U.S. Department *of* Defense

Defense Organizational Climate Survey (DEOCS) 5.1
Factor Rating Interpretation Guide

Contents

The DEOCS is an organizational climate survey that measures 10 protective factors and nine risk factors. These factors help Department of Defense (DoD) leadership and unit/organization leaders gain an understanding of problematic behaviors in their organization. This guide provides an overview of the 19 factors, including their definitions, why they are important, how to read your result, and how ratings are calculated.

Protective factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher favorable ratings on protective factors are linked to a higher likelihood of positive outcomes, such as improved performance or readiness and higher retention. They are also linked to a lower likelihood of negative outcomes, such as racial/ethnic harassment and discrimination, suicide, sexual harassment, and sexual assault.

The protective factors on the DEOCS are:
- *Cohesion*
- *Connectedness*
- *Engagement & Commitment*
- *Fairness*
- *Inclusion*
- *Leadership Support* (ratings for immediate supervisors and immediate supervisors by paygrade)
- *Morale*
- *Safe Storage for Lethal Means*
- *Transformational Leadership* (ratings for unit commander or organization leader and senior NCO/SEL, if applicable)
- *Work-Life Balance*

Risk factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher unfavorable ratings on risk factors are linked to a higher likelihood of negative outcomes, such as racial/ethnic harassment and discrimination, suicide, sexual harassment, and sexual assault. They are also linked to a lower likelihood of positive outcomes, such as improved readiness and higher retention.
The risk factors on the DEOCS are:
- *Alcohol Impairing Memory*
- *Binge Drinking*
- *Passive Leadership* (ratings for unit commander or organization leader and senior NCO/SEL, if applicable)
- *Racially Harassing Behaviors*
- *Sexist Behaviors*
- *Sexually Harassing Behaviors*
- *Stress*
- *Toxic Leadership* (ratings for immediate supervisors, paygrade by immediate supervisor, and senior NCO/SEL, if applicable)
- *Workplace Hostility*

Results from your DEOCS can be very informative and help you make decisions to improve your unit or organization. However, because the DEOCS is voluntary, the results are based on responses from only those who chose to participate. As a result, your DEOCS cannot tell you everything that may or may not be going on in your unit/organization. The DEOCS only lets you know about the people who responded, not about people who did not respond.

For example, if 58% of your DEOCS participants agree with the statement "My immediate supervisor treats me fairly," it would not be appropriate to say: "58% of the people in my unit agree that their immediate supervisor treats them fairly." This statement infers that 58% of your entire unit/organization feels that their immediate supervisor treats them fairly, when the DEOCS results show that, of the individuals who participated in your DEOCS, 58% of them feel that their supervisor treats them fairly. Therefore, the more appropriate way to interpret the data would be to say the following: "58% of the people in my unit who responded to the DEOCS in 2020 agreed that their immediate supervisor treats them fairly."

Similarly, it is also inappropriate to draw conclusions about subgroups or demographic categories within your unit or organization. For example, if your DEOCS results show a difference in factor ratings between participants from different demographic categories, you cannot make statements that opinions of all people in those groups differ. We only know about the people who responded to the DEOCS.

The DEOCS is only one tool you should use to help you understand your unit/organization climate. To gain a more complete understanding of the strengths and weaknesses in your organization, you may want to conduct focus groups, observations, or systematic records reviews. For more information on these and other climate assessment tools, visit the Defense Climate Portal Survey Resource Center at: https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/

What is Cohesion?

Cohesion assesses whether individuals in a workplace care about each other, share the same mission and goals, and work together effectively.[1,4]

The following items are used to assess *Cohesion* on the DEOCS using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

- People in my unit work well as a team.
- People in my unit trust each other.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Assessment to Solutions web site (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.
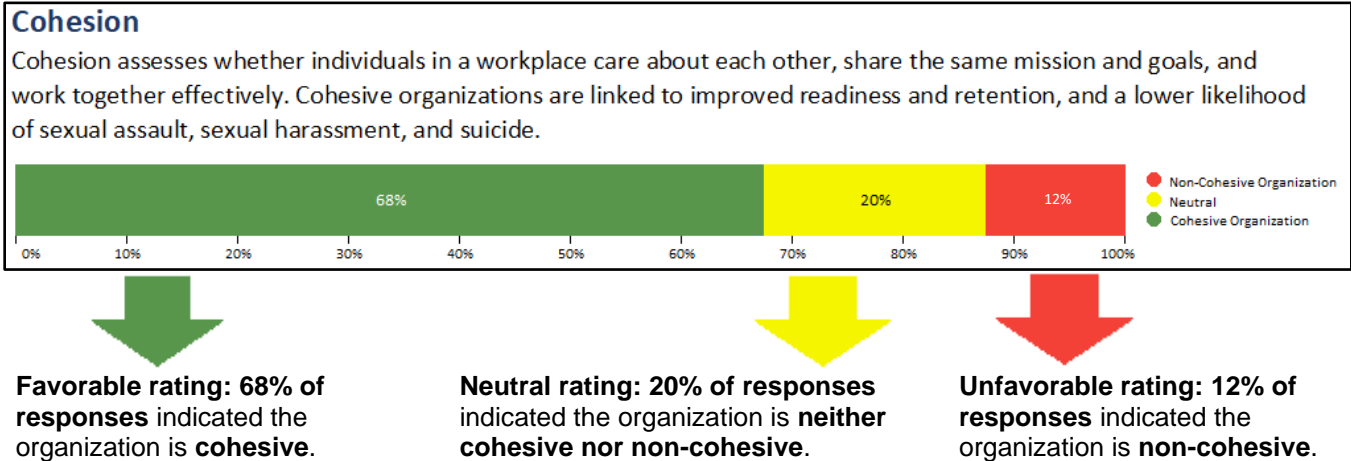
Why is it important?

Unit *Cohesion* is a well-studied topic, particularly as it relates to the Military.[1] Specifically, there are several studies that have looked at unit *Cohesion* and its relation to mental health resilience and better overall military readiness.[2] For example, a study of U.K. Armed Forces examined personnel deployed to high optempo locations in Afghanistan found that individuals who reported strong unit *Cohesion* were more likely to have lower levels of self-reported PTSD symptoms, which the authors argued contributed to better mental health and helped promote military readiness.[1] *Cohesion* has also been found to be a protective factor associated with lower turnover intentions.[3,4] This coincides with a study that examined the military status of active duty Army soldiers 12 months following a return from Iraq deployment. The study found that while Service members are prone to military attrition early in their career, individuals reporting lower levels of unit support (i.e., *Cohesion*) were more than twice as likely to separate from Service as those reporting higher levels of support from their peers and leaders.[5]

Research also shows that unit *Cohesion* within a military setting is a protective factor against sexual assault, sexual harassment, and suicidal ideation.[3,6,7,8] For example, a study that looked at Army National Guard Service members who reported at least one deployment found that greater unit *Cohesion* and support was associated with decreased likelihood of experiencing sexual assault and sexual harassment.[9] A study that looked at U.S. Army soldiers found that while combat exposure was a significant risk factor for suicidal ideation, unit *Cohesion* was a significant protective factor. More specifically, the authors found significant interaction between the two factors (i.e., combat exposure and unit *Cohesion*) indicating that soldiers who experienced greater combat exposure and had higher levels of unit *Cohesion* had relatively lower levels of suicidal ideation, while those who had higher levels of combat exposure and lower unit *Cohesion* were most at risk for suicidal ideation.[10]
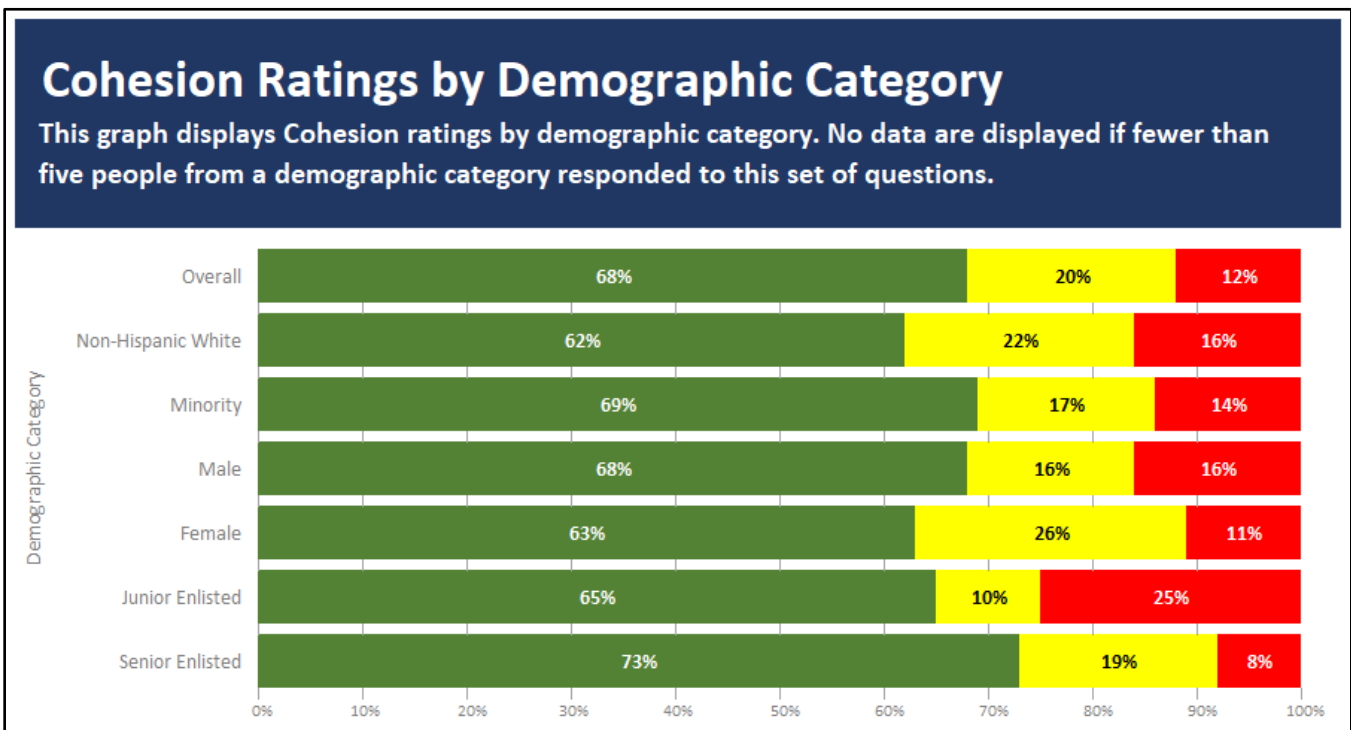
For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Cohesion* in a stacked bar graph showing ratings for **Cohesive Organization**, **Neutral**, and **Non-Cohesive Organization**. Because *Cohesion* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Cohesion

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

Favorable rating: 68% of responses indicated the organization is **cohesive**.	**Neutral rating: 20% of responses** indicated the organization is **neither cohesive nor non-cohesive**.	**Unfavorable rating: 12% of responses** indicated the organization is **non-cohesive**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

Cohesion Ratings by Demographic Category

This graph displays Cohesion ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in

your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 62% of responses from non-Hispanic White participants indicated the organization is cohesive, while 69% of responses from minority participants indicated the organization is cohesive;
- 68% of responses from male participants indicated the organization is cohesive, while 63% of responses from female participants indicated the organization is cohesive;
- 65% of responses from junior enlisted participants indicated the organization is cohesive, while 73% of responses from senior enlisted participants indicated the organization is cohesive.

The neutral ratings (marked in yellow) can be interpreted as:
- 22% of responses from non-Hispanic White participants indicated the organization is neither cohesive nor non-cohesive, while 17% of responses from minority participants indicated the organization is neither cohesive nor non-cohesive;
- 16% of responses from male participants indicated the organization is neither cohesive nor non-cohesive, while 26% of responses from female participants indicated the organization is neither cohesive nor non-cohesive;
- 10% of responses from junior enlisted participants indicated the organization is neither cohesive nor non-cohesive, while 19% of responses from senior enlisted participants indicated the organization is neither cohesive nor non-cohesive.

The unfavorable ratings (marked in red) can be interpreted as:
- 16% of responses from non-Hispanic White participants indicated the organization is not cohesive, while 14% of responses from minority participants indicated the organization is not cohesive;
- 16% of responses from male participants indicated the organization is not cohesive, while 11% of responses from female participants indicated the organization is not cohesive;
- 25% of responses from junior enlisted participants indicated the organization is not cohesive, while 8% of responses from senior enlisted participants indicated the organization is not cohesive.

You may also see trends over time for your *Cohesion* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. It is important to understand differences in roster size and roster composition at different time points as these items may impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ⚠ for your *Cohesion* ratings. This means that your unit's/organization's favorable rating for *Cohesion* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Cohesion* is listed in the table. The alert icon may also appear in the *Cohesion* section of the PDF reports. To identify whether your *Cohesion* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Cohesion* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Cohesion ratings are created by combining responses to two questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Cohesion Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
People in my unit work well as a team.	3% (3)	8% (9)	15% (17)	35% (39)	39% (43)	100% (111)
People in my unit trust each other.	2% (2)	12% (13)	25% (27)	34% (37)	28% (31)	100% (110)
	Non-Cohesive Organization		**Neutral**	**Cohesive Organization**		Total responses **221**
	(3+9+2+13) / 221 = **12%**		(17+27) / 221= **20%**	(39+43+37+31) / 221 = **68%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, nine participants selected *Disagree;* this represents 8% of participants that responded to this question (9/111 = .081 or 8%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 111 people responded to the first question so all percentages in this row use 111 as the denominator. Only 110 people responded to the second question, so all percentages in this row use 110 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Non-Cohesive Organization**, is a combination of all responses of *Strongly Disagree* and *Disagree* from **both** questions in the *Cohesion* scale.
  - For this example, three people strongly disagreed with the first question, while nine disagreed. In addition, two people strongly disagreed with the

second question and 13 disagreed. In total, 27 responses were either *Strongly Disagree* or *Disagree* to these two questions (3+9+2+13 = 27).

- o To produce an overall score for **Non-Cohesive Organization** representing unfavorable reactions to these two questions, the total number of responses (27) is divided by the total number of people who responded to both *Cohesion* questions. 111 people responded to the first question, and 110 the second, for a total of 221 responses to both questions. **This produces a Non-Cohesive Organization rating of 12% (27 / 221 = .1222).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from questions.
  - o For this example, there are 44 *Neither Agree nor Disagree* responses across both questions (17+27 = 44). This total is divided by the total number of responses to all of the questions (44 / 221 = .1991). **This rounds to a Neutral rating of 20%.**

- To create the **favorable** rating, named **Cohesive Organization**, the *Strongly Agree* and *Agree* responses are combined.
  - o For this example, that is 39+43+37+31 = 150 total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to all of the questions (150 / 221 = .6787). **This rounds to a Cohesive Organization rating of 68%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Cohesion* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon ⚠️ to see if your *Cohesion* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Cohesion* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Cohesion* details page to understand which questions may be driving your favorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there is one question that has a lower percentage of participants who selected *Strongly Agree* or *Agree*, this question is the one driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Cohesion*.

3. Examine the bar graph showing the overall favorable rating for *Cohesion* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Cohesion*, this could help you plan actions to increase your favorable rating within areas of your organization.

4. If applicable, review your *Cohesion* favorable rating trends over time. You can view

these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Cohesion

The following resources may be useful as you make plans or take action to improve your *Cohesion* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **14 Ways for Business Leaders to Build Team Cohesion.** Lists ways for leaders to increase cohesion in the workplace.
https://www.forbes.com/sites/forbescoachescouncil/2018/12/28/14-ways-for-business-leaders-to-build-team-cohesion/?sh=62c6f3e57f4f
Resource type: Opinion piece
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Building Team Cohesion in Military Units.** Provides tips on building cohesion within military units.
https://www.hprc-online.org/total-force-fitness/gotmysix/resources/building-team-cohesion-military-units
Resource type: Military endorsed article
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Simon Sinek on Building Trusting Teams in the U.S. Marine Corps.** Describes the importance of leadership in building cohesive, trusting environments in the military.
https://www.youtube.com/watch?v=dQ2vzFKOD5w
Resource type: Video
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Team Building and Unit Cohesion.** Discusses cohesion and team building in military units.
https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2019/October/Team-Building-and-Unit-Cohesion/%20(opinion%20piece,%20but%20still%20think%20it%20works/
Resource type: Opinion piece
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Transformational Leadership and Group Potency in Small Military Units.**
Discusses transformational leadership and cohesion as they relate to military readiness.
https://www.sciencedirect.com/science/article/pii/S1576596216300147
Resource type: Scholarly article
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Unit Cohesion and Military Performance.** Focuses on the relationship between team/unit cohesion and performance in the military.
https://www.law.berkeley.edu/files/csls/Unit_Cohesion_and_Military_Performance_Ch5_MacCoun_Hix.pdf

Resource type: Book chapter
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

Scientific Research References on Cohesion

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What is Connectedness?

Connectedness measures an individual's closeness or belongingness to their unit or organization, and their satisfaction with their relationship to, and support from, others in that unit or organization.[12] This also includes organizational identification which is the degree to which an individual views themselves as a member of the organization and to what extent they experience a sense of oneness with the organization's values, brand, and methods.[14]

The following items are used to assess *Connectedness* on the DEOCS using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding.

- I feel like I belong.
- I feel that there are people I can turn to in times of need.
- I think I make things worse for the people in my life.
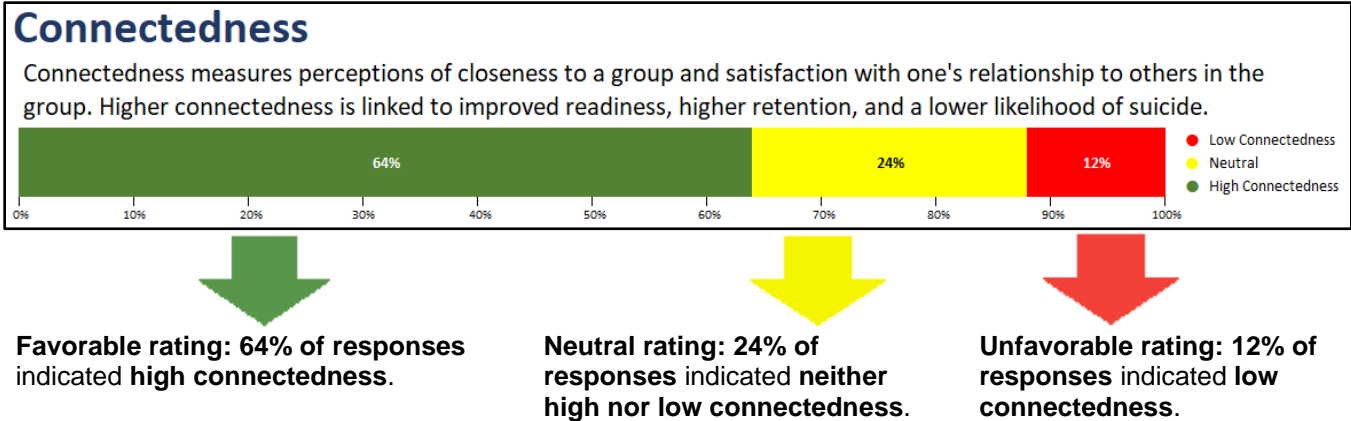- My future seems dark to me.

Why is it important?

Research has shown that *Connectedness* or belongingness is associated with an increase in work performance and lower turnover intentions.[1,2] For example, one study found that strong organizational identification was correlated with lower turnover intentions as well as greater trust and commitment to the organization.[3] Similarly, *Connectedness* was associated with increased effort-related performance among civilian workers while ostracism at work was associated with worse self-rated performance.[4]

Connectedness is also well studied and has been shown to be a significant protective factor for suicidal ideation, particularly in military populations.[5,6,7,8,9] A study that looked at suicide rates in the U.S. Military found that hopelessness and perceived burdensomeness were risk factors more often communicated in suicide notes but not verbally. Thwarted belongingness was the risk factor most often communicated verbally in the suicide note.[10] Additionally, a study to determine the intensity of combat exposure as it relates to suicidal ideation among active duty Air Force personnel found that suicidal ideation was more severe among Airmen above the age of 29 years with high combat exposure and low levels of belongingness.[11] Interpersonal social support—as indicated by availability to speak with someone about problems, perception of identification and ability to socialize with a group, and perceived availability of material aids—was also associated with reduced risk of suicidal ideation among treatment-seeking active duty personnel with posttraumatic stress disorder after deployments in or nearby Iraq or Afghanistan.[12] Finally, a study by the World Health Organizational also found a significant link between hopelessness and suicidal ideation among younger adults.[13]
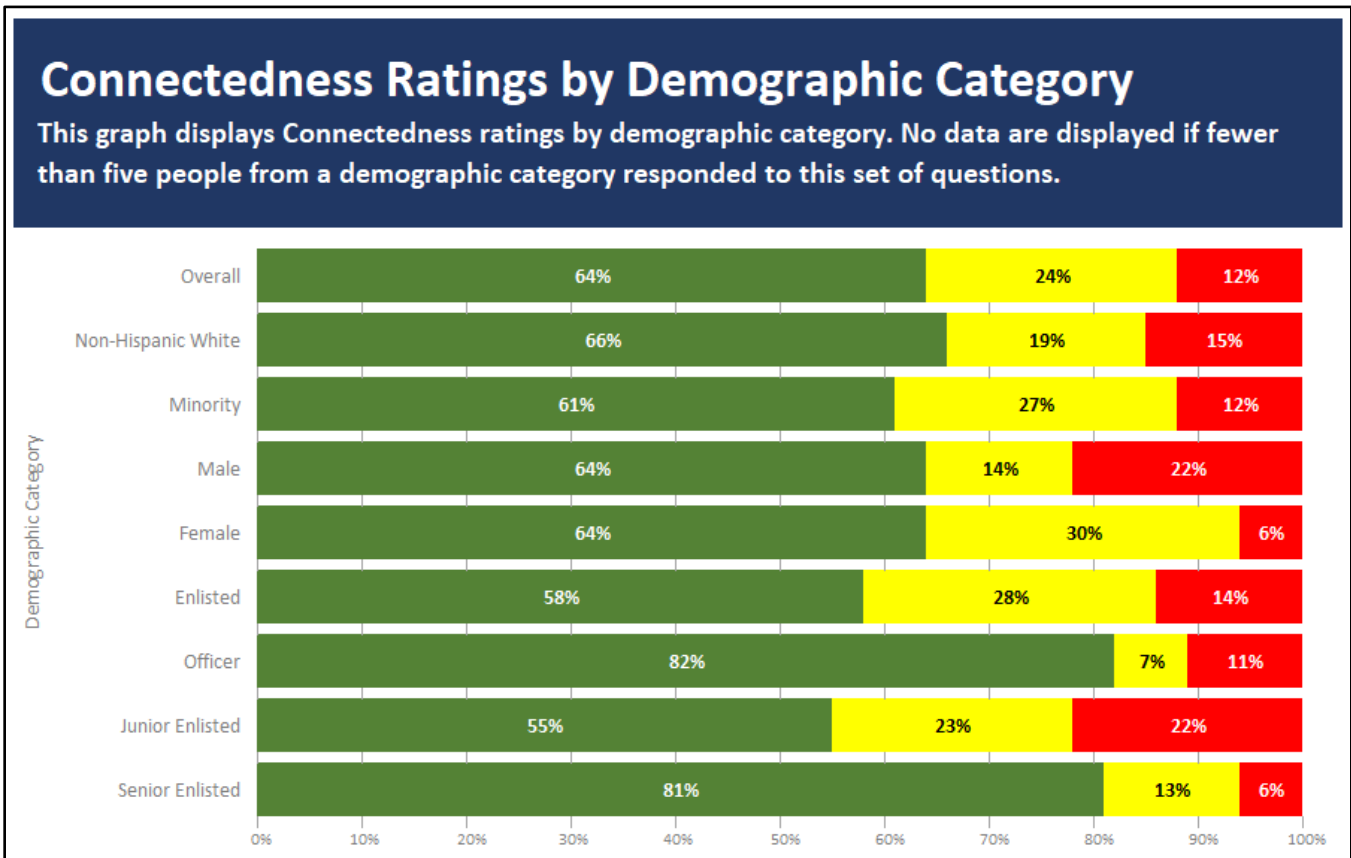
For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Connectedness* in a stacked bar graph showing ratings for **Low Connectedness**, **Neutral**, and **High Connectedness.** Because *Connectedness* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Connectedness

Connectedness measures perceptions of closeness to a group and satisfaction with one's relationship to others in the group. Higher connectedness is linked to improved readiness, higher retention, and a lower likelihood of suicide.

