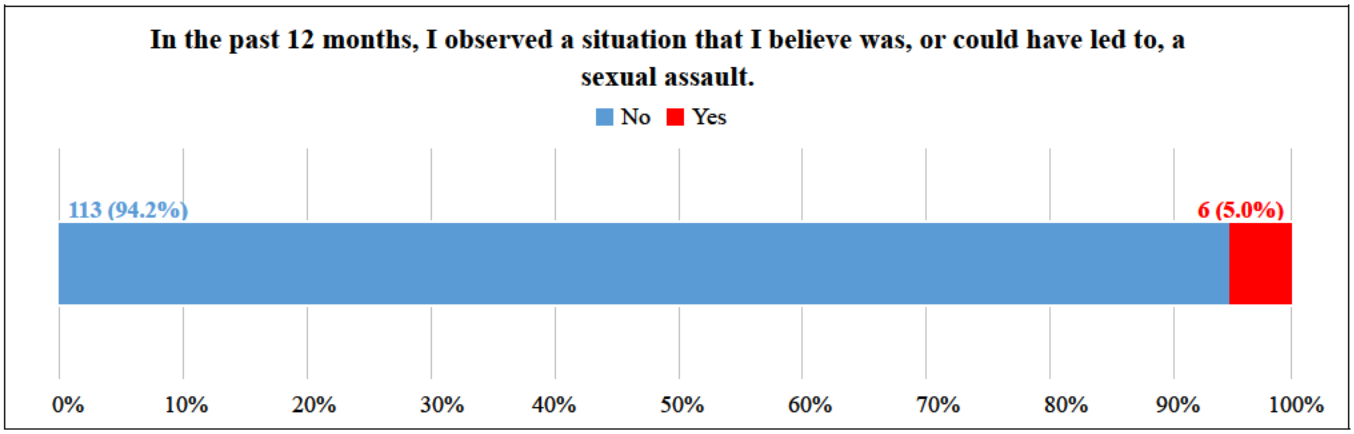
Table 2.16 Sexual Harassment Retaliation Climate

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.	39 (33%)	43 (36%)	4 (3%)	21 (18%)	4 (3%)	6 (5%)	2 (2%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	41 (34%)	47 (39%)	4 (3%)	18 (15%)	4 (3%)	3 (3%)	2 (2%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	41 (34%)	43 (36%)	3 (3%)	19 (16%)	8 (7%)	3 (3%)	2 (2%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	43 (36%)	46 (38%)	3 (3%)	19 (16%)	3 (3%)	2 (2%)	3 (3%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	43 (36%)	46 (38%)	2 (2%)	18 (15%)	4 (3%)	4 (3%)	2 (2%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	43 (36%)	47 (39%)	2 (2%)	19 (16%)	4 (3%)	2 (2%)	2 (2%)
Total	**35%**	**38%**	**3%**	16%	4%	3%	2%
		75%				**8%**	

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	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.	0	0.0%
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.	2	33.3%
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	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.

