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DEOMI

Organizational Climate Survey (DEOCS) Report

Organization: Naval Inspector General

Commander/Director: VADM Wisecup

Admin Number: 1331928

Friday, April 12, 2013

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

RCS: DD-P&R (AR) 2338

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DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

MEMORANDUM FOR COMMANDING OFFICER / ORGANIZATIONAL DIRECTOR

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). You have completed an important step toward understanding and improving the human relations climate in your organization. Your decision to conduct the survey shows that you value your members' input on important human readiness issues. Still, the survey represents the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is optimally employed to help you constructively address organizational issues.

We recommend you employ the DEOCS in conjunction with other assessment strategies, including focus groups, interviews, observations, reviewing written records and reports, and any other method you deem worthwhile to further characterize your organization's climate. The report provided to you by DEOMI is supported by a staff of highly qualified people ready to assist you in tailoring training programs, action planning, or problem solving to meet the specific needs of your organization.

If you or your staff requires assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/4217 or commercial (321) 494-2675/4217. We are looking forward to the opportunity to work with your organization.

Yolanda Y. Reagans
CAPT, USN
Commandant

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I. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

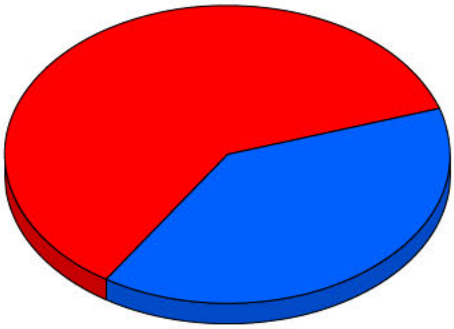
1. **Look at the demographic breakdown.**
2. **Examine perceptions of discrimination and the complaint process.**
3. **Use subgroup factor comparison to understand the disparities.**
4. **Review the overall unit summary.**
5. **Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.**

II. REPORT FOR NAVAL INSPECTOR GENERAL

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

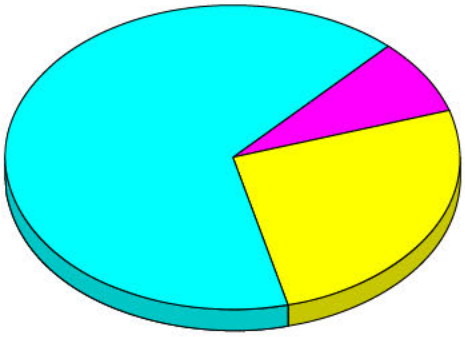
MINORITY vs MAJORITY



	Frequency	Percent
Minority	20	39.22
Majority	31	60.78
Total Cases	51	100.00
Missing Responses	10	

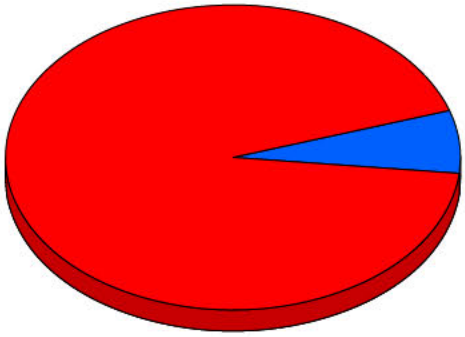
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All other respondents are included in the minority subgroup.

RACE



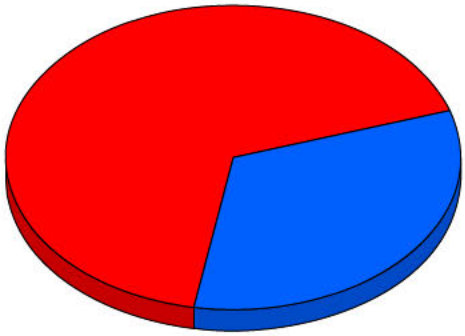
	Frequency	Percent
American Indian	0	0.00
Asian	0	0.00
Black	13	26.00
Native Hawaiian	0	0.00
White	33	66.00
Two or More	4	8.00
Total Cases	50	100.00
Missing Responses	11	

HISPANIC DECLARATION



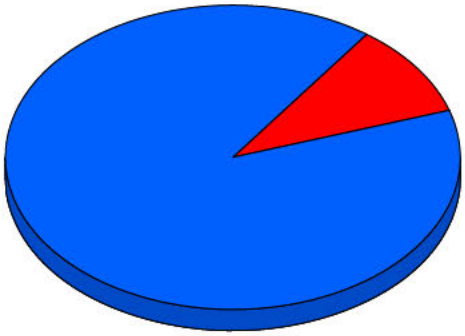
	Frequency	Percent
Hispanic	4	6.56
Not Hispanic	57	93.44
Total Cases	61	100.00
Missing Responses	0	

GENDER



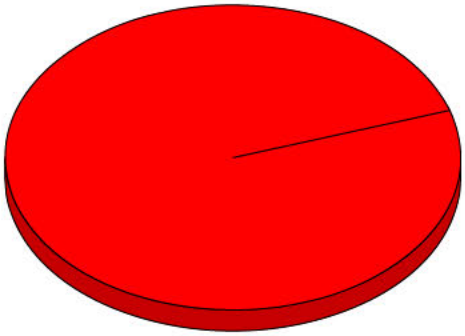
	Frequency	Percent
Women	20	32.79
Men	41	67.21
Total Cases	61	100.00
Missing Respones	0	

OFFICER vs ENLISTED



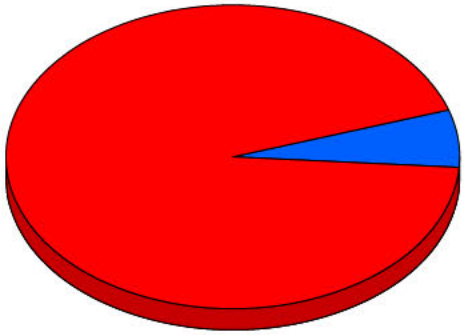
	Frequency	Percent
Officer/WO	18	90.00
Enlisted	2	10.00
Total Cases	20	100.00
Other	41	
Missing Responses	0	

ENLISTED SENIORITY



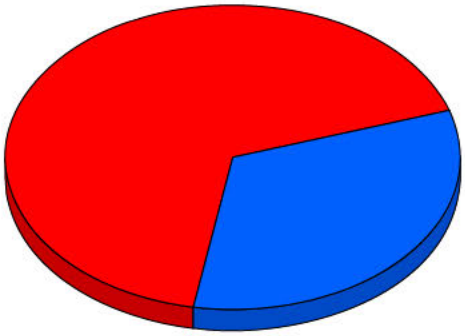
	Frequency	Percent
E1-E6	0	0.00
E7-E9	2	100.00
Total Cases	2	100.00
Not Enlisted	59	
Missing Responses	0	

OFFICER SENIORITY



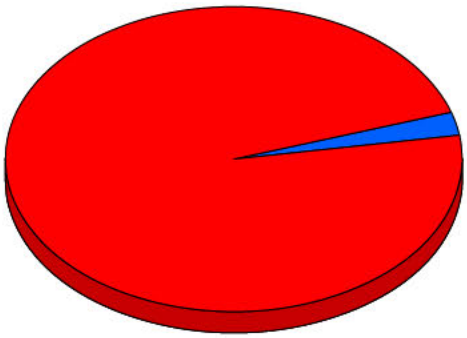
	Frequency	Percent
O1-O3	1	6.25
O4 and above	15	93.75
Total Cases	16	100.00
Not an Officer	43	
Missing Responses	2	

MILITARY vs CIVILIAN



	Frequency	Percent
Military	20	32.79
Civilian	41	67.21
Total Cases	61	100.00
Missing Responses	0	

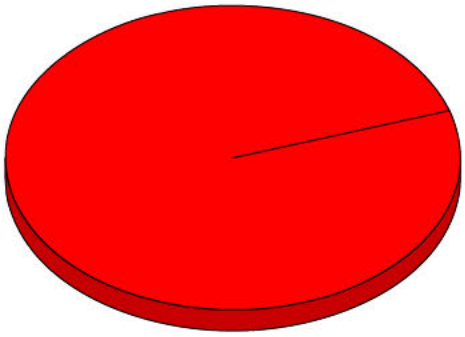
FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	1	2.44
Senior Civilian	40	97.56
Total Cases	41	100.00
Not a Civilian	20	
Missing Responses	0	

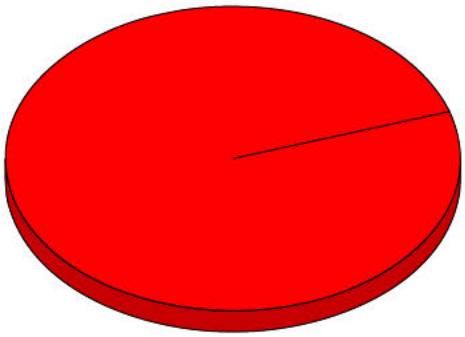
For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	0	0.00
U.S. Military	20	100.00
Total Cases	20	100.00
Not Military	41	
Missing Responses	0	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE

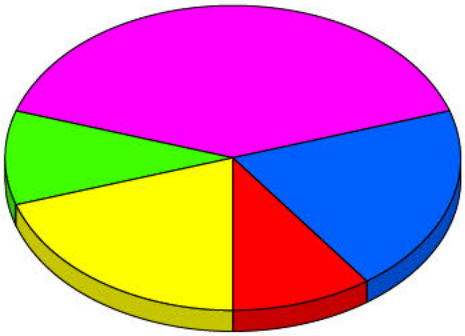


	Frequency	Percent
Other Employee	0	0.00
Federal Employee	41	100.00
Total Cases	41	100.00
Not Civilian	20	
Missing Responses	0	

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

This section addresses whether members of the organization experienced discrimination, 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.

"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION

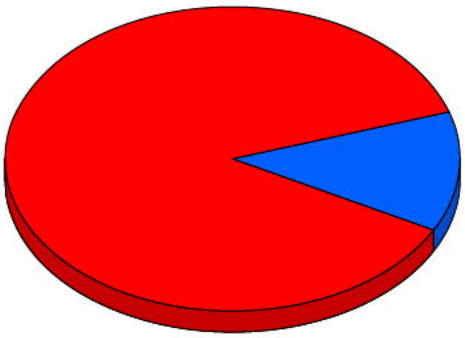


	Frequency	Percent
Race/Nat Orig/Color	2	20.00
Gender (Sex)	1	10.00
Age	2	20.00
Disability	1	10.00
Religion	0	0.00
Two or More	4	40.00
Total Cases	10	100.00
"NO" Response	51	
Missing Responses	0	

NOTE: "Two or More" reflects survey respondents who experienced more than one type of discrimination. The "frequency" reflected for "Two or More" has not been added to the "frequency" for individual discrimination types..

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

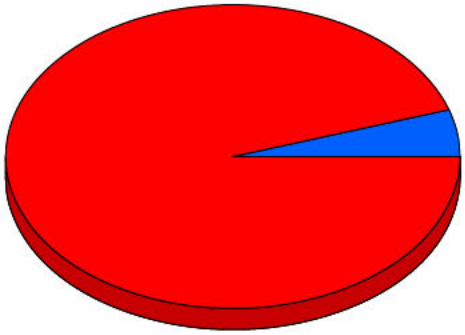
MAJORITY



	Frequency	Percent
YES	4	12.90
NO	27	87.10
Total Cases	31	100.00
Missing Responses	0	

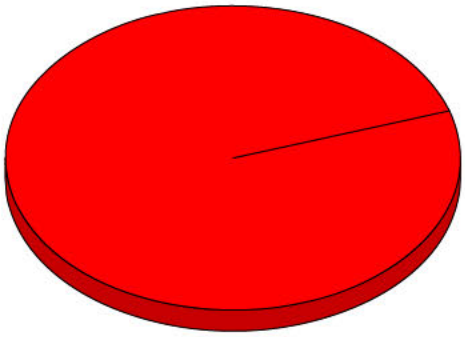
EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	1	5.00
NO	19	95.00
Total Cases	20	100.00
Missing Responses	0	

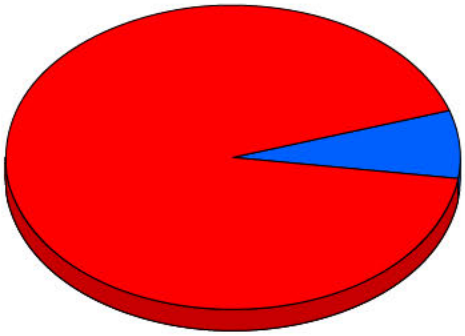
HISPANIC



	Frequency	Percent
YES	0	0.00
NO	4	100.00
Total Cases	4	100.00
Missing Responses	0	

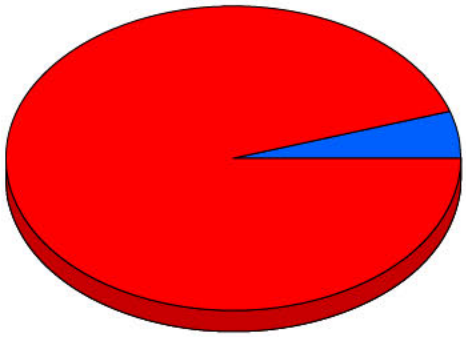
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	3	7.32
NO	38	92.68
Total Cases	41	100.00
Missing Responses	0	

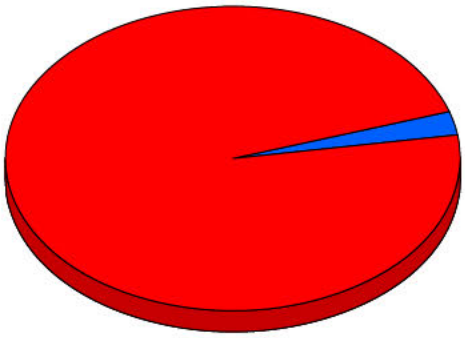
WOMEN



	Frequency	Percent
YES	1	5.00
NO	19	95.00
Total Cases	20	100.00
Missing Responses	0	

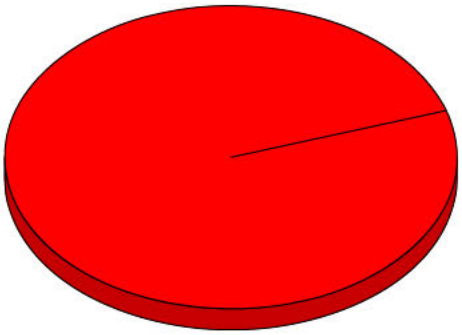
EXPERIENCED *SEXUAL HARASSMENT*

MEN



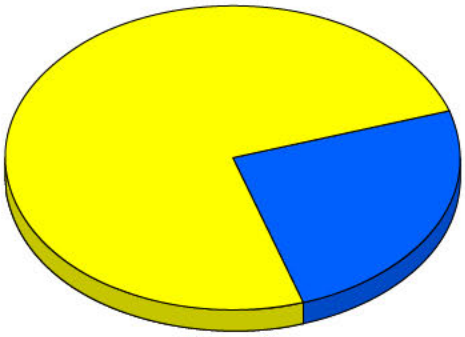
	Frequency	Percent
YES	1	2.44
NO	40	97.56
Total Cases	41	100.00
Missing Responses	0	

WOMEN



	Frequency	Percent
YES	0	0.00
NO	20	100.00
Total Cases	20	100.00
Missing Responses	0	

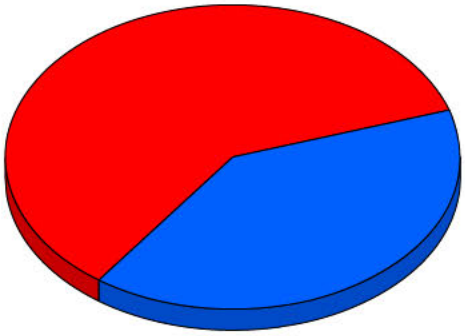
WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?



