DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

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Commander/Director: (b)(6)

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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 mages 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: 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.

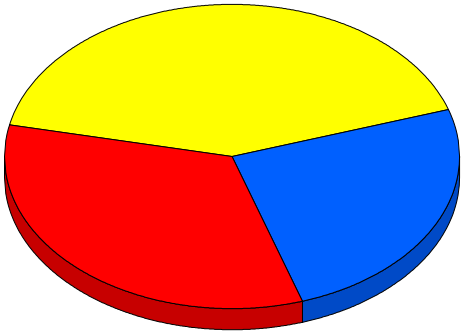
MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

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

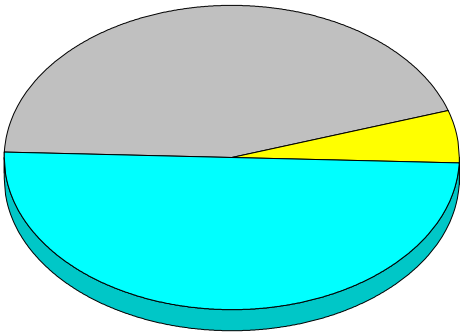
MINORITY vs MAJORITY



	Frequency	Percent
Minority	9	25.00
Majority	12	33.33
Declined	15	41.67
Total	36	100.00

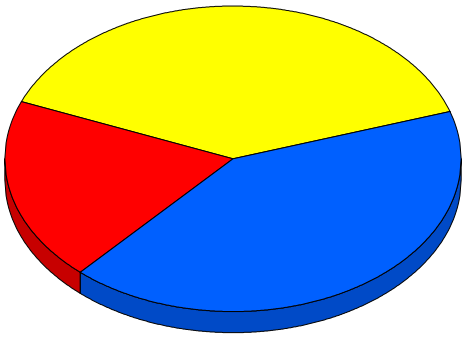
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All other respondents are included in the minority subgroup.

RACE



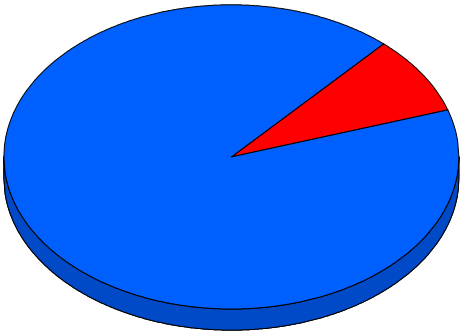
	Frequency	Percent
American Indian	0	0.00
Asian	0	0.00
Black	2	5.56
Native Hawaiian	0	0.00
White	18	50.00
Two or More	0	0.00
Declined	16	44.44
Total	36	100.00

ETHNICITY



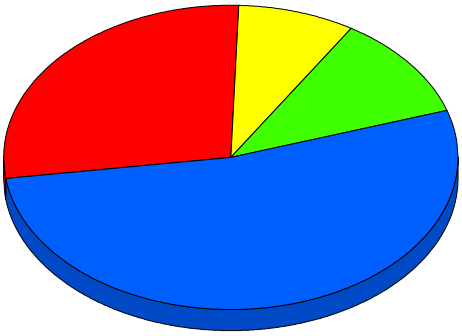
	Frequency	Percent
Not Hispanic	15	41.67
Hispanic	7	19.44
Declined	14	38.89
Total	36	100.00

GENDER



	Frequency	Percent
Men	33	91.67
Women	3	8.33
Total	36	100.00

CATEGORY

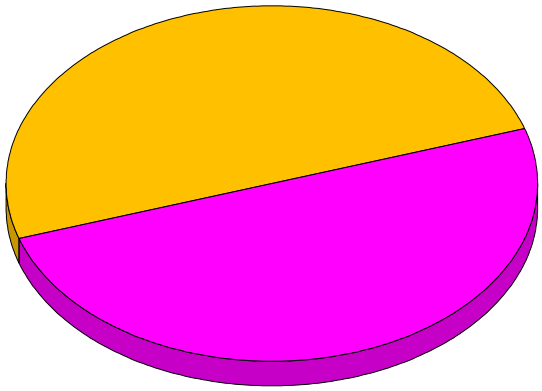


	Frequency	Percent
Jr Enlisted (E1-E6)	19	52.78
Sr Enlisted (E7-E9)	10	27.78
Jr Officer (O1-O3)	3	8.33
Sr Officer (O4 and up)	4	11.11
Jr Civ (Grades 1-8)	0	0.00
Sr Civ (Grades 9-SES)	0	0.00
Other	0	0.00
Total	36	100.00

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**):



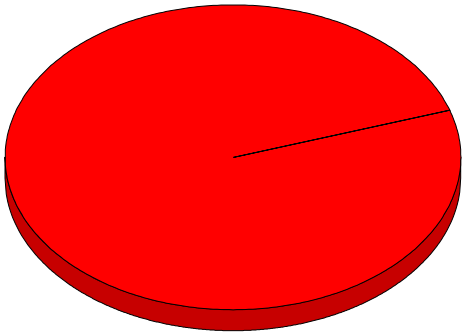
	Frequency	Percent
Race/Nat Orig/Color	0	0.00
Sexual Harassment	0	0.00
Gender (Sex)	0	0.00
Religion	0	0.00
Age	0	0.00
Disability	1	50.00
Equal Pay	0	0.00
Genetic Information	0	0.00
Pregnancy	0	0.00
Retaliation	1	50.00
Total	2	100.00

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

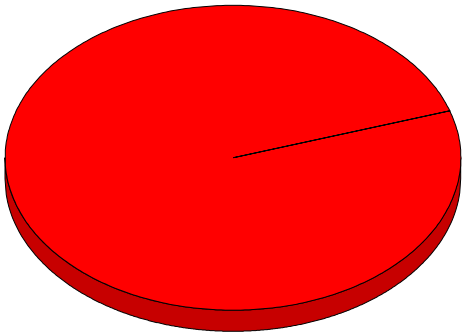
NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY



	Frequency	Percent
YES	0	0.00
NO	12	100.00
Total	12	100.00

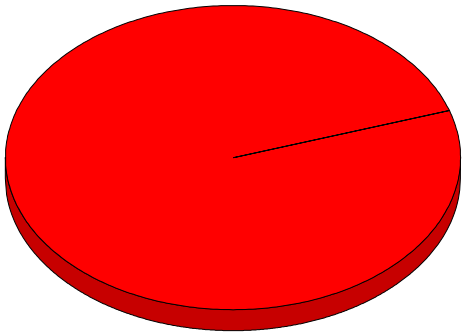
MINORITY



	Frequency	Percent
YES	0	0.00
NO	9	100.00
Total	9	100.00

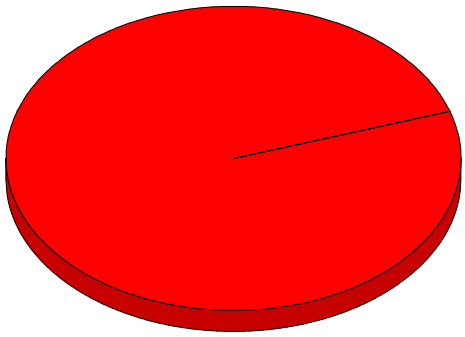
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	0	0.00
NO	33	100.00
Total	33	100.00

WOMEN

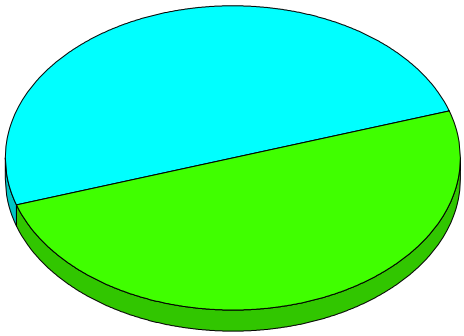


	Frequency	Percent
YES	0	0.00
NO	3	100.00
Total	3	100.00

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
	0	0.00
	0	0.00
	1	50.00
	1	50.00
Total	2	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.

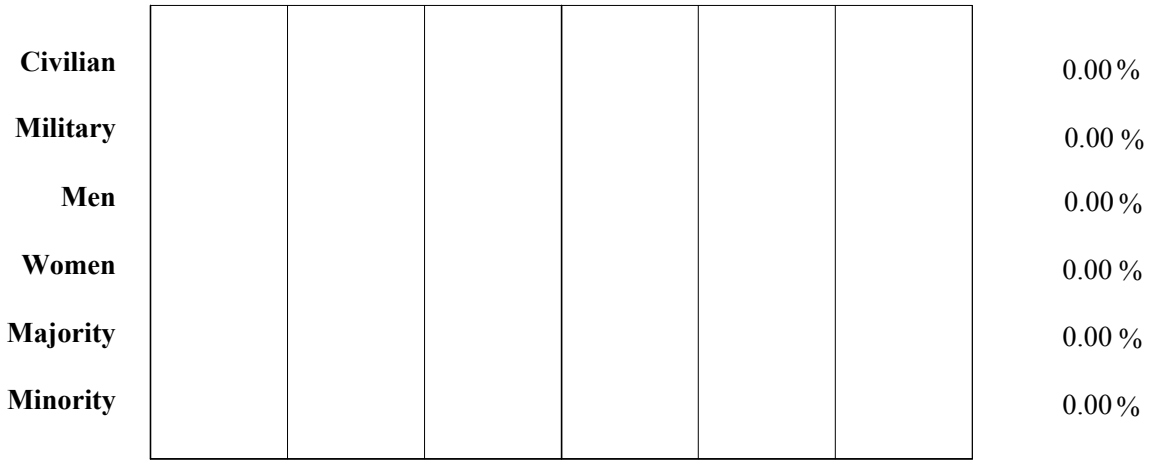
Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor: Demographic Breakout

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	1	100.00	1	100.00
Men	0	0.00	1	100.00	1	100.00
Women	0	0.00	0	0.00	0	100.00
Majority	0	0.00	0	0.00	0	100.00
Minority	0	0.00	0	0.00	0	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.

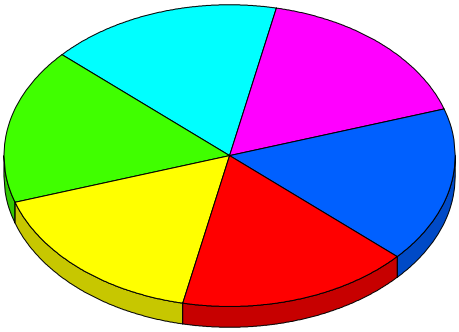
	Frequency	Percent
Very Dissatisfied	0	0.00
Somewhat Dissatisfied	0	0.00
Somewhat Satisfied	0	0.00
Very Satisfied	0	0.00
Total	0	100.00

"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



	Frequency	Percent
	1	16.67
	1	16.67
	1	16.67
	1	16.67
	1	16.67
	1	16.67
Total	6	100.00

The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

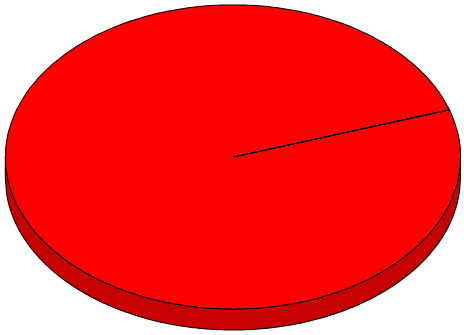
Lack of support from chain of command.