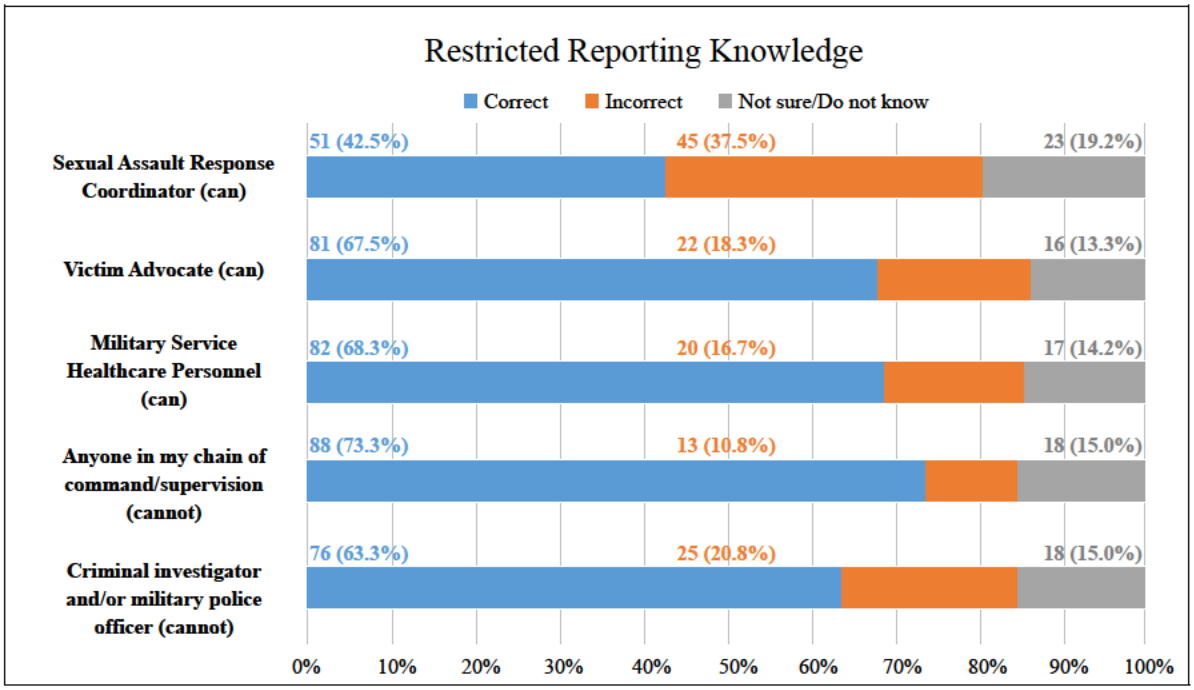
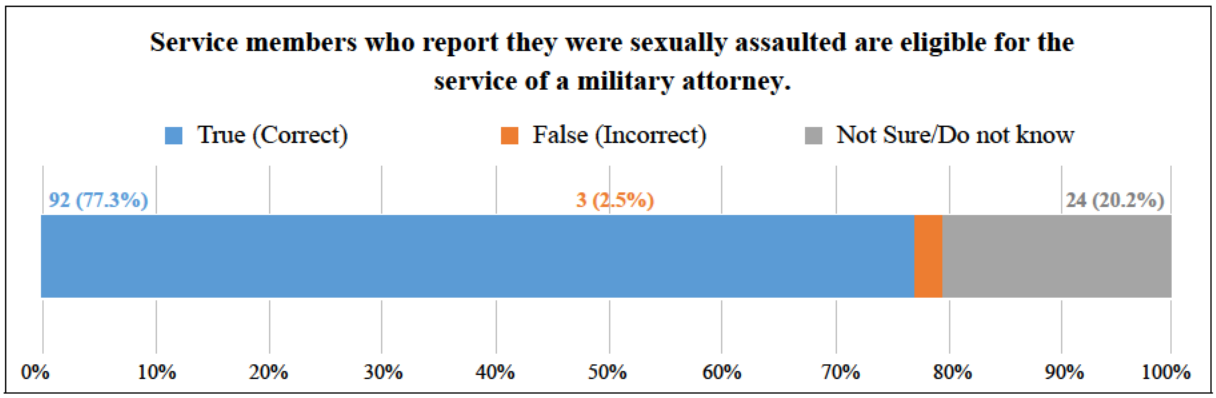


Figure 7. Respondents' Knowledge of Military Attorney Eligibility.