	Frequency	Percent
Filed Formal Complaint	1	25.00
Reported to EO/EEO	0	0.00
Reported to Supervisor	3	75.00
Confronted Individual	0	0.00
Total Cases	4	100.00
Did not Report	6	
Missing Responses	0	

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

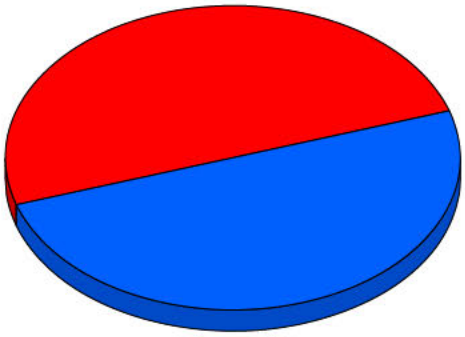
MAJORITY



	Frequency	Percent
Reported	2	40.00
Did Not Report	3	60.00
Total Cases	5	100.00
Missing Responses	0	

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MINORITY



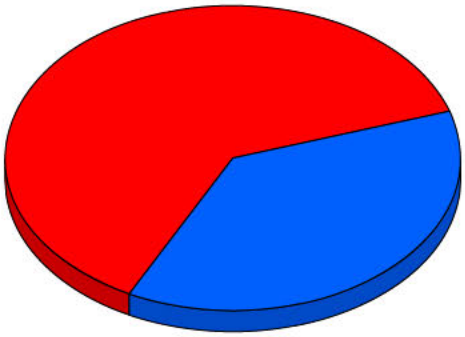
	Frequency	Percent
Reported	1	50.00
Did Not Report	1	50.00
Total Cases	2	100.00
Missing Responses	0	

HISPANIC

	Frequency	Percent
Reported	0	0.00
Did Not Report	0	0.00
Total Cases	0	100.00
Missing Responses	0	

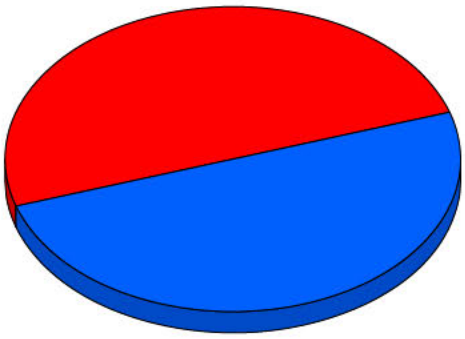
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MEN



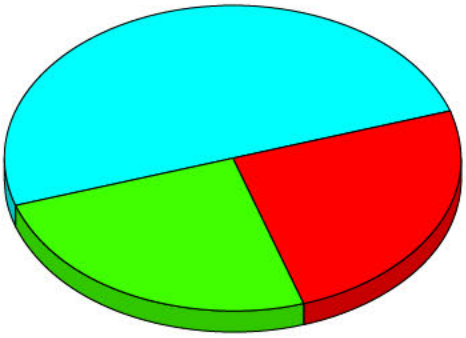
	Frequency	Percent
Reported	3	37.50
Did Not Report	5	62.50
Total Cases	8	100.00
Missing Responses	0	

WOMEN



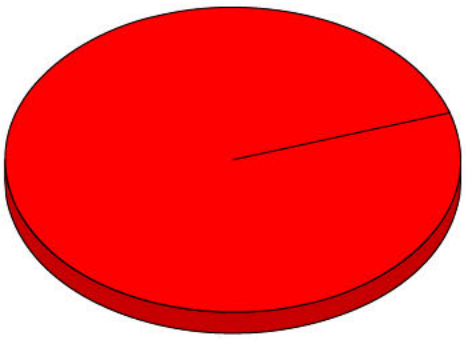
	Frequency	Percent
Reported	1	50.00
Did Not Report	1	50.00
Total Cases	2	100.00
Missing Responses	0	

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR



	Frequency	Percent
Very Satisfied	0	0.00
Moderately Satisfied	1	25.00
Moderately Dissatisfied	1	25.00
Very Dissatisfied	2	50.00
Total Cases	4	
Missing Responses	0	

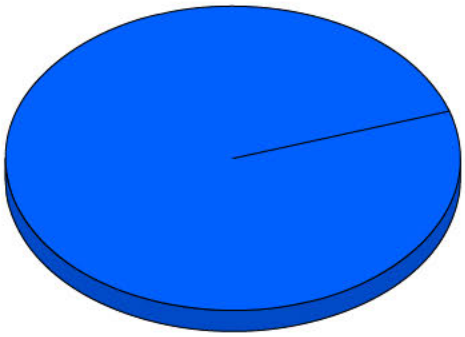
MAJORITY



	Frequency	Percent
Satisfied	0	0.00
Dissatisfied	2	100.00
Total Cases	2	100.00
Missing Responses	0	

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



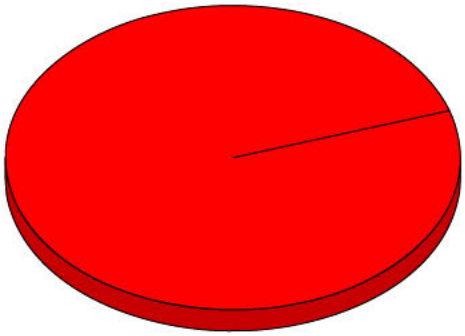
	Frequency	Percent
Satisfied	1	100.00
Dissatisfied	0	0.00
Total Cases	1	100.00
Missing Responses	0	

HISPANIC

	Frequency	Percent
Satisfied	0	0.00
Dissatisfied	0	0.00
Total Cases	0	100.00
Missing Responses	0	

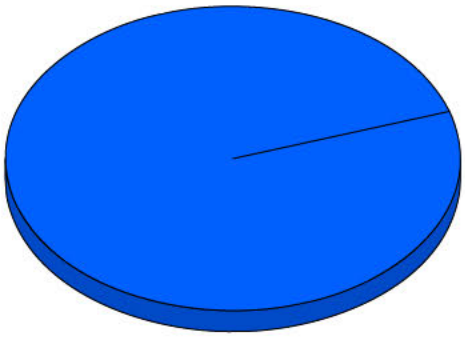
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	0	0.00
Dissatisfied	3	100.00
Total Cases	3	100.00
Missing Responses	0	

WOMEN



	Frequency	Percent
Satisfied	1	100.00
Dissatisfied	0	0.00
Total Cases	1	100.00
Missing Responses	0	

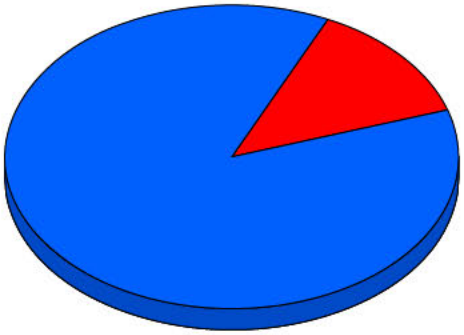
c. SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)

This section addresses whether members of the organization are aware of sexual assault reporting options and what barriers they perceive to reporting sexual assault.

KNOWLEDGE OF SEXUAL ASSAULT REPORTING OPTIONS

The item read, "A restricted report allows a Service member to report a sexual assault and get help, but without notifying command or criminal investigators." Response options were "true" or "false," with "true" being the correct answer.

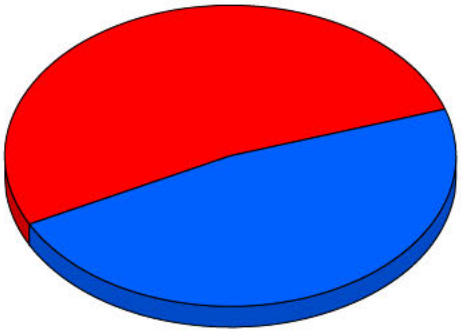
ALL Respondents



	Frequency	Percent
Answered Correctly	53	86.89
Answered Incorrectly	8	13.11
Total Cases	61	100.00

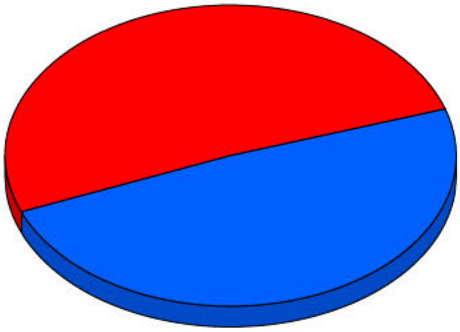
PERCEPTION OF BARRIERS TO REPORTING SEXUAL ASSAULT

ALL Respondents



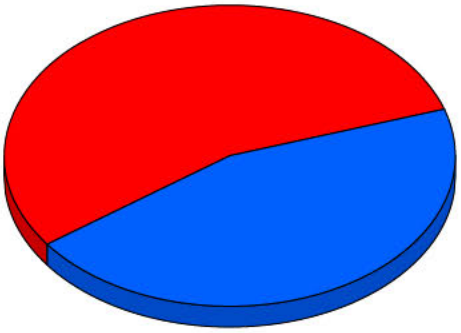
	Frequency	Percent
1 or More Barriers	29	47.54
No Barriers	32	52.46
Total Cases	61	100.00

Male Respondents



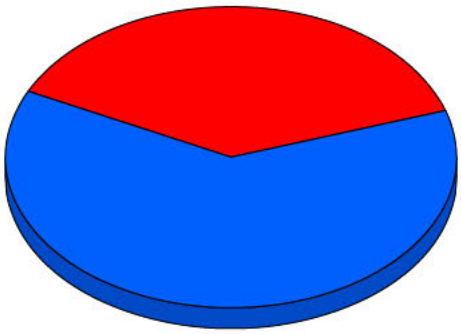
	Frequency	Percent
1 or More Barriers	20	48.78
No Barriers	21	51.22
Total Cases	41	100.00

Female Respondents



	Frequency	Percent
1 or More Barriers	9	45.00
No Barriers	11	55.00
Total Cases	20	100.00

DoD Comparison



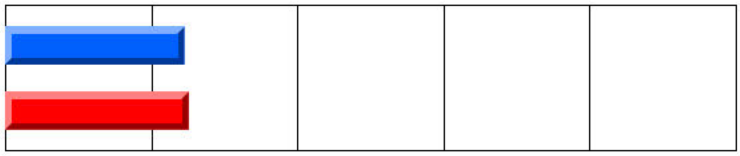
	Percent
1 or More Barriers	62.29
No Barriers	37.71
Total Cases	100.00

Whether your unit is above or below the DoD average, you can always strive to do better. Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. Therefore, eliminating all barriers to reporting sexual assault is unlikely. With that said, as a commander there are certain actions you can take to decrease perceived barriers to reporting sexual assault within your unit. Research demonstrates sexual assault is related to the occurrence of sexual harassment and sexism within units. As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, when sexual assault does occur, you 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" within your unit. 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." It is your duty to communicate that sexism, sexual harassment, and sexual assault have no place in the military as a whole, and stress the potential consequences for those who violate the law. However, because most perpetrators of sexual assault don't believe their behavior is criminal, messages about punishment have not been shown to prevent or deter the crime. Other approaches are likely to be more effective:

- Lead by example.
- Instill trust in your unit's Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) by stressing to your members that you do not have access to identifying information about victims making restricted reports.
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the SARC.
- Encourage your people to look out for each other, both on and off the battlefield, and step in when someone looks to be at risk for sexual assault or about to perpetrate a crime.
- Take all reports of sexual assault seriously and refer them immediately to military investigators (e.g., Army CID, Naval Criminal Investigative Service, Air Force Office of Special Investigations) and SARC.
- Verify that your members are up-to-date on sexual assault prevention and response training.
- Discuss your unit's DEOCS results with your installation's Sexual Assault Response Coordinator and request that he/she conduct additional training or speak at commander's calls.

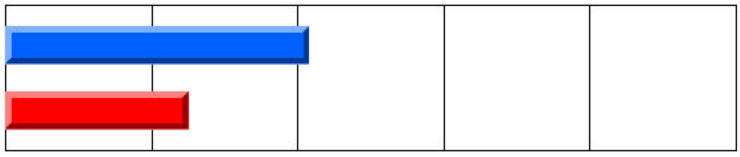
PERCENT OF RESPONDENTS WHO PERCEIVED EACH BARRIER TO REPORTING SEXUAL ASSAULT BY GENDER

Lack of privacy/confidentiality



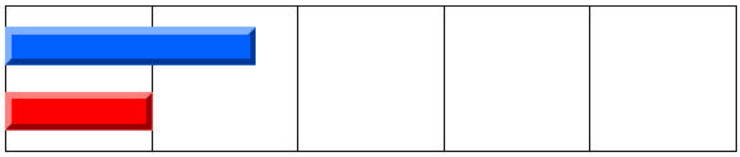
	Frequency	Percent
Males	10 / 41	24.39
Females	5 / 20	25.00
Total	15/ 61	24.59

Stigma, shame, fear



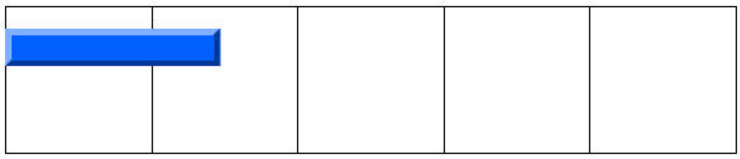
	Frequency	Percent
Males	17 / 41	41.46
Females	5 / 20	25.00
Total	22/ 61	36.07

Fear of being reduced in the eyes of the commander or colleagues



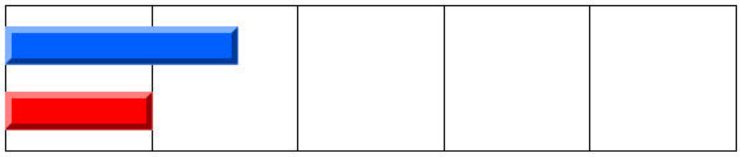
	Frequency	Percent
Males	14 / 41	34.15
Females	4 / 20	20.00
Total	18/ 61	29.51

Fear of disciplinary action due to victim's misconduct



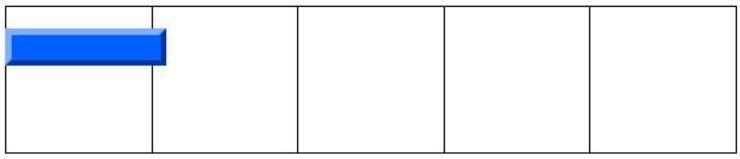
	Frequency	Percent
Males	12 / 41	29.27
Females	0 / 20	0.00
Total	12/ 61	19.67

Fear of re-victimization



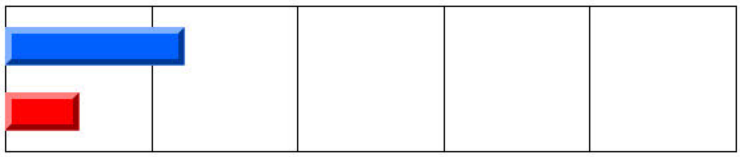
	Frequency	Percent
Males	13 / 41	31.71
Females	4 / 20	20.00
Total	17/ 61	27.87

Fear of operational impacts on training, security clearances, and overseas deployments



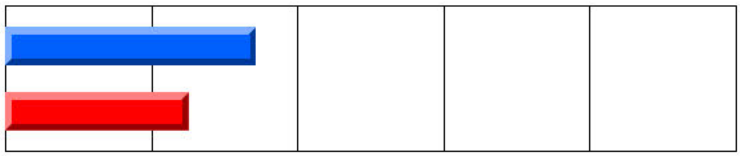
	Frequency	Percent
Males	9 / 41	21.95
Females	0 / 20	0.00
Total	9/ 61	14.75

Not knowing how to report



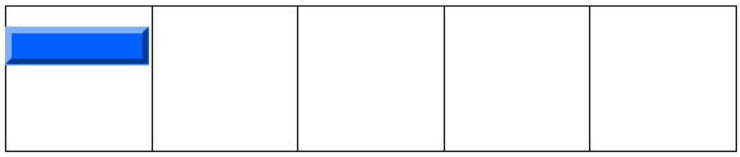
	Frequency	Percent
Males	10 / 41	24.39
Females	2 / 20	10.00
Total	12/ 61	19.67

Not thinking anything would be done



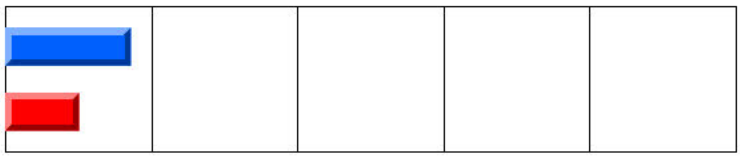
	Frequency	Percent
Males	14 / 41	34.15
Females	5 / 20	25.00
Total	19/ 61	31.15

Not wanting to get fellow Service members (e.g., perpetrator, bystanders) in trouble for actions or collateral misconduct



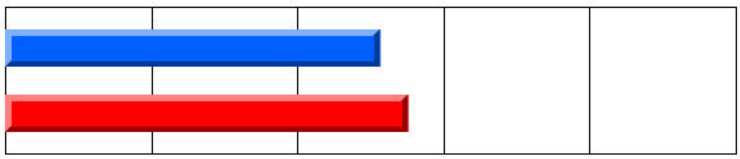
	Frequency	Percent
Males	8 / 41	19.51
Females	0 / 20	0.00
Total	8/ 61	13.11

Concern Victim Advocate (VA) will not keep restricted report confidential



	Frequency	Percent
Males	7 / 41	17.07
Females	2 / 20	10.00
Total	9/ 61	14.75

None of the above, sexual assaults would be reported



	Frequency	Percent
Males	21 / 41	51.22
Females	11 / 20	55.00
Total	32/ 61	52.46

d. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors, Organizational Effectiveness factors, and by Sexual Assault Prevention and Response (SAPR) factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The **disparity index** (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. It is an indication of the magnitude of differences between two groups (e.g., men and women, majority and minority) that are being compared on a single facet (e.g., Sexual Harassment and Discrimination, Differential Command Behaviors) of the DEOCS. In other words, the DI indicates the size of the differences between two groups. Therefore, a DI allows one to determine whether there are *and* to what extent there are differences in groups' perceptions regarding each facet of Equal Opportunity (EO) Climate and Organizational Effectiveness (OE) as measured by the DEOCS. In statistical terms, the DI is also known as an effect size. There are numerous effect size formulas, all of which have specialized applications. The effect size used to calculate the DEOCS DI is known as Cohen's *d*. Cohen's *d* is used to indicate the magnitude of the differences between the averages (means) of two groups in relation to the same measure. To calculate Cohen's d, the comparison of averages of two groups is placed within the context of the variability associated with the measure in question for both groups. The following formula is used to calculate Cohen's *d*:

$$d = \frac{(\text{mean}_1 - \text{mean}_2)}{\sqrt{\frac{sd_1^2(n_1 - 1) + sd_2^2(n_2 - 1)}{n_1 + n_2}}}$$

mean_1 = The mean of group 1 (e.g., Men)

mean_2 = The mean of group 2 (e.g., Women)

sd_1^2 = The squared standard deviation (i.e., variability associated with a measure) for group 1 (e.g., Men)

sd_2^2 = The squared standard deviation (i.e., variability associated with a measure) for group 2 (e.g., Women)

n_1 = The size of group 1 (e.g., Men)

n_2 = The size of group 2 (e.g., Women)

Typically, an effect size is said to be large when it exceeds 0.8, medium when it equals 0.5 and small when it is 0.2 or less.