Other.

"N/A" responses not included.

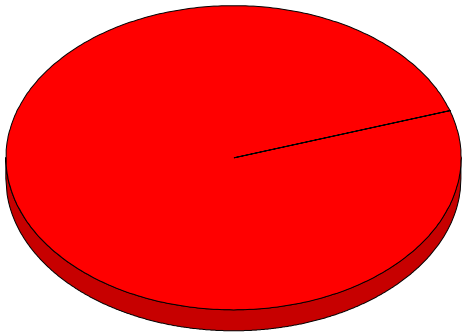
Experiences of Sexual Harassment

MEN



	Frequency	Percent
YES	0	0.00
NO	33	100.00
Total	33	100.00

WOMEN



	Frequency	Percent
YES	0	0.00
NO	3	100.00
Total	3	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
	0	0.00
	0	0.00
	0	0.00
	0	0.00
Total	0	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.

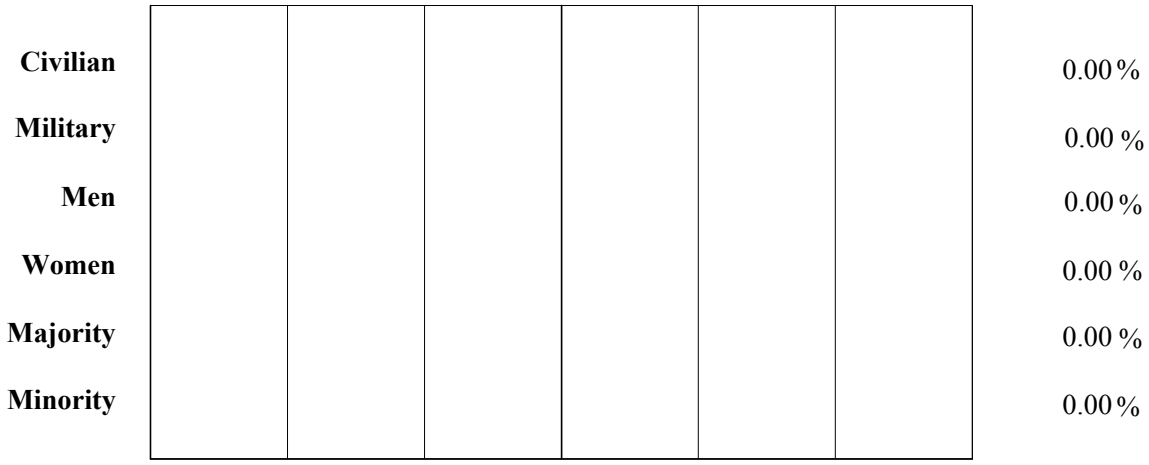
Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or Supervisor: Demographic Breakout

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	0	0.00	0	0.00	0	100.00
Men	0	0.00	0	0.00	0	100.00
Women	0	0.00	0	0.00	0	100.00
Majority	0	0.00	0	0.00	0	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	0	0.00
Very Satisfied	0	0.00
Total	0	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

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.

IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

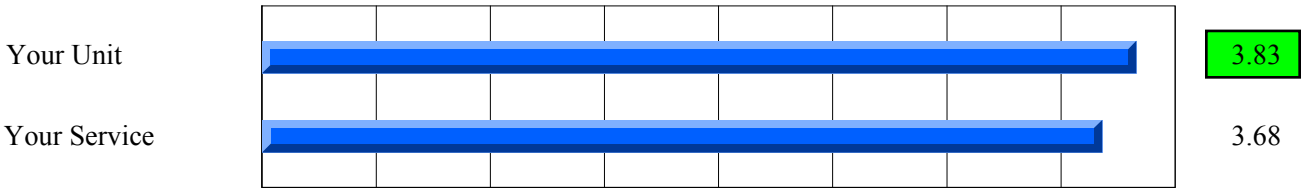
This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

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.

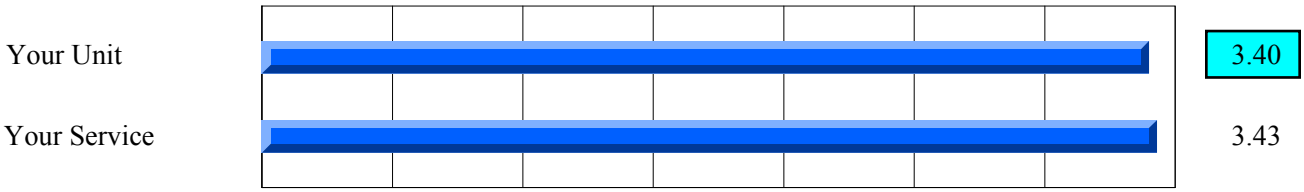
Red = Below Service Average | **Blue = Near Service Average** | **Green = Above Service Average**

Perceptions of Safety



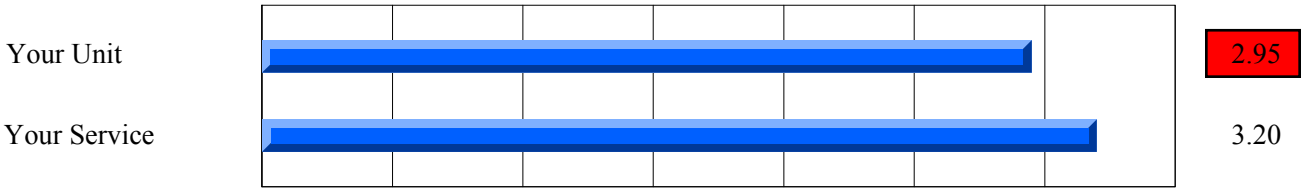
Range of "Near Service" Average = 3.62 - 3.75

Chain of Command Support



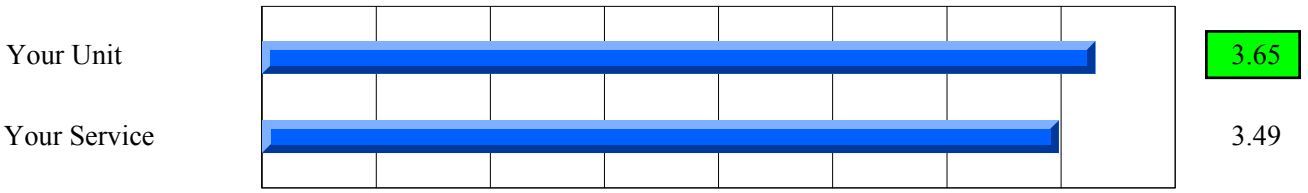
Range of "Near Service" Average = 3.33 - 3.54

Publicity of SAPR Information



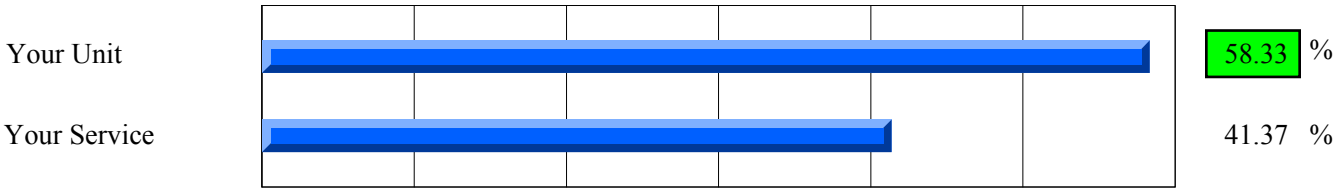
Range of "Near Service" Average = 3.11 - 3.31

Unit Reporting Climate



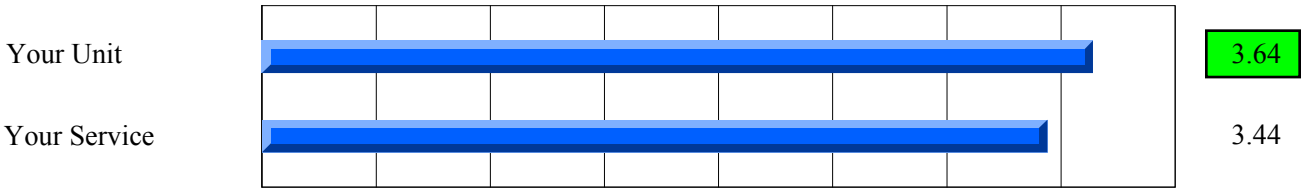
Range of "Near Service" Average = 3.37 - 3.62

Zero Perceived Barriers to Reporting Sexual Assault



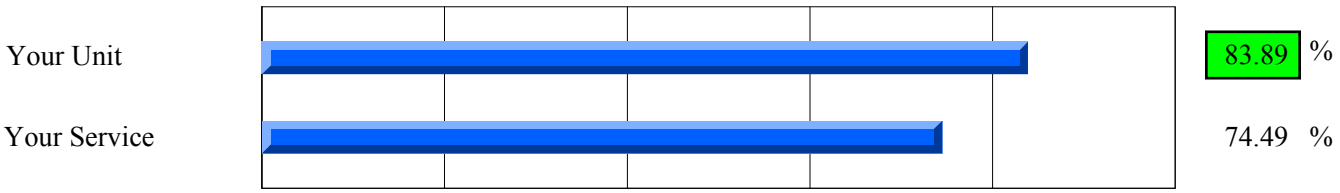
Range of "Near Service" Average = 33.08 - 49.46

Unit Prevention Climate



Range of "Near Service" Average = 3.33 - 3.56

Restricted Reporting Knowledge



Range of "Near Service" Average = 70.45 - 78.97

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 live:	**Safe**		**Unsafe**		**Total**	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	7	100.00	0	0.00	7	100.00
Off-base/post/station	29	100.00	0	0.00	29	100.00
To what extent do you feel safe from being sexually assaulted where you perform your work/duties:	36	100.00	0	0.00	36	100.00

Analyzing Responses based on Demographic Subgroups:

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?