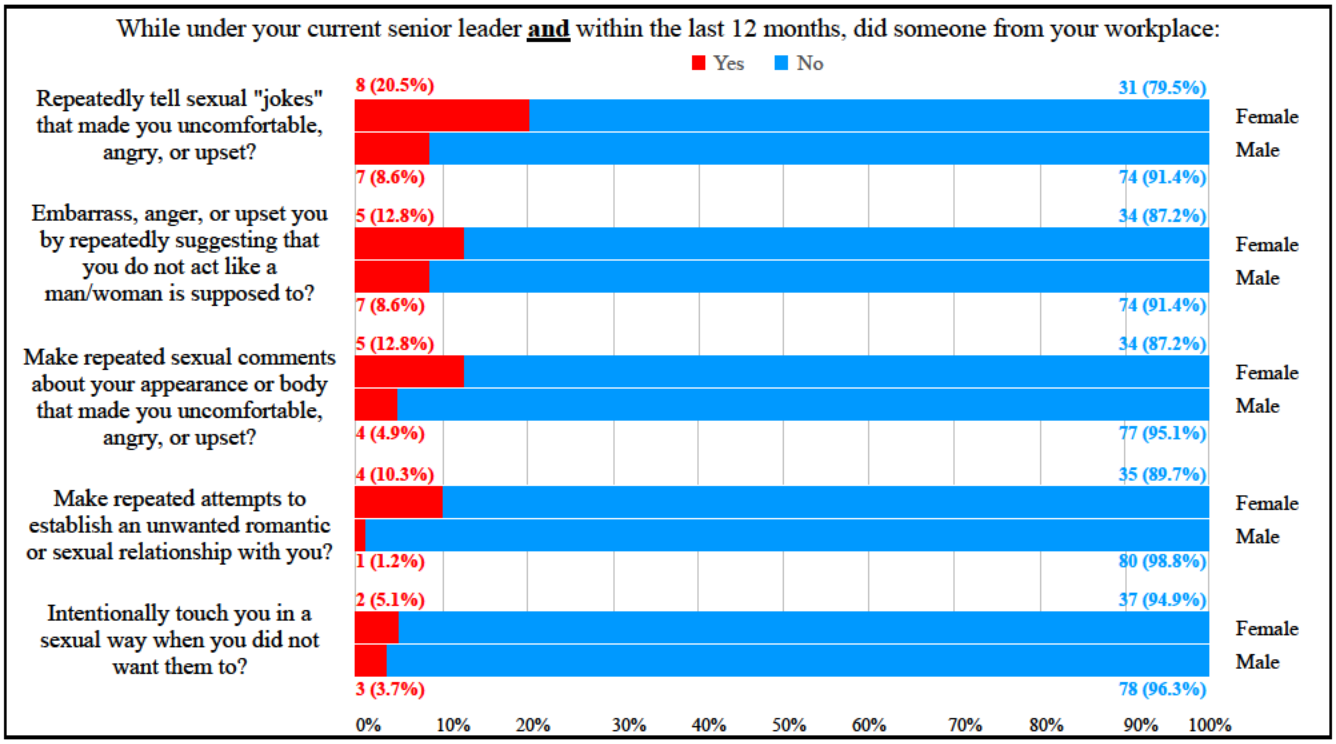
Unwanted Workplace Experiences

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?	15	12.5%	105	87.5%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	12	10.0%	108	90.0%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	9	7.5%	111	92.5%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	5	4.2%	115	95.8%
Intentionally touch you in a sexual way when you did not want them to?	5	4.2%	115	95.8%

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

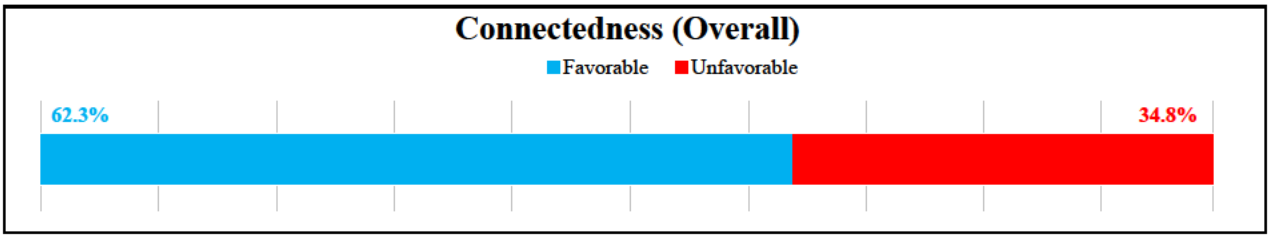


Table 5. Respondents' Connectedness Responses

Burdensomeness							
Question	**Strongly Agree**	**Agree**	**Slightly Agree**	**Neither Agree nor Disagree**	**Slightly Disagree**	**Disagree**	**Strongly Disagree**
My future seems dark to me.	18 (15%)	16 (13%)	16 (13%)	14 (12%)	11 (9%)	23 (19%)	22 (18%)
	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.	6 (5%)	3 (3%)	19 (16%)	-	6 (5%)	38 (32%)	48 (40%)
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 (15%)	14 (12%)	21 (18%)	-	26 (22%)	31 (26%)	10 (8%)
These days, I feel that there are people I can turn to in times of need.	14 (12%)	14 (12%)	8 (7%)	-	26 (22%)	37 (31%)	21 (18%)
Total*	12%	10%	13%	-	14%	27%	21%
		35%				62%	