Therefore, for example, if men and women differ considerably in regard to their perceptions of Sexual harassment and Discrimination as measured by the DEOCS, the DI between these two groups would be equal to or exceed .80. Conversely, if men and women do not differ considerably in regard to their perceptions of Sexual Harassment and Discrimination as measured by the DEOCS, the DI would be equal to or less than .20. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis). GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

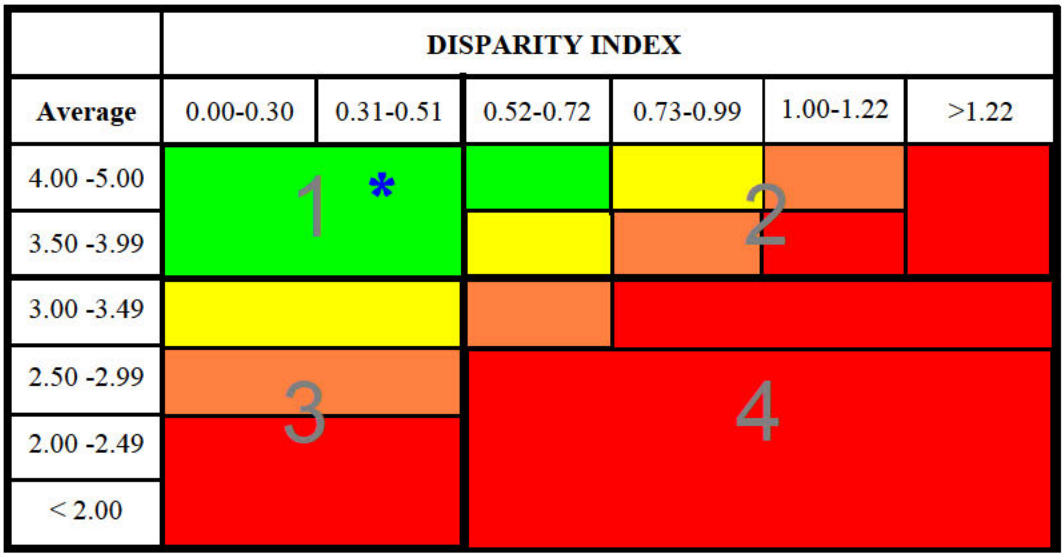
Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

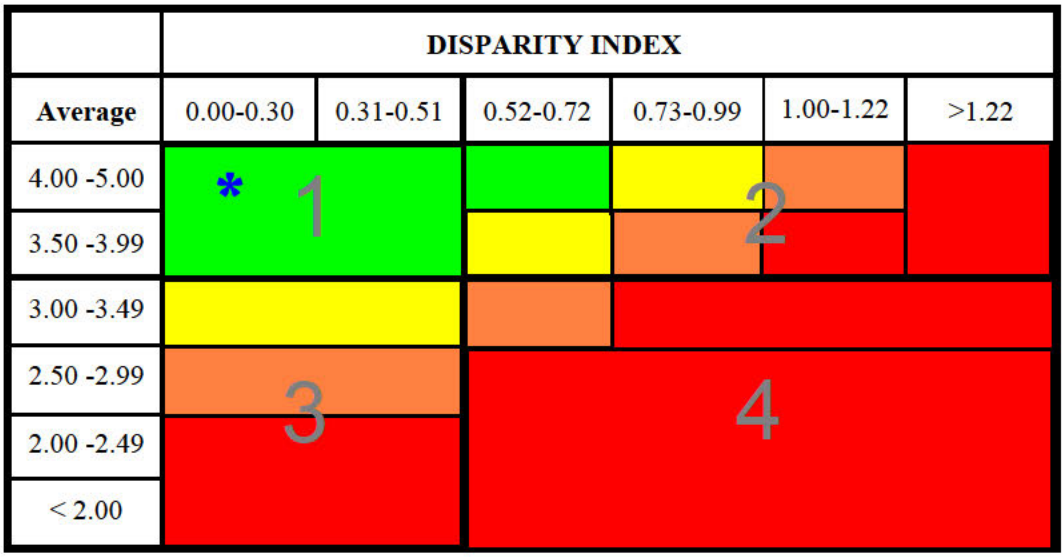
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.74
Majority	4.52
DI:	0.39



	Average
Women	4.61
Men	4.49
DI:	0.18

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here. This denotes the lowest average of the two identified groups and the associated DI.**

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	4.55
Civilian	4.52
DI:	0.04

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			* 2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Minority	4.75
Majority	4.01
DI:	0.99

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			* 2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Women	4 69
Men	4.08
DI:	0.77

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here. This denotes the lowest average of the two identified groups and the associated DI.**

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

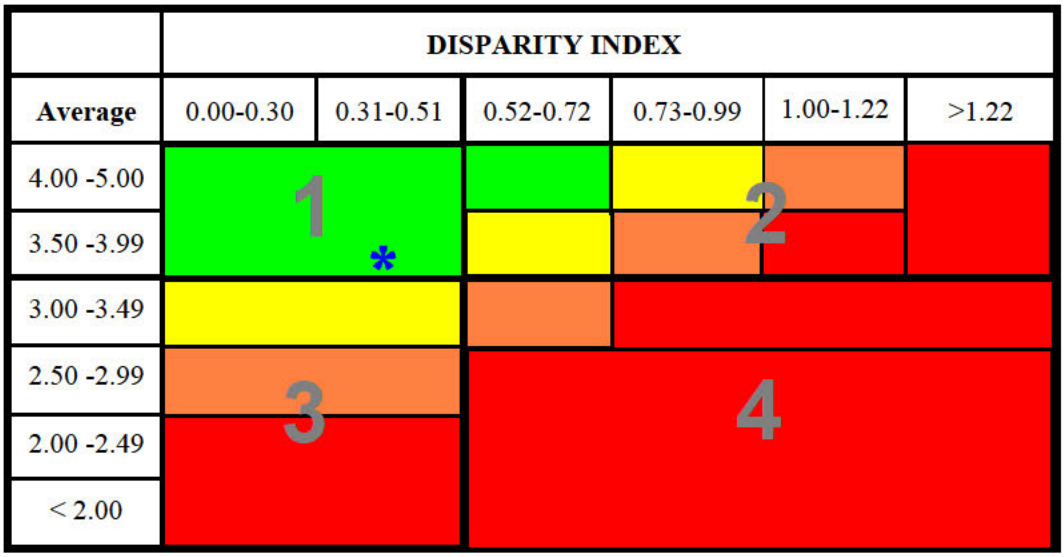
	Average
Military	4.05
Civilian	4.39
DI:	0.37

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

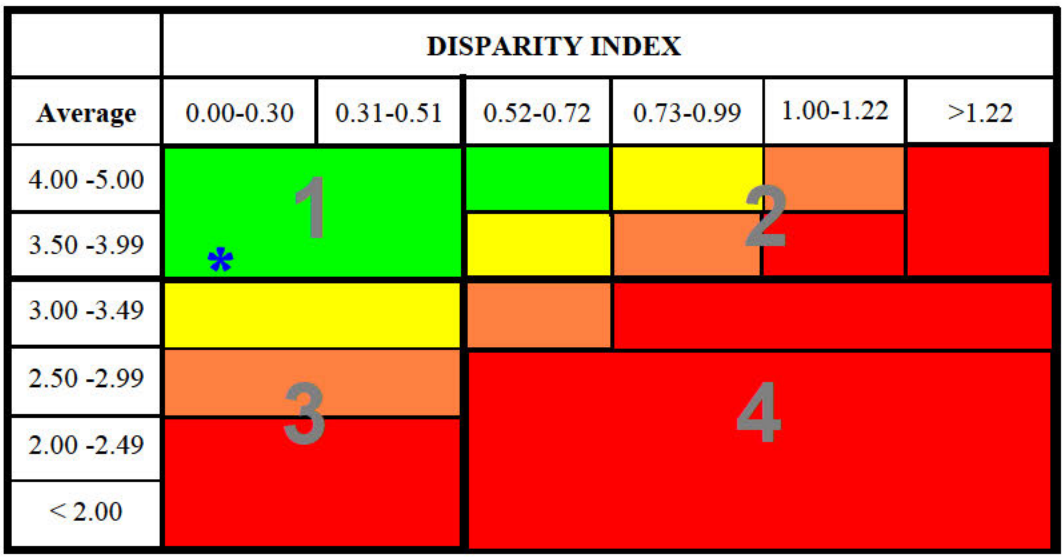
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.08
Majority	3.66
DI:	0.39



	Average
Women	3 78
Men	3.80
DI:	0.02

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

POSITIVE EO BEHAVIOR

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*					
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

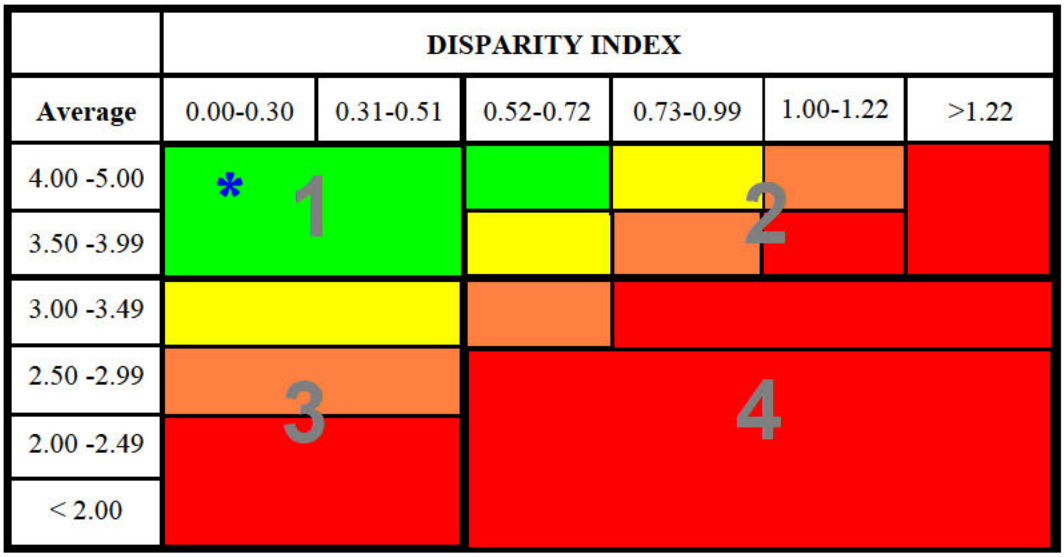
	Average
Military	3.95
Civilian	3.71
DI:	0.20

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

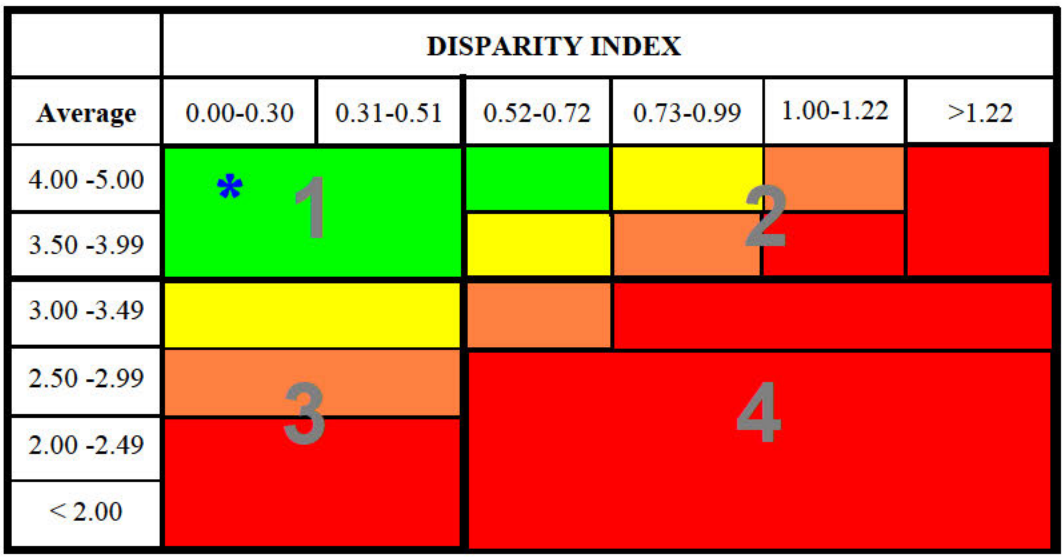
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.77
Majority	4.62
DI:	0.26



	Average
Women	4 65
Men	4.57
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
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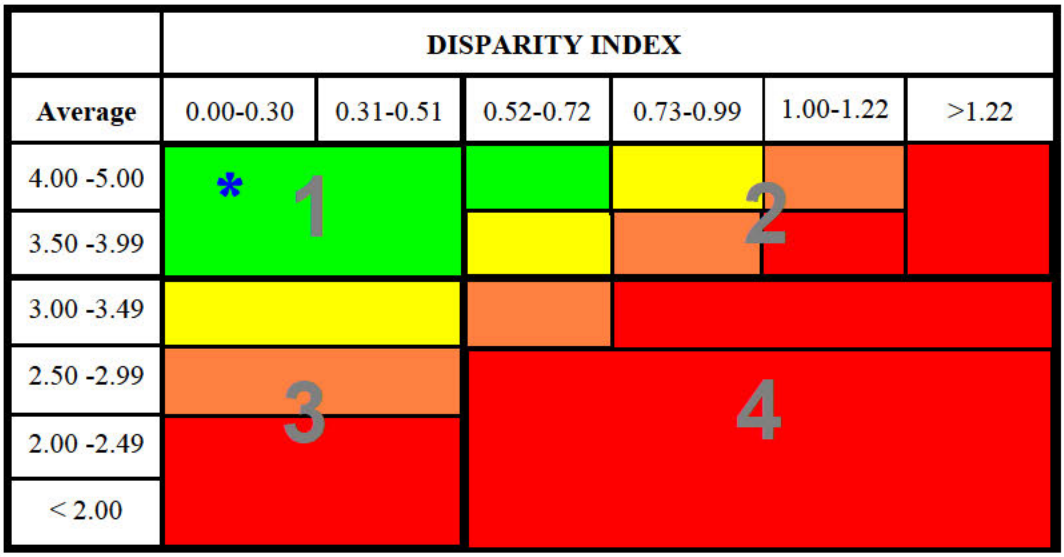

	Average
Military	4.47
Civilian	4.66
DI:	0.26

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

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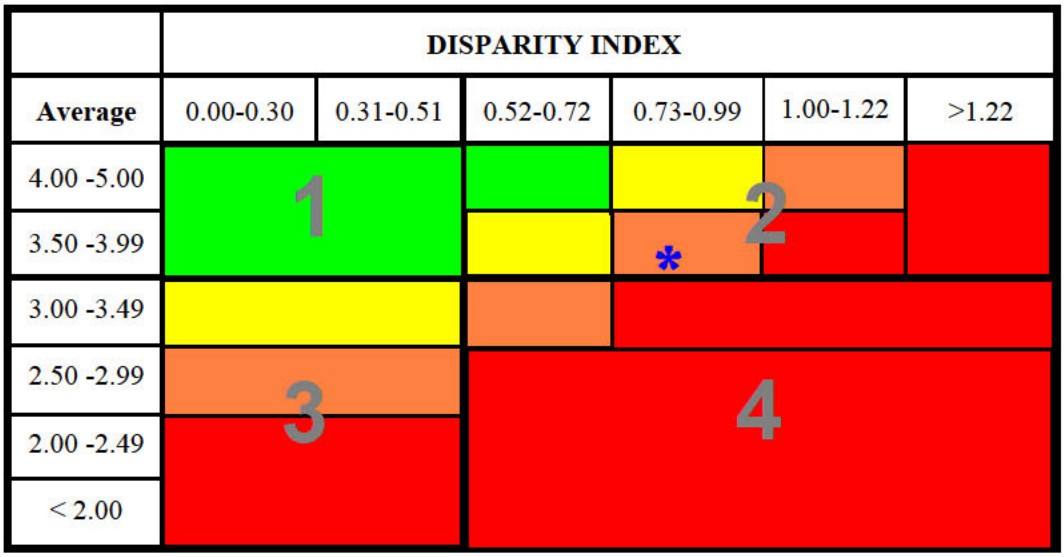
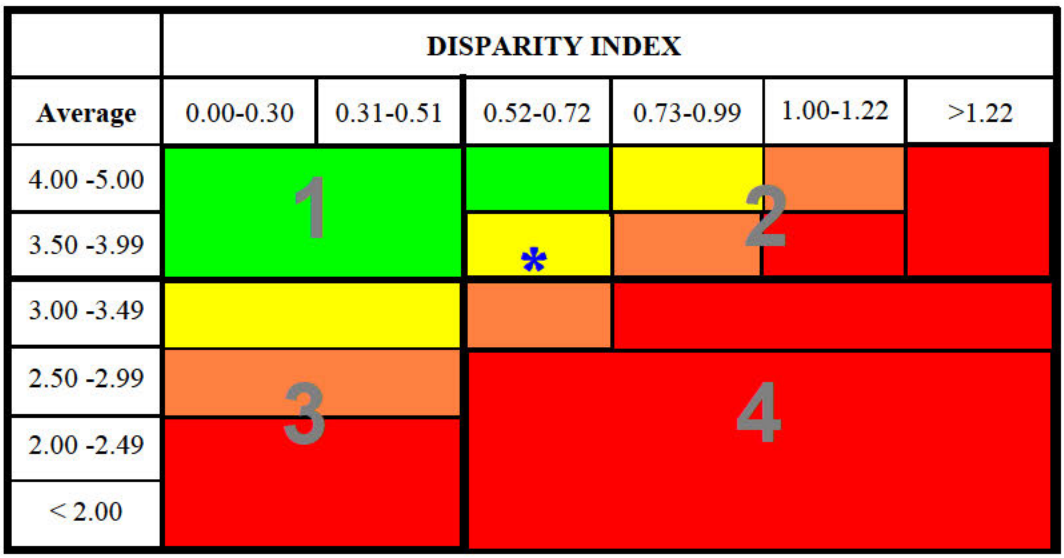
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.67
Majority	3.91
DI:	0.75