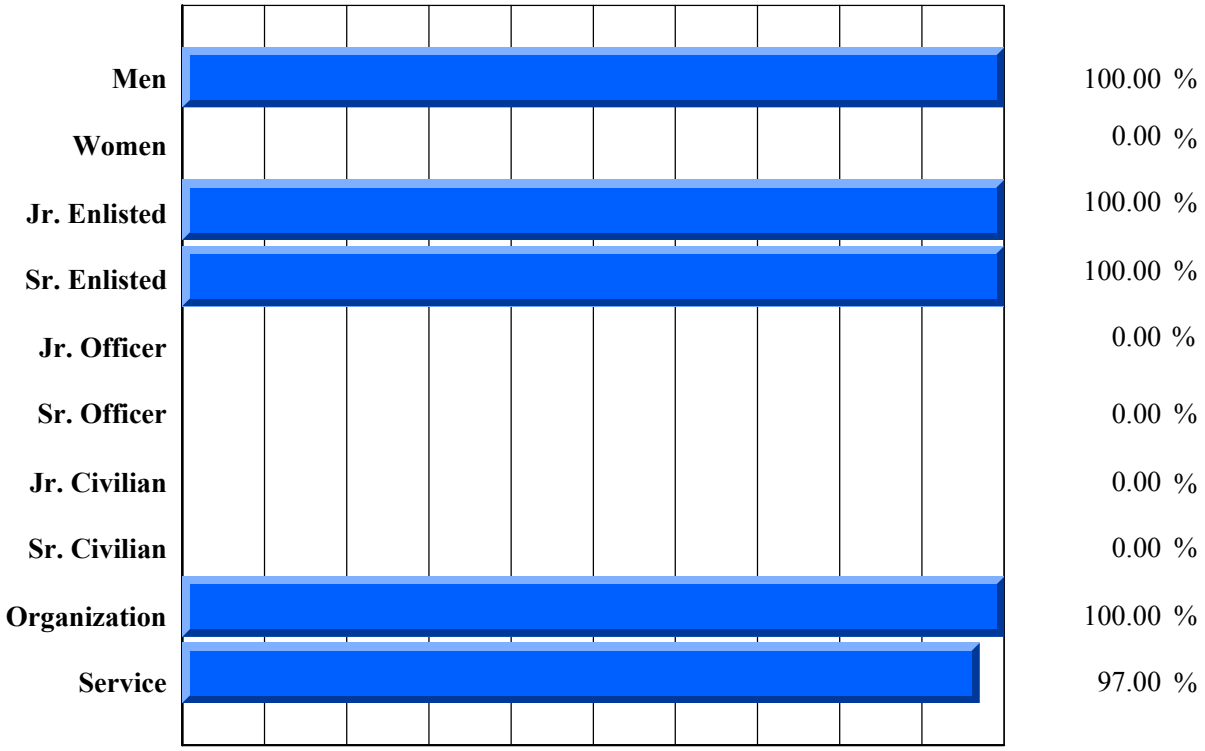
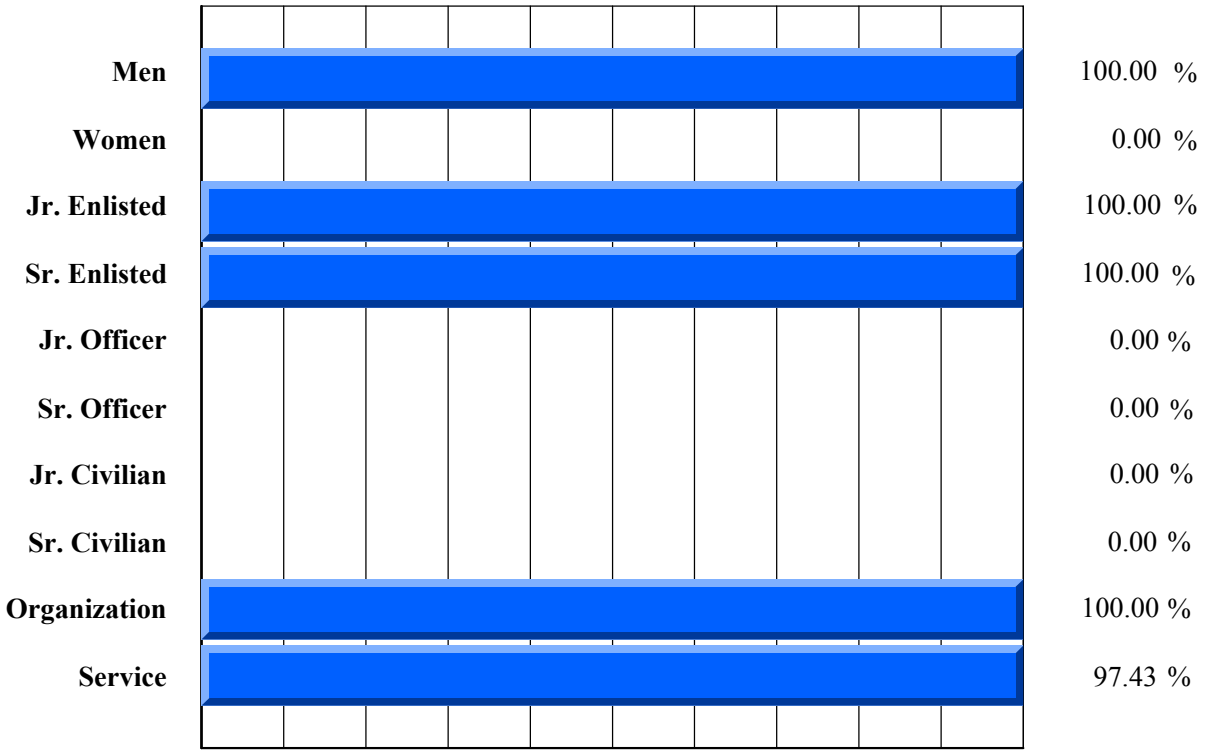


Figure 8 displays the percentage of respondents who feel "Safe" where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked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

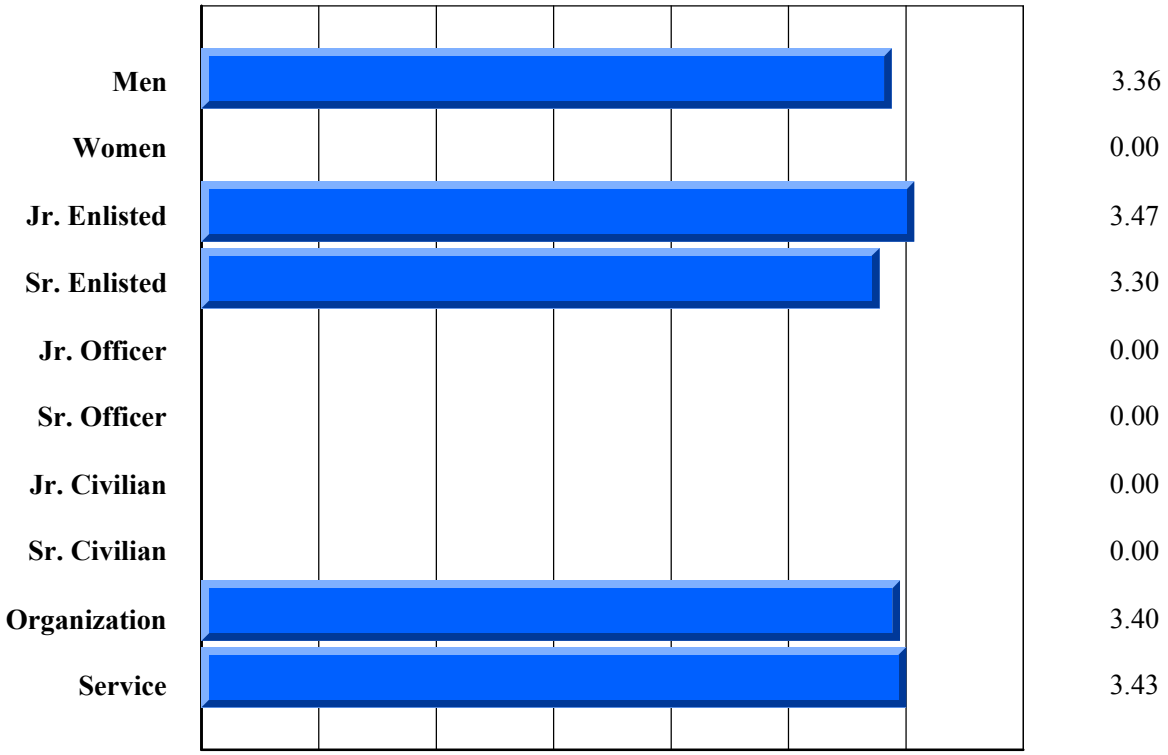
Table 5. Respondents' Perceptions of Chain of Command Support

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"	16	44.44	20	55.56	36	100.00
Refrain from sexist comments and behaviors	35	97.22	1	2.78	36	100.00
Actively discourage sexist comments and behaviors	33	91.67	3	8.33	36	100.00
Provide sexual assault prevention and response training that interests and engages you	31	86.11	5	13.89	36	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	34	94.44	2	5.56	36	100.00
Encourage victims to report sexual assault	35	97.22	1	2.78	36	100.00
Create an environment where victims feel comfortable reporting sexual assault	32	88.89	4	11.11	36	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*.

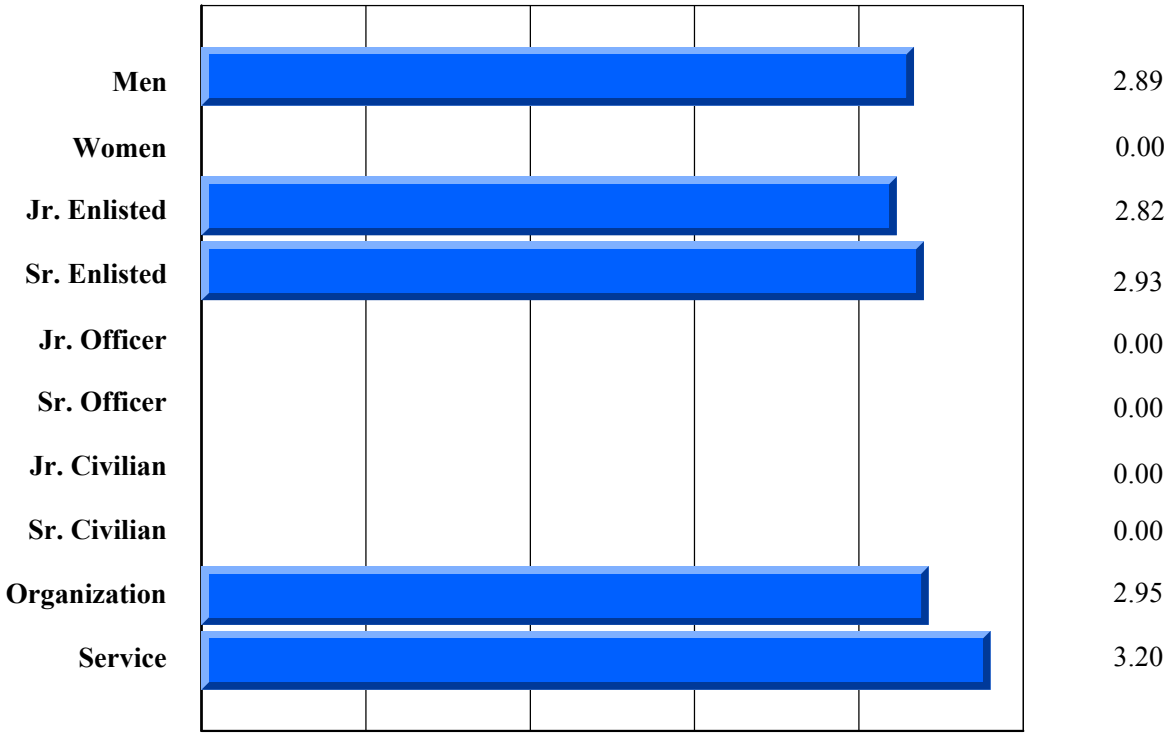
Table 6. Respondents' Perceptions of Publicity of SAPR Information