* 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	42	35.0%
Attempted	12	10.0%
Died by Suicide	1	0.8%
Thought of, Attempted	21	17.5%
Attempted, Died by Suicide	0	0.0%
Thought of, Died by Suicide	0	0.0%
Thought of, Attempted, Died by Suicide	0	0.0%
None of the above	44	36.7%

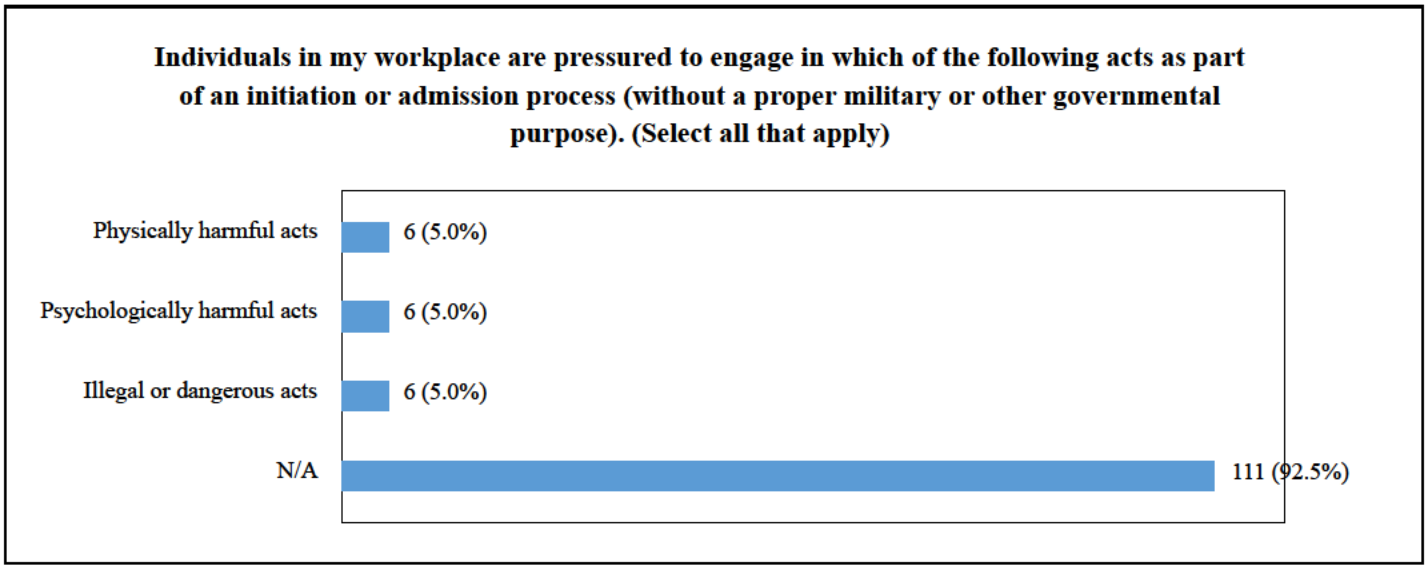
Note. Results presented below the line are the possible combinations of the items above, as it was a "select all that apply."

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.