	Average
Women	4 58
Men	3.88
DI:	0.62

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

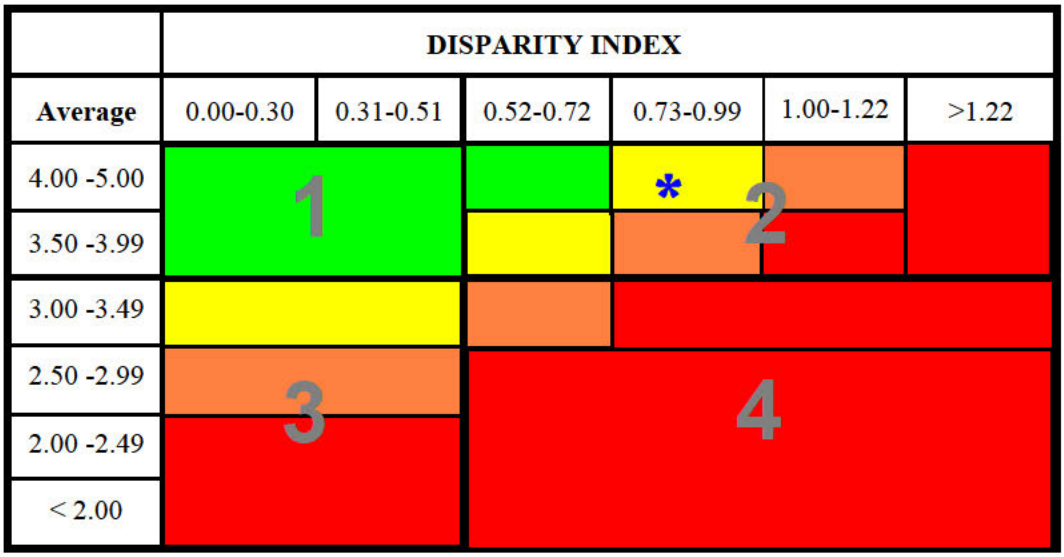
	Average
Military	4.00
Civilian	4.16
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

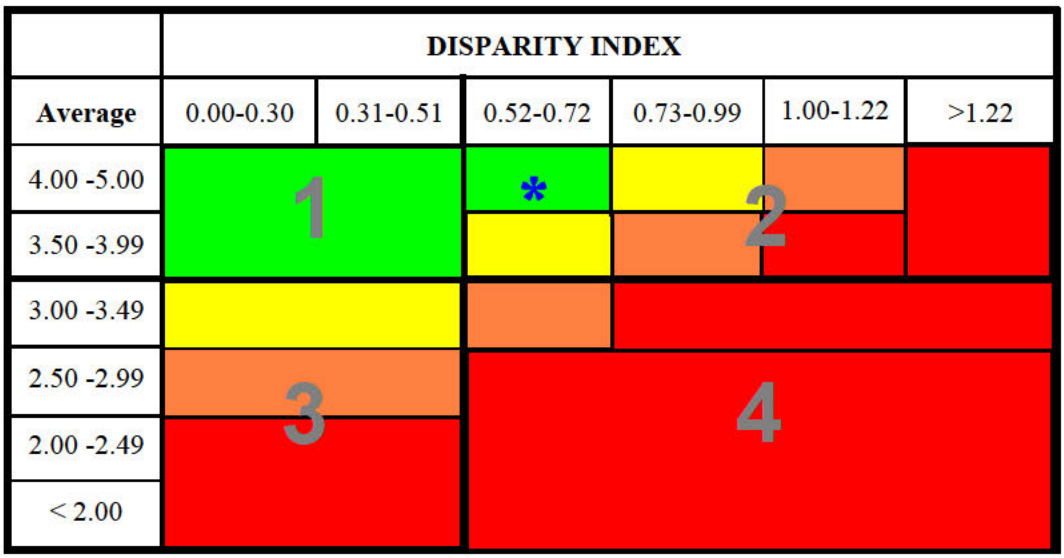
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.92
Majority	4.48
DI:	0.76



	Average
Women	4 87
Men	4.48
DI:	0.60

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
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	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	4.50
Civilian	4.66
DI:	0.21

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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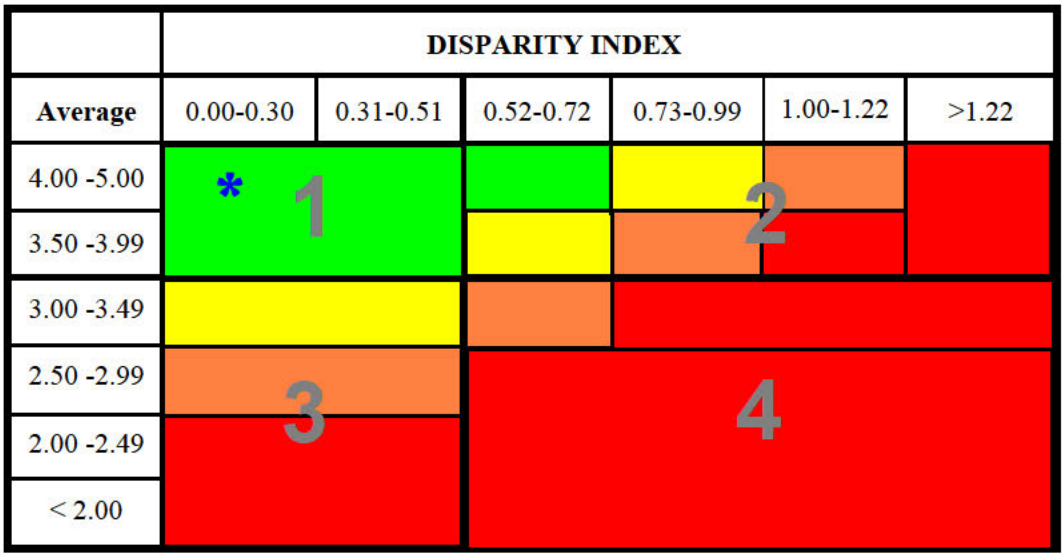
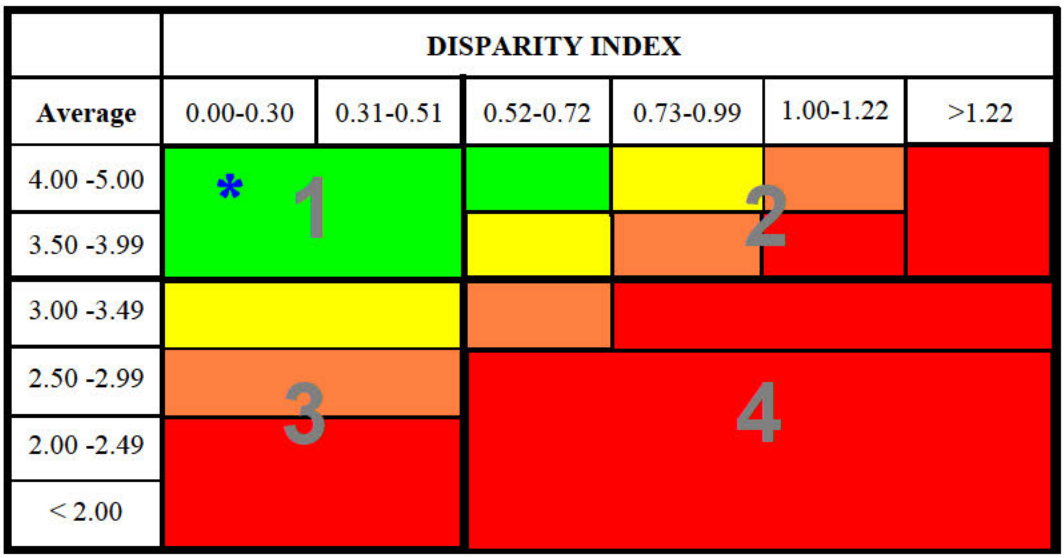


	Average
Minority	4.82
Majority	4.66
DI:	0.25



	Average
Women	4 77
Men	4.64
DI:	0.18

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
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3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	4.73
Civilian	4.66
DI:	0.11

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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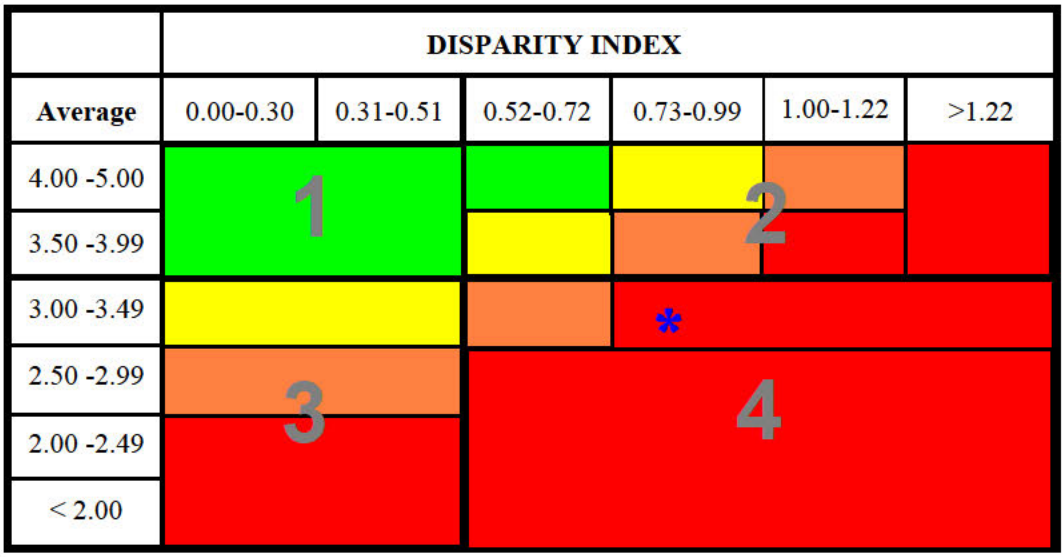
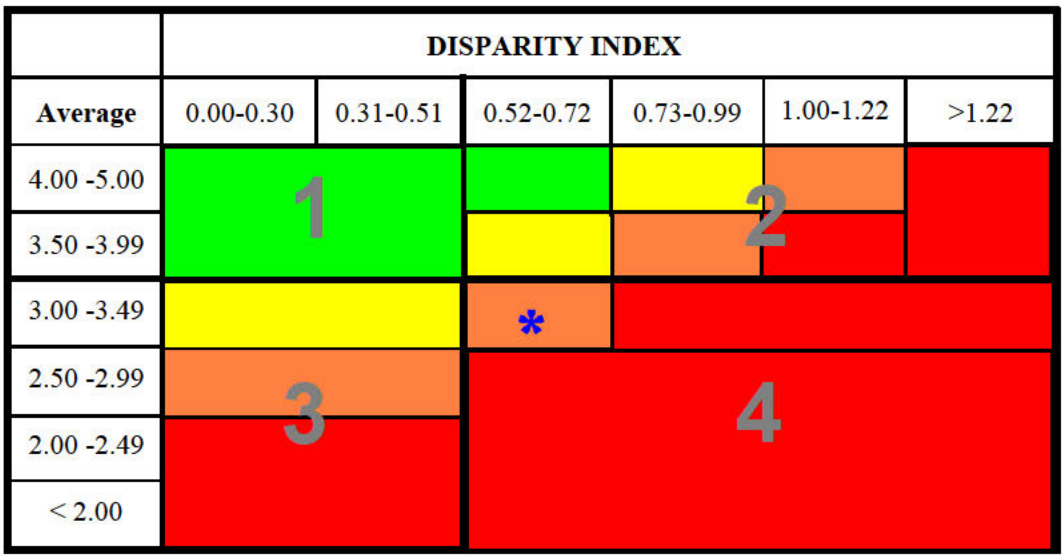


	Average
Minority	4.00
Majority	3.04
DI:	0.78



	Average
Women	3 80
Men	3.06
DI:	0.59

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99						
3.00 -3.49	*					
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	3.11
Civilian	3.40
DI:	0.20

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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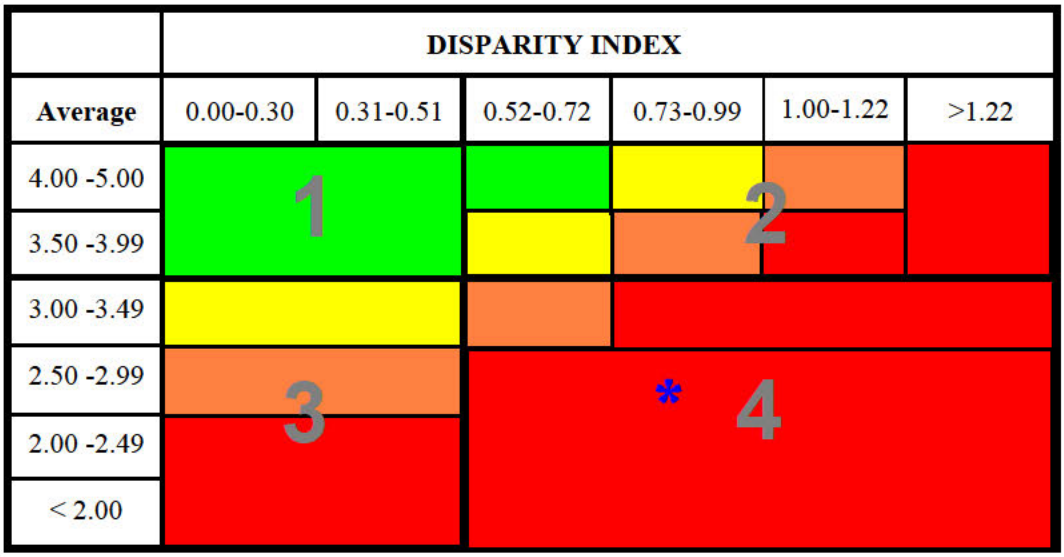
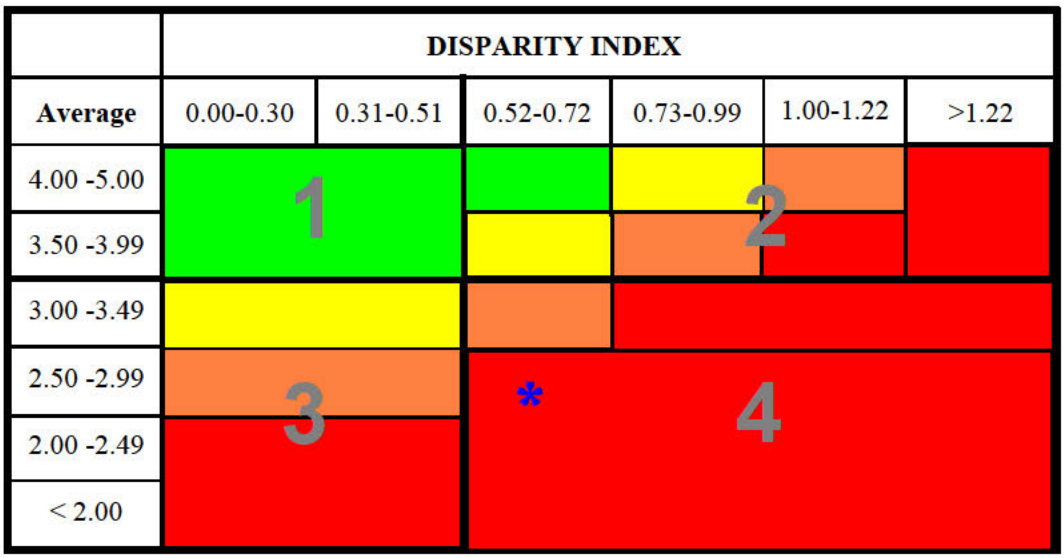