64%	24%	12%

● Low Connectedness
● Neutral
● High Connectedness

Favorable rating: 64% of responses indicated **high connectedness**.

Neutral rating: 24% of responses indicated **neither high nor low connectedness**.

Unfavorable rating: 12% of responses indicated **low connectedness**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

Connectedness Ratings by Demographic Category

This graph displays Connectedness ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	High	Neutral	Low
Overall	64%	24%	12%
Non-Hispanic White	66%	19%	15%
Minority	61%	27%	12%
Male	64%	14%	22%
Female	64%	30%	6%
Enlisted	58%	28%	14%
Officer	82%	7%	11%
Junior Enlisted	55%	23%	22%
Senior Enlisted	81%	13%	6%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have

any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 66% of responses from non-Hispanic White participants indicated high connectedness, while 61% of responses from minority participants indicated high connectedness;
- 64% of responses from male participants indicated high connectedness and 64% of responses from female participants indicated high connectedness;
- 58% of responses from enlisted participants indicated high connectedness, while 82% of responses from officers indicated high connectedness;
- 55% of responses from junior enlisted participants indicated high connectedness, while 81% of responses from senior enlisted participants indicated high connectedness.

The neutral ratings (marked in yellow) can be interpreted as:
- 19% of responses from non-Hispanic White participants indicated neither high nor low connectedness, while 27% of responses from minority participants indicated neither high nor low connectedness;
- 14% of responses from male participants indicated neither high nor low connectedness, while 30% of responses from female participants indicated neither high nor low connectedness;
- 28% of responses from enlisted participants indicated neither high nor low connectedness, while 7% of responses from officers indicated neither high nor low connectedness;
- 23% of responses from junior enlisted participants indicated neither high nor low connectedness, while 13% of responses from senior enlisted participants indicated neither high nor low connectedness.

The unfavorable ratings (marked in red) can be interpreted as:
- 15% of responses from non-Hispanic White participants indicated low connectedness, while 12% of responses from minority participants indicated low connectedness;
- 22% of responses from male participants indicated low connectedness, while 6% of responses from female participants indicated low connectedness;
- 14% of responses from enlisted participants indicated low connectedness, while 11% of responses from officers indicated low connectedness;
- 22% of responses from junior enlisted participants indicated low connectedness, while 6% of responses from senior enlisted participants indicated low connectedness.

You may also see trends over time for your *Connectedness* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. It is important to understand differences in roster size and roster composition at different time points as these items may impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ⚠ for your *Connectedness* ratings. This means that your unit's/organization's favorable rating for *Connectedness* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Connectedness* is listed in the table. The alert icon may also appear in the *Connectedness* section of the PDF reports. To identify whether your *Connectedness* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Connectedness* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Connectedness ratings are created by combining responses to four questions from a five-point *Strongly Agree* to *Strongly Disagree* scale. Two of the four questions that make up this factor are negatively worded, meaning that agreement with these items indicates an unfavorable response. Therefore, these two items need to be reverse coded when calculating factor ratings; they are marked with an asterisk (*) in the table below.

Connectedness Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I feel like I belong.	6% (14)	6% (14)	24% (55)	43% (100)	21% (48)	100% (231)
I feel that there are people I can turn to in times of need.	4% (10)	7% (17)	24% (54)	40% (91)	24% (55)	100% (227)

Connectedness Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
I think I make things worse for the people in my life. *	3% (8)	9% (20)	24% (55)	20% (47)	43% (100)	100% (230)
My future seems dark to me. *	5% (11)	7% (16)	24% (55)	8% (19)	56% (130)	100% (231)

	Low Connectedness	Neutral	High Connectedness	Total responses **919**
	(14+14+10+17+8+20+11+16) / 919 = **12%**	(55+54+55+55) / 919 = **24%**	(100+48+91+55+47+100+19+130) / 919 = **64%**	

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, 14 participants selected *Strongly Disagree*; this represents 6% of participants that responded to this question (14 / 231 = .061 or 6%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above

example, 231 people responded to the first question so all percentages in this row use 231 as the denominator. Only 227 people responded to the second question, so all percentages in this row use 227 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Low Connectedness**, is a combination of all responses of *Strongly Disagree* and *Disagree* from the two positively worded questions and *Strongly Agree* and *Agree* from the two negatively worded questions in the *Connectedness* scale.
  - For this example, 14 people strongly disagreed with the first question and 14 disagreed. In addition, 10 people strongly disagreed with the second question and 17 disagreed. For the two negatively worded questions, a total of 19 people strongly agreed and 36 people agreed. In total, 110 responses were unfavorable to these four questions (14+14+10+17+8+20+11+16 = 110).
  - To produce an overall score for **Low Connectedness** representing unfavorable reactions to these four questions, the total number of responses (110) is divided by the total number of people who responded to all of the *Connectedness* questions. 231 people responded to the first question, 227 to the second, 230 to the third, and 231 to the fourth for a total of 919 responses to all the questions. **This produces a Low Connectedness rating of 12% (110 / 919 = .1197).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from all questions.
  - For this example, there are 219 *Neither Agree nor Disagree* responses across both questions (55+54+55+55 = 219). This total is divided by the total number of responses to all of the questions (219 / 919 = .2383). **This rounds to a Neutral rating of 24%.**

- To create the **favorable** rating, named **High Connectedness**, the *Strongly Agree* and *Agree* responses from the positively worded questions and the *Strongly Disagree* and *Disagree* responses from the negatively worded questions are combined.
  - For this example, that is 100+48+91+55+47+100+19+130 = 590 total responses. This total is divided by the total number of responses to all of the questions (590 / 919 = .6420). **This rounds to a High Connectedness rating of 64%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Connectedness* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon to see if your *Connectedness* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Connectedness* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Connectedness* details page to understand which questions may be driving your favorable rating. This factor is created from four questions, so compare the percentage of participants who selected positive responses

to each question. If there are questions that have a lower percentage of participants who selected positive responses, these are the questions driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Connectedness*.

3. Examine the bar graph showing the overall favorable rating for *Connectedness* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Connectedness*, this could help you plan actions to increase your favorable rating within areas of your organization.

4. If applicable, review your *Connectedness* favorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Connectedness

The following resources may be useful as you make plans or take action to improve your *Connectedness* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **14 Simple Ways to Connect With Your People.** Provides tips for leaders on how to better connect with those they lead.
  https://themilitaryleader.com/14-simple-ways-to-connect-with-your-people/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Connectedness: Key to Organizational Success.** Discusses current barriers to connectedness in the military.
  https://www.af.mil/News/Article-Display/Article/2012518/connectedness-key-to-organizational-success/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Connect to Protect: Support is Within Reach.** Provides a toolkit with guides, documents, and social media tools on connectedness and suicide prevention.
  https://www.dspo.mil/spm/
  Resource Type: Toolkit
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Suicide Prevention Through Connectedness.** Discusses connectedness in the military context and how it is linked to reducing suicide.
  https://www.army.mil/article/249945/suicide_prevention_through_connectedness
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **The Importance of Connectedness.** Discusses how to build and model connectedness for others.

https://www.army.mil/article/238415/the_importance_of_connectedness
Resource type: Opinion piece
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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What is Engagement & Commitment?

Engagement & Commitment measures the extent to which one finds their work fulfilling and is committed to their job and organization.[6] Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do.[5]

The following items are used to assess *Engagement & Commitment* on the DEOCS using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding.
- I am proud of my work.
- My work has a great deal of personal meaning to me.
- I am committed to making the military my career.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Assessment to Solutions web site (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.
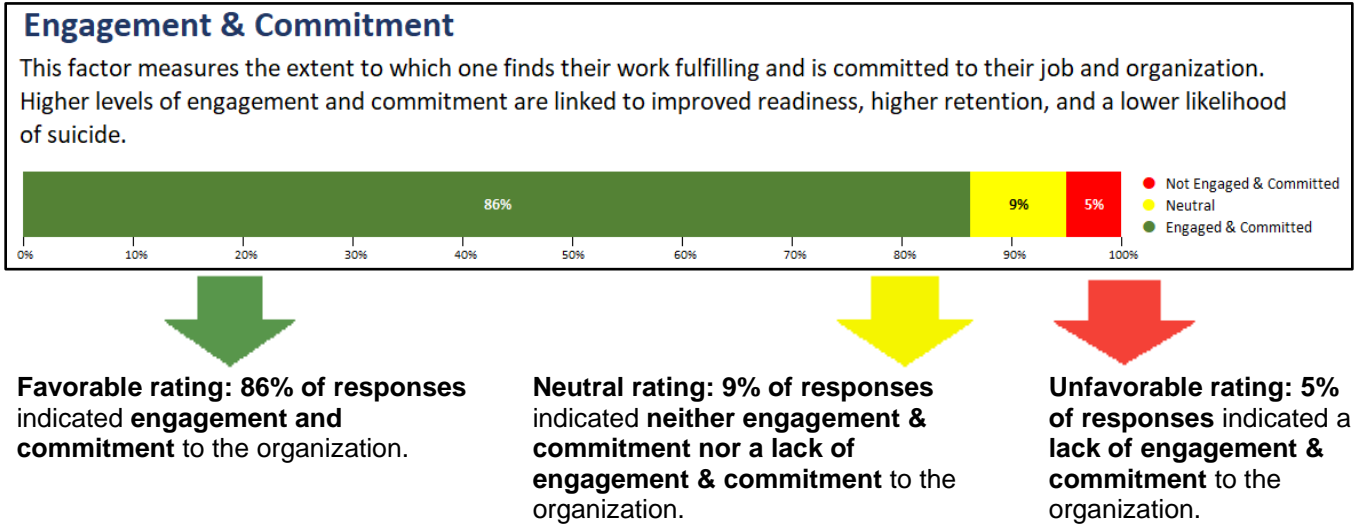
Why is it important?

Research shows that *Engagement & Commitment* is linked to higher retention and readiness in both military environments and civilian workplaces.[1, 2, 3] For example, in a sample of Canadian Armed Forces, one study found that greater engagement was associated with greater retention intentions and indicators of readiness. The authors defined indicators of readiness as trust in teammates, greater willingness to deploy, and less psychological distress.[4] Committed individuals also feel a sense of obligation to the organization, feel connected with their work activities, believe themselves to be able to deal with demands of their job, and have stronger intentions to stay with an organization.[5]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.
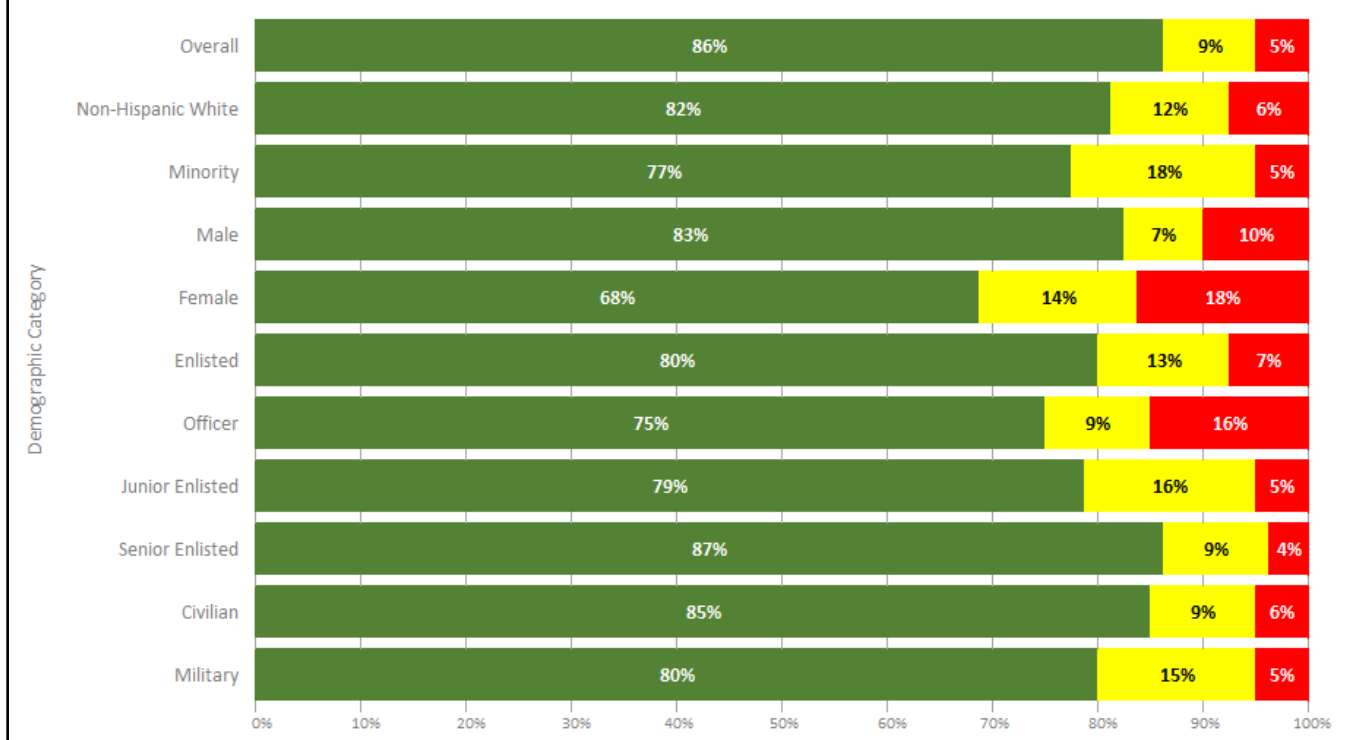
How do I read my factor ratings?

The DEOCS dashboard displays results for *Engagement & Commitment* in a stacked bar graph showing ratings for **Not Engaged & Committed**, **Neutral**, and **Engaged & Committed**. Because *Engagement & Commitment* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Engagement & Commitment

This factor measures the extent to which one finds their work fulfilling and is committed to their job and organization. Higher levels of engagement and commitment are linked to improved readiness, higher retention, and a lower likelihood of suicide.

86%	9%	5%

Legend:
- Not Engaged & Committed
- Neutral
- Engaged & Committed

Favorable rating: 86% of responses indicated **engagement and commitment** to the organization.

Neutral rating: 9% of responses indicated **neither engagement & commitment nor a lack of engagement & commitment** to the organization.

Unfavorable rating: 5% of responses indicated a **lack of engagement & commitment** to the organization.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

Engagement & Commitment Ratings by Demographic Category

This graph displays Engagement & Commitment ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Favorable (Green)	Neutral (Yellow)	Unfavorable (Red)
Overall	86%	9%	5%
Non-Hispanic White	82%	12%	6%
Minority	77%	18%	5%
Male	83%	7%	10%
Female	68%	14%	18%
Enlisted	80%	13%	7%
Officer	75%	9%	16%
Junior Enlisted	79%	16%	5%
Senior Enlisted	87%	9%	4%
Civilian	85%	9%	6%
Military	80%	15%	5%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 82% of responses from non-Hispanic White participants indicated engagement and commitment to the organization, while 77% of responses from minority participants indicated engagement and commitment to the organization;
- 83% of responses from male participants indicated engagement and commitment to the organization, while 68% of responses from female participants indicated engagement and commitment to the organization;
- 80% of responses from enlisted participants indicated engagement and commitment to the organization, while 75% of responses from officers indicated engagement and commitment to the organization;
- 79% of responses from junior enlisted participants indicated engagement and commitment to the organization, while 87% of responses from senior enlisted participants indicated engagement and commitment to the organization;

- 85% of responses from civilian participants indicated engagement and commitment to the organization, while 80% of responses from military participants indicated engagement and commitment to the organization.

The neutral ratings (marked in yellow) can be interpreted as:
- 12% of responses from non-Hispanic White participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 18% of responses from minority participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 7% of responses from male participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 14% of responses from female participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 13% of responses from enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 9% of responses from officers indicated neither engagement and commitment nor a lack of engagement and commitment;
- 16% of responses from junior enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 9% of responses from senior enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 9% of responses from civilian participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 15% of responses from military participants indicated neither engagement and commitment nor a lack of engagement and commitment.

The unfavorable ratings (marked in red) can be interpreted as:
- 6% of responses from non-Hispanic White participants indicated a lack of engagement and commitment to the organization, while 5% of responses from minority participants indicated a lack of engagement and commitment to the organization;
- 10% of responses from male participants indicated a lack of engagement and commitment to the organization, while 18% of responses from female participants indicated a lack of engagement and commitment to the organization;
- 7% of responses from enlisted participants indicated a lack of engagement and commitment to the organization, while 16% of responses from officers indicated a lack of engagement and commitment to the organization;
- 5% of responses from junior enlisted participants indicated a lack of engagement and commitment to the organization, while 4% of responses from senior enlisted participants indicated a lack of engagement and commitment to the organization;
- 6% of responses from civilian participants indicated a lack of engagement and commitment to the organization, while 5% of responses from military participants indicated a lack of engagement and commitment to the organization.

You may also see trends over time for your *Engagement & Commitment* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using four questions on DEOCS 5.0 and is now measured by only three questions.

There were also slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ⚠ for your *Engagement & Commitment* ratings. This means that your unit's/organization's favorable rating for *Engagement & Commitment* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Engagement & Commitment* is listed in the table. The alert icon may also appear in the *Engagement & Commitment* section of the PDF reports. To identify whether your *Engagement & Commitment* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Engagement & Commitment* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Engagement & Commitment ratings are created by combining responses to three questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Engagement & Commitment Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I am proud of my work.	3% (2)	1% (1)	4% (3)	42% (33)	50% (39)	100% (78)
My work has a great deal of personal meaning to me.	0% (0)	1% (1)	11% (9)	38% (30)	49% (39)	100% (79)
I am committed to making the military my career.	5% (4)	5% (4)	11% (9)	19% (15)	59% (47)	100% (79)
	Not Engaged & Committed		**Neutral**	**Engaged & Committed**		Total responses **236**
	(2+1+0+1+4+4) / 236 = **5%**		(3+9+9) / 236 = **9%**	(33+39+30+39+15+ 47) / 236 = **86%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, 33 participants selected *Agree*; this represents 42% of participants that responded to this question (33 / 78 = .423 or 42%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 78 people responded to the first question so all percentages in this row use 78 as the denominator. 79 people responded to the second question, so all percentages in this row use 79 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Not Engaged & Committed**, is a combination of all responses of *Strongly Disagree* and *Disagree* from the **three** questions in the *Engagement & Commitment* scale.
  - For this example, two people strongly disagreed with the first question, while one disagreed. In addition, one person disagreed with the second question, and four people strongly disagreed and four people disagreed with the third question. In total, 12 responses were either *Strongly Disagree* or *Disagree* to these three questions (2+1+0+1+4+4 = 12).
  - To produce an overall score for **Not Engaged & Committed** representing unfavorable reactions to these questions, the total number of responses (12) is divided by the total number of people who responded to all of the *Engagement & Commitment* questions. 78 people responded to the first question, and 79 to the second and third questions for a total of 236 responses. **This produces a Not Engaged & Committed rating of 5% (12 / 236 = .0508).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from all questions.
  - For this example, there are 21 *Neither Agree nor Disagree* responses across the three questions (3+9+9 = 21). This total is divided by the total number of responses to all of the questions (21 / 236 = .0890). **This rounds to a Neutral rating of 9%.**

- To create the **favorable** rating, named **Engaged & Committed**, the *Strongly Agree* and *Agree* responses are combined.
  - For this example, that is 33+39+30+39+15+47 = 203 total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to all of the questions (203 / 236 = .8602). **This rounds to an Engaged & Committed rating of 86%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Engagement & Commitment* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Engagement & Commitment* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Engagement & Commitment* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Engagement & Commitment* details page to

understand which questions may be driving your favorable rating. This factor is created from three questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected *Strongly Agree* or *Agree*, these are the ones driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Engagement & Commitment*.

3. Examine the bar graph showing the overall favorable rating for *Engagement & Commitment* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Engagement & Commitment*, this could help you plan actions to increase your favorable rating within areas of your organization.

4. If applicable, review your *Engagement & Commitment* favorable rating trends over time.

    You can view these trends by clicking on this icon 📈 in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Engagement & Commitment

The following resources may be useful as you make plans or take action to improve your *Engagement & Commitment* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

*   **Developmental Counseling: The Lost Art.** Provides suggestions for conducting a developmental counseling session and explains how these sessions can help military personnel.
    https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2018/November/Counseling/
    Resource type: Opinion piece
    Audience(s): Unit personnel, unit leaders, survey administrator, IPPW personnel

*   **Engaging Soldiers: Leveraging Employee Engagement Strategies to Increase Soldier Productivity, Independence, and Retention.** Discusses engagement-based strategies for improving productivity and retention of military members.
    https://www.armyupress.army.mil/journals/nco-journal/archives/2018/november/engaging-soldiers/
    Resource type: Opinion piece
    Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

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Fairness

What is Fairness?

Fairness is the perception that formal and informal organizational policies, practices, and procedures regarding information sharing, job opportunities, and promotions are based on merit, inclusion, equality, and respect.[10]

The following items are used to assess *Fairness* on the DEOCS using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.
- Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.
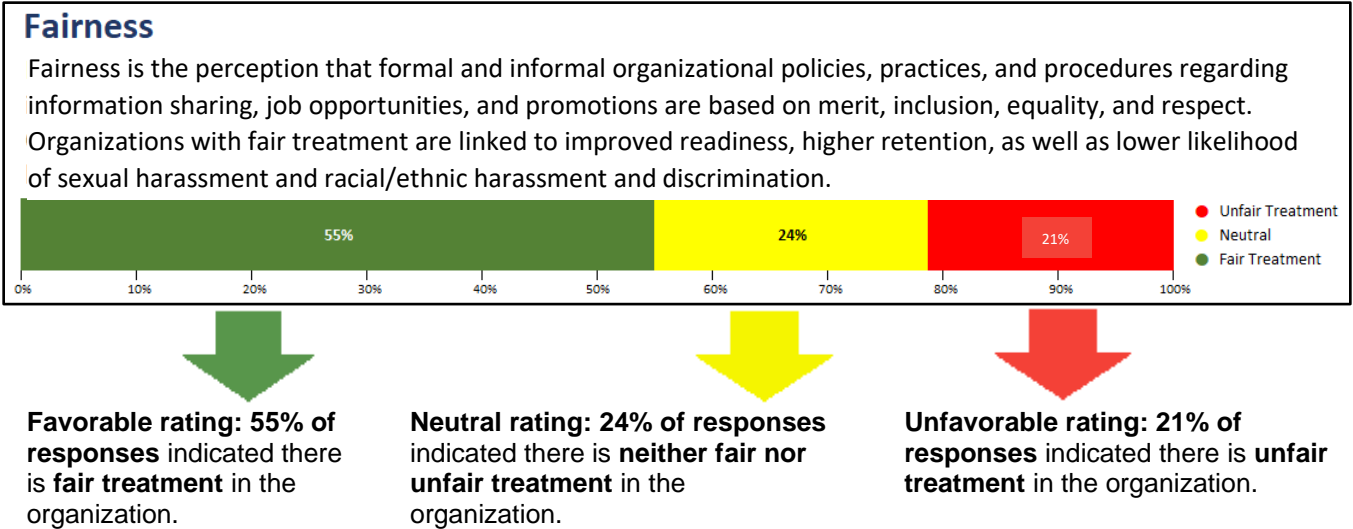- Discipline and criticism are administered fairly.

Why is it important?