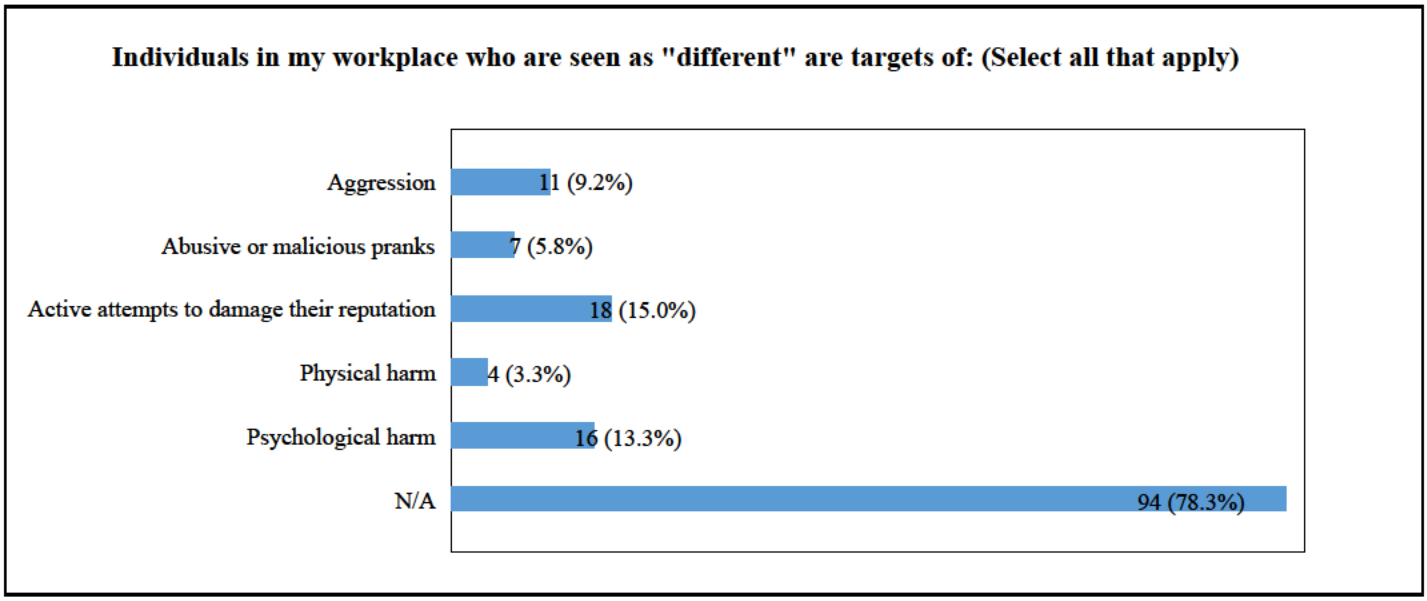
Figure 11. Respondents' Responses to Hazing



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 Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. <u>All Hands Calls effectively pass on information I need to know?</u>

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2. How has the unit's current OPTEMPO impacted you professionally?

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3. <u>What do you see as the most significant challenge facing this unit right now and what would you recommend to address this change?</u>

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4. <u>How much do you feel like a valued member of the team?</u>

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Appendix B: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

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Appendix C: Extended Operational Stress Control (EOSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready "green" zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website www.navynavstress.com. If you have questions concerning the OSC survey or report, please call (901) 874-6926 (DSN 882).

PART I: Overall Stress Assessment

A. Stress Continuum Model

1. How familiar are you with the Stress Continuum Model?

	Frequency	Percent (%)
Confident	43	36.44
Can Apply	50	42.37
Understand	17	14.41
Slightly familiar	6	5.08
Not at all	2	1.69
Total	118	100.00

2. During the PAST 30 DAYS, which stress zone most accurately describes your command?

	Frequency	Percent (%)
Green	4	3.39
Yellow	30	25.42
Orange	53	44.92
Red	29	24.58
Do Not Know	2	1.69
Total	118	100.00

3. During the PAST 30 DAYS, which stress zone most accurately describes yourself?

	Frequency	Percent (%)
Green	12	10.17
Yellow	45	38.14
Orange	49	41.53
Red	10	8.47
Do Not Know	2	1.69
Total	118	100.00

B. Work Stress

4. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience at work or while carrying out your professional duties?

	Frequency	Percent (%)
A lot	84	71.19
Some	26	22.03
A little	7	5.93
Not at all	1	0.85
Total	118	100.00

C. Outside Stress

5. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience outside of work (in your family or social life)?

	Frequency	Percent (%)
A lot	20	16.95
Some	26	22.03
A little	51	43.22
Not at all	21	17.80
Total	118	100.00

D. Individual Stress - Past 30 Days

NOTE: "Individual Stress" is made up of the following four items:

In the PAST 30 DAYS...
- How often have you felt unable to control important things in your life
- How often have you felt difficulties were piling up so high that you could not overcome them
- How often have you felt confident about your ability to handle your personal problems
- How often have you felt things were going your way

(HIGHER AVERAGE = HIGHER STRESS):

If the "Unit" average is higher than the "Navy" average, then your unit is displaying a higher level of individual stress. Equally, if the "Unit" average is lower than the "Navy" average, then your unit is displaying a lower level of individual stress. Navy and Unit averages are based on Navy DEOCS respondents. Asterisk (*) = five or less respondents.