	Average
Minority	3.73
Majority	2.72
DI:	0.80



	Average
Women	3 55
Men	2.77
DI:	0.63

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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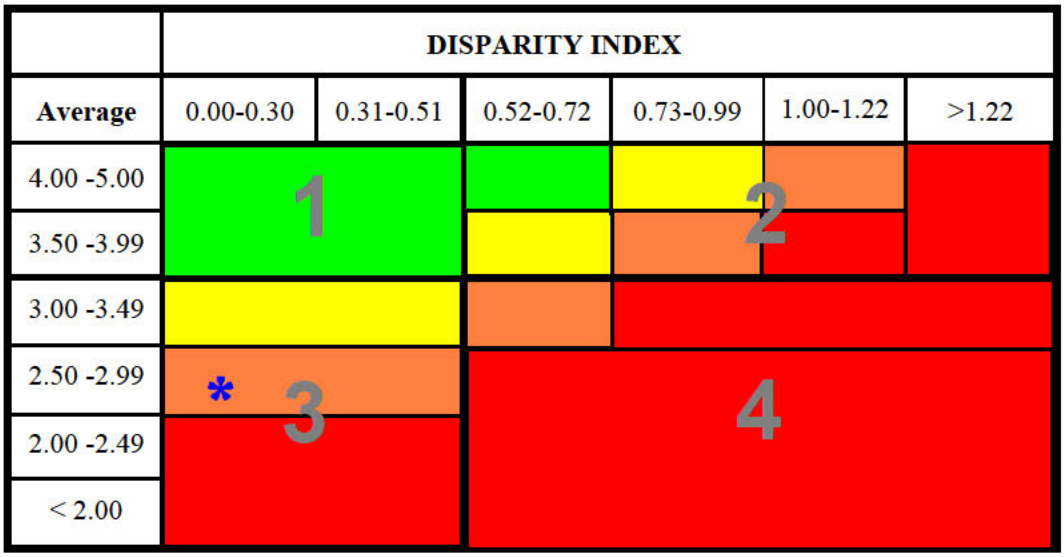

	Average
Military	2.75
Civilian	3.16
DI:	0.30

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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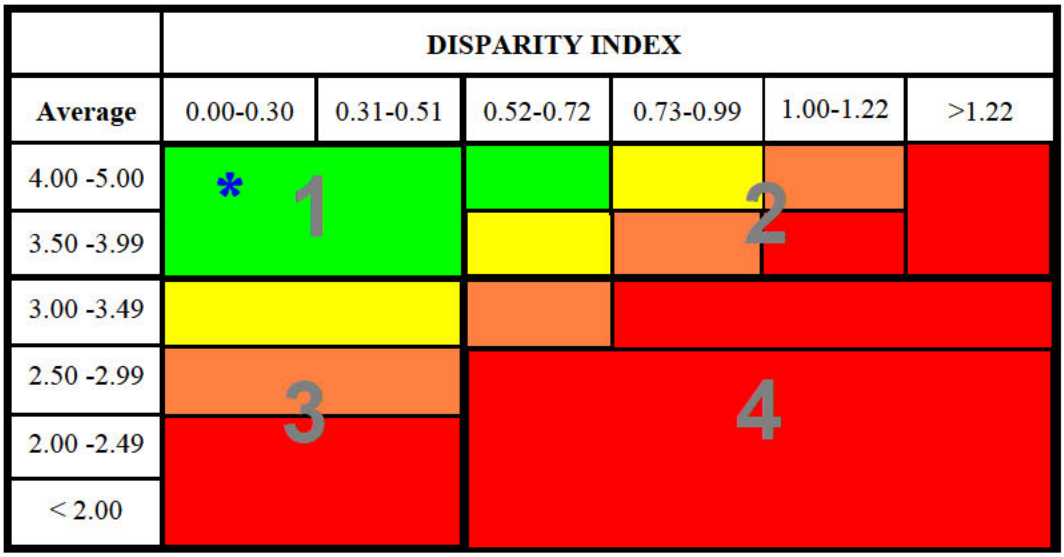
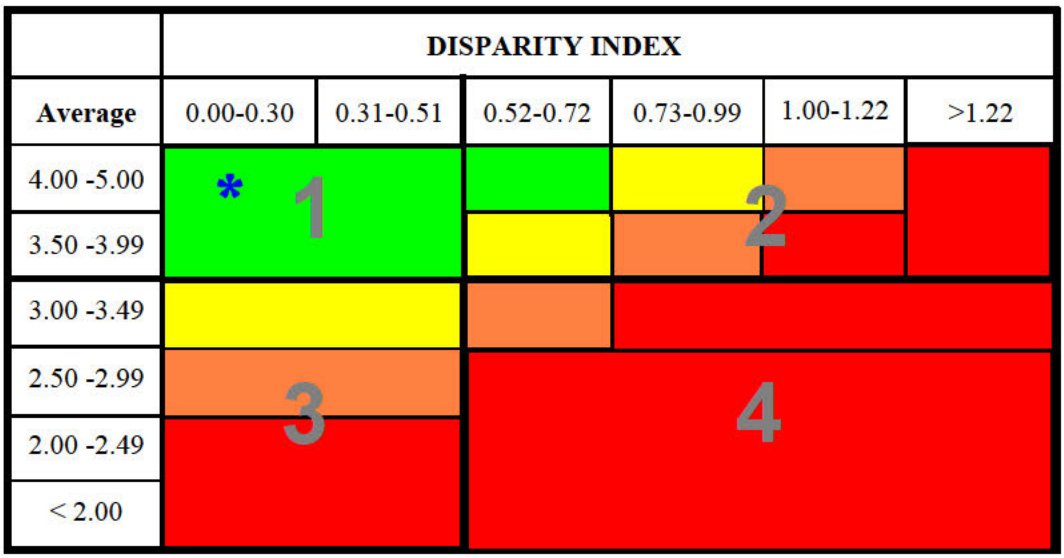


	Average
Minority	4.45
Majority	4.60
DI:	0.21



	Average
Women	4 59
Men	4.41
DI:	0.25

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP EFFECTIVENESS

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	4.28
Civilian	4.56
DI:	0.36

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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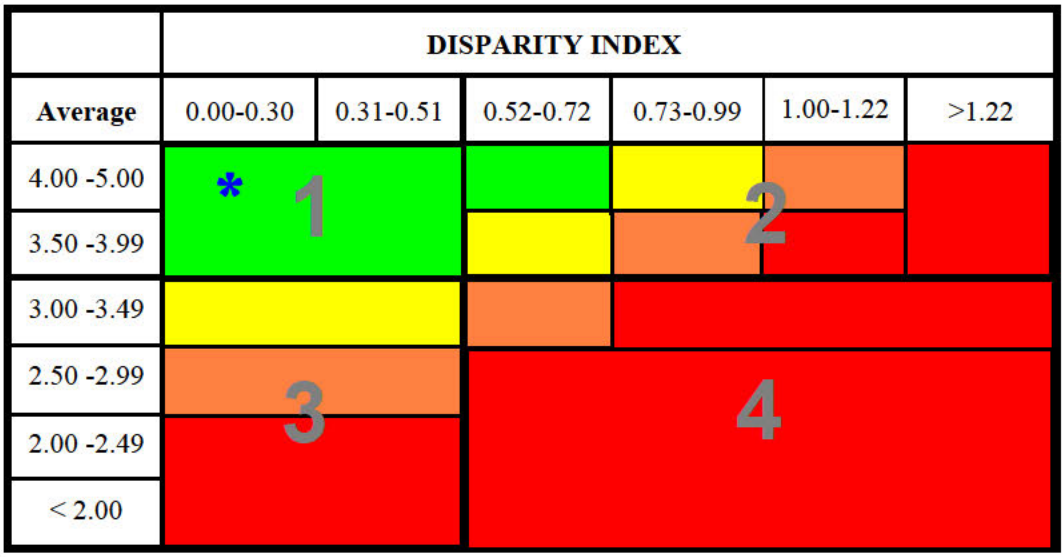
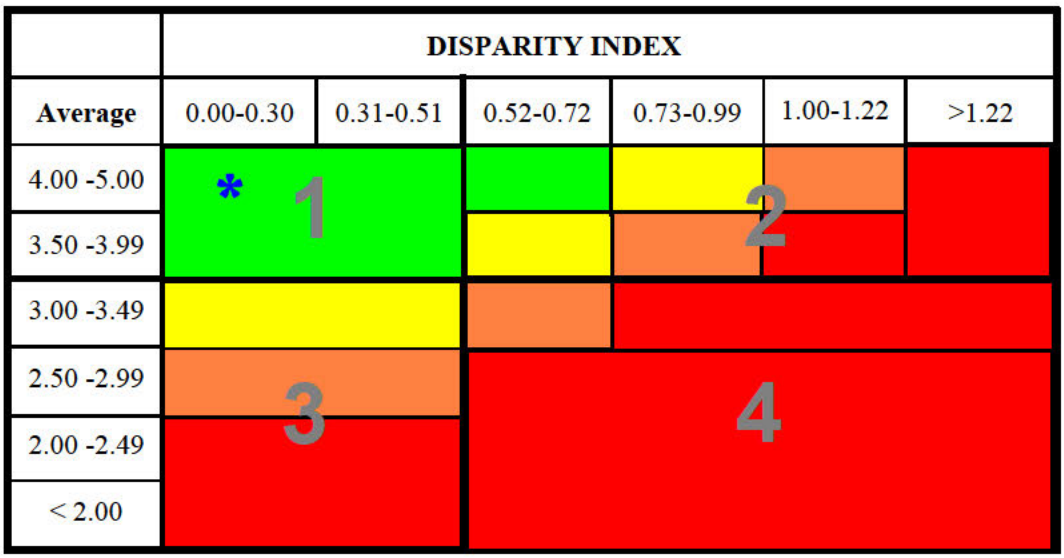


	Average
Minority	4.11
Majority	4.27
DI:	0.19



	Average
Women	4 18
Men	4.01
DI:	0.19

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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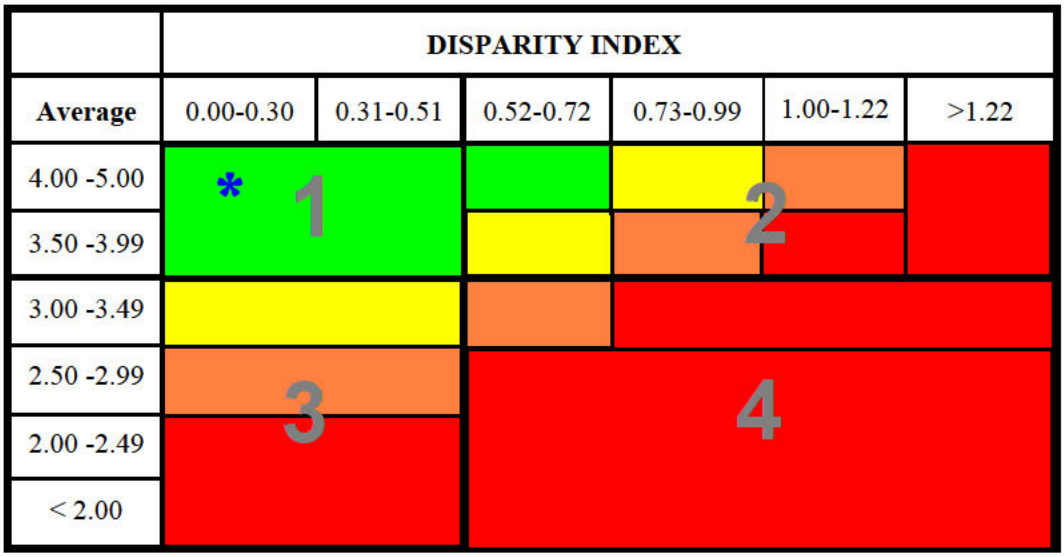

	Average
Military	4.03
Civilian	4.08
DI:	0.06

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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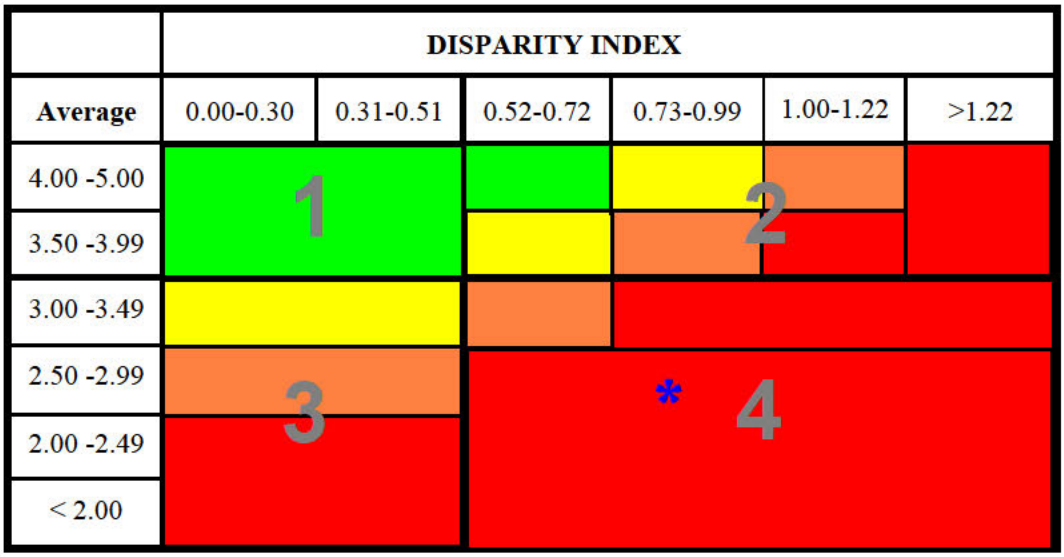
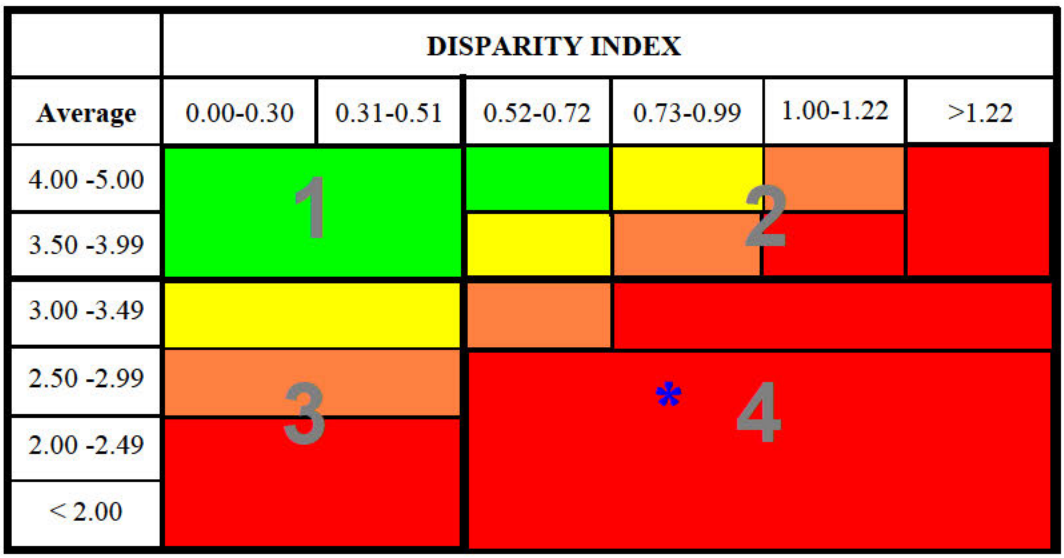


	Average
Minority	3.66
Majority	2.56
DI:	0.86



	Average
Women	3 51
Men	2.53
DI:	0.77

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
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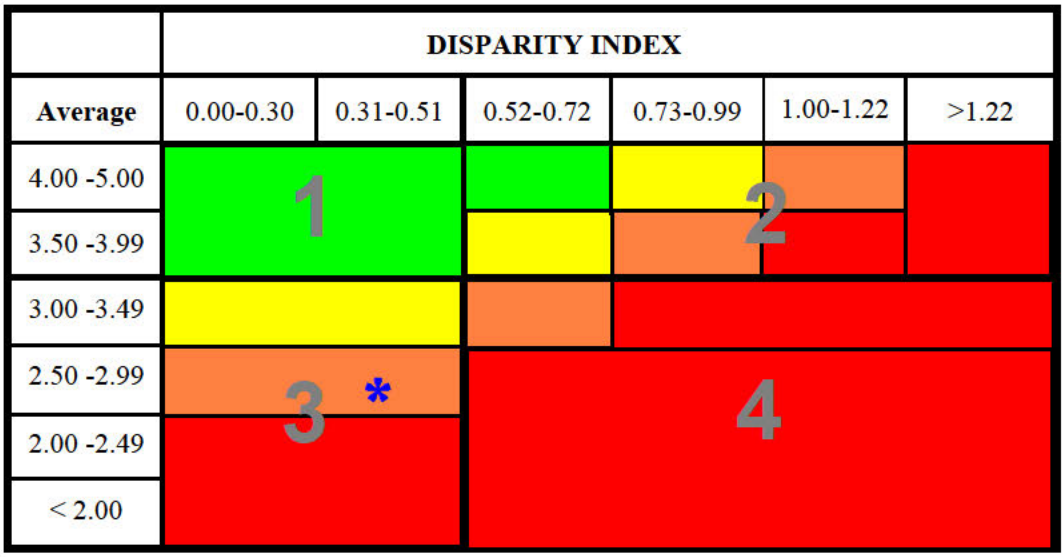