Research finds that perceptions of organizational *Fairness* are associated with increased readiness, retention, and likelihood of reduced risk for racial/ethnic harassment/discrimination and sexual harassment. Studies consistently show that employee's positive or negative perceptions of their workgroup and organization depends on their perception of whether their own treatment is the same as those extended to members of other groups. If employees feel they are being treated unfairly, they are more likely to develop a feeling of being undervalued and may withdraw. This can then lead to poor performance and turnover intentions.[1,2] Similarly, a 2014 study found that perceptions of unfair treatment among clusters of employees, such as aging workers or those with disabilities, has been shown to negatively impact workgroup performance and decrease turnover intentions.[3,4] Finally, a study of organizational justice in the federal workplace found that organizational justice was linked to employee satisfaction, loyalty to senior leadership, and cooperation[5], which highlights links to increased work performance and lower risk of turnover intentions.

A broad set of literature finds that perceived organizational *Fairness* climate is correlated with incidences of sexual harassment.[6,7] An employee's perception that their organization is procedurally just and will fairly deal with unacceptable behavior are more likely to have fewer incidences of sexual harassment. As shown in a study of U.K. police officers, participants who reported higher levels of perceived organizational tolerance to harassment and lower perceptions of organizational justice reported experiencing more frequent sexual harassment.[8] Additionally, in a study of military members, when greater value is placed on justice climates there are lower incidences of sexual harassment. The authors suggest that justice climate, when managed successfully, is a protective factor against incidences of sexual harassment.[9]
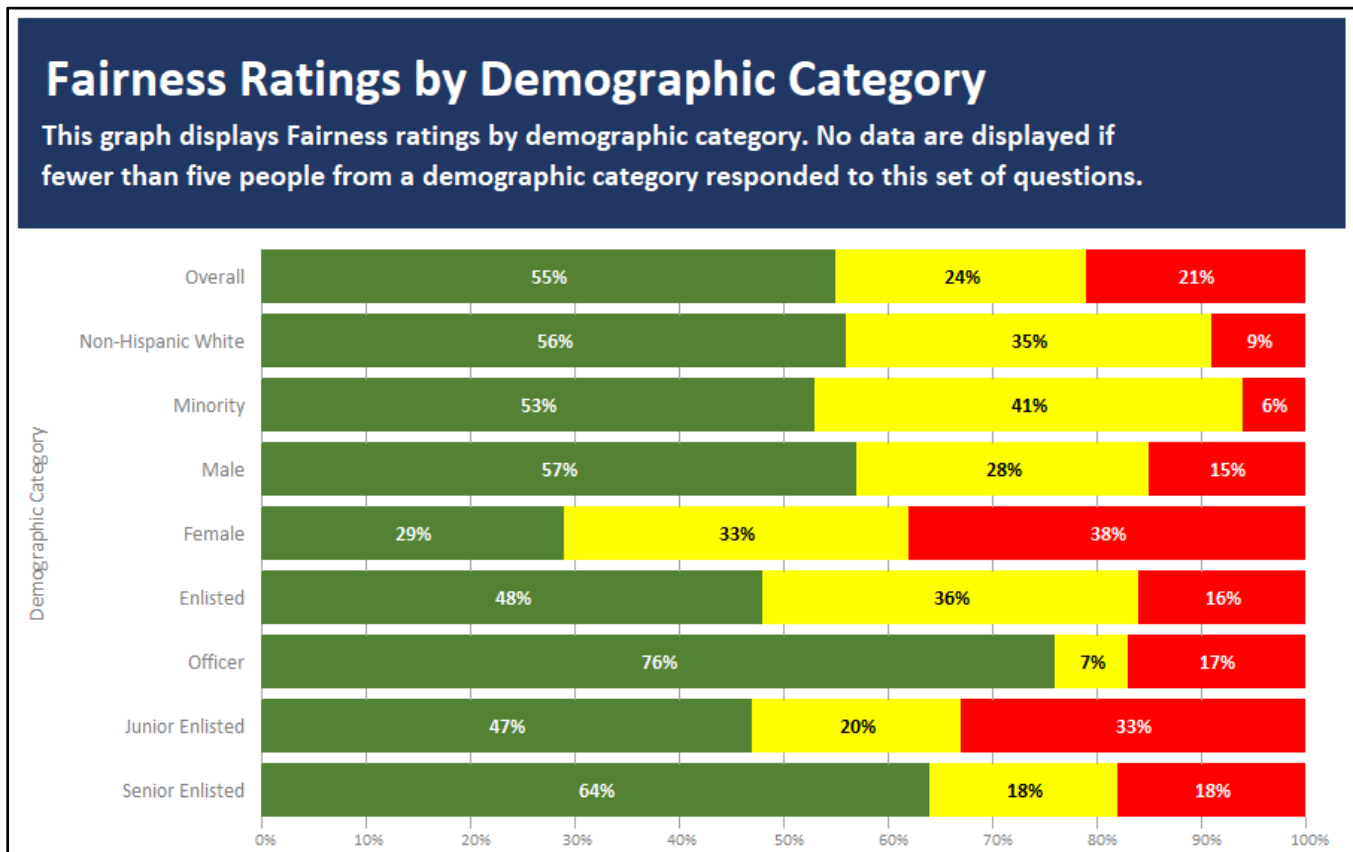
For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Fairness* in a stacked bar graph showing ratings for **Unfair Treatment**, **Neutral**, and **Fair Treatment**. Because *Fairness* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below

Fairness

Fairness is the perception that formal and informal organizational policies, practices, and procedures regarding information sharing, job opportunities, and promotions are based on merit, inclusion, equality, and respect. Organizations with fair treatment are linked to improved readiness, higher retention, as well as lower likelihood of sexual harassment and racial/ethnic harassment and discrimination.

55%	24%	21%

Legend:
- 🔴 Unfair Treatment
- 🟡 Neutral
- 🟢 Fair Treatment

Favorable rating: 55% of responses indicated there is **fair treatment** in the organization.

Neutral rating: 24% of responses indicated there is **neither fair nor unfair treatment** in the organization.

Unfavorable rating: 21% of responses indicated there is **unfair treatment** in the organization.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

Fairness Ratings by Demographic Category

This graph displays Fairness ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Fair Treatment	Neutral	Unfair Treatment
Overall	55%	24%	21%
Non-Hispanic White	56%	35%	9%
Minority	53%	41%	6%
Male	57%	28%	15%
Female	29%	33%	38%
Enlisted	48%	36%	16%
Officer	76%	7%	17%
Junior Enlisted	47%	20%	33%
Senior Enlisted	64%	18%	18%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories

for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 56% of responses from non-Hispanic White participants indicated fair treatment, while 53% of responses from minority participants indicated fair treatment;
- 57% of responses from male participants indicated fair treatment, while 29% of responses from female participants indicated fair treatment;
- 48% of responses from enlisted participants indicated fair treatment, while 76% of responses from officers indicated fair treatment;
- 47% of responses from junior enlisted participants indicated fair treatment, while 64% of responses from senior enlisted participants indicated fair treatment.

The neutral ratings (marked in yellow) can be interpreted as:
- 35% of responses from non-Hispanic White participants indicated neither fair nor unfair treatment, while 41% of responses from minority participants indicated neither fair nor unfair treatment;
- 28% of responses from male participants indicated neither fair nor unfair treatment, while 33% of responses from female participants indicated neither fair nor unfair treatment;
- 36% of responses from enlisted participants indicated neither fair nor unfair treatment, while 7% of responses from officers indicated neither fair nor unfair treatment;
- 20% of responses from junior enlisted participants indicated neither fair nor unfair treatment, while 18% of responses from senior enlisted participants indicated neither fair nor unfair treatment.

The unfavorable ratings (marked in red) can be interpreted as:
- 9% of responses from non-Hispanic White participants indicated unfair treatment, while 6% of responses from minority participants indicated unfair treatment;
- 15% of responses from male participants indicated unfair treatment, while 38% of responses from female participants indicated unfair treatment;
- 16% of responses from enlisted participants indicated unfair treatment, while 17% of responses from officers indicated unfair treatment;
- 33% of responses from junior enlisted participants indicated unfair treatment, while 18% of responses from senior enlisted participants indicated unfair treatment.

You may also see trends over time for your *Fairness* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. It is important to understand differences in roster size and roster composition at different time points as these items may impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please

see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ⚠ for your *Fairness* ratings. This means that your unit's/organization's favorable rating for *Fairness* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Fairness* is listed in the table. The alert icon may also appear in the *Fairness* section of the PDF reports. To identify whether your *Fairness* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Fairness* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Fairness ratings are created by combining responses to two questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Fairness Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	9% (18)	11% (22)	26% (54)	34% (70)	21% (43)	100% (207)
Discipline and criticism are administered fairly.	4% (19)	14% (29)	22% (45)	19% (40)	36% (75)	100% (208)
	Unfair Treatment		**Neutral**	**Fair Treatment**		Total responses **415**
	(18+22+19+29) / 415 = **21%**		(54+45) / 415 = **24%**	(70+43+40+75) / 415 = **55%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, 22 participants selected *Disagree*; this represents 11% of participants that responded to this question (22 / 207 = .106 or 11%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 207 people responded to the first question so all percentages in this row use 207 as the denominator. 208 people responded to the second question, so all percentages in this row use 208 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Unfair Treatment**, is a combination of all responses of *Strongly Disagree* and *Disagree* from **both** questions.

- For this example, 18 people strongly disagreed with the first question, while 22 disagreed. In addition, 19 people strongly disagreed with the second question and 29 disagreed. In total, 88 responses were either *Strongly Disagree* or *Disagree* to these two questions (18+22+19+29 = 88).
- To produce an overall score for **Unfair Treatment** representing unfavorable reactions to these two questions, the total number of responses (88) is divided by the total number of people who responded to both *Fairness* questions. 207 people responded to the first question, and 208 the second, for a total of 415 responses to both questions. **This produces an Unfair Treatment rating of 21% (88 / 415 = .2120).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from both questions.
  - For this example, there are 99 *Neither Agree nor Disagree* responses across both questions (54+45 = 99). This total is divided by the total number of responses to all of the questions (99 / 415 = .2386). **This rounds to a Neutral rating of 24%.**

- To create the **favorable** rating, named **Fair Treatment**, the *Strongly Agree* and *Agree* responses are combined.
  - For this example, that is 70+43+40+75 = 228 total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to all of the questions (228 / 415 = .5494). **This rounds to a Fair Treatment rating of 55%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Fairness* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Fairness* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Fairness* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Fairness* details page to understand which questions may be driving your favorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there is one question that has a lower percentage of participants who selected *Strongly Agree* or *Agree*, this question is the one driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Fairness*.

3. Examine the bar graph showing the overall favorable rating for *Fairness* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Fairness*, this could help you plan actions to increase your favorable rating within areas of your organization.

4. If applicable, review your *Fairness* favorable rating trends over time. You can view these trends by clicking on this icon ![icon] in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Fairness

The following resources may be useful as you make plans or take action to improve your *Fairness* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **DoD Board on Diversity and Inclusion Report.** Provides a summary of and recommendations for improving diversity and inclusion in the military. https://media.defense.gov/2020/Dec/18/2002554852/-1/-1/0/DOD-DIVERSITY-AND-INCLUSION-FINAL-BOARD-REPORT.PDF
Resource type: Report
Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Insights from the Marine Corps Organizational Culture Research: Implicit and Explicit Perceptions of Fairness.** Discusses fairness and equity and provides strategies for increasing each. https://apps.dtic.mil/sti/pdfs/AD1079415.pdf
Resource type: Scholarly report
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

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What is Inclusion?

Inclusion indicates whether individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Inclusive work environments ensure that it is safe for an individual to voice their different opinions, perspectives, and/or suggestions.[6]

The following items are used to assess *Inclusion* on the DEOCS using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

- People in my unit believe that everyone has value, regardless of their sex, race or ethnicity, or sexual orientation.
- People in my unit build on each other's ideas and thoughts during the decision-making process.
- People in my unit would speak up if someone was being excluded.
- People in my unit believe that communication goes up and down the unit chain of command.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.

Why is it important?

Prior research finds that inclusive work environments are linked to reduced risk of racial/ethnic harassment/discrimination and turnover intentions as well as increased readiness.[1,2,3] For example, when employees perceive that their organizations are committed to *Inclusion* and diversity, they are likely to be more satisfied, have strong attachments to their organizations, perform better overall, and have reduced turnover intentions.[4,5] Similarly, when members of an organization feel safe to voice suggestions and feel listened to, they are more adaptable to changes in the organization[6], a fundamental aspect of military readiness. For example, a 2014 study of U.S. military personnel found that workgroups that have a positive perception of diversity climate within their organizations also had increased job satisfaction, reduced turnover intentions, and were less at risk of experiencing incidences of racial/ethnic harassment/discrimination.[7]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Inclusion* in a stacked bar graph showing ratings for **Non-inclusive Organization**, **Neutral**, and **Inclusive Organization**. Because *Inclusion* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Inclusion

Inclusion indicates whether individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Inclusive organizations are linked to a lower likelihood of racial/ethnic harassment and discrimination, improved readiness, and higher retention.

65%	23%	12%

● Non-Inclusive Organization
● Neutral
● Inclusive Organization
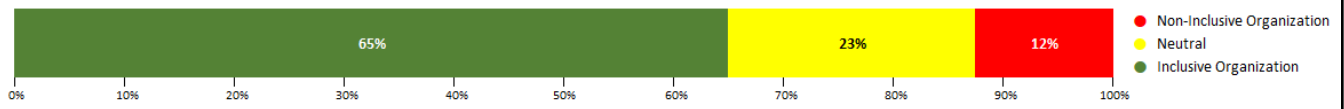
Favorable rating: 65% of responses indicated the organization is **inclusive**.

Neutral rating: 23% of responses indicated the organization is **neither inclusive nor non-inclusive**.

Unfavorable rating: 12% of responses indicated the organization is **non-inclusive**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

Inclusion Ratings by Demographic Category

This graph displays Inclusion ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Favorable	Neutral	Unfavorable
Overall	65%	23%	12%
Non-Hispanic White	69%	21%	10%
Minority	61%	17%	22%
Enlisted	47%	34%	19%
Officer	66%	24%	10%
Junior Enlisted	47%	27%	26%
Senior Enlisted	64%	21%	15%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:

- 69% of responses from non-Hispanic White participants indicated the organization is inclusive, while 61% of responses from minority participants indicated the organization is inclusive;

- 47% of responses from enlisted participants indicated the organization is inclusive, while 66% of responses from officers indicated the organization is inclusive;
- 47% of responses from junior enlisted participants indicated the organization is inclusive, while 64% of responses from senior enlisted participants indicated the organization is inclusive.

The neutral ratings (marked in yellow) can be interpreted as:
- 21% of responses from non-Hispanic White participants indicated the organization is neither inclusive nor non-inclusive, while 17% of responses from minority participants indicated the organization is neither inclusive nor non-inclusive;
- 34% of responses from enlisted participants indicated the organization is neither inclusive nor non-inclusive, while 24% of responses from officers indicated the organization is neither inclusive nor non-inclusive;
- 27% of responses from junior enlisted participants indicated the organization is neither inclusive nor non-inclusive, while 21% of responses from senior enlisted participants indicated the organization is neither inclusive nor non-inclusive.

The unfavorable ratings (marked in red) can be interpreted as:
- 10% of responses from non-Hispanic White participants indicated the organization is not inclusive, while 22% of responses from minority participants indicated the organization is not inclusive;
- 19% of responses from enlisted participants indicated the organization is not inclusive, while 10% of responses from officers indicated the organization is not inclusive;
- 26% of responses from junior enlisted participants indicated the organization is not inclusive, while 15% of responses from senior enlisted participants indicated the organization is not inclusive.

You may also see trends over time for your *Inclusion* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using six questions on DEOCS 5.0 and is now measured by only four questions. There were also slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard..

Finally, you may see an alert for your *Inclusion* ratings. This means that your unit's/organization's favorable rating for *Inclusion* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Inclusion* is listed in the table. The alert icon may also appear in the *Inclusion* section of the PDF reports. To identify whether your *Inclusion* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Inclusion* is below the cut-off score, this icon will appear

in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Inclusion ratings are created by combining responses to four questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Inclusion Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
People in my unit believe that communication goes up and down the unit chain of command.	4% (4)	9% (8)	22% (20)	49% (45)	16% (15)	100% (92)
People in my unit believe that everyone has value, regardless of their sex, race or ethnicity, or sexual orientation.	4% (4)	8% (7)	11% (10)	35% (31)	42% (37)	100% (89)
People in my unit build on each other's ideas and thoughts during the decision-making process.	4% (4)	8% (7)	26% (24)	40% (37)	22% (20)	100% (92)
People in my unit would speak up if someone was being excluded.	4% (4)	7% (6)	33% (30)	35% (32)	22% (20)	100% (92)
	Non-Inclusive Organization		**Neutral**	**Inclusive Organization**		Total responses **365**
	(4+8+4+7+4+7+4+6) / 365 = **12%**		(20+10+24+30) / 365 = **23%**	(45+15+31+37+37+20+32 +20) / 365 = **65%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, eight participants selected *Disagree*; this represents 9% of participants that responded to this question (8 / 92 = .087 or 9%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 92 people responded to the first question so all percentages in this row use 92 as the denominator. Only 89 people responded to the second question, so all percentages in this row use 89 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Non-inclusive Organization**, is a combination of all responses of *Strongly Disagree* and *Disagree* from the **four** questions in the *Inclusion* scale.
  - For this example, four people strongly disagreed with the first question, while

eight disagreed. In addition, four people strongly disagreed with the second question and seven disagreed. This process continues for each of the four questions. In total, 44 responses were either *Strongly Disagree* or *Disagree* to these four questions (4+8+4+7+4+7+4+6 = 44).

- o To produce an overall score for **Non-inclusive Organization** representing unfavorable reactions to these four questions, the total number of responses (44) is divided by the total number of people who responded to all of the *Inclusion* questions. 92 people responded to the first question, 89 the second, and so on for a total of 365 responses to all questions. **This produces a Non-inclusive Organization rating of 12% (44 / 365 = .1205).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from all questions.
  - o For this example, there are 84 *Neither Agree nor Disagree* responses across all four questions (20+10+24+30 = 84). This total is divided by the total number of responses to all of the questions (84 / 365 = .2301). **This rounds to a Neutral rating of 23%.**

- To create the **favorable** rating, named **Inclusive Organization**, the *Strongly Agree* and *Agree* responses are combined.
  - o For this example, that is 45+15+31+37+37+20+32+20 = 237 total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to all of the questions (237 / 365 = .6493). **This rounds to an Inclusive Organization rating of 65%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Inclusion* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Inclusion* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Inclusion* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Inclusion* details page to understand which questions may be driving your favorable rating. This factor is created from four questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected *Strongly Agree* or *Agree*, these questions are driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Inclusion*.

3. Examine the bar graph showing the overall favorable rating for *Inclusion* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Inclusion*, this could help you plan actions to increase your favorable rating within areas of your organization.

4. If applicable, review your *Inclusion* favorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Inclusion

The following resources may be useful as you make plans or take action to improve your *Inclusion* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Addressing Barriers to Female Officer Retention in the Air Force.** Discusses strategies for and the corresponding research behind integrating women into combat units.
  https://doi.org/10.7249/RR2073
  Resource type: Scholarly report
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Air Force Commander's Guide to Diversity and Inclusion.** Provides guidance for military officers on fostering diversity and inclusion within their unit.
  https://www.rand.org/content/dam/rand/pubs/tools/TL100/TL189/RAND_TL189.pdf
  Resource type: Guide
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Diversity and Inclusion: Resource List.** List of books and videos that provide information on diversity and inclusion and tools for facilitating an inclusive environment.
  https://www.af.mil/Portals/1/images/diversity/D-I_Resource_Handout_Aug2021_v2.pdf
  Resource type: Resource list
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **DoD Board on Diversity and Inclusion Report.** Provides a summary and recommendations on diversity and inclusion in the military.
  https://media.defense.gov/2020/Dec/18/2002554852/-1/-1/0/DOD-DIVERSITY-AND-INCLUSION-FINAL-BOARD-REPORT.PDF
  Resource type: Report
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Culture, Gender, and Women in the Military: Implications for Interactional Humanitarian Law Compliance.** Summarizes and links to a report that discusses women's experiences in the military and provides policy recommendations.
  https://giwps.georgetown.edu/resource/culture-gender-and-women-in-the-military/
  Resource type: Scholarly report
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Inclusion: Diversity Management 2.0.** Discusses inclusion and proposes that organizations should move beyond traditional diversity management initiatives and toward inclusion.

Resource type: Book chapter
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Seek to Understand: Microaggressions.** Features a short military training video on microaggressions. A Service member shares their story and explains the impact of microaggressions on underrepresented individuals.
https://www.af.mil/News/Article-Display/Article/2314621/watch-seek-to-understand-microaggressions/watch-seek-to-understand-microaggressions/
Resource type: Video
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Women Warriors: The Ongoing Story of Integrating and Diversifying the American Armed Forces.** Provides historical background on women in the military and makes recommendations for expanding inclusion of women in the military in the future.
https://www.brookings.edu/essay/women-warriors-the-ongoing-story-of-integrating-and-diversifying-the-armed-forces/
Resource type: Opinion piece
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

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What is Leadership Support?

Leadership Support is the perception that leaders build trust, encourage goal attainment and professional development, promote effective communication, and support teamwork.[5]

The DEOCS asks participants to rate their immediate supervisor on *Leadership Support*. The following items are used to assess *Leadership Support* using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.
- I have trust and confidence in my immediate supervisor.
- My immediate supervisor listens to what I have to say.
- My immediate supervisor treats me with respect.
- My immediate supervisor cares about my personal well-being.
- My immediate supervisor provides me with opportunities to demonstrate my leadership skills.
- I would not experience reprisal or retaliation from my immediate supervisor if I went to them with concerns.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.

Why is it important?

Research consistently shows that *Leadership Support* has an influence on readiness[1] and retention.[2,3,4] A systematic narrative review of 50 studies showed that lack of *Leadership Support* can cause a significant health hazard in the military work environment and can negatively impact performance and increase turnover intentions.[5] Similarly, a study of military employees found that supervisor support had a direct impact on the employee's mental health and turnover intentions. More specifically, increased supervisor support was linked to lower mental health issues (i.e., headaches, mental confusion) and higher retention intentions.[6] This coincides with a study that examined the military status of active duty Army soldiers 12 months following a return from Iraq deployment. The study found that while Service members are prone to military attrition early in their career, individuals reporting lower levels of leader support were more than twice as likely to separate from Service as those reporting higher levels of support from their peers and leaders.[7]
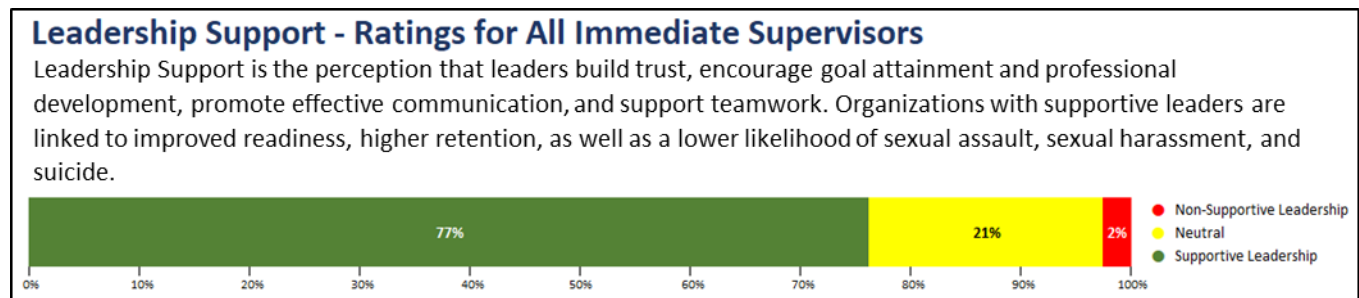
Research also links *Leadership Support* as a protective factor against sexual harassment, sexual assault, and suicidal ideation. For example, a study looking at harassment by leaders found that perceived positive *Leadership Support* was associated with establishing an ethical organizational climate which was associated with promoting formal sexual harassment policies through action.[8] Similarly, a lack of perceived *Leadership Support* was shown to be associated with an increased risk for sexual assault within the unit and sexual harassment at the individual level.[9] *Leadership Support* was also noted as a protective factor against suicidal behaviors. A study of Army National Guard soldiers found that perceiving unit leaders as

those who the solider might trust and confide was associated with reduced suicidal behaviors.[10]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Leadership Support* in a stacked bar graph showing ratings for **Non-Supportive Leadership**, **Neutral**, and **Supportive Leadership**. Because *Leadership Support* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:
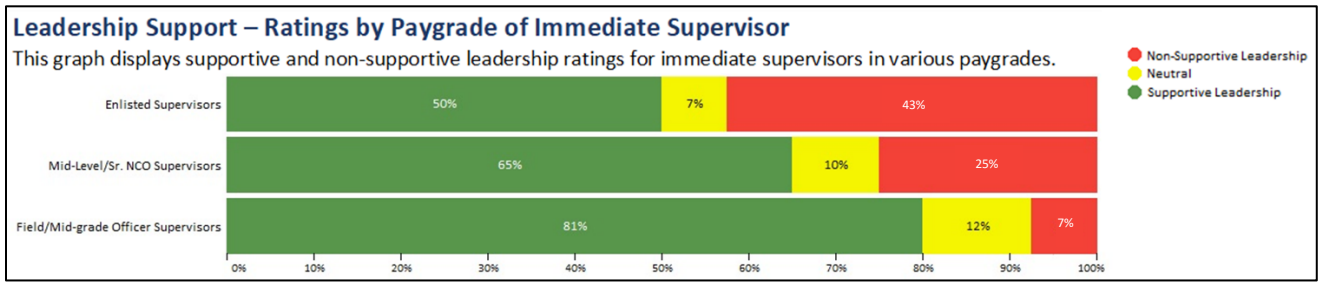

Leadership Support - Ratings for All Immediate Supervisors

Leadership Support is the perception that leaders build trust, encourage goal attainment and professional development, promote effective communication, and support teamwork. Organizations with supportive leaders are linked to improved readiness, higher retention, as well as a lower likelihood of sexual assault, sexual harassment, and suicide.