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	14	38.89	22	61.11	36	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)	32	88.89	4	11.11	36	100.00
Publicize the Restricted (confidential) Reporting option for sexual assault	28	77.78	8	22.22	36	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

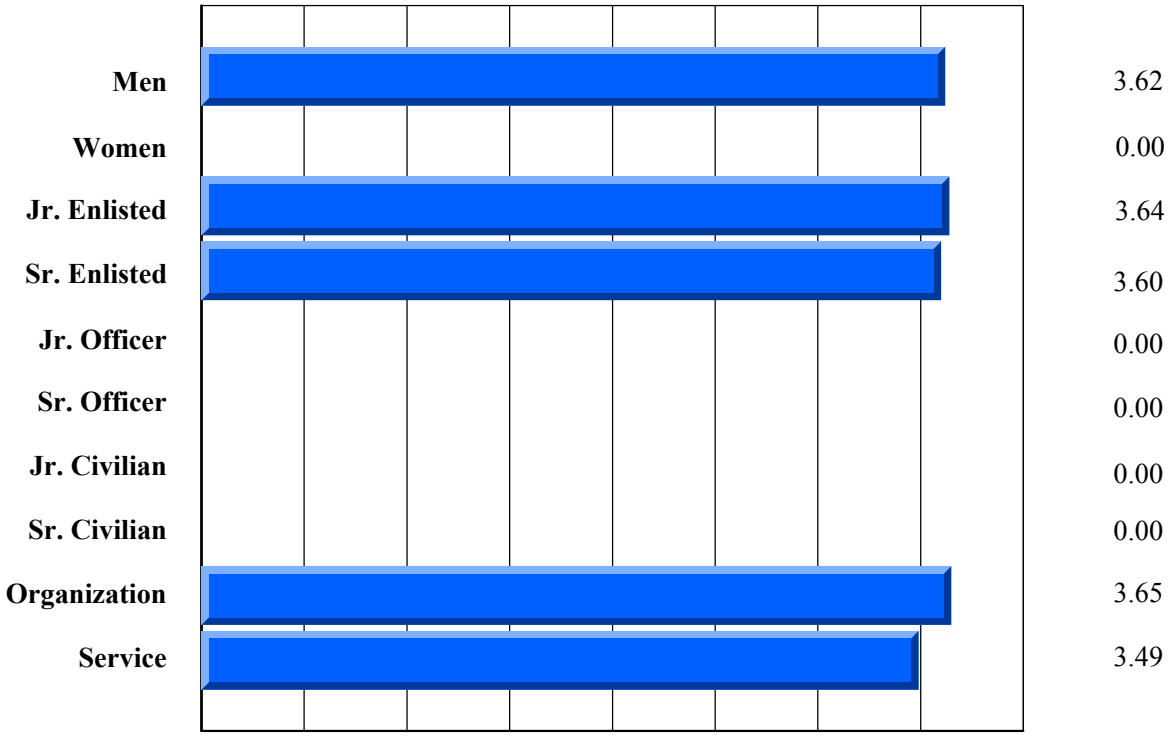
If someone were to report a sexual assault to your current chain of command, how likely is it that:	**Favorable**		**Unfavorable**		**Total**	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	35	97.22	1	2.78	36	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	31	86.11	5	13.89	36	100.00
The chain of command would forward the report outside the unit to criminal investigators.	34	94.44	2	5.56	36	100.00
The chain of command would take steps to protect the safety of the person making the report.	34	94.44	2	5.56	36	100.00
The chain of command would support the person making the report.	34	94.44	2	5.56	36	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	35	97.22	1	2.78	36	100.00

Unit members would label the person making the report a troublemaker (*).	33	91.67	3	8.33	36	100.00
Unit members would support the person making the report.	34	94.44	2	5.56	36	100.00
The offender(s) or their associates would retaliate against the person making the report (*).	33	91.67	3	8.33	36	100.00
The career of the person making the report would suffer (*).	30	83.33	6	16.67	36	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.

- Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- 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.
- 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.
- 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.	6	16.67	30	83.33	36	100.00
Loss of privacy/confidentiality.	9	25.00	27	75.00	36	100.00
Fear of professional retaliation for making the report.	7	19.44	29	80.56	36	100.00
Fear of social retaliation for making the report.	4	11.11	32	88.89	36	100.00
Lack of confidence in the military justice system.	5	13.89	31	86.11	36	100.00
Lack of confidence in the chain of command.	9	25.00	27	75.00	36	100.00
Takes too much time and effort to report.	2	5.56	34	94.44	36	100.00
Not knowing how to make a sexual assault report.	2	5.56	34	94.44	36	100.00
Another reason other than what is provided above.	0	0.00	36	100.00	36	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	21	58.33	15	41.67	36	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

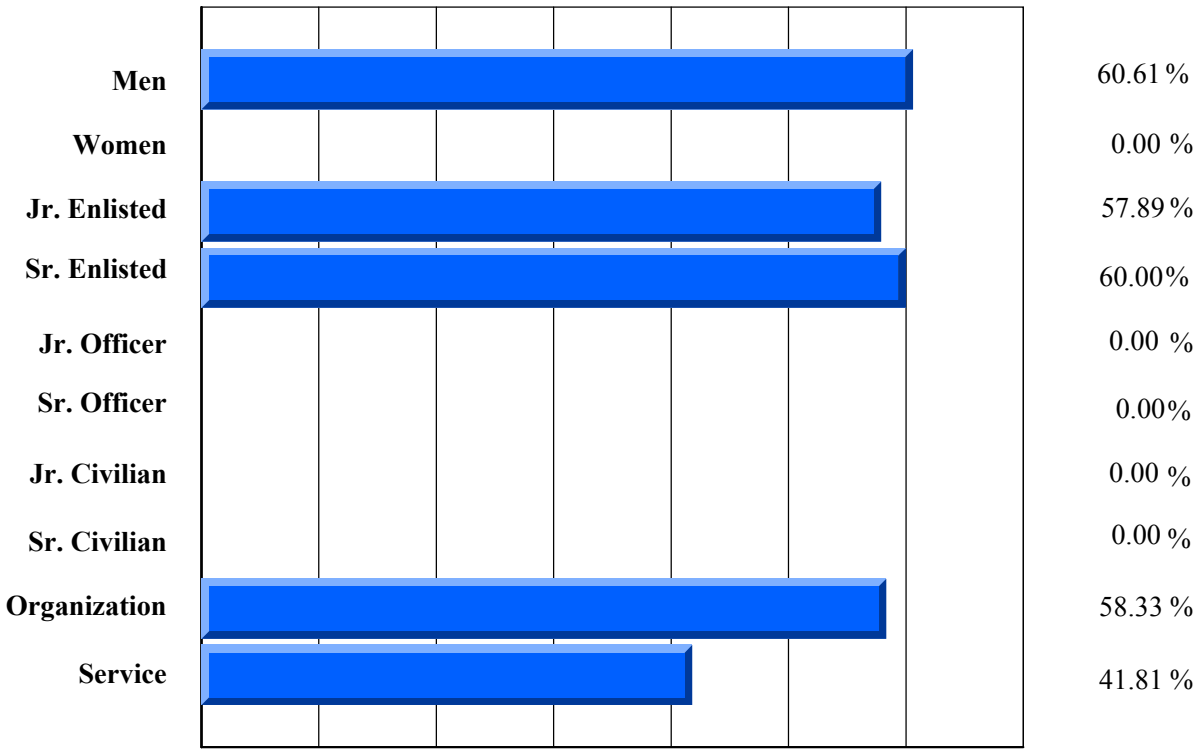


Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

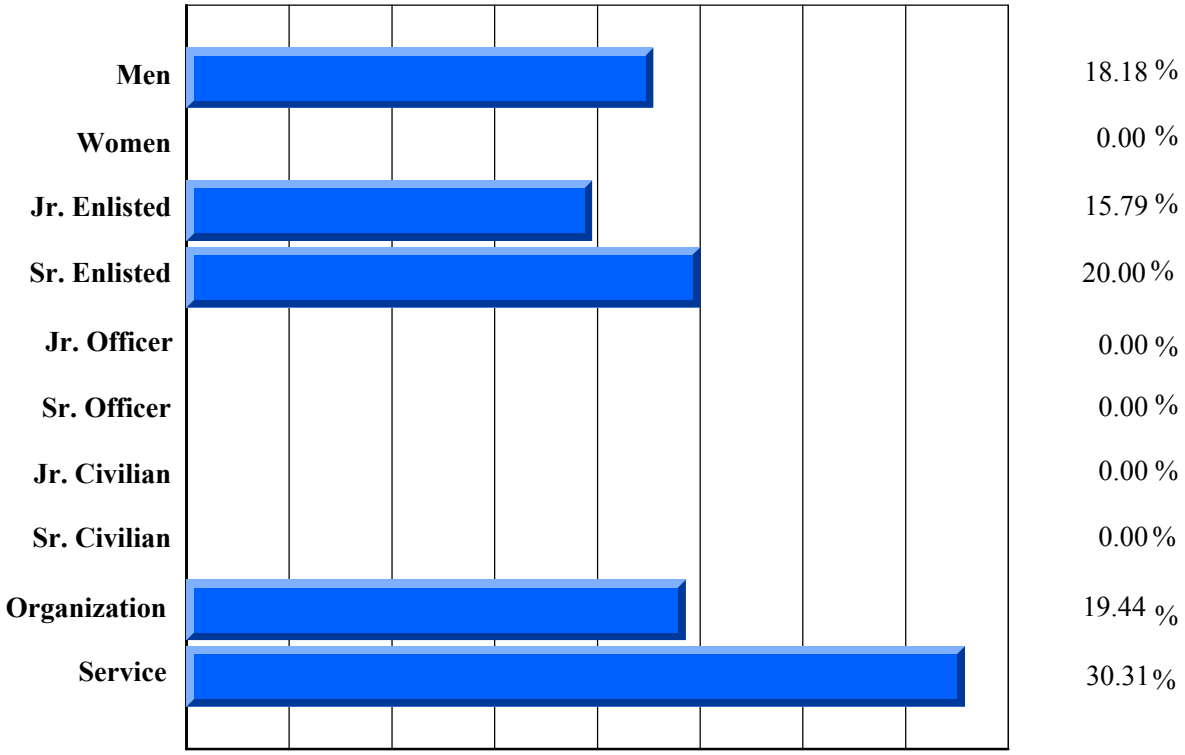
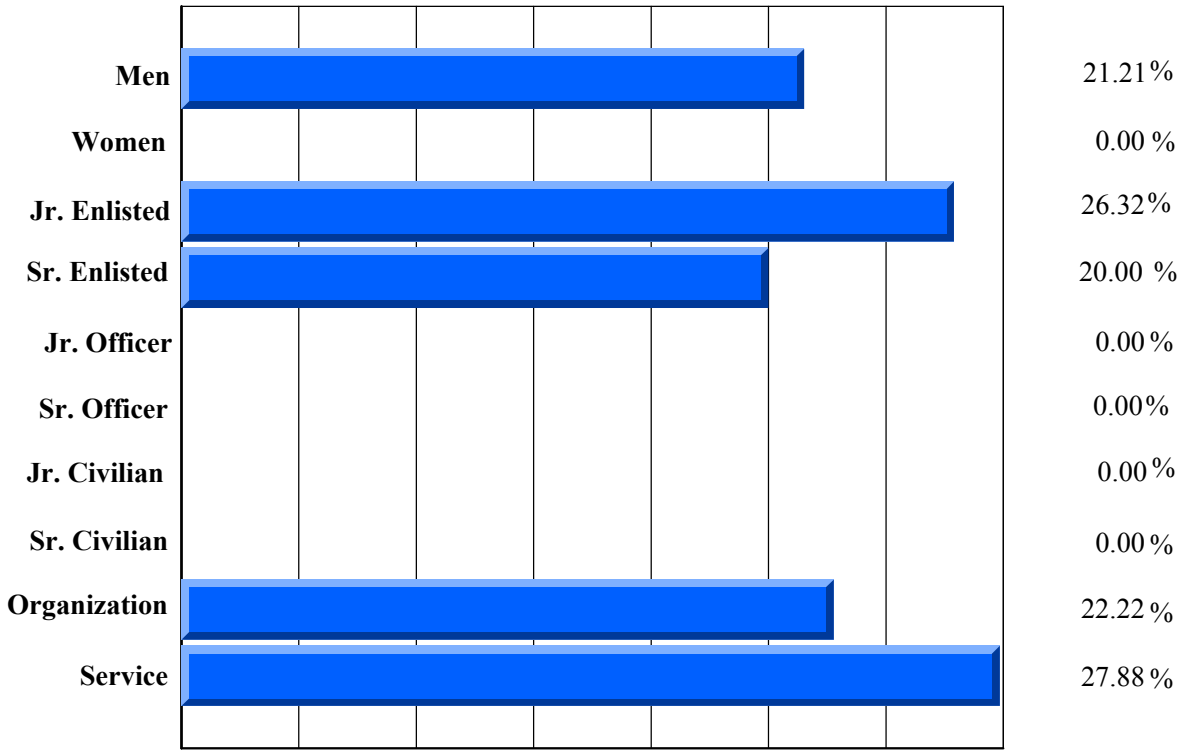


Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups



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:

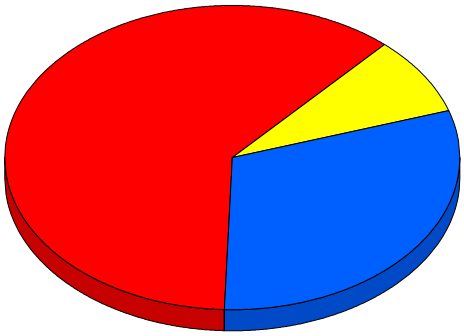
- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards 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 <u>most likely</u> to do in this kind of situation?



	Frequency	Percent
	11	30.56
	22	61.11
	3	8.33
	0	0.00
	0	0.00
	0	0.00
Total	36	100.00

Confront the person.

Tell the drink owner what you saw.

Seek assistance from someone to help deal with the situation.

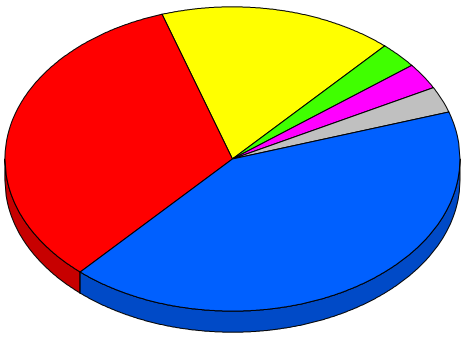
Watch the situation to see if it escalates.

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 <u>earliest point</u> at which you would intervene in the following escalating situation? (Select one)



	Frequency	Percent
	15	41.67
	12	33.33
	6	16.67
	1	2.78
	0	0.00
	1	2.78
	1	2.78
Total	36	100.00

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.

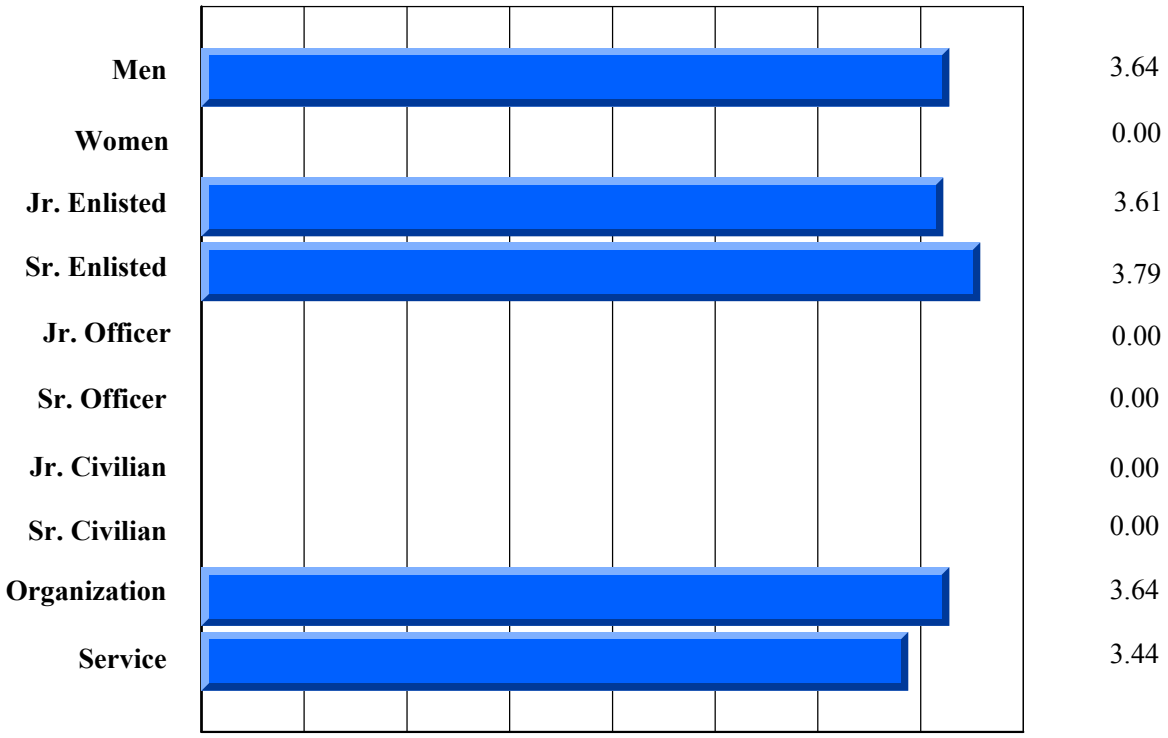
As they leave, the person resists the senior leader and says, "No."

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

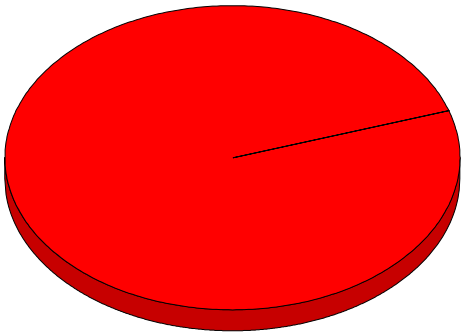


Prevalence of Respondents Observing High Risk Situations and Responses

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.



	Frequency	Percent
Yes	0	0.00
No	36	100.00
Total	36	100.00

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

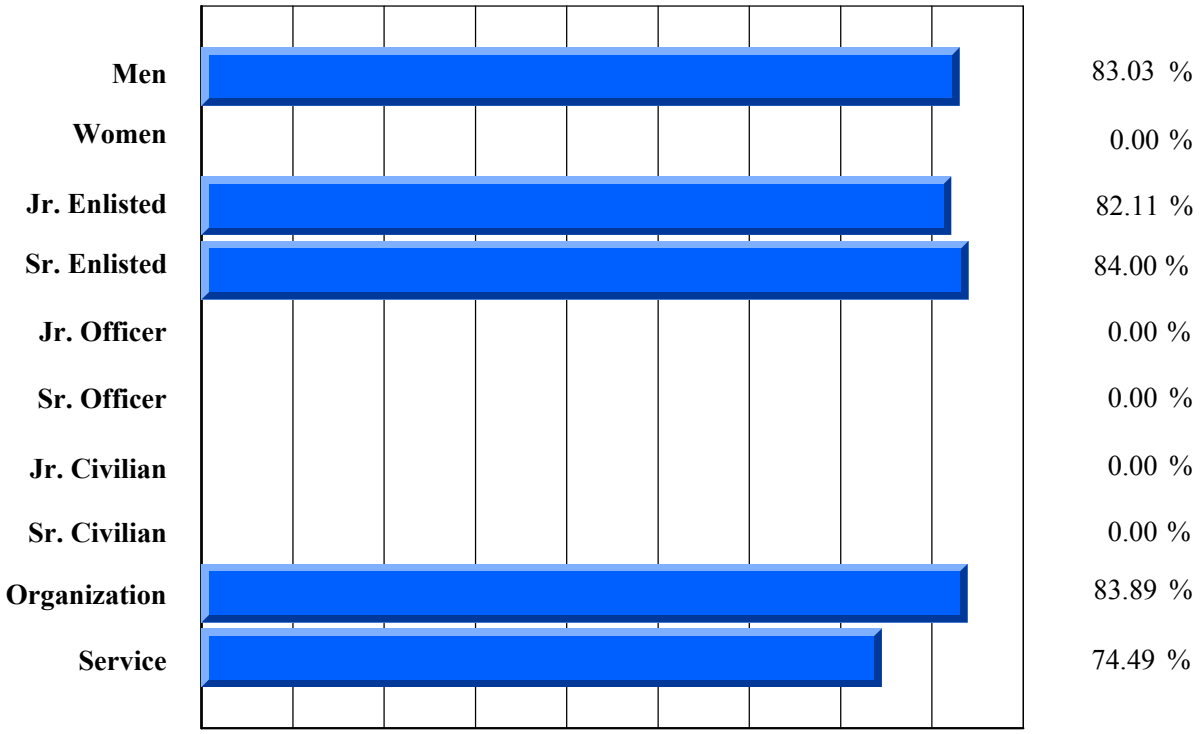
Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexual Assault Response Coordinator	32	88.89	4	11.11	36	100.00
Victim Advocate	34	94.44	2	5.56	36	100.00
Military Service Healthcare Personnel	30	83.33	6	16.67	36	100.00
Anyone in my chain of command	30	83.33	6	16.67	36	100.00
Criminal investigator and Military Police Officer	25	69.44	11	30.56	36	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.