	Navy Average	Unit Average
Aviation	9.63	9.00
Expeditionary	9.26	8.00
Information Warfare	9.25	11.67
Medical	9.14	9.00
Special Operations	8.83	11.00
Submarine	9.51	0.00
Surface	10.15	12.43
Other	9.18	14.33
TOTAL	9.56	12.00

E. Navy Work Week

7. On average, how many hours did you sleep per night in the PAST 30 days?

	Frequency	Percent (%)
3 hours or less	7	5.93
4 hours	31	26.27
5 hours	34	28.81
6 hours	29	24.58
7 hours	11	9.32
8 hours	5	4.24
9 hours	1	0.85
10 or more hours	0	0.00
Total/Average	118	5.21

F. Types of Stress

8. Unpredictability of operations or job duties.

	Frequency	Percent (%)
A lot	45	40.18
Some	39	34.82
A little	13	11.61
Not at all	15	13.39
Total	112	100.00

9. Communication within my organization.

	Frequency	Percent (%)
A lot	31	27.68
Some	41	36.61
A little	25	22.32
Not at all	15	13.39
Total	112	100.00

10. Lack of personnel in my working group to get the job done.

	Frequency	Percent (%)
A lot	34	30.36
Some	25	22.32
A little	35	31.25
Not at all	18	16.07
Total	112	100.00

11. Increase in my work load.

	Frequency	Percent (%)
A lot	42	37.50
Some	34	30.36
A little	20	17.86
Not at all	16	14.29
Total	112	100.00

12. Working long hours.

	Frequency	Percent (%)
A lot	46	41.07
Some	28	25.00
A little	21	18.75
Not at all	17	15.18
Total	112	100.00

13. Conflicts between my professional duties and family responsibilities

	Frequency	Percent (%)
A lot	32	28.57
Some	26	23.21
A little	32	28.57
Not at all	22	19.64
Total	112	100.00

G. Barriers to Seeking Care

14. My shipmates/co-workers will see me as weak if I seek help for stress problems.

	Frequency	Percent (%)
Strongly agree	15	13.39
Agree	26	23.21
Neither agree nor disagree	29	25.89
Disagree	30	26.79
Strongly disagree	12	10.71
Total	112	100.00

15. Navy attitudes create barriers to seeking help for stress problems.

	Frequency	Percent (%)
Strongly agree	41	36.61
Agree	25	22.32
Neither agree nor disagree	20	17.86
Disagree	20	17.86
Strongly disagree	6	5.36
Total	112	100.00

H. Positive Aspects of Stress

Thinking about stressful situation(s) that you experienced at work in the past 12 months, (or since reporting to current command) please indicate how much you agree or disagree with the following statements:

16. I feel pride from my accomplishments.

	Frequency	Percent (%)
Strongly agree	33	29.46
Agree	33	29.46
Neither agree nor disagree	20	17.86
Disagree	14	12.50
Strongly disagree	11	9.82
Not applicable	1	0.89
Total	112	100.00

17. I am more confident in my abilities to deal with stressful situations in the future.

	Frequency	Percent (%)
Strongly agree	15	13.39
Agree	42	37.50
Neither agree nor disagree	25	22.32
Disagree	16	14.29
Strongly disagree	12	10.71
Not applicable	2	1.79
Total	112	100.00

PART II: FACTOR ANALYSIS BY DEMOGRAPHIC

The following provides an analysis of the six factors by individual demographic groups. Results displayed are derived by averaging responses from each question/item. This allows quick identification of specific high and low points by each demographic group. An asterisk (*) represents a demographic with five or less respondents.

	Command Level	Individual Level	Individual Stress - 30 Days	Work Related Stress - 12 Mon	Other Stress - 12 Mon	Seeking Assistance
Military						
Civilian	*	*	*	*	*	*
Officer						
Enlisted						
Junior Officer						
Senior Officer	*	*	*	*	*	*
Junior Enlisted						
Senior Enlisted						
Junior Civilian	*	*	*	*	*	*
Senior Civilian	*	*	*	*	*	*
Men						
Women						
Minority						
Majority						
Total						

Green = Acceptable

Orange = Moderate Concern

Yellow = Slight Concern

Red = High Concern

PART III: ADDITIONAL RESOURCES

The following provides additional resources and information specific to the United States Navy Operational Stress Control Program.