● Non-Supportive Leadership
● Neutral
● Supportive Leadership

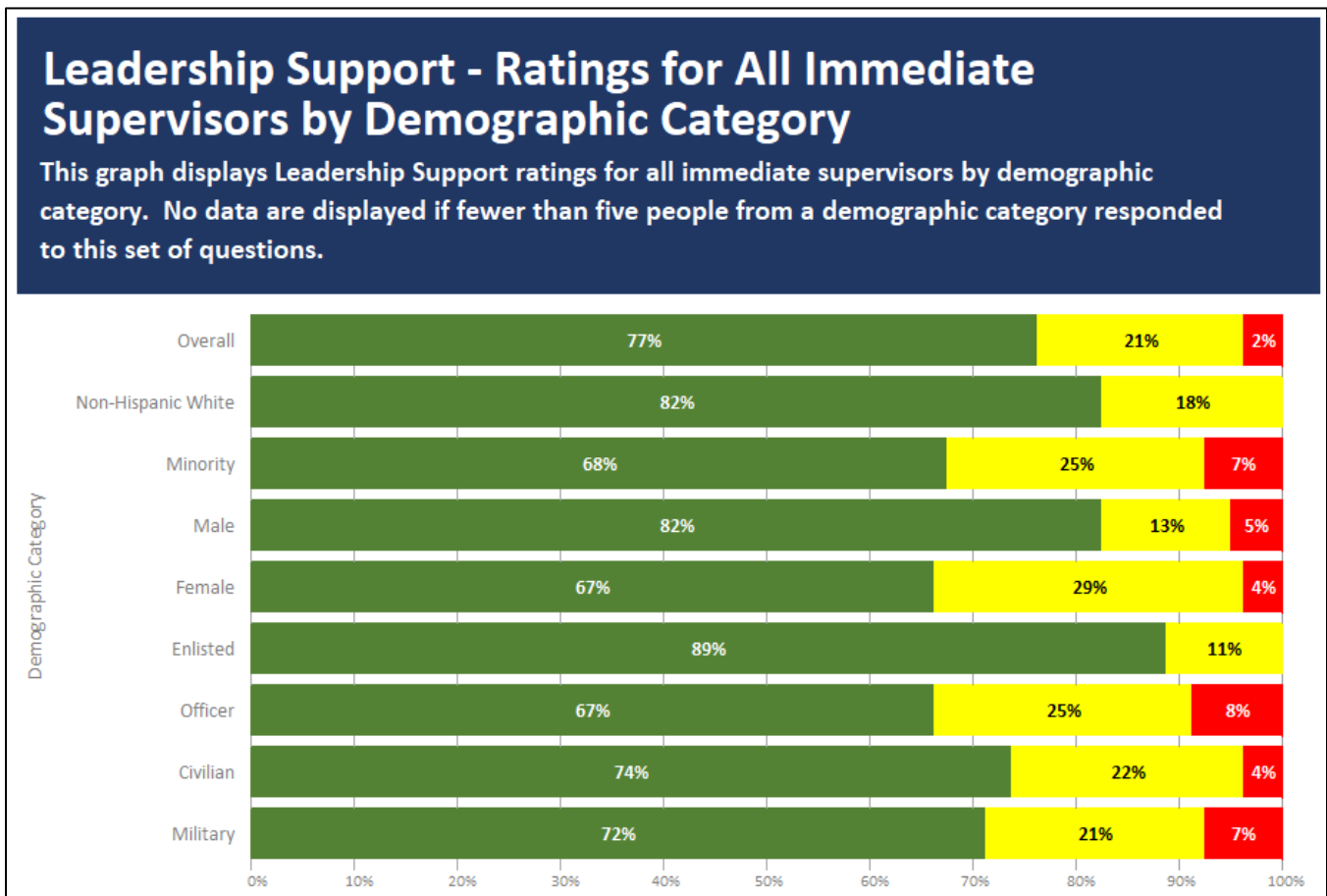**Favorable rating: 77% of responses** indicated the immediate supervisor is a **supportive leader**.

Neutral rating: 21% of responses indicated the immediate supervisor is **neither a supportive nor non-supportive leader**.

Unfavorable rating: 2% of responses indicated the immediate supervisor is **not a supportive leader**.

If your unit/organization had enough participants, you may also see these ratings broken down by paygrade of immediate supervisor in additional stacked bar graphs. On the survey, participants were asked to select the paygrade of their immediate supervisor and at least five responses were needed in order to display these results. For example, if you see *Leadership Support* ratings for enlisted supervisors, this means that at least five participants indicated their immediate supervisor was an enlisted member and answered the six questions about *Leadership Support*. If your unit/organization has immediate supervisors who are enlisted members, but you do not see ratings for them, it may be because there were fewer than five participants who indicated their immediate supervisor was an enlisted member.

The example below shows results for multiple paygrades of immediate supervisors, including enlisted supervisors, mid-level or senior NCO supervisors, and field or mid-grade officer supervisors. An example of how to read these ratings is provided for field or mid-grade officer supervisors, but the other paygrades can be interpreted in a similar manner.

Leadership Support – Ratings by Paygrade of Immediate Supervisor

This graph displays supportive and non-supportive leadership ratings for immediate supervisors in various paygrades.

Legend: Non-Supportive Leadership (red), Neutral (yellow), Supportive Leadership (green)

Paygrade	Supportive	Neutral	Non-Supportive
Enlisted Supervisors	50%	7%	43%
Mid-Level/Sr. NCO Supervisors	65%	10%	25%
Field/Mid-grade Officer Supervisors	81%	12%	7%

Favorable rating: 81% of responses indicated the field or mid-grade officer supervisors are **supportive leaders**.

Neutral rating: 12% of responses indicated the field or mid-grade officer supervisors are **neither supportive nor non-supportive leaders**.

Unfavorable rating: 7% of responses indicated the field or mid-grade officer supervisors are **not supportive leaders**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

Leadership Support - Ratings for All Immediate Supervisors by Demographic Category

This graph displays Leadership Support ratings for all immediate supervisors by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Supportive	Neutral	Non-Supportive
Overall	77%	21%	2%
Non-Hispanic White	82%	18%	
Minority	68%	25%	7%
Male	82%	13%	5%
Female	67%	29%	4%
Enlisted	89%	11%	
Officer	67%	25%	8%
Civilian	74%	22%	4%
Military	72%	21%	7%

The first bar will always show the overall results and will be the same percentages that are

shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 82% of responses from non-Hispanic White participants indicated the immediate supervisor is a supportive leader, while 68% of responses from minority participants indicated the immediate supervisor is a supportive leader;
- 82% of responses from male participants indicated the immediate supervisor is a supportive leader, while 67% of responses from female participants indicated the immediate supervisor is a supportive leader;
- 89% of responses from enlisted participants indicated the immediate supervisor is a supportive leader, while 67% of responses from officers indicated the immediate supervisor is a supportive leader;
- 74% of responses from civilian participants indicated the immediate supervisor is a supportive leader, while 72% of responses from military participants indicated the immediate supervisor is a supportive leader.

The neutral ratings (marked in yellow) can be interpreted as:
- 18% of responses from non-Hispanic White participants indicated the immediate supervisor is neither supportive nor non-supportive, while 25% of responses from minority participants indicated the immediate supervisor is neither supportive nor non-supportive;
- 13% of responses from male participants indicated the immediate supervisor is neither supportive nor non-supportive, while 29% of responses from female participants indicated the immediate supervisor is neither supportive nor non-supportive;
- 11% of responses from enlisted participants indicated the immediate supervisor is neither supportive nor non-supportive, while 25% of responses from officers indicated the immediate supervisor is neither supportive nor non-supportive;
- 22% of responses from civilian participants indicated the immediate supervisor is neither supportive nor non-supportive, while 21% of responses from military participants indicated the immediate supervisor is neither supportive nor non-supportive.

The unfavorable ratings (marked in red) can be interpreted as:
- 0% of responses from non-Hispanic White participants indicated the immediate supervisor is not a supportive leader, while 7% of responses from minority participants indicated the immediate supervisor is not a supportive leader;
- 5% of responses from male participants indicated the immediate supervisor is not a supportive leader, while 4% of responses from female participants indicated the immediate supervisor is not a supportive leader;
- 0% of responses from enlisted participants indicated the immediate supervisor is not a supportive leader, while 8% of responses from officers indicated the immediate supervisor is not a supportive leader;
- 4% of responses from civilian participants indicated the immediate supervisor is not a supportive leader, while 7% of responses from military participants indicated the immediate supervisor is not a supportive leader.

You may also see trends over time for your *Leadership Support* favorable ratings if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using nine questions on DEOCS 5.0 and is now measured by only six questions. There were also slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Leadership Support* ratings for immediate supervisors. This means that your unit's/organization's favorable rating for *Leadership Support* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Leadership Support* is listed in the table. The alert icon may also appear in the *Leadership Support* section of the PDF reports. To identify whether your *Leadership Support* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Leadership Support* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Leadership Support ratings for all immediate supervisors are created by combining responses to six questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Leadership Support Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I have trust and confidence in my immediate supervisor.	1% (3)	1% (5)	24% (108)	46% (206)	28% (124)	100% (446)
My immediate supervisor listens to what I have to say.	1% (4)	2% (7)	23% (102)	43% (193)	32% (142)	100% (448)
My immediate supervisor treats me with respect.	1% (5)	0% (2)	14% (62)	55% (243)	30% (132)	100% (444)
My immediate supervisor cares about my personal well-being.	1% (6)	1% (3)	19% (85)	49% (217)	30% (131)	100% (442)
My immediate supervisor provides me with opportunities to demonstrate my leadership skills.	1% (4)	1% (5)	24% (107)	30% (132)	44% (196)	100% (444)
I would not experience reprisal or retaliation from my immediate supervisor if I went to them with concerns.	1% (6)	1% (5)	22% (98)	31% (137)	45% (200)	100% (446)
	Non-Supportive Leadership	**Neutral**	**Supportive Leadership**			Total responses **2,670**
	55 / 2,670 = **2%**	562 / 2,670 = **21%**	1,128 / 2,670 = **77%**			

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, five participants selected *Disagree*; this represents 1% of participants that responded to this question (5 / 446 = .011 or 1%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 446 people responded to the first question so all percentages in this row use 446 as the denominator. 448 people responded to the second question, so all percentages in this row use 448 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Non-Supportive Leadership**, is a combination of all responses of *Strongly Disagree* and *Disagree* from the **six** questions in the *Leadership Support* scale.
  - For this example, three people strongly disagreed with the first question, while five disagreed. In addition, four people strongly disagreed with the second question and seven disagreed, five people strongly disagreed with

the third question and two disagreed, and so on. A total of 55 responses were either *Strongly Disagree* or *Disagree* to these six questions (3+5+4+7+5+2+6+3+4+5+6+5 = 55).

- o To produce an overall score for **Non-Supportive Leadership** representing unfavorable reactions to these six questions, the total number of responses (55) is divided by the total number of people who responded to all of the *Leadership Support* questions. 446 people responded to the first question, 448 the second, and so on for a total of 2,670 responses to the questions. **This produces a Non-Supportive Leadership rating of 2% (55 / 2,670 = .0206).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from all six questions.
  - o For this example, there are 562 *Neither Agree nor Disagree* responses across all questions (108+102+62+85+107+98 = 562). This total is divided by the total number of responses to all of the questions (562 / 2,670 = .2105). **This rounds to a Neutral rating of 21%.**

- To create the **favorable** rating, named **Supportive Leadership**, the *Strongly Agree and Agree* responses are combined.
  - o For this example, that is 206+124+193+142+243+132+217+131+ 132+196+137+200 = 2,053 total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to all of the questions (2,053 / 2,670 = .7689). **This rounds to a Supportive Leadership rating of 77%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Leadership Support* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon [⚠] to see if your *Leadership Support* ratings for immediate supervisors are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Leadership Support* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Leadership Support* details page to understand which questions may be driving your favorable rating. This factor is created from six questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected *Strongly Agree* or *Agree*, these questions are driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Leadership Support*.

3. Examine the bar graph showing the overall favorable rating for *Leadership Support* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Leadership Support*, this could help you plan actions to increase

your favorable rating within areas of your organization.

4. If applicable, review your *Leadership Support* favorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Leadership Support

The following resources may be useful as you make plans or take action to improve your *Leadership Support* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Attitude Reflects Leadership: The Role of Emotional Intelligence.** Explains the concept of emotional intelligence and provides resources for tests of it.
  https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/February/Attitude-Reflects-Leadership/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **People First: PMCS Your Soldiers.** Discusses the importance of leaders counseling, checking in with their personnel regularly to ensure their well-being, and getting to know them better to increase trust.
  https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/April/People-First-PMCS-Your-People/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

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Morale

What is Morale?

Morale is the confidence, enthusiasm, collective pride, and willingness to persist in the activities of the group. It is also an individual's perception that members of their unit or organization are confident, enthusiastic, have collective pride, and are willing to persist in the activities of the unit or organization.[3,4,5]

The following items are used to assess *Morale* on the DEOCS using a five-point response scale from *Very Low* to *Very High*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

- Overall, how would you rate the current level of morale among the people you work with in your unit?
- Overall, how would you rate your own current level of morale?

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.

Why is it important?

Research has shown that higher *Morale* is linked with increased readiness and retention within military environments. For example, among members of the armed forces from the United Kingdom, higher *Morale* was related to better mental health (i.e., fewer symptoms of PTSD, less psychological distress), which in turn suggests improved military readiness. The study examined Service members deployed to high optempo locations at war and found that self-reported greater levels of unit cohesion, *Morale*, and perceived good leadership were associated with lower levels of common mental disorders, PTSD, and helped to promote military readiness and reduced sickness absence.[1] Similarly, a 2015 study of Canadian armed forces found *Morale* to be a predictor of trust in teammates, willingness to deploy, and lower turnover intentions. The study concluded that *Morale* is highly relevant and important to military organizations.[2]

Through an independent item reduction analysis, the Office of People Analytics (OPA) also found that an individual's morale was a significant predictor of sexual assault.

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Morale* in a stacked bar graph showing ratings for **Low Morale**, **Moderate**, and **High Morale**. Because *Morale* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Morale

Morale is the confidence, enthusiasm, collective pride, and willingness to persist in the activities of the group. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.

50%	34%	16%

● Low Morale
● Moderate
● High Morale
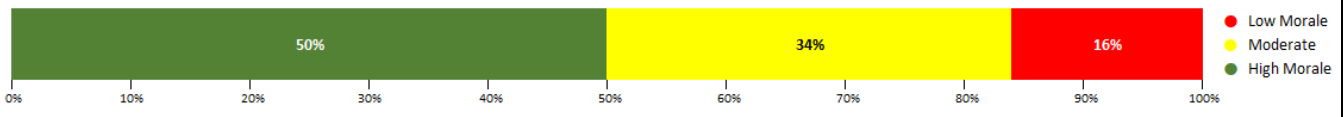
Favorable rating: 50% of responses indicated **high morale** in the organization.

Moderate rating: 34% of responses indicated there is **neither high nor low morale** in the organization.

Unfavorable rating: 16% of responses there is **low morale** in the organization.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, moderate, or unfavorable.

Morale Ratings by Demographic Category

This graph displays Morale ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	High Morale	Moderate	Low Morale
Overall	50%	34%	16%
Non-Hispanic White	17%	53%	30%
Minority	57%	32%	11%
Male	47%	36%	17%
Female	60%	28%	12%
Enlisted	20%	55%	25%
Officer	50%	33%	17%
Civilian	57%	29%	14%
Military	33%	56%	11%
Non-Supervisor	54%	17%	29%
Supervisor	67%	9%	24%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants

from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 17% of responses from non-Hispanic White participants indicated high morale in the organization, while 57% of responses from minority participants indicated high morale;
- 47% of responses from male participants indicated high morale in the organization, while 60% of responses from female participants indicated high morale;
- 20% of responses from enlisted participants indicated high morale in the organization, while 50% of responses from officers indicated high morale;
- 57% of responses from civilian participants indicated high morale in the organization, while 33% of responses from military participants indicated high morale;
- 54% of responses from non-supervisor participants indicated high morale in the organization, while 67% of responses from supervisory participants indicated high morale.

The moderate ratings (marked in yellow) can be interpreted as:
- 53% of responses from non-Hispanic White participants indicated neither high nor low morale in the organization, while 32% of responses from minority participants indicated neither high nor low morale;
- 36% of responses from male participants indicated neither high nor low morale in the organization, while 28% of responses from female participants indicated neither high nor low morale;
- 55% of responses from enlisted participants indicated neither high nor low morale in the organization, while 33% of responses from officers indicated neither high nor low morale;
- 29% of responses from civilian participants indicated neither high nor low morale in the organization, while 56% of responses from military participants indicated neither high nor low morale;
- 17% of responses from non-supervisor participants indicated neither high nor low morale in the organization, while 9% of responses from supervisory participants indicated neither high nor low morale.

The unfavorable ratings (marked in red) can be interpreted as:
- 30% of responses from non-Hispanic White participants indicated low morale in the organization, while 11% of responses from minority participants indicated low morale;
- 17% of responses from male participants indicated low morale in the organization, while 12% of responses from female participants indicated low morale;
- 25% of responses from enlisted participants indicated low morale in the organization, while 17% of responses from officers indicated low morale;
- 14% of responses from civilian participants indicated low morale in the organization, while 11% of responses from military participants indicated low morale;
- 29% of responses from non-supervisor participants indicated low morale in the organization, while 24% of responses from supervisory participants indicated low morale.

You may also see trends over time for your *Morale* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time,

the results may not be comparable in certain circumstances. It is important to understand differences in roster size and roster composition at different time points as these items may impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ⚠ for your *Morale* ratings. This means that your unit's/organization's favorable rating for *Morale* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Morale* is listed in the table. The alert icon may also appear in the *Morale* section of the PDF reports. To identify whether your *Morale* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Morale* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Morale ratings are created by combining responses to two questions from a five-point *Very High* to *Very Low* scale, as shown in the example below.

Morale Questions	Very Low	Low	Moderate	High	Very High	Total
Overall, how would you rate the current level of morale among the people you work with in your unit?	6% (5)	11% (9)	29% (24)	37% (31)	18% (15)	100% (84)
Overall, how would you rate your own current level of morale?	4% (3)	11% (9)	39% (31)	28% (22)	18% (14)	100% (79)
	Low Morale		**Moderate**		**High Morale**	Total responses **163**
	(5+9+3+9) / 163 = **16%**		(24+31) / 163 = **34%**		(31+15+22+14) / 163 = **50%**	

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Very Low*, *Low*, *Moderate*, *High*, and *Very High*). For the first question, five participants selected *Very Low*; this represents 6% of participants that responded to this question (5 / 84 = .059 or 6%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 84 people responded to the first question so all percentages in this row use 84 as

the denominator. Only 79 people responded to the second question, so all percentages in this row use 79 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Low Morale**, is a combination of all responses of *Very Low* and *Low* from **both** questions in the *Morale* scale.
    - For this example, five people selected very low to the first question, while nine selected low. In addition, three people selected very low to the second question and nine selected low. In total, 26 responses were either *Very Low* or *Low* to these two questions (5+9+3+9 = 26).
    - To produce an overall score for **Low Morale** representing unfavorable reactions to these two questions, the total number of responses (26) is divided by the total number of people who responded to both *Morale* questions. 84 people responded to the first question, and 79 to the second, for a total of 163 responses to both questions. **This produces a Low Morale rating of 16% (26 / 163 = .1595).**

- To create the **Moderate** rating, the same process above is followed, except the score is created from only one response option. The *Moderate* responses are added from both questions.
    - For this example, there are 55 *Moderate* responses across both questions (24+31 = 55). This total is divided by the total number of responses to all of the questions (55 / 163 = .3374). **This rounds to a Moderate rating of 34%.**

- To create the **favorable** rating, named **High Morale**, the *Very High* and *High* responses are combined.
    - For this example, that is 31+15+22+14 = 82 total responses of either *Very High* or *High*. This total is divided by the total number of responses to all of the questions (82 / 163 = .5031). **This rounds to a High Morale rating of 50%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Morale* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon to see if your *Morale* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Morale* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Morale* details page to understand which questions may be driving your favorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Very High* or *High* to each question. If there is one question that has a lower percentage of participants who selected *Very High* or *High*, this question is the one driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Morale*.

3. Examine the bar graph showing the overall favorable rating for *Morale* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Morale*, this could help you plan actions to increase your favorable rating within areas of your organization.

4. If applicable, review your *Morale* favorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Morale

The following resources may be useful as you make plans or take action to improve your *Morale* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Got Morale?** Provides tips for leaders on boosting morale.
  https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2017/November/Got-Morale/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Leadership Forum—Make Morale Our First Priority.** Discusses the importance of morale and how leadership can shape it.
  https://www.usni.org/magazines/proceedings/2016/november/leadership-forum-make-morale-our-first-priority
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Morale: The Essential Intangible.** Describes factors affecting morale, indicators of poor morale, and actionable items for increasing morale.
  https://core.ac.uk/download/pdf/77933567.pdf
  Resource type: Book chapter
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

Scientific Research References on Morale

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Safe Storage for Lethal Means

What is Safe Storage for Lethal Means?

Safe Storage for Lethal Means measures whether one would keep a firearm safely stored (i.e., unloaded or in a secure storage container/device) if they had one in their living space.[1]

The following item is used to assess *Safe Storage for Lethal Means* on the DEOCS using a five-point response scale from *Strongly Disagree to Strongly Agree*:

- If I had a firearm in my living space, I would store it unloaded or use a secure storage container/device.

Why is it important?