Analyzing Responses based on Demographic Subgroups:

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.

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	3.83	3.35	2.81	3.78	66.67	3.77	91.11
Majority	3.92	3.49	2.89	3.67	50.00	3.55	80.00
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	3.85	3.36	2.89	3.62	60.61	3.64	83.03
Officer	3.93	3.35	3.33	3.76	57.14	3.53	88.57
Enlisted	3.81	3.41	2.86	3.63	58.62	3.67	82.76
Junior Enlisted	3.79	3.47	2.82	3.64	57.89	3.61	82.11
Senior Enlisted	3.85	3.30	2.93	3.60	60.00	3.79	84.00
Junior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	3.83	3.40	2.95	3.65	58.33	3.64	83.89
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	2.30	2.11	2.31	2.53	2.19	2.44	2.40	2.28	3.15	2.00
Majority	2.61	2.56	2.67	2.73	2.52	2.60	2.62	2.81	3.17	2.50
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	2.42	2.22	2.46	2.55	2.29	2.27	2.47	2.55	3.09	2.26
Officer	1.95	1.95	2.71	2.86	2.14	1.96	2.31	2.21	2.95	1.90
Enlisted	2.55	2.32	2.48	2.50	2.34	2.37	2.51	2.63	3.10	2.38
Junior Enlisted	2.60	2.49	2.67	2.76	2.58	2.45	2.66	2.76	3.18	2.68
Senior Enlisted	2.47	2.00	2.13	2.00	1.90	2.23	2.22	2.38	2.97	1.80
Junior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	2.44	2.25	2.53	2.57	2.31	2.29	2.47	2.55	3.07	2.29
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**

Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

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	3.56	3.52	3.52	3.67	0.00	3.48	0.00	3.67	3.00	3.59
Majority	3.53	3.50	3.36	3.58	0.00	3.53	0.00	3.47	3.14	3.69
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	3.48	3.54	3.40	3.56	0.00	3.46	0.00	3.54	2.99	3.65
Officer	3.81	3.57	3.43	3.76	0.00	3.43	0.00	3.62	2.71	3.67
Enlisted	3.38	3.49	3.37	3.47	0.00	3.43	0.00	3.48	3.02	3.66
Junior Enlisted	3.33	3.56	3.40	3.51	0.00	3.44	0.00	3.54	3.14	3.75
Senior Enlisted	3.47	3.37	3.30	3.40	0.00	3.40	0.00	3.37	2.80	3.47
Junior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	3.46	3.51	3.38	3.53	0.00	3.43	0.00	3.51	2.96	3.66
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**

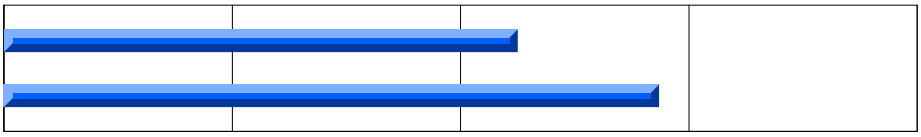
VI. OVERALL UNIT SUMMARY

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

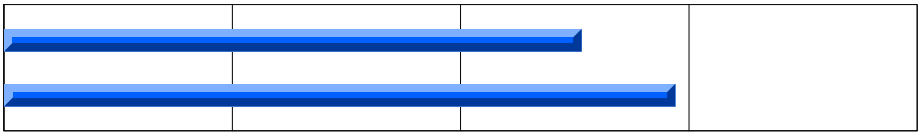
Range of "Near Service" Average = 2.78 - 3.13

Trust in Leadership



Range of "Near Service" Average = 2.71 - 3.04

Organizational Performance

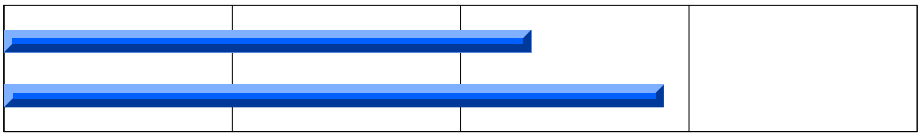


Range of "Near Service" Average = 2.80 - 3.09

Organizational Cohesion

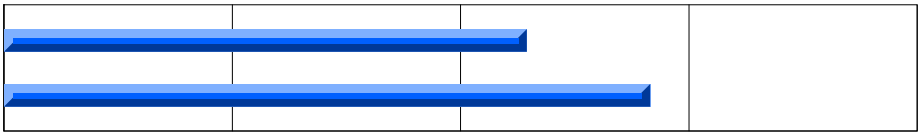
Range of "Near Service" Average = 2.82 - 3.10

Leadership Cohesion



Range of "Near Service" Average = 2.74 - 3.04

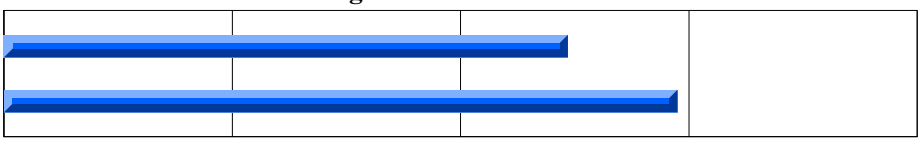
Job Satisfaction



Range of "Near Service" Average = 2.70 - 2.99

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

Organizational Processes

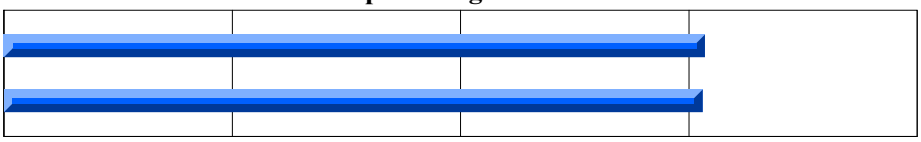


Range of "Near Service" Average = 2.82 - 3.07

Diversity Management

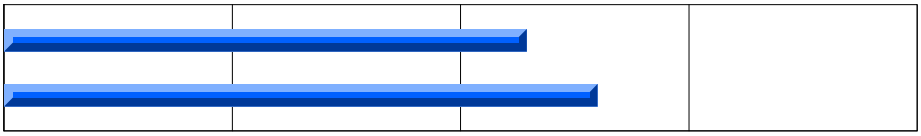
Range of "Near Service" Average = 2.90 - 3.12

Help Seeking Behaviors



Range of "Near Service" Average = 2.97 - 3.14

Exhaustion

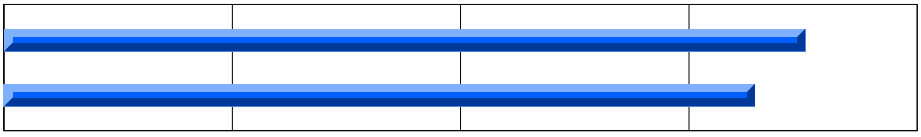


Range of "Near Service" Average = 2.44 - 2.76

Sexist Behaviors

Range of "Near Service" Average = 2.99 - 3.22

Sexual Harassment



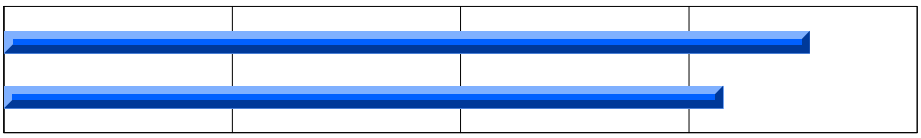
Range of "Near Service" Average = 3.20 - 3.38

Sex Discrimination

Range of "Near Service" Average = 3.07 - 3.33

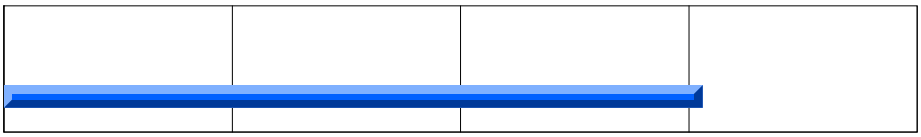
Red = Below Service Average | **Blue = Near Service Average** | **Green = Above Service Average**

Racist Behaviors



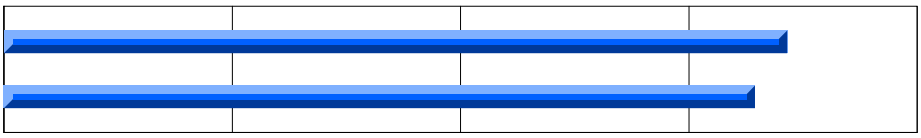
Range of "Near Service" Average = 3.03 - 3.26

Disability Discrimination



Range of "Near Service" Average = 2.84 - 3.50

Racial Discrimination



Range of "Near Service" Average = 3.20 - 3.38

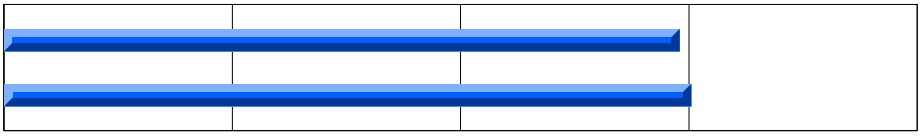
Age Discrimination

Range of "Near Service" Average = 2.75 - 3.67

Religious Discrimination

Range of "Near Service" Average = 3.23 - 3.39

Demeaning Behaviors



Range of "Near Service" Average = 2.85 - 3.14

Hazing Behaviors

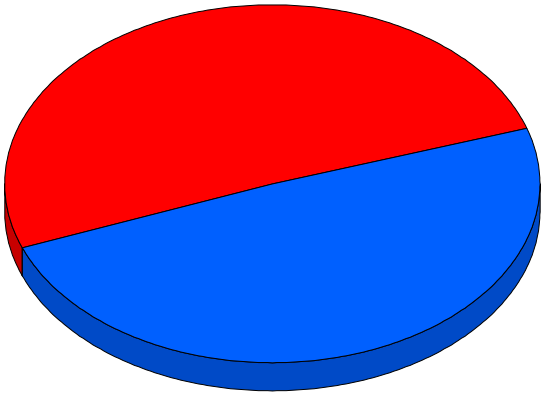
Range of "Near Service" Average = 3.16 - 3.41

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.	21	58.33	15	41.67	36	100.00
I feel a strong sense of belonging to this organization.	14	38.89	22	61.11	36	100.00
I am proud to tell others that I belong to this organization.	18	50.00	18	50.00	36	100.00
Overall Average	53	49.07	55	50.93	108	100.00