	Average
Military	2.53
Civilian	3.01
DI:	0.35

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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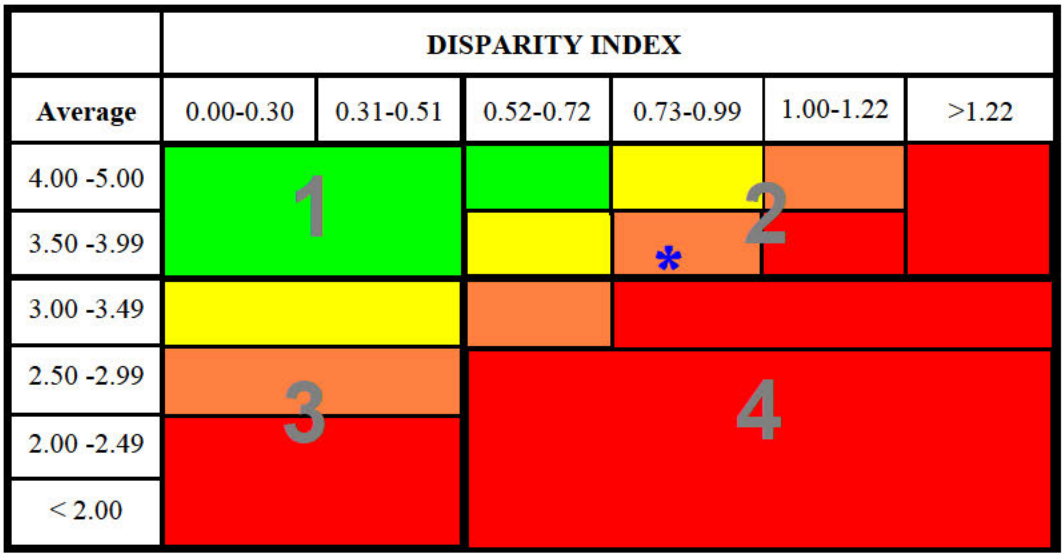
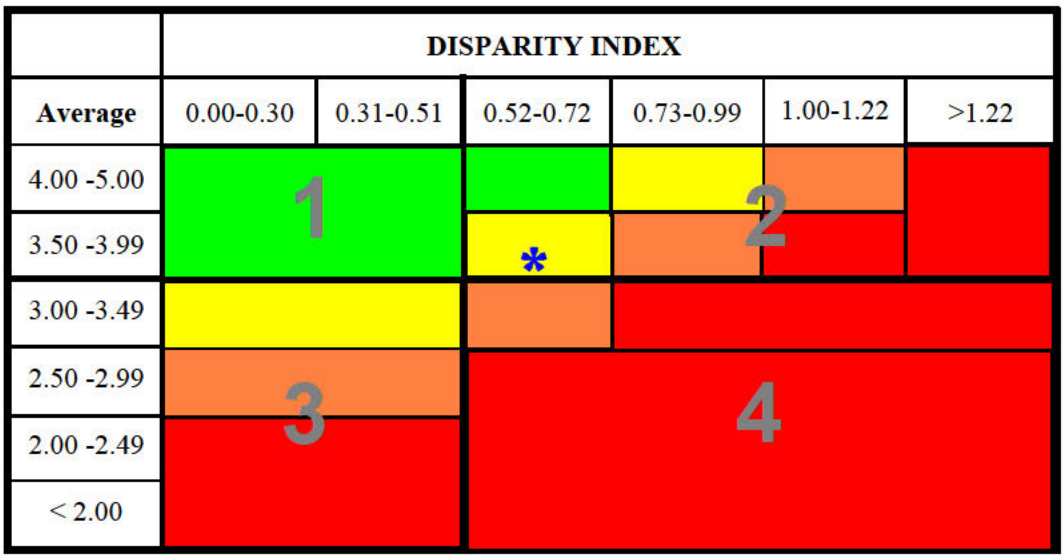


	Average
Minority	4.32
Majority	3.62
DI:	0.78



	Average
Women	4 22
Men	3.57
DI:	0.68

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

JOB SATISFACTION

Green = Organization Strength	**Orange = Moderate Organization Concern**
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	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*					
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	3.54
Civilian	3.90
DI:	0.35

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

LEADER SUPPORT FOR SAPR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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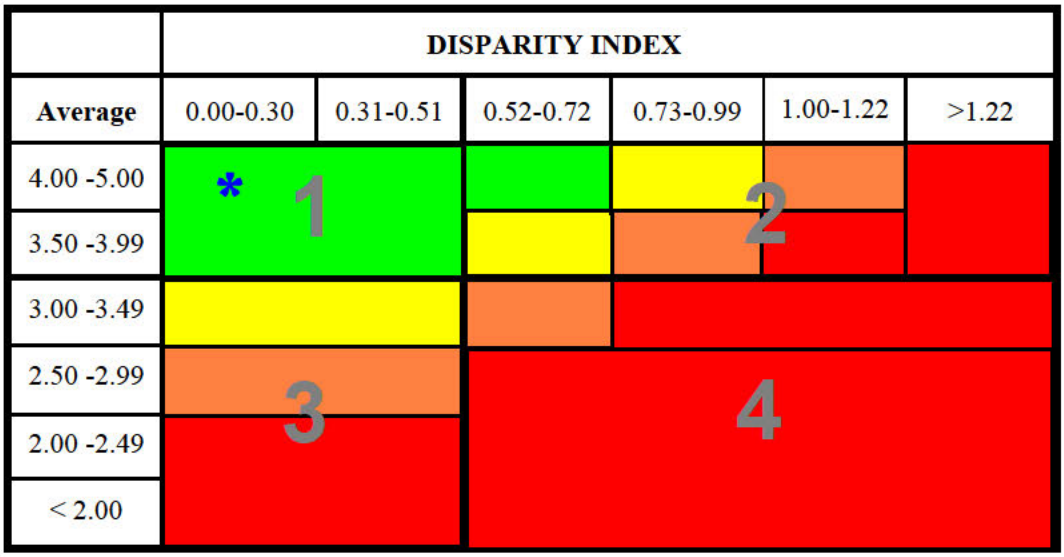
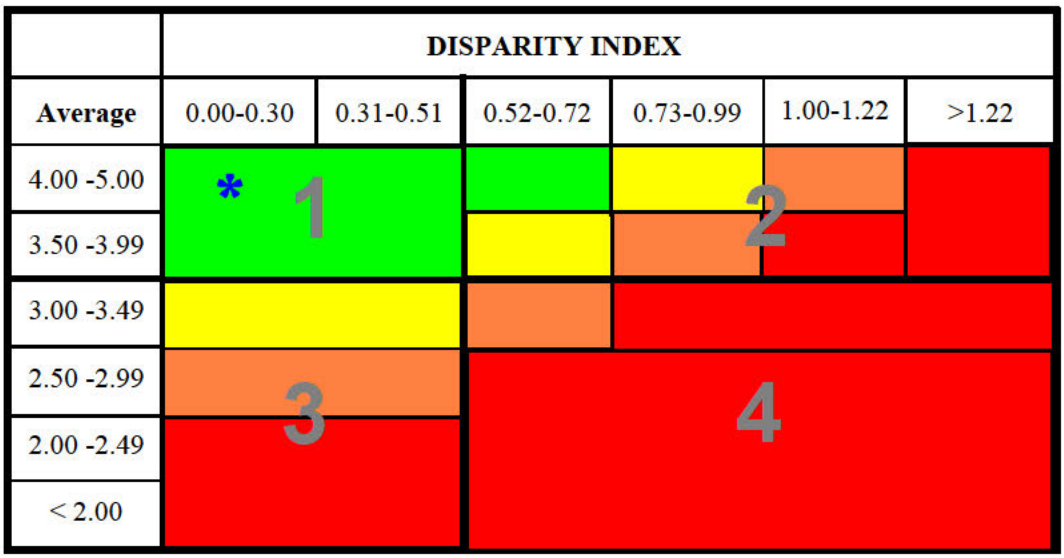


	Average
Minority	4.63
Majority	4.53
DI:	0.13



	Average
Women	4.58
Men	4.44
DI:	0.17

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

LEADER SUPPORT FOR SAPR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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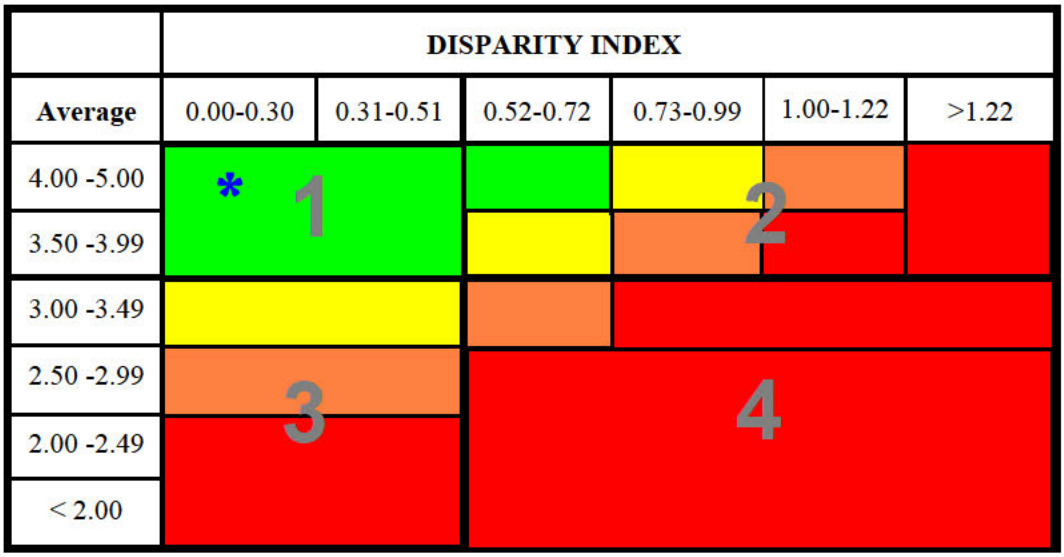


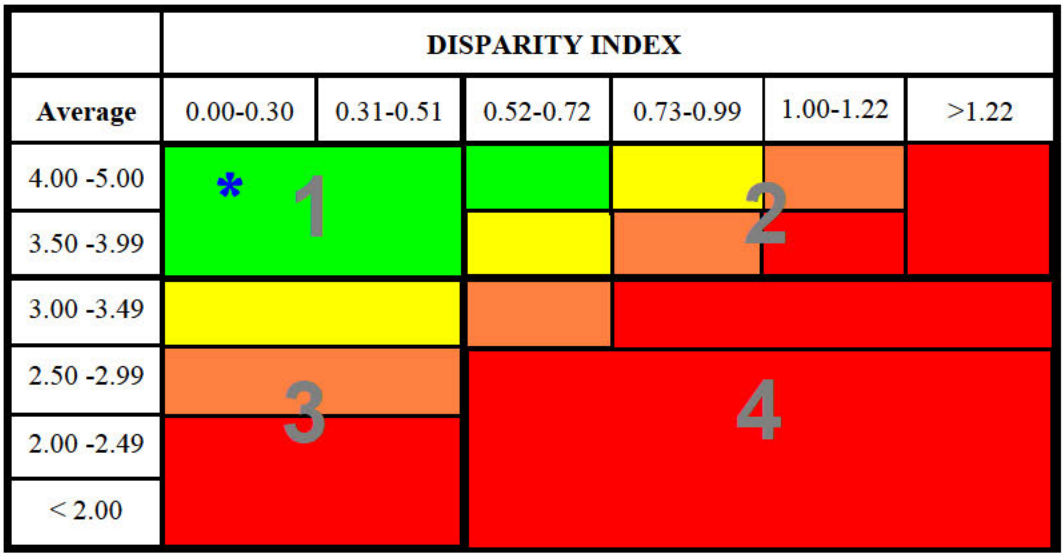
	Average
Military	4.55
Civilian	4.45
DI:	0.12

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

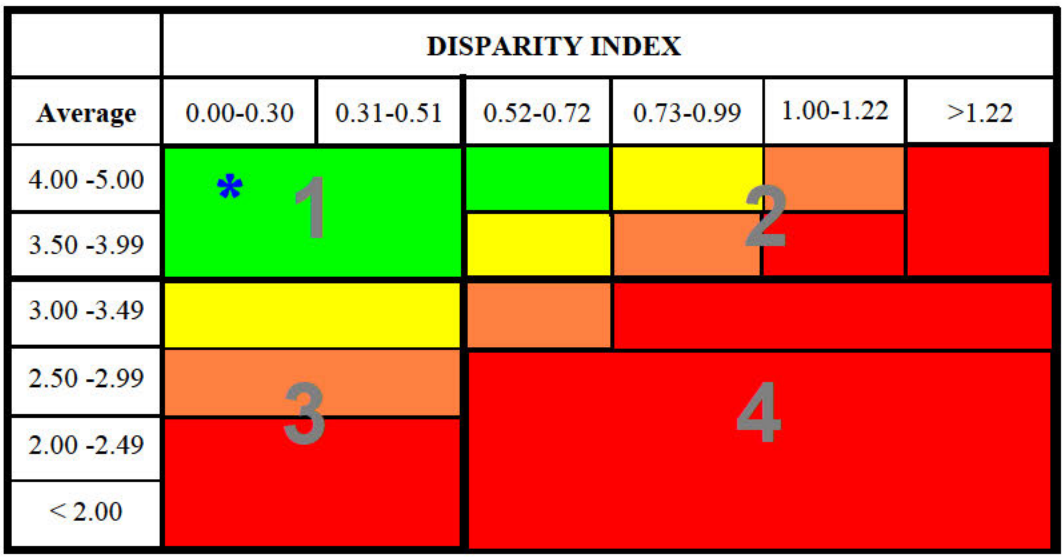
SAPR BYSTANDER INTERVENTION CLIMATE

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.22
Majority	4.20
DI:	0.02



	Average
Women	4.12
Men	4.27
DI:	0.14

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

SAPR BYSTANDER INTERVENTION CLIMATE

Green = Organization Strength	Orange = Moderate Organization Concern
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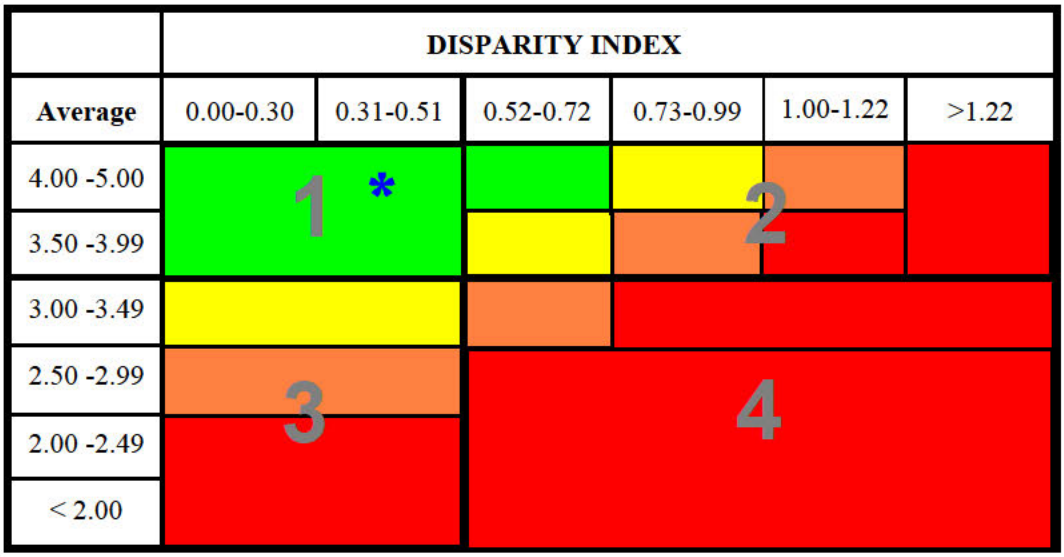
* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Military	4.50
Civilian	4.08
DI:	0.44

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

e. OVERALL UNIT SUMMARY

Below you will find the overall unit summary for information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors, Organizational Effectiveness (OE) factors, and by Sexual Assault Prevention and Response (SAPR) factors.