Research shows that access to lethal means places individuals at higher risk for suicide.[1] For example, data has shown that risk of suicide is 5 to 6 times greater in households with firearms.[2,3] In a review exploring suicide risk, Stanley and colleagues[4] theorized that one reason first responders—and police officers, specifically—may be at higher risk for suicide is because of their increased access to lethal means, such as firearms. Service members may also be at increased risk in part due to easy access to firearms. While about 50% of all suicide deaths in the U.S. are by firearm[5], this percentage is greater in the Military, with 64% of suicide deaths in the Military by firearm.[6]

Accordingly, safe storage of firearms can reduce the risk of suicide and accidental death that are associated with owning a firearm.[7,8,9,10] While some individuals have longer durations of suicidal crisis, many suicide attempts are impulsive;[11,12] therefore, limiting access to lethal means and putting time and space between suicidal impulses and lethal means is an effective way of preventing suicide.[13,14]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Safe Storage for Lethal Means* in a stacked bar graph showing ratings for **Firearms Would Not Be Safely Stored**, **Neutral**, and **Firearms Would Be Safely Stored**. Because *Safe Storage for Lethal Means* is a factor measured by a single question, you should interpret results as "X% of participants." An example is shown below:

Safe Storage for Lethal Means

Safe Storage for Lethal Means measures whether one would keep a firearm safely stored (i.e., unloaded or in a secure storage container/device) if they had one in their living space. Keeping lethal means safely stored is linked to a lower likelihood of suicide.
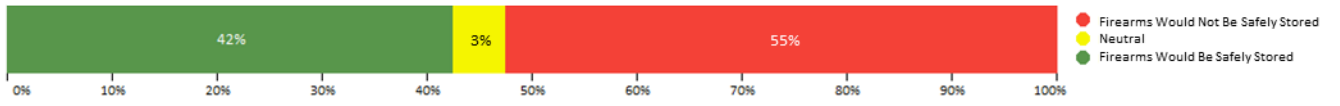
Favorable rating: 42% of participants reported their **firearms would be safely stored**.

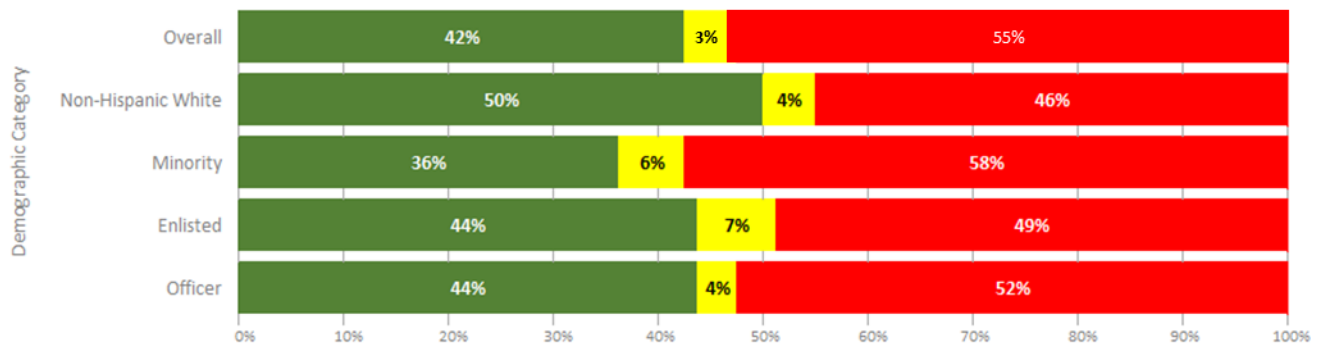**Neutral rating: 3% of participants** reported their **firearms may or may not be safely stored**.

Unfavorable rating: 55% of participants reported their **firearms would not be safely stored**.

For the graph showing results by demographic categories, the percentages represent the percentage of participants from each demographic category who reported favorable, neutral, or unfavorable responses.

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 50% of non-Hispanic White participants reported their firearms would be safely stored, while 36% of minority participants reported their firearms would be safely stored;
- 44% of enlisted participants reported their firearms would be safely stored and 44% of officers reported their firearms would be safely stored.

The middle ratings (marked in yellow) can be interpreted as:
- 4% of non-Hispanic White participants reported their firearms may or may not be safely stored, while 6% of minority participants reported their firearms may or may not be safely stored;
- 7% of enlisted participants reported their firearms may or may not be safely stored and 4% of officers reported their firearms may or may not be safely stored.

The unfavorable ratings (marked in red) can be interpreted as:
- 46% of non-Hispanic White participants reported their firearms would not be safely stored, while 58% of minority participants reported their firearms would not be safely stored;
- 49% of enlisted participants reported their firearms would not be safely stored and 52% of officers reported their firearms would not be safely stored.

You may also see trends over time for your *Safe Storage for Lethal Means* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. This factor changed significantly from the DEOCS 5.0 to the current version, DEOCS 5.1. The question wording was updated to focus on safe storage of firearms and the response options changed from a frequency scale to an agreement scale. Because of these differences, ratings cannot be trended across version 5.0 to 5.1. Even if your report includes trends over time, the results may not be comparable in certain circumstances. It is important to understand differences in roster size and roster composition at different time points as these items may impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Safe Storage for Lethal Means* ratings. This means that your unit's/organization's favorable rating for *Safe Storage for Lethal Means* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Safe Storage for Lethal Means* is listed in the table. The alert icon may also appear in the *Safe Storage for Lethal Means* section of the PDF reports. To identify whether your *Safe Storage for Lethal Means* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Safe Storage for Lethal Means* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Safe Storage for Lethal Means ratings are created using the responses to a single question from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Safe Storage for Lethal Means Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
If I had a firearm in my living space, I would store it unloaded or use a secure storage container/device.	53% (57)	2% (2)	3% (3)	13% (14)	29% (31)	100% (107)
	Would Not Be Safely Stored		**Neutral**	**Would Be Safely Stored**		Total responses **107**
	(57+2) / 107 = **55%**		(3) / 107 = **3%**	(14+31) / 107 = **42%**		

The table above displays the percentage of responses (and number of responses in parentheses) for the *Safe Storage for Lethal Means* question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For example, two participants selected *Disagree*; this represents 2% of participants that responded to this question (2 / 107 = .019 or 2%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Firearms Would Not Be Safely Stored**, is based on the responses of *Strongly Disagree* and *Disagree*.
  - For this example, 57 people selected *Strongly Disagree* and 2 people selected *Disagree*. To produce an overall score for **Firearms Would Not Be Safely Stored** representing unfavorable responses to this question, the number of responses that were Strongly Disagree or Disagree are added together (57+2 = 59). This total (59) is divided by the total number of people who responded to the *Safe Storage for Lethal Means* question. 107 people responded to the question. **This produces a Firearms Would Not Be Safely Stored rating of 55% (59 / 107 = .5514).**

- The **Neutral** rating is based only on *Neither Agree nor Disagree* responses.
  - For this example, there are three *Neither Agree nor Disagree* responses. This total is divided by the total number of people who responded to the *Safe Storage for Lethal Means* question (107). **This produces a Neutral rating of 3% (3 / 107 = .0280).**

- To create the **favorable** rating, named **Firearms Would Be Safely Stored**, the *Agree* and *Strongly Agree* responses are combined.
  - For this example, that is 14+31 = 45 total responses of either *Agree* or *Strongly Agree*.   This total is divided by the total number of responses to the question (45 / 107 = .4206). **This rounds to a Firearms Would Be Safely Stored rating of 42%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Safe Storage for Lethal Means* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon to see if your *Safe Storage for Lethal Means* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Safe Storage for Lethal Means* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Examine the bar graph showing the overall favorable rating for *Safe Storage for Lethal Means* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Safe Storage for Lethal Means*, this could help you plan actions to increase your favorable rating within areas of your organization.

3. If applicable, review your *Safe Storage for Lethal Means* favorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Safe Storage for Lethal Means

The following resources may be useful as you make plans or take action to improve your *Safe Storage for Lethal Means* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Gun Safety and Suicide.** Provides safe storage of lethal means resources from the Colorado Department of Public Health and Environment.
  https://cdphe.colorado.gov/suicide-prevention/gun-safety-and-suicide
  Resource type: Informational website containing various resources
  Audience: Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Lethal Means Safety for Military Service Members and Their Families.** Provides information on reducing access to firearms to aid suicide prevention; tailored to the military community.
  https://www.dspo.mil/Portals/113/Documents/DSPO%20Lethal%20Means%20Safety%20Guide%20for%20Military%20Service%20Members%20and%20Their%20Families_v34_FINAL.pdf?ver=AF6RRG7pGAIcAqjtQQDyVg%3D%3D
  Resource type: Guide
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Lethal Means Safety Resource Library.** Provides safe storage for lethal means resources from the Defense Suicide Prevention Office (DSPO).
  https://www.dspo.mil/Tools/Resource-Library/lethalmeanssafety/
  Resource type: Informational website containing various resources
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Lethal Means Safety Toolkit.** Provides information on safe storage practices and suicide prevention resources and a tip list for commanders and military families on the safe storage for lethal means.
  https://www.dcma.mil/Portals/31/Documents/Get%20Help/Leader%20SOPs/Lethal%20Means%20Safety%20Toolkit%20-%20Fact%20Sheet%20-%20Commander%20Checklist.pdf?ver=rT_EmyhY62O8kR2_IFzfAQ%3D%3D
  Resource type: Toolkit
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Lethal Means Safety With Veterans.** Discusses the importance of safe lethal means storage, with detailed information on different storage methods.
  https://dbhds.virginia.gov/assets/doc/bh/msmvf/lethal-means-safety-with-veterans-by-vha_july-2019.pdf
  Resource type: Presentation developed by the Department of U.S. Veteran Affairs
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Lock2Live.** Provides a survey for individuals to assess their lethal means safety practices and offers guidance based on their responses.
  https://lock2live.org/#
  Resource type: Survey
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Reducing Access to Firearms: A Suicide Prevention Guide for Military Leaders.** Provides recommendations and resources for military leaders on reducing access to firearms for suicide prevention.
  https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Documents/health-promotion-wellness/psychological-emotional-wellbeing/Lethal_Means_Leaders_9-2-2020_508_0.pdf
  Resource type: Fact sheet
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

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What is Transformational Leadership?

Transformational Leadership measures the perception that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was possible. Characteristics of a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration.[2,4]

The DEOCS asks participants to rate their unit commander or organization leader and senior enlisted leader on *Transformational Leadership*. The following items are used to assess *Transformational Leadership* using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

- My unit's commander communicates a clear and motivating vision of the future.
- My unit's commander supports and encourages the professional development of people in my unit.
- My unit's commander encourages people in my unit to think about problems in new ways.
- My unit's senior NCO/SEL communicates a clear and motivating vision of the future.
- My unit's senior NCO/SEL supports and encourages the professional development of people in my unit.
- My unit's senior NCO/SEL encourages people in my unit to think about problems in new ways.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.
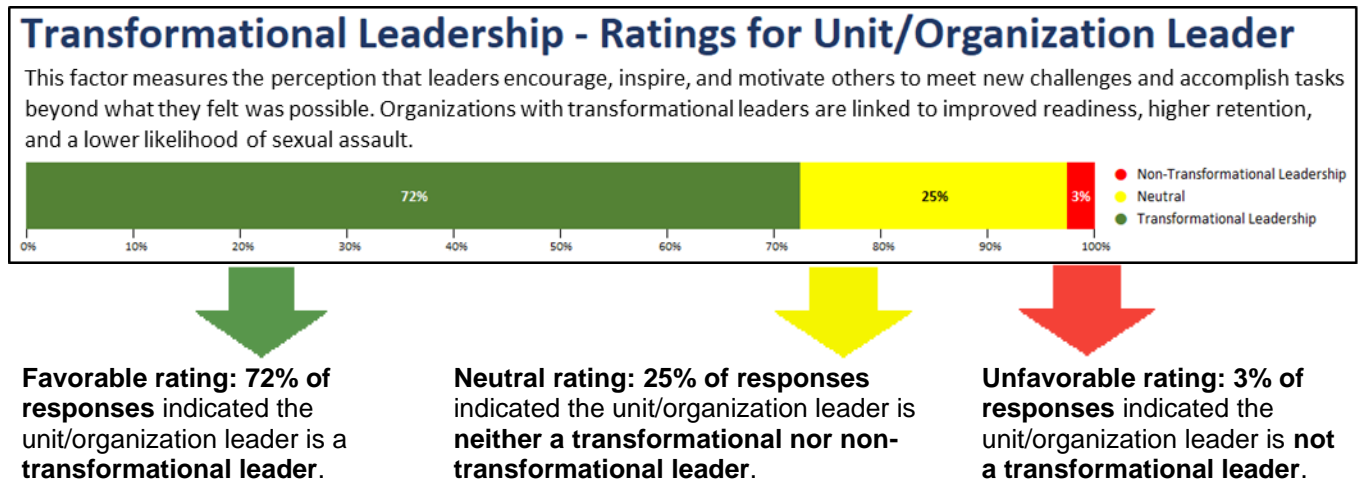
Why is it important?

Extensive research has shown that *Transformational Leadership* is linked to positive outcomes such as increased readiness at the individual and unit level[1,2] as well as reduced turnover intentions.[3] A study of full-time professional US firefighters found that safety-specific *Transformational Leadership* was positively associated with safety climate perceptions and safety compliance behaviors.[4] Similarly, transformational leadership used by surgeons in the operating room contributed to improved team behavior and suggested that *Transformational Leadership* development "has the potential to improve the efficiency and safety of operative care", thus positively impacting performance.[5] A study of 72 light infantry rifle platoon leaders found *Transformational Leadership* ratings of platoon leaders and sergeants to be positively predictive of unit performance, particularly those operating in challenging and uncertain conditions.[6] Additionally, a study of nursing professionals found that *Transformational Leadership* increased job satisfaction, staff well-being, decreased burnout and overall stress, thus improving staff retention.[7]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.
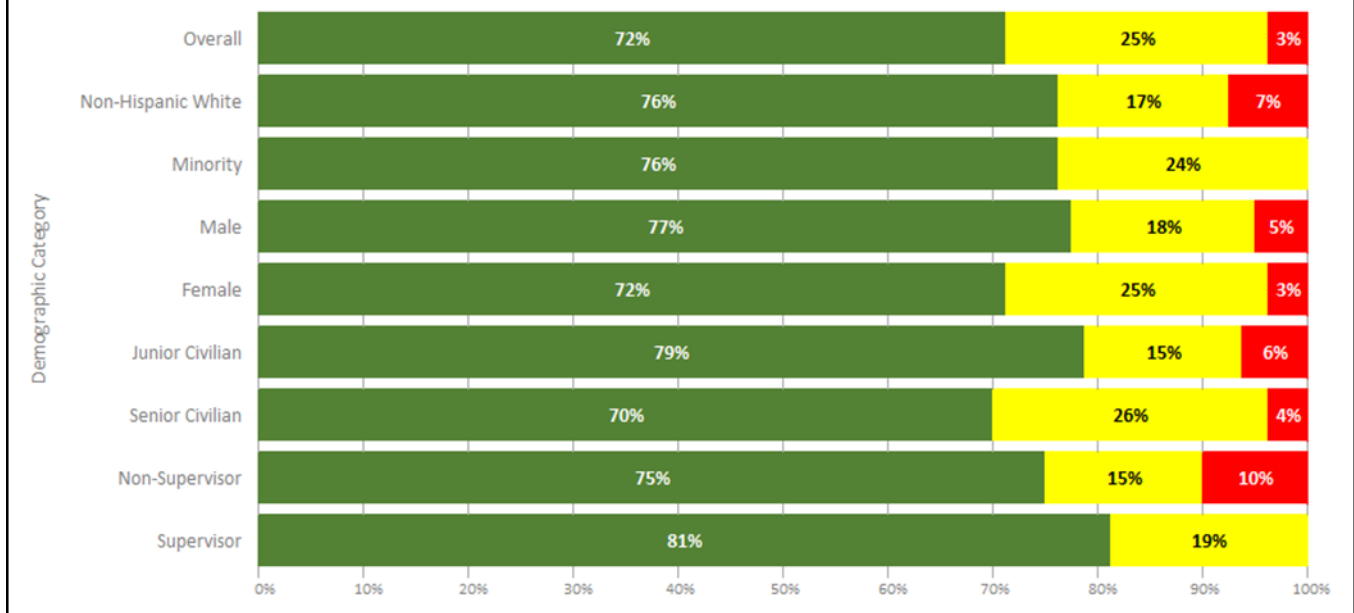
How do I read my factor ratings?

The DEOCS dashboard displays results for *Transformational Leadership* in a stacked bar graph showing ratings for **Non-Transformational Leadership**, **Neutral**, and **Transformational Leadership**. If your unit/organization has a senior enlisted leader/senior NCO, you may also see an additional stacked bar graph with ratings for this individual. Because *Transformational Leadership* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Transformational Leadership - Ratings for Unit/Organization Leader

This factor measures the perception that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was possible. Organizations with transformational leaders are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.

- Non-Transformational Leadership
- Neutral
- Transformational Leadership

Favorable rating: 72% of responses indicated the unit/organization leader is a **transformational leader**.

Neutral rating: 25% of responses indicated the unit/organization leader is **neither a transformational nor non-transformational leader**.

Unfavorable rating: 3% of responses indicated the unit/organization leader is **not a transformational leader**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

Transformational Leadership - Ratings for Unit Leader by Demographic Category

This graph displays Transformational Leadership ratings by demographic category. No data are displayed if fewer than five people from a demographic category responed to this set of questions.

Demographic Category	Favorable (green)	Neutral (yellow)	Unfavorable (red)
Overall	72%	25%	3%
Non-Hispanic White	76%	17%	7%
Minority	76%	24%	
Male	77%	18%	5%
Female	72%	25%	3%
Junior Civilian	79%	15%	6%
Senior Civilian	70%	26%	4%
Non-Supervisor	75%	15%	10%
Supervisor	81%	19%	

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 76% of responses from non-Hispanic White participants indicated the unit leader is a transformational leader, and 76% of responses from minority participants indicated the unit leader is a transformational leader;
- 77% of responses from male participants indicated the unit leader is a transformational leader, while 72% of responses from female participants indicated the unit leader is a transformational leader;
- 79% of responses from junior civilian participants indicated the unit leader is a transformational leader, while 70% of responses from senior civilian participants indicated the unit leader is a transformational leader;
- 75% of responses from non-supervisor participants indicated the unit leader is a transformational leader, while 81% of responses from supervisory participants indicated the unit leader is a transformational leader.

The neutral ratings (marked in yellow) can be interpreted as:
- 17% of responses from non-Hispanic White participants indicated the unit leader is neither transformational nor non-transformational, and 24% of responses from minority

participants indicated the unit leader is neither transformational nor non-transformational;
- 18% of responses from male participants indicated the unit leader is neither transformational nor non-transformational, while 25% of responses from female participants indicated the unit leader is neither transformational nor non-transformational;
- 15% of responses from junior civilian participants indicated the unit leader is neither transformational nor non-transformational, while 26% of responses from senior civilian participants indicated the unit leader is neither transformational nor non-transformational;
- 15% of responses from non-supervisor participants indicated the unit leader is neither transformational nor non-transformational, while 19% of responses from supervisory participants indicated the unit leader is neither transformational nor non-transformational.

The unfavorable ratings (marked in red) can be interpreted as:
- 7% of responses from non-Hispanic White participants indicated the unit leader is not a transformational leader, and 0% of responses from minority participants indicated the unit leader is not a transformational leader;
- 5% of responses from male participants indicated the unit leader is not a transformational leader, while 3% of responses from female participants indicated the unit leader is not a transformational leader;
- 6% of responses from junior civilian participants indicated the unit leader is not a transformational leader, while 4% of responses from senior civilian participants indicated the unit leader is not a transformational leader;
- 10% of responses from non-supervisor participants indicated the unit leader is not a transformational leader, while 0% of responses from supervisory participants indicated the unit leader is not a transformational leader.

You may also see trends over time for your *Transformational Leadership* favorable ratings if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using four questions on DEOCS 5.0 and is now measured by only three questions. There were also slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Transformational Leadership* ratings for the unit/organization leader and/or the senior enlisted leader. This means that your favorable rating for *Transformational Leadership* for the specified leader type is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a

DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Transformational Leadership* for a specified leader type is listed in the table. The alert icon may also appear in the *Transformational Leadership* sections of the PDF reports. To identify whether your *Transformational Leadership* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. Separate cut-off scores were used for the unit/organization leader and the senior enlisted leader. If your favorable rating for *Transformational Leadership* for the unit/organization leader and/or the senior enlisted leader is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Transformational Leadership ratings for the Unit/Organization Leader and the Senior NCO/Senior Enlisted Leader are created by combining responses to three questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Transformational Leadership Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
My unit's commander communicates a clear and motivating vision of the future.	3% (2)	1% (1)	26% (21)	42% (34)	28% (23)	100% (81)
My unit's commander supports and encourages the professional development of people in my unit.	1% (1)	1% (1)	16% (13)	40% (32)	42% (34)	100% (81)
My unit's commander encourages people in my unit to think about problems in new ways.	2% (2)	1% (1)	31% (27)	33% (28)	33% (28)	100% (86)
	Non-Transformational Leadership		Neutral	Transformational Leadership		Total responses 248
	(2+1+1+1+2+1) / 248 = **3%**		(21+13+ 27) / 248 = **25%**	(34+23+32+34+28+28) / 248 = **72%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, two participants selected *Strongly Disagree*; this represents 3% of participants that responded to this question (2 / 81 = .025 or 3%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 81 people responded to the first question so all percentages in this row use 81 as the denominator. 86 people responded to the third question, so all percentages in this row use 86 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Non-Transformational Leadership**, is a combination of all responses of *Strongly Disagree* and *Disagree* from **all three** questions in the *Transformational Leadership* scale.
  - For this example, two people strongly disagreed with the first question, while one disagreed. In addition, one person strongly disagreed with the second question and one disagreed, two people strongly disagreed with the third question and one disagreed. In total, 8 responses were either *Strongly Disagree* or *Disagree* to these three questions (2+1+1+1+2+1 = 8).
  - To produce an overall score for **Non-Transformational Leadership** representing unfavorable reactions to these three questions, the total number of responses (8) is divided by the total number of people who responded to all of the *Transformational Leadership* questions. 81 people responded to

the first question, 81 the second, and 86 the third for a total of 248 responses to all three questions. **This produces a Non-Transformational Leadership rating of 3% (8 / 248 = .0323).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from the three questions.
    - For this example, there are 61 *Neither Agree nor Disagree* responses across all three questions (21+13+27 = 61). This total is divided by the total number of responses to all of the questions (61 / 248 = .2460). **This rounds to a Neutral rating of 25%.**

- To create the **favorable** rating, named **Transformational Leadership**, the *Strongly Agree* and *Agree* responses are combined.
    - For this example, that is 34+23+32+34+28+28 = 179 total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to all of the questions (179 / 248 = .7218). **This rounds to a Transformational Leadership rating of 72%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Transformational Leadership* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon to see if your *Transformational Leadership* ratings for the unit/organization leader and/or the senior enlisted leader are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Transformational Leadership* for the specified leader type is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Look at the Item Summary table on the *Transformational Leadership* details page for each leader type to understand which questions may be driving your favorable ratings. This factor is created from three questions, so for each leader type compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected *Strongly Agree* or *Agree*, these questions are driving a lower favorable ratings and could help you pinpoint more specific actions to increase your favorable ratings for *Transformational Leadership*.

3. Examine the bar graphs showing the overall favorable rating for *Transformational Leadership* for each leader type and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Transformational Leadership*, this could help you plan actions to increase your favorable rating within areas of your organization.

4. If applicable, review your *Transformational Leadership* favorable rating trends over time for each leader type. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are

going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Transformational Leadership

The following resources may be useful as you make plans or take action to improve your *Transformational Leadership* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Character Into Action: How Officers Demonstrate Strengths With Transformational Leadership.** Describes the characteristics of transformational leadership and provides specific examples to embody those traits.
  https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-32_Issue-3/F-Sosik_etal.pdf
  Resource type: Scholarly article
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Marine Corps Leadership: The Legacy of Development and Recommendations for the Future.** Discusses the benefits of incorporating a transformational leadership philosophy.
  https://mca-marines.org/wp-content/uploads/Marine-Corps-Leadership.pdf
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Transforming Future Air Force Leaders of Tomorrow.** Describes the theory and practice of multiple leadership styles, including transformational leadership.
  https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-31_Issue-3/F-Arenas.pdf
  Resource type: Scholarly article
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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Work-Life Balance

What is Work-Life Balance?

Work-Life Balance measures one's perception that the demands of their work and personal life are compatible.[7]

The following item is used to assess *Work-Life Balance* on the DEOCS using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding.

- I can easily balance the demands of my work and personal life.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.

Why is it important?