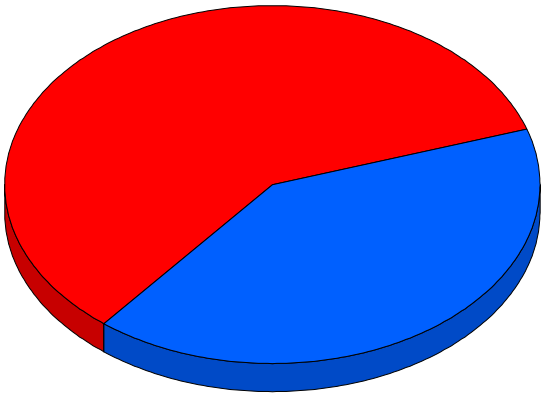


Favorable 49.07

Unfavorable 50.93

Trust in Leadership

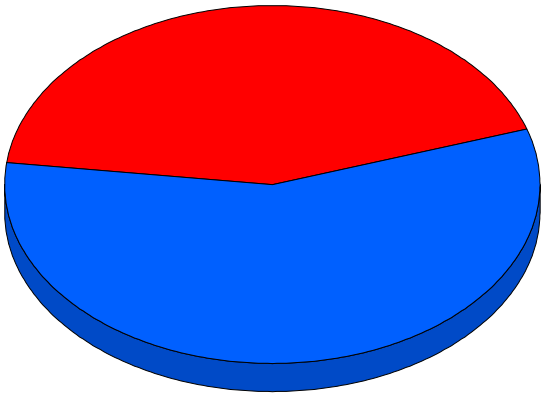
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	16	44.44	20	55.56	36	100.00
I trust that my organization's leadership will represent my best interests.	14	38.89	22	61.11	36	100.00
I trust that my organization's leadership will support my career advancement.	14	38.89	22	61.11	36	100.00
Overall Average	44	40.74	64	59.26	108	100.00



Favorable	40.74
Unfavorable	59.26

Organizational Performance

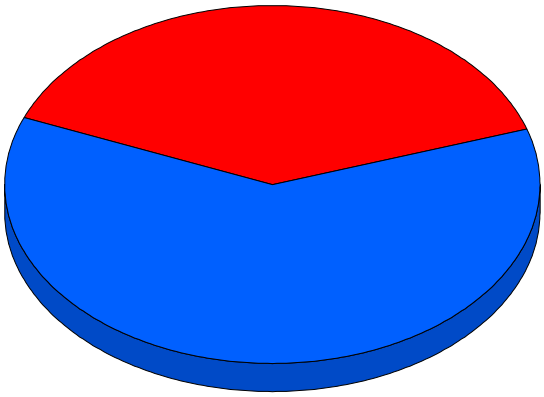
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	17	47.22	19	52.78	36	100.00
My organization's performance, compared to similar organizations, is high.	22	61.11	14	38.89	36	100.00
My organization makes good use of available resources to accomplish its mission.	23	63.89	13	36.11	36	100.00
All members of my organization make valuable contributions to completing tasks.	20	55.56	16	44.44	36	100.00
Overall	82	56.94	62	43.06	144	100.00

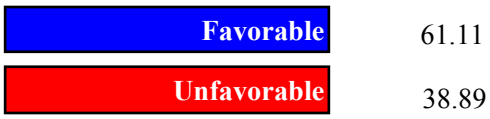


Favorable	56.94
Unfavorable	43.06

Organizational Cohesion

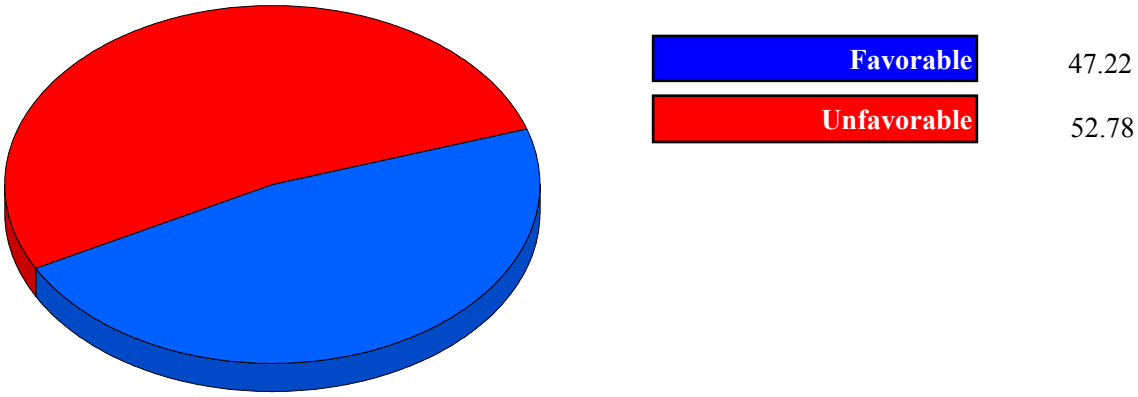
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	13	36.11	23	63.89	36	100.00
Members support each other to get the job done.	26	72.22	10	27.78	36	100.00
Members work well together as a team.	25	69.44	11	30.56	36	100.00
Members look out for each other's welfare.	24	66.67	12	33.33	36	100.00
Overall	88	61.11	56	38.89	144	100.00





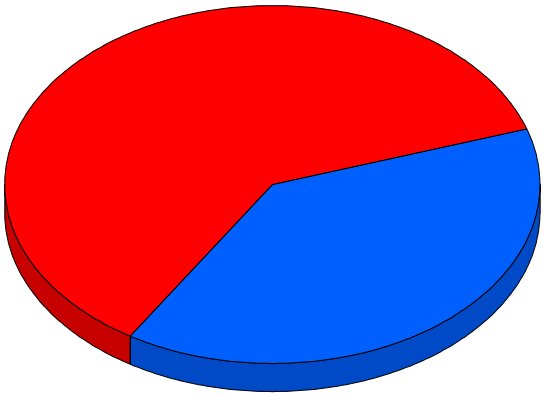
Leadership Cohesion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	14	38.89	22	61.11	36	100.00
Leaders in my organization communicate well with each other.	16	44.44	20	55.56	36	100.00
Leaders in my organization support each other to get the job done.	21	58.33	15	41.67	36	100.00
Leaders in my organization are consistent in enforcing policies.	17	47.22	19	52.78	36	100.00
Overall	68	47.22	76	52.78	144	100.00



Job Satisfaction

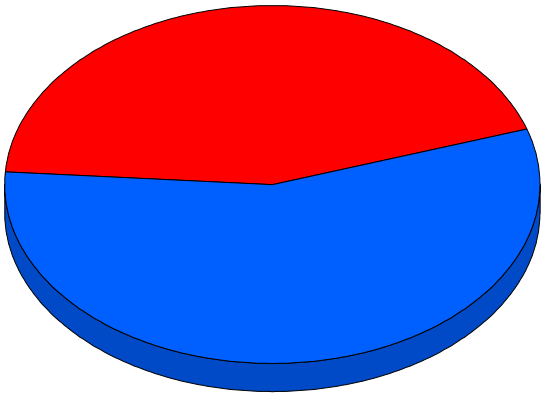
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	16	44.44	20	55.56	36	100.00
Most days I am enthusiastic about my work.	13	36.11	23	63.89	36	100.00
I feel satisfied with my present job.	13	36.11	23	63.89	36	100.00
I find real enjoyment in my work.	14	38.89	22	61.11	36	100.00
Overall	56	38.89	88	61.11	144	100.00



Favorable	38.89
Unfavorable	61.11

Diversity Management

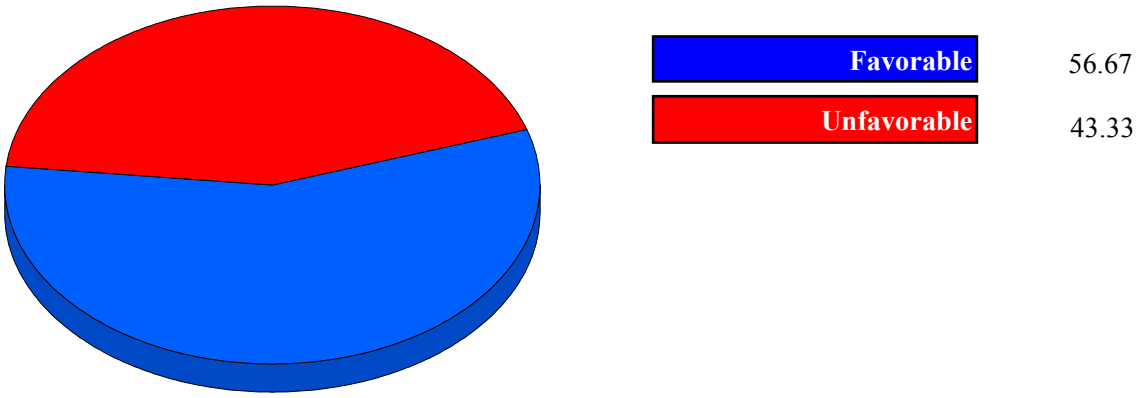
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	26	72.22	10	27.78	36	100.00
Members have access to a mentoring program.	22	61.11	14	38.89	36	100.00
Members' skills and other attributes are taken into account when assigning tasks.	16	44.44	20	55.56	36	100.00
Efforts are made to make everyone feel like part of the team.	17	47.22	19	52.78	36	100.00
Overall	81	56.25	63	43.75	144	100.00



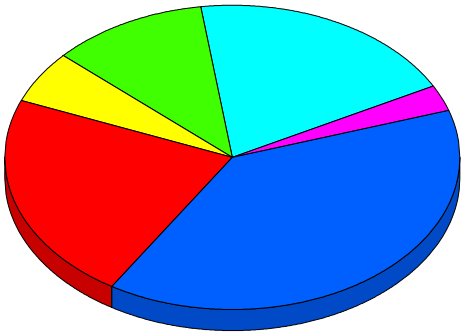
Favorable	56.25
Unfavorable	43.75

Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	20	55.56	16	44.44	36	100.00
Programs are in place to address members' concerns.	19	52.78	17	47.22	36	100.00
Decisions are made after reviewing relevant information.	19	52.78	17	47.22	36	100.00
Relevant job information is shared among members.	26	72.22	10	27.78	36	100.00
Personnel are accountable for their behavior.	18	50.00	18	50.00	36	100.00
Overall	102	56.67	78	43.33	180	100.00



What best describes your career intentions?



	Frequency	Percent
	14	38.89
	8	22.22
	2	5.56
	4	11.11
	7	19.44
	1	2.78
Total	36	100.00

Definitely stay.

Probably stay.

Stay next several years.

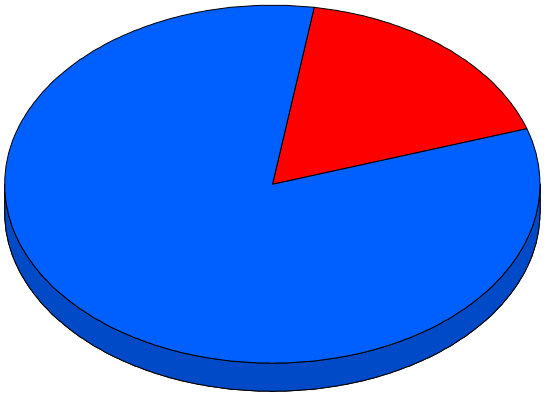
Probably leave after current obligation.

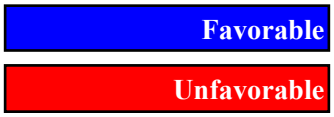
Definitely leave after completion of current obligation.