Sexual Harassment / Discrimination

	Average
ALL SERVICES	4.18
NAVY	4.16
Naval Inspector General	4.53

Your units score implies: Very little chance of occurring

Differential Command Behavior toward Minorities

	Average
ALL SERVICES	4.50
NAVY	4.51
Naval Inspector General	4.28

Your units score implies: Very little chance of occurring

Positive EO Behaviors

	Average
ALL SERVICES	4.01
NAVY	4.14
Naval Inspector General	3.79

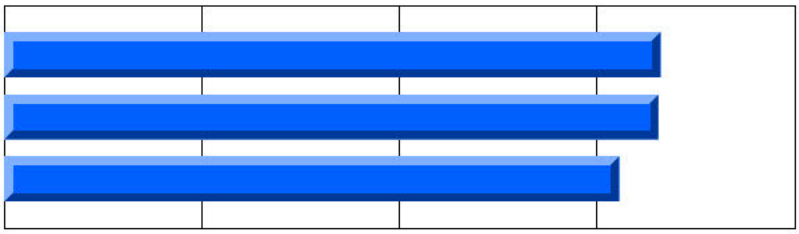
Your units score implies: Fairly high chance of occurring

Racist Behaviors

	Average
ALL SERVICES	3.88
NAVY	3.88
Naval Inspector General	4.60

Your units score implies: Very little chance of occurring

Age Discrimination



	Average
ALL SERVICES	4.32
NAVY	4.31
Naval Inspector General	4.11

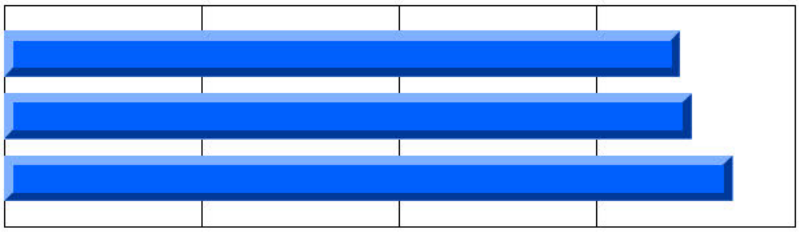
Your units score implies: Small chance of occurring

Religious Discrimination

	Average
ALL SERVICES	4.47
NAVY	4.49
Naval Inspector General	4.61

Your units score implies: Very little chance of occurring

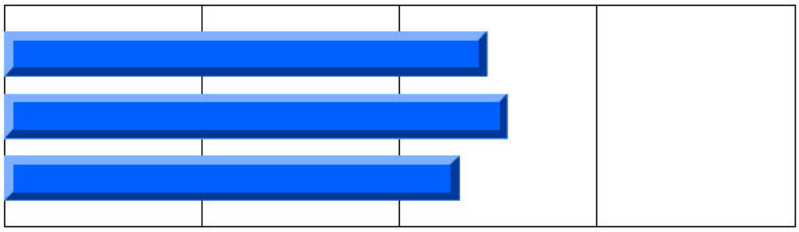
Disability Discrimination



	Average
ALL SERVICES	4.42
NAVY	4.48
Naval Inspector General	4.68

Your units score implies: Very little chance of occurring

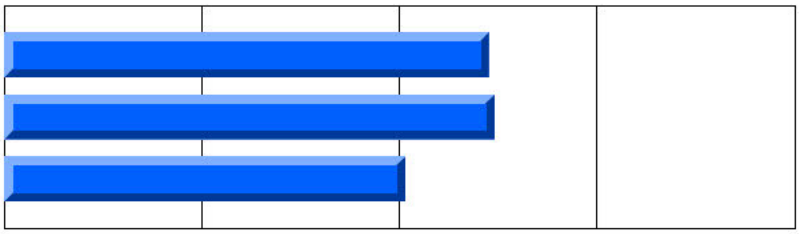
Organizational Commitment



	Average
ALL SERVICES	3.44
NAVY	3.55
Naval Inspector General	3.30

Your units score implies: Somewhat positive rating

Trust in the Organization



	Average
ALL SERVICES	3.45
NAVY	3.48
Naval Inspector General	3.03

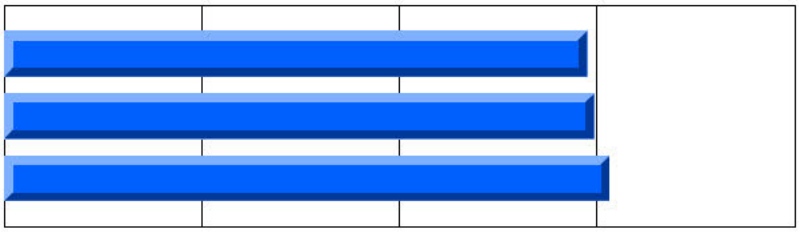
Your units score implies: Neutral rating

Work Group Effectiveness

	Average
ALL SERVICES	4.08
NAVY	4.19
Naval Inspector General	4.47

Your units score implies: Very positive rating

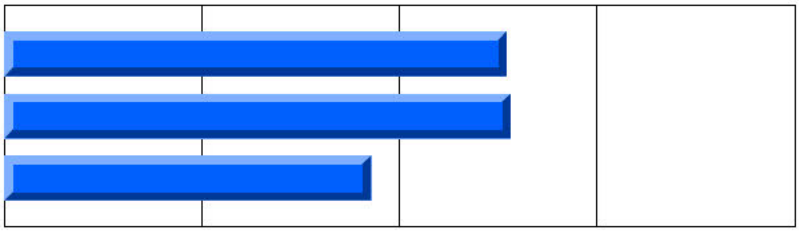
Work Group Cohesion



	Average
ALL SERVICES	3.95
NAVY	3.98
Naval Inspector General	4.06

Your units score implies: Fairly positive rating

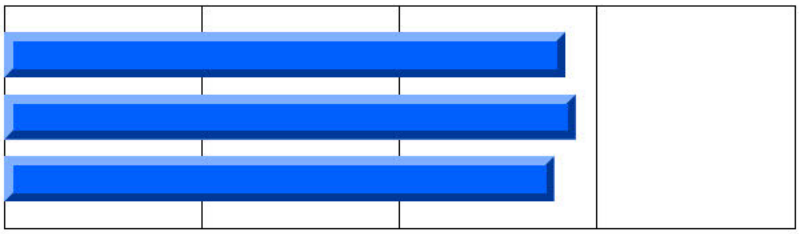
Leadership Cohesion



	Average
ALL SERVICES	3.54
NAVY	3.56
Naval Inspector General	2.85

Your units score implies: Neutral rating

Job Satisfaction



	Average
ALL SERVICES	3.84
NAVY	3.89
Naval Inspector General	3.78

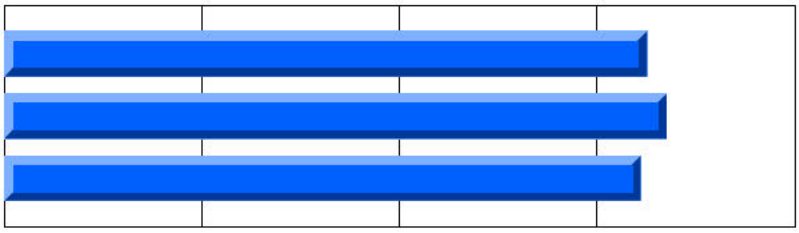
Your units score implies: Moderately satisfied

Leader Support for SAPR

	Average
ALL SERVICES	4.25
NAVY	4.35
Naval Inspector General	4.48

Your units score implies: Positive perceptions of leadership support for SAPR efforts

SAPR Bystander Intervention Climate



	Average
ALL SERVICES	4.25
NAVY	4.35
Naval Inspector General	4.22

Your units score implies: Moderate to rather strong likelihood of bystanders intervening to prevent sexual assault

III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1. **Share the results with your organization**
2. **Validate the results through other sources**
3. **Establish an action team**
4. **Conduct a follow-up DEOCS in 6-12 months**

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.

2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.

3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web age at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

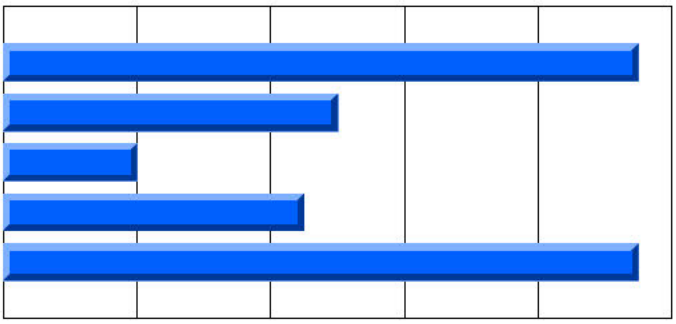
If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/4217; Commercial: (321) 494-2675/4217] or email us a support@deocs.net.

Thank you for using the DEOCS!

Appendix A: Your Locally Developed Questions

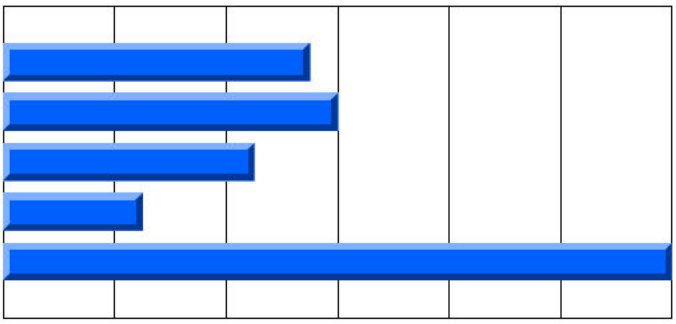
If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

1. I am comfortable with expressing my opinion without fear of reprisal.



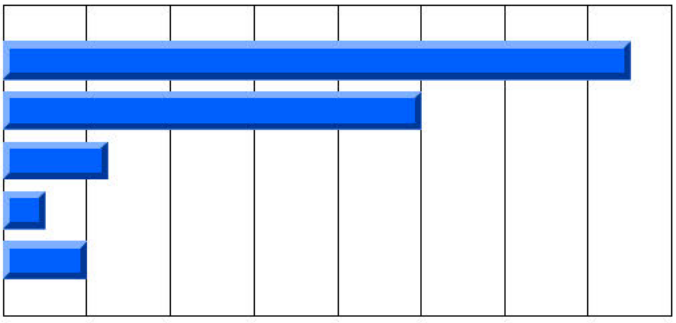
	Frequency	Percent
Totally Agree	19	31.1
Moderately Agree	10	16.4
Neither Agree nor Disagree	4	6.6
Moderately Disagree	9	14.8
Totally Disagree	19	31.1
Total	61	100.0

2. Leadership deals effectively with adversity or conflict within the organization when it occurs.



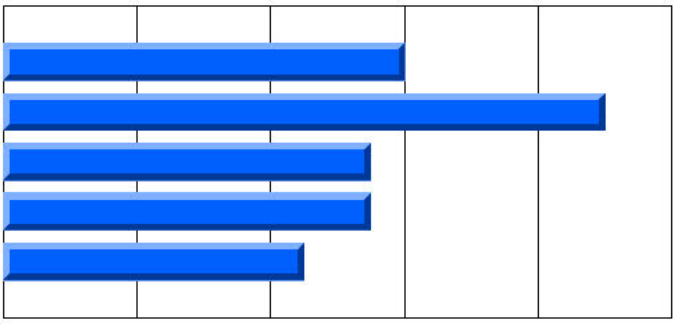
	Frequency	Percent
Totally Agree	11	18.0
Moderately Agree	12	19.7
Neither Agree nor Disagree	9	14.8
Moderately Disagree	5	8.2
Totally Disagree	24	39.3
Total	61	100.0

3. The work that I perform at my command both contributes to the mission and is personally meaningful.



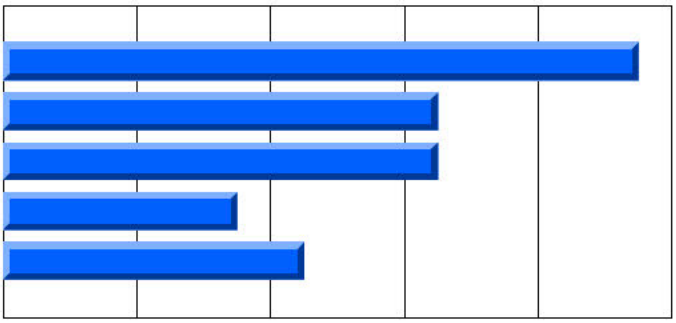
	Frequency	Percent
Totally Agree	30	49.2
Moderately Agree	20	32.8
Neither Agree nor Disagree	5	8.2
Moderately Disagree	2	3.3
Totally Disagree	4	6.6
Total	61	100.0

4. My command objectively recognizes and rewards top performers.



	Frequency	Percent
Totally Agree	12	19.7
Moderately Agree	18	29.5
Neither Agree nor Disagree	11	18.0
Moderately Disagree	11	18.0
Totally Disagree	9	14.8
Total	61	100.0

5. Leadership at my command values and supports my professional growth.



	Frequency	Percent
Totally Agree	19	31.1
Moderately Agree	13	21.3
Neither Agree nor Disagree	13	21.3
Moderately Disagree	7	11.5
Totally Disagree	9	14.8
Total	61	100.0

Appendix B: Your Short-Answer Questions

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

1. <u>What is the most significant issue within this command that requires improvement? What would you recommend to address this issue?</u>

(b)(5) & (b)(6)

[redacted]

(b)(5) & (b)(6)

(b)(5) & (b)(6)

(b)(5) & (b)(6)

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

(b)(5) & (b)(6)

(b)(5) & (b)(6)

[redacted]

[redacted]

[redacted]

2. Describe positive aspects of this command that have the greatest impact on command climate and morale.

(b)(5) & (b)(6)

(b)(5) & (b)(6)

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

(b)(5) & (b)(6)

(b)(5) & (b)(6)

(b)(5) & (b)(6)

3. Describe negative aspects of this command that have the greatest impact on command climate and morale.

(b)(5) & (b)(6)

(b)(5) & (b)(6)

(b)(5) & (b)(6)

(b)(5) & (b)(6)

(b)(5) & (b)(6)

[redacted]

[redacted] .

4. <u>If an individual sought your opinion on whether to pursue a job opening at this command, how would you reply?</u>

(b)(5) & (b)(6)

(b)(5) & (b)(6)

[redacted]

(b)(5) & (b)(6)

[redacted]

(b)(5) & (b)(6)

(b)(5) & (b)(6)

[redacted]

[redacted]

[redacted]

Appendix C: Written Comments from Your Organization

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

(b)(5) & (b)(6)

(b)(5) & (b)(6)

emails to your folks in which you talk about the importance of this organization to the Navy,but if you don't really

(b)(5) & (b)(6)

(b)(5) & (b)(6)

DEOMI

Organizational Climate Survey (DEOCS)

Organization: Naval Inspector General

Commander/Director: VADM Wisecup

Admin Number: 1331928

Friday, April 12, 2013

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

RCS: DD-P&R (AR) 2338

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE
ORGANIZATIONAL CLIMATE SURVEY
(DEOCS)

General Description

The DEOCS questionnaire is intended for organizations of any size, and is suitable for military and/or civilian personnel. The questionnaire measures climate factors associated with the military equal opportunity (EO) program, civilian equal employment opportunity (EEO) program, Sexual Assault Prevention and Response (SAPR), and organizational effectiveness (OE) issues. The race-ethnic classification system used on DEOCS is consistent with recent Office of Management and Budget (OMB) guidelines for classification of racial groups and multi-racial designations. Approximately half of the questionnaire items address EO/EEO issues, the remainder address organizational and demographic areas. The DEOCS is a climate assessment instrument designed to assess the "shared perceptions" of respondents about formal or informal policies, practices, and procedures likely to occur in the organization. This survey does not collect or use personally identifiable information and is not retrieved by personal identifier. Therefore, the information collected is not subject to the Privacy Act of 1974.

For the purposes of this survey, the following ethnicity and race definitions are provided (using standard Federal definitions).

Per OMB guidance, 1 January 2003, Spanish/Hispanic/Latino is an ethnic category, not a race category. All race and ethnicity responses are rolled up into minority or majority categories for the final report.

Spanish/Hispanic/Latino. A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term, "Spanish origin," can be used in addition to "Hispanic or Latino."

American Indian or Alaska Native. A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian. A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American. A person having origins in any of the black racial groups of Africa. Terms such as "Haitian" or "Negro" can be used in addition to "Black or African American."

Native Hawaiian or Other Pacific Islander. A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White. A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

MORE INSTRUCTIONS ON NEXT PAGE

IMPORTANT! Before beginning the survey:

IN THE AREA MARKED "ADMIN NO." AT THE TOP OF YOUR ANSWER SHEET, WRITE IN THE FOLLOWING NUMBER: **1331928**

PART I

The information provided below **WILL NOT** be used to identify you. It is used by a computer to identify groups of people (e.g., Male, Female, Officer, Enlisted, Civilian, etc.). If fewer than five responses are given for a particular group, those responses are not reported for that group.

YOUR ACCURACY IS IMPORTANT IN GETTING AN HONEST ASSESSMENT OF YOUR ORGANIZATION.