Studies have shown that poor *Work-Life Balance* is associated with lower readiness and retention as well as an increased risk for suicide.[1,2] The balance between work and nonwork can be particularly precarious for military personnel as their jobs may require frequent moves that uproot their spouse or partner and children, may involve long deployments away from family and friends, and thereby disrupt their social networks. As a result, a study of military personnel found poor *Work-Life Balance* to be associated with poor health symptoms such as headaches, mental confusion, and increased turnover intentions.[1,3] Similarly, a 2017 study of the U.S. Air Force community supports this claim finding that *Work-Life Balance* was the second most reported challenge facing both Air Force personnel and their spouse. *Work-Life Balance* challenges included finding enough time for sleep, a healthy diet, or physical exercise (62%), finding time for recreation, stress relief, or family (59%), and many competing commitments such as work, school, and childcare (57%). This study found that airmen working 50 or more hours a week was associated with decreased satisfaction with military life or treatment of families and was linked to an increased desire to leave the Military.[4] Lastly, a study of active duty U.S. soldiers found that work-family conflict was associated with increased risk of suicidal ideation.[5] Similarly, a study of active duty U.S. Air Force members found that higher weekly hours worked was associated with higher rates of suicide ideation.[6]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Work-Life Balance* in a stacked bar graph showing ratings for **Lack of Work-Life Balance**, **Neutral**, and **Work-Life Balance**. Because *Work-Life Balance* is a factor measured by a single question, you should interpret results as "X% of participants." An example is shown below:
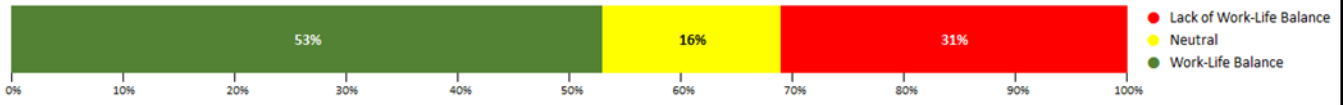
Favorable rating: 53% of participants reported **having a work-life balance**.
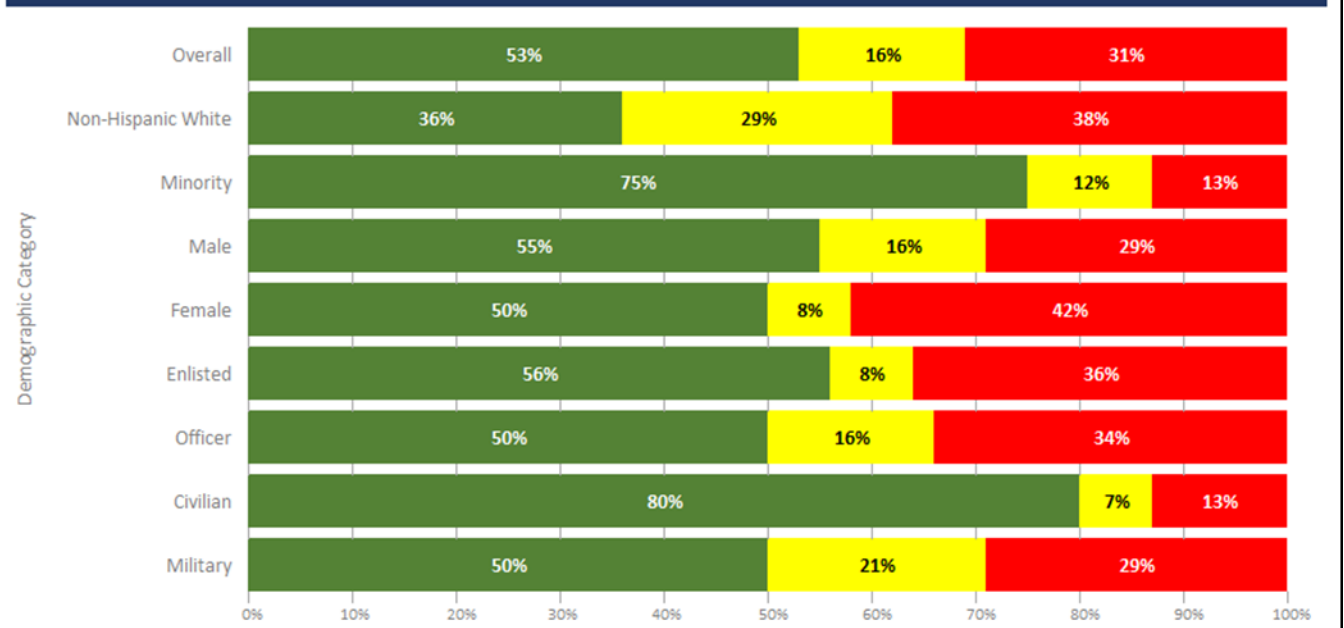
Neutral rating: 16% of participants reported **neither having nor not having a work-life balance**.

Unfavorable rating: 31% of participants reported **not having a work-life balance**.

For the graph showing results by demographic categories, the percentages represent the percentage of participants from each demographic category who reported favorable, neutral, or unfavorable responses.

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have

any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 36% of non-Hispanic White participants reported having a work-life balance, while 75% of minority participants reported having a work-life balance;
- 55% of male participants reported having a work-life balance, while 50% of female participants reported having a work-life balance;
- 56% of enlisted participants reported having a work-life balance, while 50% of officers reported having a work-life balance;
- 80% of civilian participants reported having a work-life balance, while 50% of military participants reported having a work-life balance.

The neutral ratings (marked in yellow) can be interpreted as:
- 26% of non-Hispanic White participants reported neither having nor not having a work-life balance, while 12% of minority participants reported neither having nor not having a work-life balance;
- 16% of male participants reported neither having nor not having a work-life balance, while 8% of female participants reported neither having nor not having a work-life balance;
- 8% of enlisted participants reported neither having nor not having a work-life balance, while 16% of officers reported neither having nor not having a work-life balance;
- 7% of civilian participants reported neither having nor not having a work-life balance, while 21% of military participants reported neither having nor not having a work-life balance.

The unfavorable ratings (marked in red) can be interpreted as:
- 38% of non-Hispanic White participants reported not having a work-life balance, while 13% of minority participants reported not having a work-life balance;
- 29% of male participants reported not having a work-life balance, while 42% of female participants reported not having a work-life balance;
- 36% of enlisted participants reported not having a work-life balance, while 34% of officers reported not having a work-life balance;
- 13% of civilian participants reported not having a work-life balance, while 29% of military participants reported not having a work-life balance.

You may also see trends over time for your *Work-Life Balance* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. It is important to understand differences in roster size and roster composition at different time points as these items may impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert icon ⚠ for your *Work-Life Balance* ratings. This means that your unit's/organization's favorable rating for *Work-Life Balance* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Protective Factors – Favorable Ratings" heading; click on the icon to see if *Work-Life Balance* is listed in the table. The alert icon may also appear in the *Work-Life Balance* section of the PDF reports. To identify whether your *Work-Life Balance* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Work-Life Balance* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Work-Life Balance ratings are created using the responses to a single question from a five-point *Strongly Disagree* to *Strongly Agree* scale, as shown in the example below.

Work-Life Balance Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I can easily balance the demands of my work and personal life (or Academy life).	11% (10)	20% (18)	16% (14)	42% (38)	11% (10)	100% (90)
	Lack of Work-Life Balance		**Neutral**	**Work-Life Balance**		Total responses **90**
	(10+18) / 90 = **31%**		14 / 90 = **16%**	(38+10) / 90 = **53%**		

The table above displays the percentage of responses (and number of responses in parentheses) for the *Work-Life Balance* question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For example, 18 participants selected *Disagree*; this represents 20% of participants that responded to this question (18 / 90 = .200 or 20%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Lack of Work-Life Balance**, is a combination of responses of *Strongly Disagree* and *Disagree*.
  - For this example, 10 people strongly disagreed while 18 disagreed. In total, 28 responses were either *Strongly Disagree* or *Disagree* (10+18 = 28).
  - To produce an overall score for **Lack of Work-Life Balance** representing unfavorable reactions to this question, the total number of responses (28) is divided by the total number of people who responded to the question (90). **This produces a Lack of Work-Life Balance rating of 31% (28 / 90 = .3111).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option, *Neither Agree nor Disagree*.
  - For this example, there are 14 *Neither Agree nor Disagree* responses. This total is divided by the total number of responses to the question (14 / 90 = .156). **This rounds to a Neutral rating of 16%.**

- To create the **favorable** rating, named **Work-Life Balance**, the *Strongly Agree* and *Agree* responses are combined.
  - For this example, that is 38+10 = 48 total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to the question (48 / 90 = .533). **This rounds to a Work-Life Balance rating of 53%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Work-Life Balance* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Work-Life Balance* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Work-Life Balance* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.

2. Examine the bar graph showing the overall favorable rating for *Work-Life Balance* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Work-Life Balance*, this could help you plan actions to increase your favorable rating within areas of your organization.

3. If applicable, review your *Work-Life Balance* favorable rating trends over time. You can view these trends by clicking on this icon 📈 in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Work-Life Balance

The following resources may be useful as you make plans or take action to improve your *Work-Life Balance* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Balancing Work and Life as Dual Military Couples.** Discusses the expectations of dual military couples and balancing the demands of military and family life. https://www.militaryonesource.mil/relationships/married-domestic-partner/balancing-work-and-life-as-dual-military-couples/
  Resource type: Military endorsed article

- **Navigate the Shift: Performance Tips for Deployed-in-Place Warfighters and Their Families.** Discusses the unique challenges of Service members who are deployed in place and suggests strategies to improve work-life balance. https://www.hprc-online.org/total-force-fitness/tff-strategies/navigate-shift-performance-tips-deployed-place-warfighters-and
Resource type: Military endorsed article
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Single and No Kids? Who is Work–Life Balance for?** Discusses the unique challenges of single adults and urges leadership to facilitate work–life balance among these individuals as well.
https://blogs.lse.ac.uk/businessreview/2018/06/28/single-and-no-kids-who-is-work-life-balance-for/
Resource type: Opinion piece
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Understanding and Supporting the Military Spouse in Your Life**. Highlights challenges of military spouses and provides suggestions for how Service members can be supportive.
https://www.militaryonesource.mil/relationships/support-community/support-for-military-spouse-in-your-life/
Resource type: Military endorsed article
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Work–Life Balance.** Provides practical steps one can take to create a healthy work–life balance.
https://www.mhanational.org/work-life-balance
Resource type: Quick reference
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Work and Life Balance—Dispelling the Myth!** Recommendations from a military leader on creating a work–life balance in the military.
https://www.acc.af.mil/News/Article/2371460/work-life-balance-dispelling-the myth/
Resource type: Opinion piece
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Work–Life Balance in the Military.** Discusses and offers guidance for improving work–life balance for military members and their families.
https://www.hprc-online.org/social-fitness/teams-leadership/work-life-balance-military
Resource type: Military endorsed article
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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What is Alcohol Impairing Memory?

Alcohol Impairing Memory measures how often, during the last three months, one was unable to remember what happened the night before due to drinking alcohol. This occurs when an individual drinks enough alcohol to temporarily block the transfer of memories from short-term to long-term storage—known as memory consolidation—in a brain area called the hippocampus.[15,16]

The following item is used to assess *Alcohol Impairing Memory* on the DEOCS using a five-point response scale from *Never* to *Daily or Almost Daily*:

- Thinking about your alcohol use in the last three months, how often have you been unable to remember what happened the night before because you had been drinking?

Why is it important?

Research has consistently shown the detrimental impact that alcohol misuse can have on an individual's work and personal life. More specifically, higher incidences of alcohol misuse and abuse among military members has been identified as a risk factor for sexual assault and sexual harassment victimization and perpetration as well as suicidal ideation.[1,2,3,4,5] The DoD's gender relations surveys of military personnel consistently demonstrate that approximately half or more of sexual assaults involving Service member and Academy student victims, including both male and female victims, involve alcohol at the time of the assault.[6,7,8] More specifically, the 2018 Workplace and Gender Relations (WGR) survey of active duty members identified alcohol use, defined as the frequency that men and women drink to the point of blacking out, as an important risk factor associated with an installation or ship's estimated sexual assault and sexual harassment rates. In fact, *Alcohol Impairing Memory* was more predictive of installation-level risk for sexual assault than all other climate or location-based factors examined in this study.[9]

Several studies have also linked alcohol misuse with suicidal ideation.[10,11,12] Specifically, a 2018 study of U.S. active duty soldiers found that substance abuse, including alcohol misuse, was linked to an increase in suicidal behaviors and less mental health resiliency.[13] Additionally, the 2018 North Atlantic Treaty Organization report[14] demonstrated that military members' use of alcohol represents a significant risk for both suicidal behavior and ideation.

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Alcohol Impairing Memory* in a stacked bar graph showing ratings for **Frequent Memory Loss due to Alcohol**, **Infrequent Memory Loss due to Alcohol**, and **No Memory Loss due to Alcohol**. Because *Alcohol Impairing Memory* is a factor measured by a single question, you should interpret results as "X% of participants." An example is shown below:

Alcohol Impairing Memory

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

- No Memory Loss Due to Alcohol
- Infrequent Memory Loss Due to Alcohol
- Frequent Memory Loss Due to Alcohol
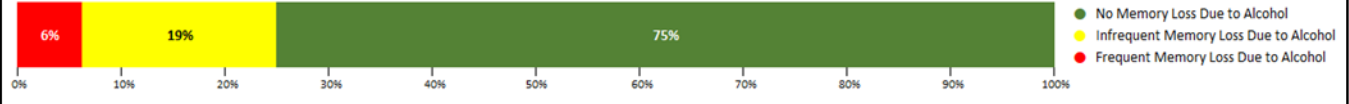
Unfavorable rating: 6% of participants reported **frequent memory loss due to alcohol**.

Middle rating: 19% of participants reported **infrequent memory loss due to alcohol**.
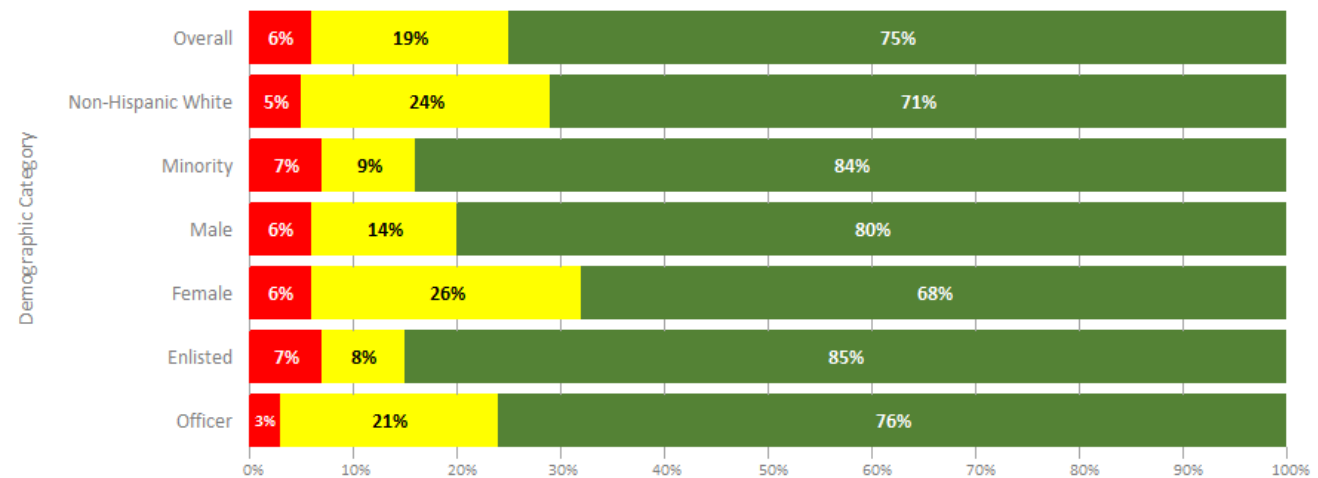
Favorable rating: 75% of participants reported **no memory loss due to alcohol**.

For the graph showing results by demographic categories, the percentages represent the percentage of participants from each demographic category who reported unfavorable, midpoint, or favorable responses.

Alcohol Impairing Memory Ratings by Demographic Category

This graph displays Alcohol Impairing Memory ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Frequent	Infrequent	No Memory Loss
Overall	6%	19%	75%
Non-Hispanic White	5%	24%	71%
Minority	7%	9%	84%
Male	6%	14%	80%
Female	6%	26%	68%
Enlisted	7%	8%	85%
Officer	3%	21%	76%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in

your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 5% of non-Hispanic White participants reported frequent memory loss due to alcohol, while 7% of minority participants reported frequent memory loss due to alcohol;
- 6% of male participants reported frequent memory loss due to alcohol, and 6% of female participants reported frequent memory loss due to alcohol;
- 7% of enlisted participants reported frequent memory loss due to alcohol, while 3% of officers reported frequent memory loss due to alcohol.

The middle ratings (marked in yellow) can be interpreted as:
- 24% of non-Hispanic White participants reported infrequent memory loss due to alcohol, while 9% of minority participants reported infrequent memory loss due to alcohol;
- 14% of male participants reported infrequent memory loss due to alcohol, while 26% of female participants reported infrequent memory loss due to alcohol;
- 8% of enlisted participants reported infrequent memory loss due to alcohol, while 21% of officers reported infrequent memory loss due to alcohol.

The favorable ratings (marked in green) can be interpreted as:
- 71% of non-Hispanic White participants reported no memory loss due to alcohol, while 84% of minority participants reported no memory loss due to alcohol;
- 80% of male participants reported no memory loss due to alcohol, while 68% of female participants reported no memory loss due to alcohol;
- 85% of enlisted participants reported no memory loss due to alcohol, while 76% of officers reported no memory loss due to alcohol.

You may also see trends over time for your *Alcohol Impairing Memory* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the question used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. The previous survey asked participants to consider their experiences over the past year, while the current survey asked them to consider their experiences over the past three months. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Alcohol Impairing Memory* ratings. This means that

your unit's/organization's unfavorable rating for *Alcohol Impairing Memory* is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Alcohol Impairing Memory* is listed in the table. The alert icon may also appear in the *Alcohol Impairing Memory* section of the PDF reports. To identify whether your *Alcohol Impairing Memory* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Alcohol Impairing Memory* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Alcohol Impairing Memory ratings are created by combining the responses to a single question from a five-point *Never* to *Daily or Almost Daily* scale, as shown in the example below.

Alcohol Impairing Memory Question	Never	Less than Monthly	Monthly	Weekly	Daily or Almost Daily	Total
Thinking about your alcohol use in the last three months, how often have you been unable to remember what happened the night before because you had been drinking?	75% (136)	14% (25)	5% (10)	3% (6)	3% (5)	100% (182)
	No Memory Loss	**Infrequent Memory Loss**		**Frequent Memory Loss**		Total responses **182**
	136 / 182 = **75%**	35 / 182 = **19%**		11 / 182 = **6%**		

The table above displays the percentage of responses (and number of responses in parentheses) for the *Alcohol Impairing Memory* factor across the five response options (*Never*, *Less than Monthly*, *Monthly*, *Weekly*, and *Daily or Almost Daily*). For example, 136 participants selected *Never*; this represents 75% of participants that responded to this question (136 / 182 = .747 or 75%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Frequent Memory Loss**, is a combination of all responses of *Daily or Almost Daily* and *Weekly* from the question in the *Alcohol Impairing Memory* scale.
  - For this example, five people selected *Daily or Almost Daily* while six selected *Weekly*. In total, 11 responses were either *Daily or Almost Daily* or *Weekly* to this question (6+5 = 11).
  - To produce an overall score for **Frequent Memory Loss** representing

unfavorable responses to this question, the total number of responses (11) is divided by the total number of people who responded to this question. **This produces a Frequent Memory Loss rating of 6% (11 / 182 = .0604).**

- The **Infrequent Memory Loss** rating is a combination of all responses of *Less Than Monthly* and *Monthly*.
  - For this example, there are 35 *Less Than Monthly* or *Monthly* responses (25+10 = 35). This total is divided by the total number of responses to the question (35 / 182 = .1923). **This rounds to an Infrequent Memory Loss rating of 19%.**

- To create the **favorable** rating, **No Memory Loss**, the same process as above is followed, except the score is created from only one response option – *Never*.
  - For this example, there are 136 *Never* responses. This is divided by the total number of responses to the question (136 / 182 = .7473). **This rounds to a No Memory Loss rating of 75%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Alcohol Impairing Memory* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Alcohol Impairing Memory* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Alcohol Impairing Memory* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Examine the bar graph showing the overall unfavorable rating for *Alcohol Impairing Memory* and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Alcohol Impairing Memory*, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

3. If applicable, review your *Alcohol Impairing Memory* unfavorable rating trends over time.

   You can view these trends by clicking on this icon 📈 in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Alcohol Impairing Memory

The following resources may be useful as you make plans or take action to improve your *Alcohol Impairing Memory* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Rethinking Drinking.** Provides resources, tools, and worksheets related to understanding how much one drinks, developing a plan to decrease one's drinking, strategies for decreasing drinking, and recommendations for sources of support in reducing alcohol consumption.
  https://www.rethinkingdrinking.niaaa.nih.gov/
  Resource type: Informational website containing various resources
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **MilLife Guides: Substance Abuse and Addiction.** Provides a general overview of resources to help Service members and their families navigate issues related to addiction.
  https://www.militaryonesource.mil/health-wellness/mental-health/substance-abuse-and-addiction/substance-abuse-and-addiction-the-essentials/
  Resource type: Informational website containing various resources
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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Binge Drinking

What is Binge Drinking?

Binge Drinking measures how often, during the last three months, one consumed 5 or more drinks on one occasion. This pattern of drinking alcohol within 2 hours brings blood alcohol concentration (BAC) to 0.08 percent or higher for typical adults.[14]

The following item is used to assess *Binge Drinking* on the DEOCS using a five-point response scale from *Never* to *Daily or Almost Daily*:

- Thinking about your alcohol use in the last three months, how often have you had five or more drinks on one occasion?

Why is it important?

Research has consistently shown the detrimental impact that alcohol misuse can have on an individual's work and personal life. More specifically, higher incidences of alcohol misuse and abuse among military members has been identified as a risk factor for sexual assault and sexual harassment victimization and perpetration as well as suicidal ideation.[1,2,3,4,5] The DoD's gender relations surveys of military personnel consistently demonstrate that approximately half or more of sexual assaults involving Service member and Academy student victims, including both male and female victims, involve alcohol at the time of the assault.[6,7,8] More specifically, the 2018 Workplace and Gender Relations (WGR) survey of active duty members identified alcohol use, defined as the frequency that men and women drink to the point of blacking out, as an important risk factor associated with an installation or ship's estimated sexual assault and sexual harassment rates.

Several studies have also linked alcohol misuse with suicidal ideation.[9,10,11] Specifically, a 2018 study of U.S. active duty soldiers found that substance abuse, including alcohol misuse, was linked to an increase in suicidal behaviors and less mental health resiliency.[12] Additionally, the 2018 North Atlantic Treaty Organization (NATO) report[13] demonstrated that military members' use of alcohol represents a significant risk for both suicidal behavior and ideation.

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Binge Drinking* in a stacked bar graph showing ratings for **Frequent Binge Drinking**, **Infrequent Binge Drinking**, and **No Binge Drinking**. Because *Binge Drinking* is a factor measured by a single question, you should interpret results as "X% of participants." An example is shown below:

Binge Drinking

Binge Drinking measures how often one consumes 5 or more drinks on one occasion. This pattern of drinking alcohol within 2 hours brings blood alcohol concentration (BAC) to 0.08 percent or higher for typical adults. Frequent binge drinking is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.
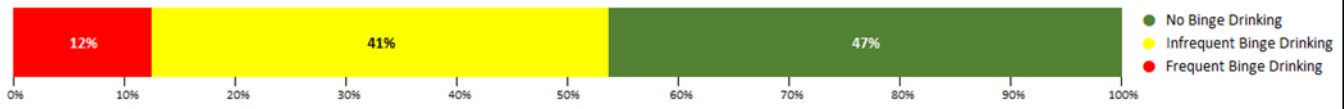
Unfavorable rating: 12% of participants reported **frequent binge drinking**.

Middle rating: 41% of participants reported **infrequent binge drinking**.