N/A.

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).	28	77.78	8	22.22	36	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	33	91.67	3	8.33	36	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	28	77.78	8	22.22	36	100.00
Overall	89	82.41	19	17.59	108	100.00



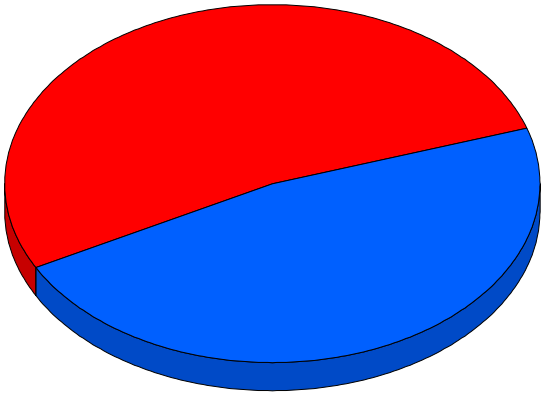


82.41

17.59

Exhaustion

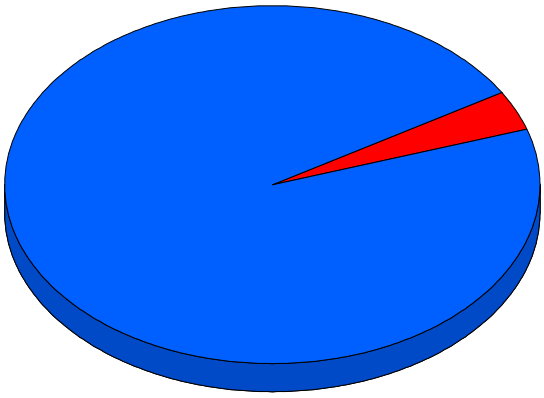
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	14	38.89	22	61.11	36	100.00
I feel physically worn out.	21	58.33	15	41.67	36	100.00
I feel emotionally worn out.	16	44.44	20	55.56	36	100.00
Overall	51	47.22	57	52.78	108	100.00



Favorable	47.22
Unfavorable	52.78

Hazing Behaviors

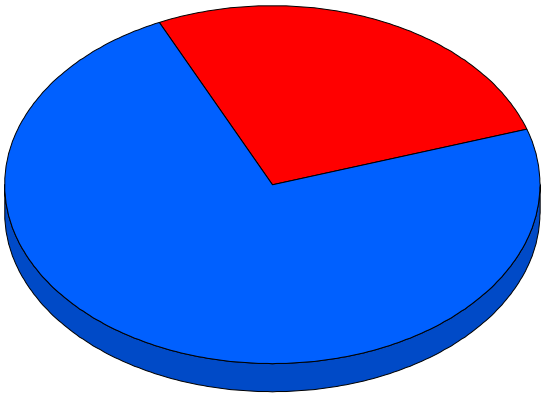
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	36	100.00	0	0.00	36	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	34	94.44	2	5.56	36	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	34	94.44	2	5.56	36	100.00
Overall Average	104	96.30	4	3.70	108	100.00



Favorable	96.30
Unfavorable	3.70

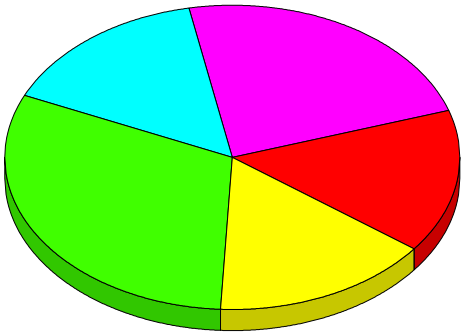
Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	33	91.67	3	8.33	36	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	17	47.22	19	52.78	36	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	29	80.56	7	19.44	36	100.00
Overall	79	73.15	29	26.85	108	100.00



Favorable	73.15
Unfavorable	26.85

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



	Frequency	Percent
	0	0.00
	2	15.38
	2	15.38
	4	30.77
	2	15.38
	3	23.08
Total	13	100.00

Race/sex/national origin difference

Job opportunities

Performance report ratings

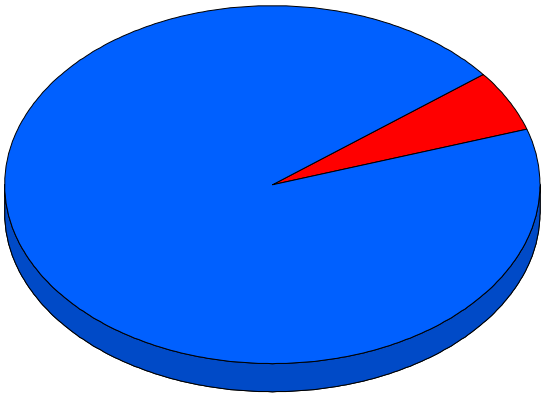
Personal relationships

Do not know

Other

Racial Discrimination

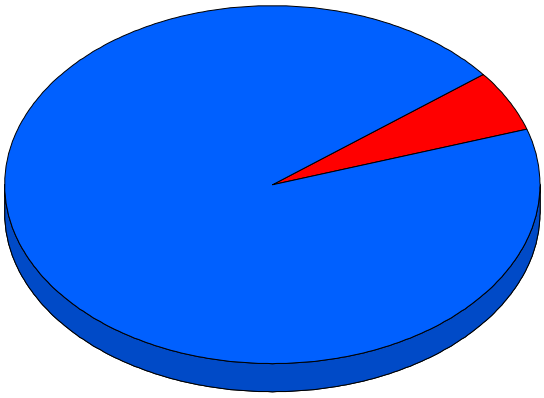
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	34	94.44	2	5.56	36	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	34	94.44	2	5.56	36	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	34	94.44	2	5.56	36	100.00
Overall	102	94.44	6	5.56	108	100.00



Favorable	94.44
Unfavorable	5.56

Sex Discrimination

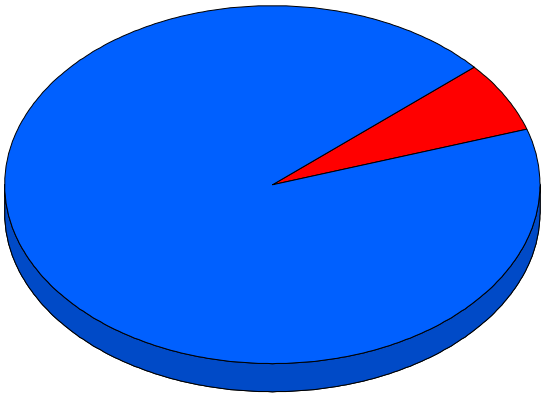
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	33	91.67	3	8.33	36	100.00
Qualified members of both genders can expect similar job assignments.	35	97.22	1	2.78	36	100.00
Qualified members of both genders can expect the same training opportunities.	34	94.44	2	5.56	36	100.00
Overall	102	94.44	6	5.56	108	100.00



Favorable	94.44
Unfavorable	5.56

Religious Discrimination

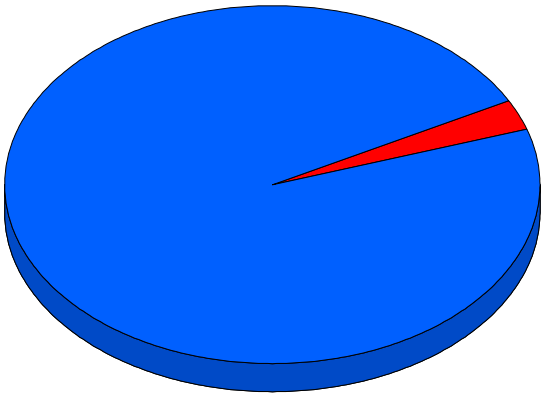
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	35	97.22	1	2.78	36	100.00
Leaders do not publicly endorse a particular religion.	33	91.67	3	8.33	36	100.00
Qualified personnel of all religions can expect the same training opportunities.	33	91.67	3	8.33	36	100.00
Overall	101	93.52	7	6.48	108	100.00



Favorable	93.52
Unfavorable	6.48

Sexual Harassment

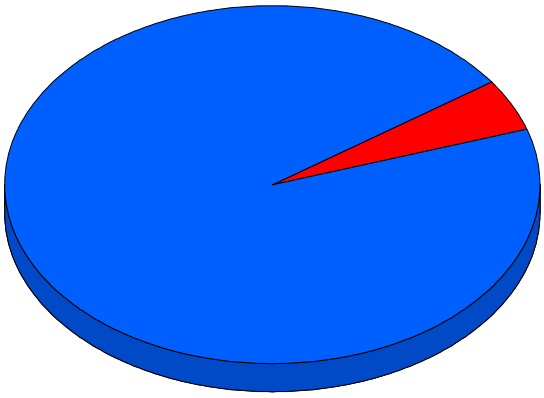
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	35	97.22	1	2.78	36	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	35	97.22	1	2.78	36	100.00
Sexual harassment does not occur in my work area.	35	97.22	1	2.78	36	100.00
Overall	105	97.22	3	2.78	108	100.00



Favorable	97.22
Unfavorable	2.78

Racist Behaviors

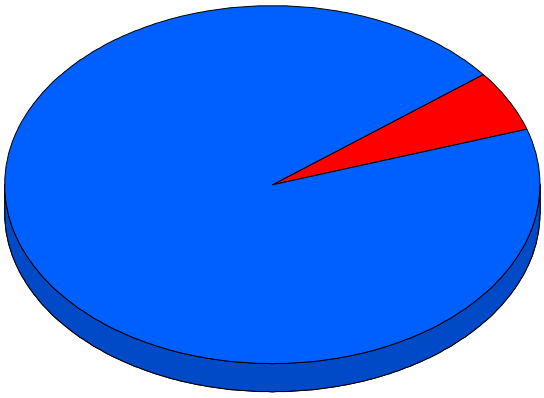
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	35	97.22	1	2.78	36	100.00
Racial slurs are not used in my work area.	35	97.22	1	2.78	36	100.00
Racial jokes are not used in my work area.	33	91.67	3	8.33	36	100.00
Overall	103	95.37	5	4.63	108	100.00



Favorable	95.37
Unfavorable	4.63

Sexist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	33	91.67	3	8.33	36	100.00
Sexist jokes are not used in my work area.	35	97.22	1	2.78	36	100.00
Sexist comments are not used in my work area.	34	94.44	2	5.56	36	100.00
Overall	102	94.44	6	5.56	108	100.00



Favorable	94.44
Unfavorable	5.56

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 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 Short-Answer Questions

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

1. <u>What is the ONE thing that ISB leadership can do for you that they currently don't do?</u>

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

2. <u>How effective is communication within ISB? How could it be improved?</u>

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

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

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

4. <u>The greatest morale-enhancing action leadership could make at ISB would be:</u>

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

5. <u>What do you know about ISB that leadership does not know, but should?</u>

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

Appendix B: Written Comments from Your Organization

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

Organizational Effectiveness Section Comments

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)

(b)(5), (b)(6)