1. I am

   1 = Male 2 = Female

2. Are you Spanish/Hispanic/Latino?

   1 = No
   2 = Yes

3. What is your race? *Mark one or more races to indicate what you consider yourself to be.*

   1 = American Indian or Alaska Native
   2 = Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
   3 = Black or African American
   4 = Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, or Chamorro)
   5 = White
   6 = N/A

4. My age is

   1 = 18 - 21
   2 = 22 - 30
   3 = 31 - 40
   4 = 41 - 50
   5 = 51 or over

5. Are you currently deployed?

   1 = No, it has been more than 6 months since my last deployment, or I have never deployed
   2 = No, but I returned from combat zone deployment within the past 6 months
   3 = No, but I returned from non-combat zone deployment within the past 6 months
   4 = Yes (CONUS)
   5 = Yes (OCONUS, in a combat zone)
   6 = Yes (OCONUS, in a non-combat zone)

6. I am a(n):

   1 = Military officer
   2 = Warrant officer
   3 = Enlisted member
   4 = Federal DoD civilian employee
   5 = Federal non-DoD civilian employee
   6 = Other (e.g., contractor, private civilian, State employee) --> **GO TO QUESTION 14**

7. If you are a federal civilian employee, in which category are you a member?

1 = GS
2 = GM
3 = WG/WL/WS/WB
4 = SES
5 = NSPS **--> GO TO QUESTION 9**
6 = N/A

8. What is your pay grade (for example; an E3 or O3 would select 1; an E5 or O5 would select 2)? **FOR NSPS CIVILIANS ONLY: Leave #8 BLANK on the bubble sheet.**

1 = 1 - 3
2 = 4 - 6
3 = 7 - 8
4 = 9 - 10
5 = 11 - 13
6 = 14 - 15

9. If you are a Federal civilian employee under NSPS, what is your Career Group?

1 = Medical
2 = Investigative/Protective
3 = Scientific/Engineering
4 = Standard
5 = N/A

10. If you are a Federal civilian employee under NSPS, what is your Pay Schedule? **FOR MILITARY AND NON-NSPS EMPLOYEE: Leave #10 BLANK on the bubble sheet.**

1 = Professional or Investigative
2 = Technician/Support
3 = Supervisor/Manager
4 = Fire Protection or Police/Security Guard
5 = Physician/Dentist
6 = Student

11. If you are a Federal civilian employee under NSPS, what is your Pay Band? **FOR MILITARY AND NON-NSPS EMPLOYEE: Leave #11 BLANK on the bubble sheet.**

1 = 1
2 = 2
3 = 3
4 = 4

12. **MILITARY ONLY**: My branch of service is: **FOR CIVILIAN EMPLOYEES: Leave #12 BLANK on the bubble sheet.**

1 = Air Force
2 = Army
3 = Coast Guard
4 = Marine Corps
5 = Navy
6 = Non U.S. Military Service

13. **MILITARY ONLY**: I am a (n): **FOR CIVILIAN EMPLOYEES: Leave #13 BLANK on the bubble sheet.**

1 = Active component member (including Coast Guard)
2 = Traditional guardsman (Drilling)
3 = Guardsman on active duty
4 = Traditional reservist (Drilling)
5 = Reservist on active duty

Part II

YOU NEED NOT HAVE PERSONALLY SEEN OR EXPERIENCED THE ACTIONS BELOW.
Use the following scale to rate the *LIKELIHOOD* that the actions listed below COULD have happened, even if you have not personally observed or experienced it. *If you are a member of a Reserve or National Guard unit or are a part time employee, "your last 30 work days" refers to the last 30 days you spent at your unit (not necessarily the past consecutive 30 workdays).*

1 = There is a *very high chance* that the action occurred.
2 = There is a *reasonably high chance* that the action occurred.
3 = There is a *moderate chance* that the action occurred.
4 = There is a *small chance* that the action occurred.
5 = There is *almost no chance* that the action occurred.

<u>CHECKPOINT</u>: ENSURE YOU ARE AT #14 ON YOUR BUBBLE SHEET BEFORE PROCEEDING.

During your last 30 workdays at your duty location:

14. A person told several jokes about a particular race/ethnicity.

15. Supervisors of different racial or ethnic backgrounds were seen having lunch together.

16. Personnel of different racial or ethnic backgrounds were seen having lunch together.

17. A supervisor did not select a qualified subordinate for promotion because of their race/ethnicity.

18. A member was assigned less desirable office space because of their race/ethnicity.

19. The person in charge of the organization changed the duty assignments when it was discovered that two people of the same race/ethnicity were assigned to the same sensitive area on the same shift.

20. While speaking to a group, the person in charge of the organization took more time to answer questions from one race/ethnic group than from another group.

21. Members from different racial or ethnic groups were seen socializing together.

22. Members joined friends of a different racial or ethnic group at the same table in the cafeteria or designated eating area.

23. When a person complained of sexual harassment, the supervisor said, "You're being too sensitive."

24. Offensive racial/ethnic names were frequently heard.

26. A supervisor referred to subordinates of one gender by their first names in public while using titles for subordinates of the other gender.

27. Sexist jokes were frequently heard.

28. Someone made sexually suggestive remarks about another person.

29. A well-qualified person was denied a job because the supervisor did not like the religious beliefs of the person.

30. A demeaning comment was made about a certain religious group.

31. A supervisor favored a worker who had the same religious beliefs as the supervisor.

32. A younger person was selected for a prestigious assignment over an older person who was equally, if not slightly better qualified.

33. An older individual did not get the same career opportunities as did a younger individual.

34. A worker with a disability was not given the same opportunities as other workers.

35. A young supervisor did not recommend promotion for a qualified older worker.

36. A career opportunity presentation to a worker with a disability focused on the lack of opportunity elsewhere; to others, it emphasized promotion.

37. A supervisor did not appoint a qualified worker with a disability to a new position, but instead appointed another, less qualified worker.

Part III

In this part of the survey, answer the following questions regarding *how you feel about your organization*, that is the organization led by the individual who requested you complete this survey.

1 = *Totally agree* with the statement
2 = *Moderately agree* with the statement
3 = *Neither agree nor disagree* with the statement
4 = *Moderately disagree* with the statement
5 = *Totally disagree* with the statement

38. I find that my values and the organization's values are very similar.

39. I am proud to tell others that I am part of this organization.

40. Assuming I could stay until eligible for retirement, I do not see many reasons to do so.

41. Often, I find it difficult to agree with the policies of this organization on important matters relating to its people.

42. Becoming a part of this organization was definitely not in my best interests.

43. The values of this organization reflect the values of its members.

44. This organization is loyal to its members.

45. This organization is proud of its people.

Part IV

Respond to the following items regarding the *effectiveness of your work group* (all persons who report to the same supervisor that you do), and top leaders, using the scale below:

1 = *Totally agree* with the statement
2 = *Moderately agree* with the statement
3 = *Neither agree nor disagree* with the statement
4 = *Moderately disagree* with the statement
5 = *Totally disagree* with the statement

46. The amount of output of my work group is very high.

47. The quality of output of my work group is very high.

48. When high priority work arises, such as short deadlines, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.

49. My work group's performance in comparison to similar work groups is very high.

50. My work group works well together as a team.

51. Members of my work group pull together to get the job done.

52. Members of my work group really care about each other.

53. Members of my work group trust each other.

54. Top leaders in my organization work well together as a team.

55. Top leaders in my organization pull together to get the job done.

56. Top leaders in my organization really care about each other.

57. Top leaders in my organization trust each other.

Part V

The questions in this section are used to determine *how satisfied you are with job-related issues.* Indicate your degree of satisfaction or dissatisfaction by choosing the most appropriate phrase:

1 = *Very* satisfied
2 = *Moderately* satisfied
3 = *Neither* satisfied nor dissatisfied
4 = *Moderately* dissatisfied
5 = *Very* dissatisfied

How satisfied are you with:

58. The chance to help people and improve their welfare through the performance of my job.

59. My amount of effort compared to the efforts of my co-workers.

60. The recognition and pride my family has in the work I do.

61. The chance to acquire valuable skills in my job that prepare me for future opportunities.

62. My job as a whole.

Part VI

63. Within the past 12 months, I have personally experienced an incident of discrimination within my current organization. (Mark all that apply.)

1 = YES, racial/national origin/color
2 = YES, gender (sex)
3 = YES, age
4 = YES, disability
5 = YES, religion
6 = No

64. Within the past 12 months, I have personally experienced an incident of sexual harassment within my current organization.

1 = YES 2 = NO

65. Did you report any of the above incidents of discrimination or sexual harassment to someone in your organization?

1 = I filed a formal complaint through my organization's EO/EEO representative.
2 = I reported the incident through my organization's EO/EEO representative without filing a formal complaint .
3 = I reported the incident to my supervisor/superior without filing a formal complaint.
4 = I confronted the individual who committed the act without filing a formal complaint.
5 = I did not report the incident to anyone.
6 = N/A. I did not experience an incident of discrimination or sexual harassment in the past 12 months.

If you did not report the incident to anyone, please explain why.

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

1 = *Very* satisfied
2 = *Moderately* satisfied
3 = *Moderately* dissatisfied
4 = *Very* dissatisfied
5 = N/A

If you were moderately or very dissatisfied with how the

Part VII

The questions in this section are used to determine your perceptions of leadership support in regards to sexual assault, your knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention.

63. My leadership promotes a climate that is free of sexual assault.

1 = Strongly agree
2 = Agree
3 = Neither agree nor disagree
4 = disagree
5 = Strongly disagree

64. My leadership would respond appropriately in the event a sexual assault was reported.

1 = Strongly agree
2 = Agree
3 = Neither agree nor disagree
4 = disagree
5 = Strongly disagree

65. A restricted report allows a Service member to report a sexual assault and get help, but without notifying command or criminal investigators.

1 = True
2 = False

66. Which of the following would be reasons why a victim of sexual assault would not report the incident within your unit (Mark all that apply):

1 = Lack of privacy/confidentiality
2 = Stigma, shame, fear
3 = Fear of being reduced in the eyes of the commander or colleagues
4 = Fear of disciplinary action due to victim's misconduct
5 = Fear of re-victimization
6 = Fear of operational impacts on training, security clearances, and overseas deployments
7 = Not knowing how to report
8 = Not thinking anything would be done
9 = Not wanting to get fellow Service members (e.g., perpetrator, bystanders) in trouble for actions or collateral misconduct
10 = Concern Victim Advocate (VA) will not keep restricted report confidential
11 None of the above, sexual assaults would be reported

67. Suppose you see a Service member put something in a person's drink. You're unsure what it was and question if your eyes were playing tricks on you. What are you most likely to do in this kind of situation?

1 = Nothing
2 = Leave to avoid any kind of trouble
3 = Watch the situation to see if it escalates
4 = Tell the person what you saw the Service member do
5 = Confront the Service member

68. Imagine you go TDY for some training. The first night you go to a restaurant/bar with a large group of colleagues, whom you just met. At what point would you intervene in the following escalating situation?

1 = A senior leader at the training buys your colleague a drink and he/she is told a drink may never be refused, as doing so would go against tradition
2 = The senior leader buys your colleague a second and third drink despite his/her repeated objections
3 = Your colleague appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention
4 = The senior leader repeatedly hugs your colleague, rubs his/her shoulders, and offers to walk him/her back to quarters
5 = You see the senior leader quietly taking your intoxicated colleague out of the place
6 = As they leave, your colleague tries to push away the senior leader and says, "no."
7 = In this scenario, I would not intervene at any point

***** Local Questions for 1331928 *****

Please use the following scale to answer local questions:

1 = *Totally agree* with the statement
2 = *Moderately agree* with the statement
3 = *Neither agree nor disagree* with the statement
4 = *Moderately disagree* with the statement
5 = *Totally disagree* with the statement

67. I am comfortable with expressing my opinion without fear of reprisal.
68. Leadership deals effectively with adversity or conflict within the organization when it occurs.
69. The work that I perform at my command both contributes to the mission and is personally meaningful.
70. My command objectively recognizes and rewards top performers.
71. Leadership at my command values and supports my professional growth.

***** Short Answer Questions for 1331928 *****

1. What is the most significant issue within this command that requires improvement? What would you recommend to address this issue?
2. Describe positive aspects of this command that have the greatest impact on command climate and morale.
3. Describe negative aspects of this command that have the greatest impact on command climate and morale.
4. If an individual sought your opinion on whether to pursue a job opening at this command, how would you reply?

Please provide any written comments in the space below. Use additional paper if needed.

ALL COMMENTS WILL BE PROVIDED TO YOUR COMMAND EXACTLY AS THEY ARE WRITTEN.

Thank you for your responses. Please provide your answer sheet and this survey to your survey administrator.

You may send comments regarding this survey directly to:

Directorate of Research
Defense Equal Opportunity Management Institute
366 Tuskegee Airman Drive Building 352
Patrick Air Force Base, Florida 32925-3399
Email: support@deocs net

Appendix E: Operational Stress Control (OSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready "green" zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website www.navynavstress.com. If you have questions concerning the OSC survey or report, please call (901) 874-2256 (DSN 882).

PART I: Overall Stress Assessment

A. Stress Continuum Model

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

	Frequency	Percent (%)
Confident	8	15.09
Can Apply	10	18.87
Understand	13	24.53
Slightly familiar	10	18.87
Not at all	12	22.64
Total	53	100.00

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

	Frequency	Percent (%)
Green	9	16.98
Yellow	12	22.64
Orange	17	32.08
Red	7	13.21
Do Not Know	8	15.09
Total	53	100.00

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

	Frequency	Percent (%)
Green	20	37.74
Yellow	14	26.42
Orange	6	11.32
Red	4	7.55
Do Not Know	9	16.98
Total	53	100.00

B. Work Stress

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

	Frequency	Percent (%)
A lot	17	32.08
Some	22	41.51
A little	12	22.64
Not at all	2	3.77
Total	53	100.00

C. Outside Stress

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

	Frequency	Percent (%)
A lot	10	18.87
Some	15	28.30
A little	23	43.40
Not at all	5	9.43
Total	53	100.00

D. Individual Stress - Past 30 Days

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

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

(HIGHER AVERAGE = HIGHER STRESS):

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

	Navy Average	Unit Average
Aviation	9.63	8.00
Expeditionary	9.26	7.50
Intel	9.25	8.00
Medical	9.14	10.00
Special Operations	8.83	0.00
Submarine	9.51	7.00
Surface	10.15	7.25
Other	9.18	8.39
TOTAL	9.56	8.13

E. Navy Work Week

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

	Frequency	Percent (%)
3 hours or less	0	0.00
4 hours	2	3.77
5 hours	9	16.98
6 hours	17	32.08
7 hours	21	39.62
8 hours	4	7.55
9 hours	0	0.00
10 or more hours	0	0.00
Total/Average	53	6.30

F. Types of Stress

8. Unpredictability of operations or job duties.

	Frequency	Percent (%)
A lot	6	11.32
Some	20	37.74
A little	15	28.30
Not at all	12	22.64
Total	53	100.00

9. Communication within my organization.

	Frequency	Percent (%)
A lot	14	26.42
Some	14	26.42
A little	12	22.64
Not at all	13	24.53
Total	53	100.00

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

	Frequency	Percent (%)
A lot	10	18.87
Some	15	28.30
A little	11	20.75
Not at all	17	32.08
Total	53	100.00

11. Increase in my work load.

	Frequency	Percent (%)
A lot	8	15.09
Some	18	33.96
A little	19	35.85
Not at all	8	15.09
Total	53	100.00

12. Working long hours pre- or post-deployment.

	Frequency	Percent (%)
A lot	5	9.43
Some	12	22.64
A little	16	30.19
Not at all	20	37.74
Total	53	100.00

13. Conflicts between my military duties and family responsibilities

	Frequency	Percent (%)
A lot	6	11.32
Some	10	18.87
A little	21	39.62
Not at all	16	30.19
Total	53	100.00

G. Barriers to Seeking Care

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

	Frequency	Percent (%)
Strongly agree	1	1.89
Agree	6	11.32
Neither agree nor disagree	19	35.85
Disagree	15	28.30
Strongly disagree	12	22.64
Total	53	100.00

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

	Frequency	Percent (%)
Strongly agree	3	5.66
Agree	9	16.98
Neither agree nor disagree	21	39.62
Disagree	11	20.75
Strongly disagree	9	16.98
Total	53	100.00

H. Positive Aspects of Stress

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

16. I feel pride from my accomplishments.

	Frequency	Percent (%)
Strongly agree	18	33.96
Agree	18	33.96
Neither agree nor disagree	8	15.09
Disagree	1	1.89
Strongly disagree	5	9.43
Not applicable	3	5.66
Total	53	100.00

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

	Frequency	Percent (%)
Strongly agree	13	24.53
Agree	16	30.19
Neither agree nor disagree	16	30.19
Disagree	1	1.89
Strongly disagree	4	7.55
Not applicable	3	5.66
Total	53	100.00

PART II: FACTOR ANALYSIS BY DEMOGRAPHIC

Naval Inspector General

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

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

Green = Acceptable	Orange = Moderate Concern
Yellow = Slight Concern	Red = High Concern

PART III: ADDITIONAL RESOURCES

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

STRESS CONTINUUM MODEL

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

ACTIONS FOR INDIVIDUALS AND FAMILIES

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

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

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

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

ACTIONS FOR LEADERS

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

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

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

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

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

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

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

(b)(5) & (b)(6)

[redacted]

(b)(5) & (b)(6)

(b)(5) & (b)(6)

(b)(5) & (b)(6)