Favorable rating: 47% of participants reported **no binge drinking**.

For the graph showing results by demographic categories, the percentages represent the percentage of participants from each demographic category who reported unfavorable, midpoint, or favorable responses.

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:

- 13% of non-Hispanic White participants reported frequent binge drinking, while 11% of minority participants reported frequent binge drinking;
- 14% of male participants reported frequent binge drinking, while 11% of female participants reported frequent binge drinking;
- 14% of enlisted participants reported frequent binge drinking, while 7% of officers reported frequent binge drinking;
- 14% of junior enlisted participants reported frequent binge drinking, while 15% of senior enlisted participants reported frequent binge drinking.

The middle ratings (marked in yellow) can be interpreted as:
- 31% of non-Hispanic White participants reported infrequent binge drinking, while 45% of minority participants reported infrequent binge drinking;
- 37% of male participants reported infrequent binge drinking, while 50% of female participants reported infrequent binge drinking;
- 33% of enlisted participants reported infrequent binge drinking, while 46% of officers reported infrequent binge drinking;
- 33% of junior enlisted participants reported infrequent binge drinking, while 43% of senior enlisted participants reported infrequent binge drinking.

The favorable ratings (marked in green) can be interpreted as:
- 56% of non-Hispanic White participants reported no binge drinking, while 44% of minority participants reported no binge drinking;
- 49% of male participants reported no binge drinking, while 39% of female participants reported no binge drinking;
- 53% of enlisted participants reported no binge drinking, while 47% of officers reported no binge drinking;
- 53% of junior enlisted participants reported no binge drinking, while 42% of senior enlisted participants reported no binge drinking.

You may also see trends over time for your *Binge Drinking* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the question used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. The previous survey had a different threshold for men and women on the number of drinks consumed on one occasion, while the current survey does not; in addition, the current survey asks participants to consider their experiences over the past three months while the previous version did not have a time period. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Binge Drinking* ratings. This means that your unit's/organization's unfavorable rating for *Binge Drinking* is **very high** compared to the other

unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Binge Drinking* is listed in the table. The alert icon may also appear in the *Binge Drinking* section of the PDF reports. To identify whether your *Binge Drinking* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Binge Drinking* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Binge Drinking rating is created from the responses to a single question on a five-point *Never* to *Daily or Almost Daily* scale, as shown in the example below.

Binge Drinking Question	Never	Less than Monthly	Monthly	Weekly	Daily or Almost Daily	Total
Thinking about your alcohol use in the last three months, how often have you had five or more drinks on one occasion?	47% (94)	29% (57)	13% (25)	9% (17)	4% (7)	100% (200)
	No Binge Drinking	Infrequent Binge Drinking		Frequent Binge Drinking		Total responses 200
	94 / 200 = **47%**	(57+25) / 200 = **41%**		(17+7) / 200 = **12%**		

The table above displays the percentage of responses (and number of responses in parentheses) for the question across the five responses options (*Never*, *Less than Monthly*, *Monthly*, *Weekly*, and *Daily or Almost Daily*). For example, 94 participants selected *Never*; this represents 47% of participants that responded to this question (94 / 200 = .47 or 47%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Frequent Binge Drinking**, is a combination of all responses of *Daily or Almost Daily* and *Weekly* from the question in the *Binge Drinking* scale.
    - For this example, 17 people answered *Weekly* and 7 people answered *Daily or Almost Daily*. Therefore, 24 responses were either *Weekly* or *Daily or Almost Daily* to this question (17+7 = 24).
    - To produce an overall score for **Frequent Binge Drinking** representing the unfavorable responses to this question, the total number of responses (24) is divided by the total number of people who responded to the question (200). **This produces an unfavorable rating of 12% (24 / 200 = .1200).**

- The **Infrequent Binge Drinking** rating is a combination of all responses of *Monthly* and *Less Than Monthly*.
    - For this example, there are 82 *Less Than Monthly* or *Monthly* responses to

the question. This total is divided by the total number of responses to the question (82 / 200 = .4100). **This rounds to an Infrequent Binge Drinking rating of 41%.**

- To create the **favorable** rating, the same process above is followed, except the score is created from only one response option – *Never*.
  - For this example, there are 94 *Never* responses. This is divided by the total number of responses to the question (94 / 200 = .4700). **This rounds to a No Binge Drinking rating of 47%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Binge Drinking* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon to see if your *Binge Drinking* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Binge Drinking* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Examine the bar graph showing the overall unfavorable rating for *Binge Drinking* and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for Binge Drinking, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

3. If applicable, review your *Binge Drinking* unfavorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Binge Drinking

The following resources may be useful as you make plans or take action to improve your *Binge Drinking* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Alcohol Use and Preventing Alcohol-Related Problems Among Adults in the Military.** Discusses problematic drinking among young adults in the military. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6601669/
  Resource type: Scholarly article
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Binge Drinking Among U.S. Active-Duty Military Personnel.** Discusses excessive alcohol consumption by military personnel.

https://www.researchgate.net/publication/24006841_Binge_Drinking_Among_US_Active-Duty_Military_Personnel
Resource type: Scholarly article
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Reducing Heavy Drinking in the Military.** Discusses heavy drinking risk factors and provides links to binge drinking interventions for miliary members.
https://militaryfamilies.psu.edu/wp-content/uploads/2019/12/Reducing_Heavy_Drinking_in_the_Military.pdf
Resource type: Scholarly report
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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Passive Leadership

What is Passive Leadership?

Passive Leadership measures the perception that leaders avoid decisions, do not respond to problems, fail to follow up, hesitate to act, and are absent when needed. This is also known as laissez-faire leadership.[4,5]

The DEOCS asks participants to rate their unit commander or organization leader and senior enlisted leader on *Passive Leadership*. The following items are used to assess *Passive Leadership* using a five-point response scale from *Strongly Disagree* to *Strongly Agree*:

- My unit's commander will not take action until negative behaviors become bigger problems.
- My unit's commander does not address problems brought to their attention.
- My unit's senior NCO/SEL will not take action until negative behaviors become bigger problems.
- My unit's senior NCO/SEL does not address problems brought to their attention.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.

Why is it important?

Studies have shown a link between *Passive Leadership* and lower readiness and retention, and higher risk of sexual harassment. For example, *Passive Leadership* has been associated with multiple negative outcomes such as reduced performance, increased burnout, and, ultimately, increased turnover.[1] Similarly, a 2016 study found that firefighters who demonstrate *Passive Leadership* had detrimental impacts on subordinates' perception of safety climate which was correlated with lower safety behaviors, lack of compliance and diminished participation in safety.[2,3] A study of platoon leaders also found that passive-avoidant leadership was negatively related to platoon performance and negatively impacted group cohesion. The authors concluded that being a passive leader and waiting for problems to arise was counterproductive in terms of enhancing unit performance.[4] Finally, a survey of full-time working employees in various U.S. organizations found that *Passive Leadership* was positively related to observed workplace hostility, which was positively related to increased incidences of sexual harassment. The authors concluded that leaders who demonstrate a "*Passive Leadership*" style leave subordinates at higher risk for sexual harassment, particularly for female employees who work in a male-dominated organization.[5]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Passive Leadership* in a stacked bar graph showing ratings for **Passive Leadership**, **Neutral**, and **Non-Passive Leadership**. If your unit/organization has a senior enlisted leader/senior NCO, you may also see an additional

stacked bar graph with ratings for this individual. Because *Passive Leadership* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Passive Leadership - Ratings for Unit/Organization Leader

This factor measures the perception that leaders avoid decisions, do not respond to problems, fail to follow-up, hesitate to act, and are absent when needed. Organizations with passive leaders are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.

12%	27%	61%

- ● Non-Passive Leadership
- ● Neutral
- ● Passive Leadership
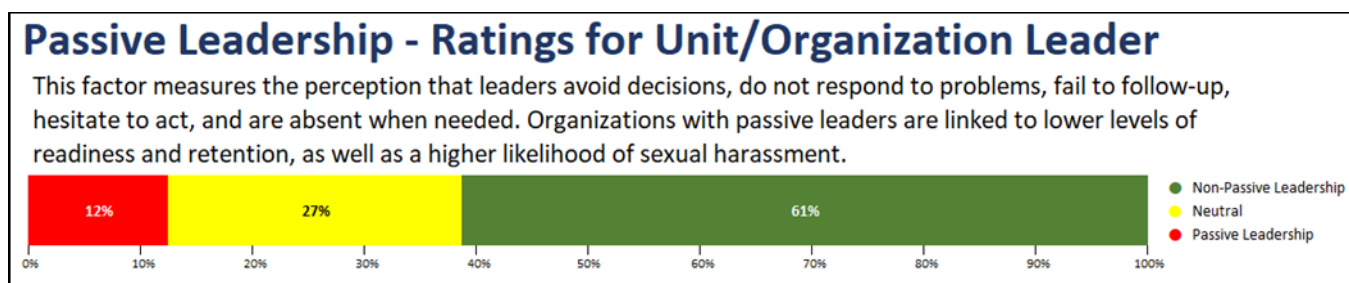
Unfavorable rating: 12% of responses indicated the unit/organization leader is a **passive leader**.

Neutral rating: 27% of responses indicated the unit/organization leader is **neither a passive nor non-passive leader**.

Favorable rating: 61% of responses indicated the unit/organization leader is **not a passive leader**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were unfavorable, neutral, or favorable.

Passive Leadership - Ratings for Unit Leader by Demographic Category

This graph displays Passive Leadership ratings for the unit leader by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Unfavorable	Neutral	Favorable
Overall	12%	27%	61%
Non-Hispanic White	8%	27%	65%
Minority	16%	23%	61%
Male	7%	30%	63%
Female	23%	30%	47%
Enlisted	15%	11%	74%
Officer	3%	20%	77%
Junior Enlisted	15%	17%	68%
Senior Enlisted	19%	24%	57%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories

for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 8% of responses from non-Hispanic White participants indicated the unit leader is a passive leader, while 16% of responses from minority participants indicated the unit leader is a passive leader;
- 7% of responses from male participants indicated the unit leader is a passive leader, while 23% of responses from female participants indicated the unit leader is a passive leader;
- 15% of responses from enlisted participants indicated the unit leader is a passive leader, while 3% of responses from officers indicated the unit leader is a passive leader;
- 15% of responses from junior enlisted indicated the unit leader is a passive leader, while 19% of responses from senior enlisted indicated the unit leader is a passive leader.

The neutral ratings (marked in yellow) can be interpreted as:
- 27% of responses from non-Hispanic White participants indicated the unit leader is neither passive nor non-passive, while 23% of responses from minority participants indicated the unit leader is neither passive nor non-passive;
- 30% of responses from male participants indicated the unit leader is neither passive nor non-passive, and 30% of responses from female participants indicated the unit leader is neither passive nor non-passive;
- 11% of responses from enlisted participants indicated the unit leader is neither passive nor non-passive, while 20% of responses from officers indicated the unit leader is neither passive nor non-passive;
- 17% of responses from junior enlisted indicated the unit leader is neither passive nor non-passive, while 24% of responses from senior enlisted indicated the unit leader is neither passive nor non-passive.

The favorable ratings (marked in green) can be interpreted as:
- 65% of responses from non-Hispanic White participants indicated the unit leader is not a passive leader, while 61% of responses from minority participants indicated the unit leader is not a passive leader;
- 63% of responses from male participants indicated the unit leader is not a passive leader, and 47% of responses from female participants indicated the unit leader is not a passive leader;
- 74% of responses from enlisted participants indicated the unit leader is not a passive leader, while 77% of responses from officers indicated the unit leader is not a passive leader;
- 68% of responses from junior enlisted indicated the unit leader is not a passive leader, while 57% of responses from senior enlisted indicated the unit leader is not a passive leader.

You may also see trends over time for your *Passive Leadership* unfavorable ratings if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: ![icon]. They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. There were slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ![alert icon] for your *Passive Leadership* ratings for the unit/organization leader and/or the senior enlisted leader. This means that your unfavorable rating for *Passive Leadership* for the specified leader type is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Passive Leadership* for a specified leader type is listed in the table. The alert icon may also appear in the *Passive Leadership* sections of the PDF reports. To identify whether your *Passive Leadership* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. Separate cut-off scores were used for the unit/organization leader and the senior enlisted leader. If your unfavorable rating for *Passive Leadership* for the unit/organization leader and/or the senior enlisted leader is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Passive Leadership ratings for the Unit/Organization Leader and the Senior NCO/Senior Enlisted Leader are created by combining responses to two questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Passive Leadership Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
My unit's commander will not take action until negative behaviors become bigger problems..	6% (5)	6% (5)	27% (21)	37% (29)	23% (18)	100% (78)
My unit's commander does not address problems brought to their attention.	4% (3)	7% (5)	28% (21)	38% (29)	24% (18)	100% (76)
	Non-Passive Leadership		**Neutral**	**Passive Leadership**		Total responses **154**
	(5+5+3+5) / 154 = **12%**		(21+21) / 154 = **27%**	(29+18+29+18) / 154 = **61%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, five participants selected *Disagree*; this represents 6% of participants that responded to this question (5 / 78 = .064 or 6%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 78 people responded to the first question so all percentages in this row use 78 as the denominator. Only 76 people responded to the second question, so all percentages in this row use 76 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **favorable** rating, named **Non-Passive Leadership**, is a combination of all responses of *Strongly Disagree* and *Disagree* from **both** questions in the *Passive Leadership* scale.
  - For this example, five people strongly disagreed with the first question, while five disagreed. In addition, three people strongly disagreed with the second question and five disagreed. In total, 18 responses were either *Strongly Disagree* or *Disagree* to these two questions (5+5+3+5 = 18).
  - To produce an overall score for **Non-Passive Leadership** representing favorable reactions to these two questions, the total number of responses (18) is divided by the total number of people who responded to both *Passive Leadership* questions. 78 people responded to the first question, and 76 the second, for a total of 154 responses to both questions. **This produces a Non-Passive Leadership rating of 12% (18 / 154 = .1169).**

- To create the **Neutral** rating, the same process above is followed, except the

score is created from only one response option. The *Neither Agree nor Disagree* responses are added from both questions.

- o For this example, there are 42 *Neither Agree nor Disagree* responses across both questions (21+21 = 42). This total is divided by the total number of responses to all of the questions (42 / 154 = .2727). **This rounds to a Neutral rating of 27%.**

- To create the **unfavorable** rating, named **Passive Leadership**, the *Strongly Agree* and *Agree* responses are combined.
  - o For this example, that is 29+18+29+18 = 94 total responses of either *Strongly Agree* or *Agree*.   This total is divided by the total number of responses to all of the questions (94 / 154 = .610). **This produces a Passive Leadership rating of 61%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Passive Leadership* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Passive Leadership* ratings for the unit/organization leader and/or the senior enlisted leader are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Passive Leadership* for the specified leader type is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Passive Leadership* details page for each leader type to understand which questions may be driving your unfavorable ratings. This factor is created from two questions, so for each leader type, compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a higher percentage of participants who selected *Strongly Agree* or *Agree*, these questions are driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Passive Leadership*.

3. Examine the bar graphs showing the overall unfavorable rating for *Passive Leadership* for each leader type and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Passive Leadership*, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

4. If applicable, review your *Passive Leadership* unfavorable rating trends over time for

   each leader type. You can view these trends by clicking on this icon 📈 in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Passive Leadership

The following resource may be useful as you make plans or take action to improve your *Passive Leadership* ratings. The resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Problem Solving.** Provides infographic, podcast, video, and webinar resources on problem-solving that are categorized by different proficiency levels. https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Problem-Solving/
Resource type: Informational website containing various resources
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

Scientific Research References on Passive Leadership

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4. Bass, B.M., Avolio, B.J., Jung, D.I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. Journal of Applied Psychology, 88(2), 207-218.

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What is Racially Harassing Behavior?

This factor measures the experience or witnessing of offensive behaviors based on race or ethnicity that occurred over the past three months. These behaviors create a workplace that is intimidating, hostile, offensive, or unreasonably intrusive.[2,12,13] These behaviors are representative of the types of behaviors included in the DoD's official past-year prevalence estimates of racial/ethnic harassment and discrimination collected on the Workplace Equal Opportunity Surveys.

The following items are used to assess *Racially Harassing Behaviors* using a four-point response scale from *Never* to *Often*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

How often does someone from your unit make you uncomfortable, angry, or upset by…
- telling racial/ethnic jokes?
- expressing stereotypes about your racial/ethnic groups?
- using offensive racial/ethnic terms?
- excluding you because of your race/ethnicity?
- showing you a lack of respect because of your race/ethnicity?

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.

Why is it important?

Research consistently shows that individuals who experience *Racially Harassing Behaviors* have decreased readiness and retention and are at risk for experiencing racial/ethnic harassment/discrimination and suicide. For example, a 2014 study of U.S. military personnel found that workgroup discrimination was negatively related to workgroup performance.[1] The 2017 Workplace and Equal Opportunity Survey of Active Duty Members aligns with this finding and found that individuals who experience racial/ethnic harassment/discrimination have reduced retention intents and readiness.[2] This same study has found that many members often experience more than one racially harassing behavior indicating pervasive or permissive culture of racial/ethnic harassment/discrimination.[2] Similarly, experiencing ethnic harassment has been associated with lower organizational commitment, lower job satisfaction, and greater turnover intentions.[3,4]

Experiencing *Racially Harassing Behaviors* can also lead to the continued experience of stressful life events, including rejection, stigmatization, and violence that may evoke suicidal behavior. Suicide rates have also been known to be higher among minorities who experience discrimination.[5] For example, a U.S. study found that immigrant's suicide rates were positively correlated with the negative valence of the words used by the majority to describe their ethnic group.[6,7]

There is also evidence that women of color experience "double jeopardy" and are at risk of harassment based on race and sex simultaneously. Several studies have a found that women who report more sexual harassment also report more racial harassment.[8,9,10] In one study that examined both workplace sexual and ethnic harassment, minority women experienced more harassment overall than majority men, minority men, and majority women.[11]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Racially Harassing Behaviors* in a stacked bar graph showing ratings for **Presence of Racially Harassing Behaviors** and **No Presence of Racially Harassing Behaviors**. While *Racially Harassing Behaviors* is a factor that is measured by multiple questions, because of the way it is calculated, you should interpret the results as "X% of participants." An example is shown below:

Racially Harassing Behaviors

This factor measures the experience or witnessing of offensive behaviors based on race or ethnicity that occurred over the past three months. These behaviors create a workplace that is intimidating, hostile, offensive, or unreasonably intrusive. These behaviors are representative of the types of behaviors included in the DoD's official past-year prevalence estimates of racial/ethnic harassment and discrimination collected on the Workplace Equal Opportunity Surveys.

The presence of racially harassing behaviors in organizations is linked to a higher likelihood of racial/ethnic harassment and discrimination, sexual harassment, and suicide, as well as lower levels of readiness and retention.

Unfavorable rating: 23% of participants reported experiencing at least one of the five behaviors rarely, sometimes, or often (i.e., they reported a **presence of racially harassing behaviors**).

Favorable rating: 77% of participants reported never experiencing any of the behaviors (i.e., they reported **no presence of racially harassing behaviors**).

For the graph showing results by demographic categories, the percentages represent the percentage of participants from each demographic category who reported unfavorable or favorable responses.

Racially Harassing Behaviors Ratings by Demographic Category

This graph displays Racially Harassing Behaviors ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Unfavorable	Favorable
Overall	23%	77%
Non-Hispanic White	11%	89%
Minority	23%	77%
Male	14%	86%
Female	33%	67%
Junior Enlisted	24%	76%
Senior Enlisted		100%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 11% of non-Hispanic White participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 23% of minority participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*;
- 14% of male participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 33% of female participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*;
- 24% of junior enlisted participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 0% of senior enlisted participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*.

The favorable ratings (marked in green) can be interpreted as:
- 89% of non-Hispanic White participants reported never experiencing any of the racially harassing behaviors, while 77% of minority participants reported never experiencing any of the racially harassing behaviors;
- 86% of male participants reported never experiencing any of the racially harassing behaviors, while 67% of female participants reported never experiencing any of the

racially harassing behaviors;

- 76% of junior enlisted participants reported never experiencing any of the racially harassing behaviors, while 100% of senior enlisted participants reported never experiencing any of the racially harassing behaviors.

You may also see trends over time for your *Racially Harassing Behaviors* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. There were slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Racially Harassing Behaviors* ratings. This means that your unit's/organization's unfavorable rating for *Racially Harassing Behaviors* is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Racially Harassing Behaviors* is listed in the table. The alert icon may also appear in the *Racially Harassing Behaviors* section of the PDF reports. To identify whether your *Racially Harassing Behaviors* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Racially Harassing Behaviors* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Racially Harassing Behaviors ratings are created from the responses to five questions on a four-point *Never* to *Often* scale. Because these behaviors are more serious, the scoring is slightly different and the threshold to be included in the percentage reporting "presence of behavior" is low. The DEOCS team considers any experience of any of these behaviors to be problematic. Therefore, the unfavorable factor ratings represent the percentage of participants who reported experiencing any behavior with any frequency. In order to create these ratings, participants are grouped into one of two categories depending on how they responded to the set of five questions:

- "presence of behavior" = participant reported experiencing at least one behavior either *Rarely*, *Sometimes*, or *Often*

- "no presence of behavior" = participant reported *Never* experiencing any or at least half of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*).

Because of this, you cannot recreate these ratings using the Item Summary table on the *Racially Harassing Behaviors* details page in the DEOCS dashboard. The Item Summary table displays aggregate responses to the five questions that are used to create the *Racially Harassing Behaviors* ratings; you would need access to individual-level data to understand whether an individual should be categorized as reporting a "presence of the behavior" or "no presence of the behavior." An example using mock data is below.

In this example, a unit has 13 members. They receive the following *Racially Harassing Behaviors* results in the DEOCS dashboard:
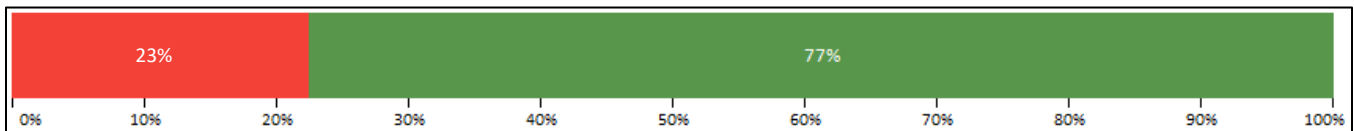
Interpretation: 23% of participants reported experiencing at least one of the five behaviors *Rarely*, *Sometimes*, or *Often*. In other words, 23%, or a total of three individuals, reported a presence of *Racially Harassing Behaviors* in the unit.

Individual-level data: This score is created based on how each individual responded across the five behaviors. The table below shows responses from the three individuals who were included in this rating.

	Question 1	Question 2	Question 3	Question 4	Question 5
Participant 1	Rarely	Never	[no answer]	[no answer]	[no answer]
Participant 2	Rarely	Never	Never	Sometimes	Never
Participant 3	Often	Rarely	Often	Often	Often
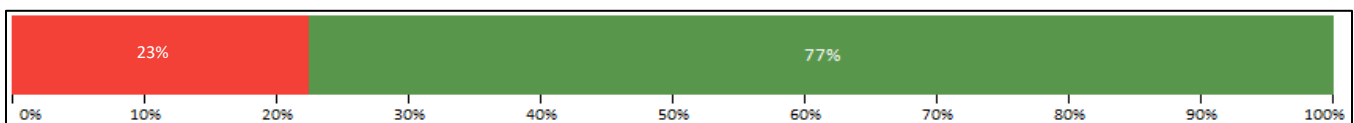
Interpretation: 77% of participants reported *Never* experiencing all five behaviors or *Never* experiencing at least three of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*). In other words, 77%, or 10 individuals, reported no presence of *Racially Harassing Behaviors* in the unit.

Individual-level data: This score is created based on how each individual responded across the five behaviors. The table below shows the responses from the 10 members who were included in this rating.