STRESS CONTINUUM MODEL

	READY	REACTING	INJURED	ILL
Individuals	• Good sleep habits • Good fitness habits • Healthy eating • Sense of humor • Positive attitude • Productive and focused • Socially connected • Calm and confident • Effective communication • Moderation and balance • Able to relax • Sense of purpose • Feel on top of things	• Impatient or irritable • Worried • Trouble sleeping • Appetite change • Apathetic • Withdrawing socially • Cutting corners • Reduced concentration • Increased use of alcohol • Increased use of tobacco • Muscle tension/fatigue • Excessive escape mechanisms (TV, Internet, gambling, etc.)	• Can't fall or stay asleep • Weight changes • Persistent, vivid nightmares • Intense emotions • Loss of interest in activities • Social isolation • Loss of moral bearing • Suicidal/homicidal ideas • Confusion/disorientation • Episodes of rage or panic • Numbness • Loss of control • Substance abuse	• Symptoms persist get worse, or return more severely • Persistent trouble functioning
Families	• Children well-adjusted and secure • Regular routines • Good communication • Clean/organized home	• Children acting out, or insecure • Dropping routines • Difficult communication • Increased clutter and disorder • Reduced intimacy	• Major behavior issues • Feeling of chaos • Constant fighting • Silence, severe lack of communication • Loss of intimacy • Verbal or physical abuse	• Symptoms persist, get worse, or return more severely • Persistent trouble functioning
Command/Unit	• High morale • Strong cohesion • Good order and discipline • Deglamorization of alcohol and tobacco • Attention to detail • Clear sense of mission	• Falling morale • Split groups • Deferred maintenance • Minor discipline problems • Increased alcohol incidents • Decreased attention to detail	• Low morale • Divided camps • Equipment out of service • Significant discipline issues • Significant alcohol incidents • Multiple drug incidents • Vigilante missions	• Not mission capable

ACTIONS FOR INDIVIDUALS AND FAMILIES

READY
- Maintain physical fitness/healthy eating
- Get adequate rest
- Improve knowledge and skills
- Train hard
- Use alcohol in moderation, if at all
- Practice core values
- Build strong relationships
- Resolve conflicts effectively

REACTING
Includes all actions above and...
- Be self aware
- Rest, eat and stay hydrated
- Talk with shipmate and/or family
- Scale back from excesses
- Practice relaxation
- Stress first aid

INJURED
Includes all actions above and...
- Talk to leaders
- Seek guidance (chaplains, counselors, medical professionals)
- Build social support
- Set goals to get green

ILL
Includes all actions above and...
- Seek medical treatment
- Follow treatment plan

ACTIONS FOR LEADERS

READY
- Provide tough, realistic training
- Build unit cohesion
- Foster high morale, positive command climate
- Deglamorize alcohol and tobacco use

REACTING
Includes all actions above and...
- Help Sailors maintain work-life balance
- Ensure adequate time for crew rest[
- Encourage communication
- Conduct after action reviews
- Stress first aid
- Mitigate

INJURED
Includes all actions above and...
- Refer for early intervention
- Communicate and coordinate with providers

ILL
Includes all actions above and...
- Refer for medical evaluation and treatment
- Communicate and coordinate with providers
- Reintegrate into unit

For additional information about Navy Operational Stress Control or to seek help for individual, command, or family stress the following resources are available:

Operational Stress Control Online: www.navynavstress.com
Navy Marine Corps Public Health: www.nmcphc.med.navy.mil
Naval Center for Combat and Operational Stress Control: www.nccosc.navy.mil
Navy Knowledge Online: www.nko.navy.mil
Fleet and Family Support Center: www.cnic.navy.mil/CNIC_HQ_Site
Chaplains (Contact your local Base Chapel or www.chaplaincare.navy.mil)
Medical and Mental Health Providers (Contact your local Military Treatment Facility or www.tricare.mil/mentalhealth)
Military One Source: www.militaryonesource.com / 1.800.342.9647

PART IV: RESPONSE TO "What three things could your command do to reduce your stress level?"

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