	Question 1	Question 2	Question 3	Question 4	Question 5
Participant 4	Never	Never	Never	Never	Never
Participant 5	Never	Never	Never	Never	[no answer]
Participant 6	Never	Never	Never	Never	Never
Participant 7	Never	[no answer]	Never	[no answer]	Never
Participant 8	Never	Never	Never	Never	Never
Participant 9	Never	Never	[no answer]	[no answer]	Never
Participant 10	Never	Never	Never	Never	Never
Participant 11	[no answer]	Never	Never	Never	Never
Participant 12	Never	Never	Never	[no answer]	[no answer]
Participant 13	Never	Never	Never	Never	Never

The aggregate data would appear in the Item Summary table like this:

Racially Harassing Behaviors Questions	Never	Rarely	Sometimes	Often	Total
Question 1	75% (9)	17% (2)	0% (0)	8% (1)	100% (12)
Question 2	92% (11)	8% (1)	0% (0)	0% (0)	100% (12)
Question 3	91% (10)	0% (0)	0% (0)	9% (1)	100% (11)
Question 4	78% (7)	0% (0)	11% (1)	11% (1)	100% (9)
Question 5	90% (9)	0% (0)	0% (0)	10% (1)	100% (10)

Note that percentages in the above table are calculated out of the total number of participants to that question and not the total number of participants to the full survey. Participants can skip questions, so you may notice that total responses to questions vary. In addition, factor ratings may not always add to 100% due to rounding.

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Racially Harassing Behaviors* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Racially Harassing Behaviors* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Racially Harassing Behaviors* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Racially Harassing Behaviors* details page to understand how often participants reported experiencing the five behaviors. While the overall unfavorable factor rating provides a high-level view, it is still important to understand which of the five behaviors is reported to occur most often. Actions can be taken to address all behaviors that occur, or you may feel it is more appropriate to only

address behaviors that occur more frequently (e.g., only those reported to occur *Sometimes* or *Often*, or only those reported to occur *Often*.)

3. Examine the bar graph showing the overall unfavorable rating for *Racially Harassing Behaviors* and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Racially Harassing Behaviors*, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

4. If applicable, review your *Racially Harassing Behaviors* unfavorable rating trends over time. You can view these trends by clicking on this icon [icon] in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Racially Harassing Behaviors

The following resources may be useful as you make plans or take action to improve your *Racially Harassing Behaviors* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Being Antiracist.** Discusses racism in society and provides resources and activities to promote a more inclusive environment.
https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist
Resource type: Informational website containing various resources
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Do Actions Speak Louder Than Words? A Comparison of Three Organizational Practices for Reducing Racial/Ethnic Harassment and Discrimination.** Assesses three aspects of organizational climate—resources, training, and implementation—and provides insight into which aspects have the most influence on the prevalence of racial/ethnic harassment and discrimination.
https://www.researchgate.net/publication/261402626_Do_Actions_Speak_Louder_Than_Words_A_Comparison_of_Three_Organizational_Practices_for_Reducing_RacialEthnic_Harassment_and_Discrimination
Resource type: Scholarly article
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Effects of Racial/Ethnic Discrimination on the Health Status of Minority Veterans.** Discusses the relationship between racial discrimination and health outcomes.
https://doi.org/10.7205/MILMED.173.4.331
Resource type: Scholarly article
Audience(s): IPPW personnel

- **Military Leaders Open Up About Race.** Features highly ranked U.S. military leaders discussing racism in the military.
https://www.youtube.com/watch?v=uRID9w_V88U
Resource type: Video

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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13. U.S. Equal Employment Opportunity Commission. (2021b). Race/Color discrimination. https://www.eeoc.gov/racecolor-discrimination

Sexist Behaviors

What is Sexist Behavior?

This factor measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender that occurred over the past three months. *Sexist Behaviors* also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the perceived gender of the individual.[10] These behaviors are similar to DoD's policy definition of gender discrimination, but it is important to note the policy definition requires the behaviors to limit or harm the victim's career and this is not measured on the DEOCS.

The following item is used to assess *Sexist Behaviors* on the DEOCS using a four-point response scale from *Never* to *Often*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

- How often does someone from your unit mistreat, exclude, or insult you because of your gender?

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.
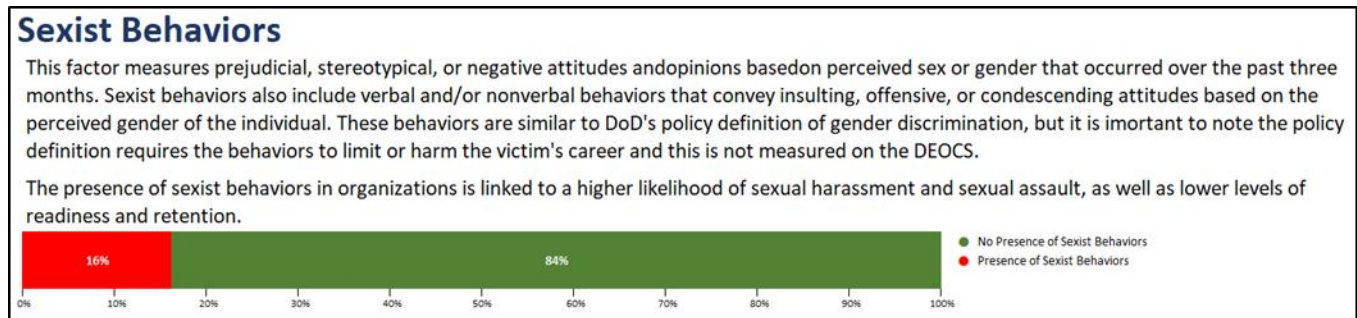
Why is it important?

Studies show that the presence of *Sexist Behaviors* is linked to lower readiness and retention and higher risk of sexual assault and sexual harassment. A 2019 study of women firefighters found that women who experienced the most severe work discrimination-harassment reported difficulty performing their job and were significantly less likely to report wanting to spend the rest of their career with their fire department.[1] Additionally, perceptions of unfair treatment among clusters of employees, such as women, has been shown to negatively impact workgroup performance.[2] Additionally, the 2018 Workplace and Gender Relations Survey of Active Duty Members found that a large portion of Service members who experienced *Sexist Behaviors* responded that they intended to take steps to leave the Military. It was not, however, clear how closely these intentions of separation align with actual separation.[3]

Numerous studies have also linked *Sexist Behaviors* to an increased risk of experiencing sexual harassment and sexual assault.[4] For example, a study examining female federal law enforcement officers found that women who reported working in a gender inclusive organizational culture were less likely to experience pervasive negative attitudes from their male colleagues or occurrences of sexual harassment and sexual discrimination.[5] Similarly, Harris and colleagues[6] found that a sexist environment was related to a higher probability of experiencing sexual harassment at both the individual and unit level. Additionally, holding sexist beliefs and attitudes is associated with an increased tolerance of sexual harassment[7] and an increased likelihood of accepting rape attitudes.[8] Finally, a 2018 DoD contextual analysis found that *Sexist Behaviors* were associated with a higher risk to an installation or ship's estimated sexual assault and sexual harassment rates.[9]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.
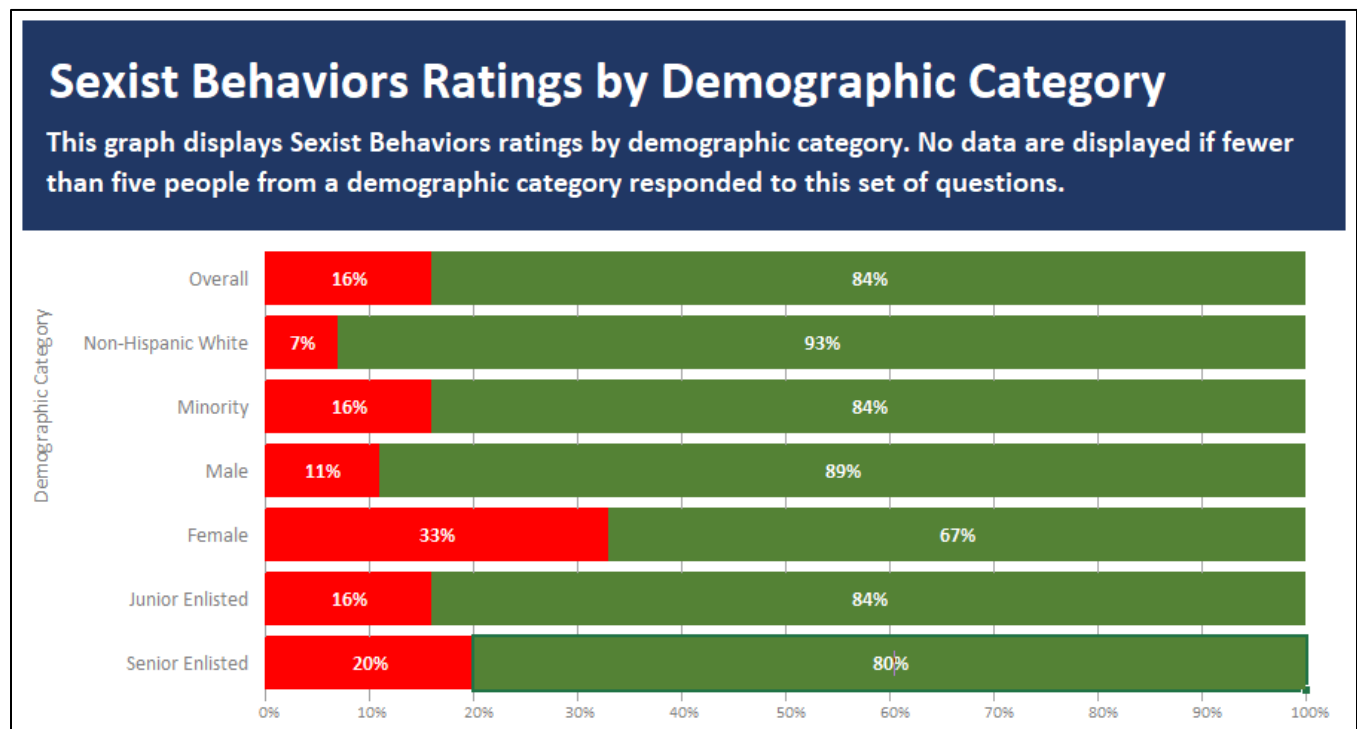
How do I read my factor ratings?

The DEOCS dashboard displays results for *Sexist Behaviors* in a stacked bar graph showing ratings for **No Presence of Sexist Behaviors** and **Presence of Sexist Behaviors**. Because *Sexist Behaviors* is a factor measured by a single question, you should interpret results as "X% of participants." An example is shown below:

Sexist Behaviors

This factor measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender that occurred over the past three months. Sexist behaviors also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the perceived gender of the individual. These behaviors are similar to DoD's policy definition of gender discrimination, but it is imortant to note the policy definition requires the behaviors to limit or harm the victim's career and this is not measured on the DEOCS.

The presence of sexist behaviors in organizations is linked to a higher likelihood of sexual harassment and sexual assault, as well as lower levels of readiness and retention.

Unfavorable rating: 16% of participants reported experiencing these behaviors rarely, sometimes, or often (i.e., they reported a **presence of sexist behaviors**).

Favorable rating: 84% of participants reported never experiencing any of these behaviors (i.e., they reported **no presence of sexist behaviors**).

For the graph showing results by demographic categories, the percentages represent the percentage of participants from each demographic category who reported unfavorable or favorable responses.

Sexist Behaviors Ratings by Demographic Category

This graph displays Sexist Behaviors ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Presence	No Presence
Overall	16%	84%
Non-Hispanic White	7%	93%
Minority	16%	84%
Male	11%	89%
Female	33%	67%
Junior Enlisted	16%	84%
Senior Enlisted	20%	80%

The first bar will always show the overall results and will be the same percentages that are

shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 7% of non-Hispanic White participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*, while 16% of minority participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*;
- 11% of male participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*, while 33% of female participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*;
- 16% of junior enlisted participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*, while 20% of senior enlisted participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*.

The favorable ratings (marked in green) can be interpreted as:
- 93% of non-Hispanic White participants reported never experiencing sexist behaviors, while 84% of minority participants reported never experiencing sexist behaviors;
- 89% of male participants reported never experiencing sexist behaviors, while 67% of female participants reported never experiencing sexist behaviors;
- 84% of junior enlisted participants reported never experiencing sexist behaviors, while 80% of senior enlisted participants reported never experiencing sexist behaviors.

You may also see trends over time for your *Sexist Behaviors* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. It is important to understand differences in roster size and roster composition at different time points as these items may impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Sexist Behaviors* ratings. This means that your unit's/organization's unfavorable rating for *Sexist Behaviors* is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Sexist Behaviors* is listed in the table. The alert icon may also appear in the *Sexist Behaviors* section of the PDF reports. To identify whether your *Sexist Behaviors* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Sexist Behaviors* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an

alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Sexist Behaviors ratings are created from the responses to a single question on a four-point *Never* to *Often* scale. Because these behaviors are more serious, the scoring is slightly different and the threshold to be included in the percentage reporting "presence of behavior" is low. The DEOCS team considers any experience of these behaviors to be problematic. Therefore, the unfavorable factor ratings represent the percentage of participants who reported experiencing any behavior with any frequency. In order to create these ratings, participants are grouped into one of two categories depending on how they responded to the question:

- "presence of behavior" = participant reported experiencing these behaviors either *Rarely*, *Sometimes*, or *Often*
- "no presence of behavior" = participant reported *Never* experiencing these behaviors.

An example is shown below:

Sexist Behaviors Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit mistreat, exclude, or insult you because of your gender?	84% (43)	6% (3)	4% (2)	6% (3)	100% (51)
	No Presence of Sexist Behaviors	**Presence of Sexist Behaviors**			Total responses **51**
	43 / 51 = **84%**	3+2+3 / 51 = **16%**			

The table above displays the percentage of responses (and number of responses in parentheses) for the question across the four response options (*Never*, *Rarely*, *Sometimes*, and *Often*). For example, 43 participants selected *Never*; this represents 84% of participants that responded to this question (43 / 51 = .843 or 84%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Presence of Sexist Behaviors**, is a combination of all responses of *Rarely*, *Sometimes*, and *Often* from the question in the *Sexist Behaviors* scale.
  - For this example, 3 people answered *Rarely*, 2 people answered *Sometimes*, and 3 people answered *Often*. Therefore, 8 responses were either *Rarely*, *Sometimes*, or *Often* to this question (3+2+3 = 8).
  - To produce an overall score for **Sexist Behaviors** representing the unfavorable responses to this question, the total number of responses (8) is divided by the total number of people who responded to the question (51). **This produces a Presence of Sexist Behaviors rating of 16% (8/51 = .1569).**

- To create the **favorable** rating, named **No Presence of Sexist Behaviors**, the same process above is followed, except the score is created from only one response option – *Never*.
  - For this example, there are 43 *Never* responses. This is divided by the total number of responses to the question (43 / 51 = .843). **This rounds to a No Presence of Sexist Behaviors rating of 84%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Sexist Behaviors* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon to see if your *Sexist Behaviors* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Sexist Behaviors* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Sexist Behaviors* details page to understand how often participants reported experiencing the behaviors. While the overall unfavorable factor rating provides a high-level view, it is still important to understand how often the behaviors were reported to occur. Actions can be taken to address this factor depending on how often the behaviors occur. For example, you may feel it is more appropriate to only address this factor if most participants reported experiencing these behaviors more frequently (e.g., *Sometimes* and *Often*, or only if most reported experiencing them *Often*).

3. Examine the bar graph showing the overall unfavorable rating for *Sexist Behaviors* and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Sexist Behaviors*, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

4. If applicable, review your *Sexist Behaviors* unfavorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Sexist Behaviors

The following resources may be useful as you make plans or take action to improve your *Sexist Behaviors* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Athena Thriving: A Unit Guide to Combating Gender Discrimination in the Army.**
  Outlines multiple issues that women face in the military and steps Commanders and leaders can take to ameliorate these issues.
  https://companyleader.themilitaryleader.com/2020/11/07/athena-thriving-gender-discrimination/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Confronting Digital Misogyny: Why the Military's #MeToo Moment Must Tackle Cyberharassment.** Describes a need to confront online harassment in the military.
  https://www.cnas.org/publications/commentary/confronting-digital-misogyny-why-the-militarys-metoo-moment-must-tackle-cyberharassment
  Resource type: Opinion piece
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Gendered Language Is a Barrier to Inclusion and Unit Cohesion.** Discusses the importance of using inclusive language in a military setting.
  https://www.usni.org/magazines/proceedings/2022/september/gendered-language-barrier-inclusion-and-unit-cohesion
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **How Men Can Confront Other Men About Sexist Behaviors.** Outlines how men can confront other men about their sexist behaviors towards women.
  https://hbr.org/2020/10/how-men-can-confront-other-men-about-sexist-behavior
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Sexism: See it. Name it. Stop it.** Provides facts and information on the impact of sexism on society and the workplace.
  https://human-rights-channel.coe.int/stop-sexism-en.html
  Resource type: Informational website containing various resources
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Sexism at Work.** Lists 10 steps for leaders to follow to address a sexist work environment.
  https://eige.europa.eu/publications/sexism-at-work-handbook/part-3-act/how-can-i-combat-sexism-ten-step-programme-managers
  Resource type: Guide
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Women, Regardless: Understanding Gender Bias in U.S. Military Integration.**
  Summarizes gender bias in the U.S. military as well as ways to counteract it.
  https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-88/jfq-88_46-53_Trobaugh.pdf?ver=2018-01-09-102340-317
  Resource type: Scholarly article
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

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3. Breslin, R.A., Davis, L., Hylton, K., Hill, A., Klauberg, W. X., Petusky, M., & Klahr, A. (2019) 2018 Workplace and Gender Relations Survey of Active Duty Members: Overview Report. U.S. Department of Defense Office of People Analytics. https://www.sapr.mil/sites/default/files/Annex_1_2018_WGRA_Overview_Report_0.pdf

4. Tinkler, J. E., & Zhao, J. (2019). The Sexual Harassment of Federal Employees: Gender, Leadership Status, and Organizational Tolerance for Abuses of Power. Journal of Public Administration Research and Theory, muz037. https://doi.org/10.1093/jopart/muz037

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9. Samuelson, H., Trump-Steele, R., Severance, L., Sieble, M., Luchman, J., Doston, H., Scolese, A., Sampath, S., & Klahr, A. (2021). 2018 Contextual Risk Factors Associated with Sexual Assault and Sexual Harassment in Active Duty. (Report No. 2021-06). U.S. Department of Defense Office of People Analytics.

10. Fitzgerald, L.F., Shullman, S.L., Bailey, N., Richards, M., Swecker, J., Gold, Y., Ormerod, M., Weitzman, L. (1988). The incidence and dimensions of sexual harassment in academia and the workplace. Journal of Vocational Behavior, 32(2), 152-175. https://doi.org/10.1016.0001-8791(88)90012-7

What is Sexually Harassing Behavior?

This factor measures unwelcome sexual advances and offensive comments or gestures of a sexual nature that occurred over the past three months.[9] These behaviors are similar to DoD's policy definition of sexual harassment, but it is important to note the policy definition requires the behaviors to be sufficiently persistent and severe and this is not measured on the DEOCS.

The following items are used to assess *Sexually Harassing Behaviors* on the DEOCS using a four-point response scale from *Never* to *Often*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

How often does someone from your unit…
- tell sexual jokes that make you uncomfortable, angry, or upset?
- embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?
- display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset?
- make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?
- intentionally touch you in unwanted sexual ways?

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/) for exact wording.

Why is it important?

Numerous studies show that the presence of *Sexually Harassing Behaviors* is associated with lower readiness and retention[1,2,3,4] and increased risk for suicide.[5] A study of 13,001 U.S. Service women found that women who reported sexual harassment or assault were more likely to report poorer mental and physical health as well as difficulties completing their daily work activities. Overall, this report suggested that recent sexual harassment or assault represents a serious potential threat to military operations and readiness.[6] Similarly, more severe *Sexually Harassing Behaviors* result in greater reported stress and are more likely to impede on an individual's ability to complete their work effectively.[7] Additionally, a study examining the U.S. military Armed Forces found that experiencing sexual harassment predicts reduced intention to reenlist for both men and women.[8] Additionally, the 2018 Workplace and Gender Relations Survey of Active Duty Members (WGRA) found that a large portion of Service members who experienced sexual harassment responded that their experience made them take steps to leave the Military. However, it is not clear how closely these separate intentions align with actual separation.[9]

The literature also indicates that the presence of sexually harassing behavior(s) is one of the best statistical predictors of individual risk for sexual harassment.[10] For example, DoD's 2018 WGRA found that 79% of women and 68% of men reported experiencing more than one instance of sex-based military equal opportunity (MEO) violation suggesting a persistent and

permissive sexual harassment environment.[9,11] This coincides with several studies that found a strong positive correlation between perceived organizational tolerance to sexual harassment and higher frequency of perceived occurrence of more serious sexual harassment.[7,12,13]
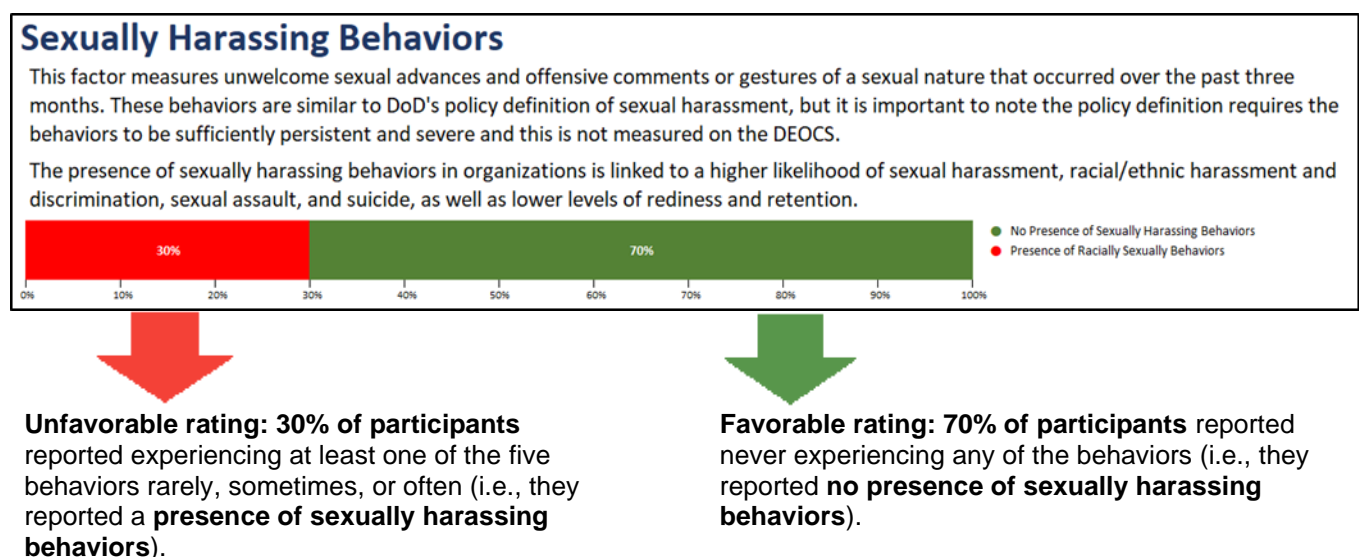
Furthermore, military studies have found that individuals who experience sexual assault experienced sexual harassment perpetrated by the same alleged offender(s) prior to the assault.[14] Beyond the individual-level, U.S. military installation- and ship-level sexual harassment are among the top three predictors of installation and ship sexual assault rates.[15] Similarly, military-specific research also supports the connection between unwanted experiences such as sexual harassment (both sexual quid pro quo and sexually hostile work environment) and a significant increase in the likelihood of rape.[16] Additionally, as discussed in the evidence for *Racially Harassing Behaviors*, several studies have found a positive correlation between sexual harassment and racial harassment.[17,18,19,20]

Finally, the presence of *Sexually Harassing Behaviors* is also linked to an increased risk of suicidal ideation and suicide. For example, a 2019 study found that experiencing sexual harassment was one of the strongest predictors of suicidal ideation among women veterans.[21] Similarly, a study of soldiers in the Military found that, at the individual-level, sexual harassment was associated with a fivefold increase of risk for suicide. At the group-level, units or companies having higher levels of sexual harassment also had soldiers three times more at risk for suicide.[5]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.
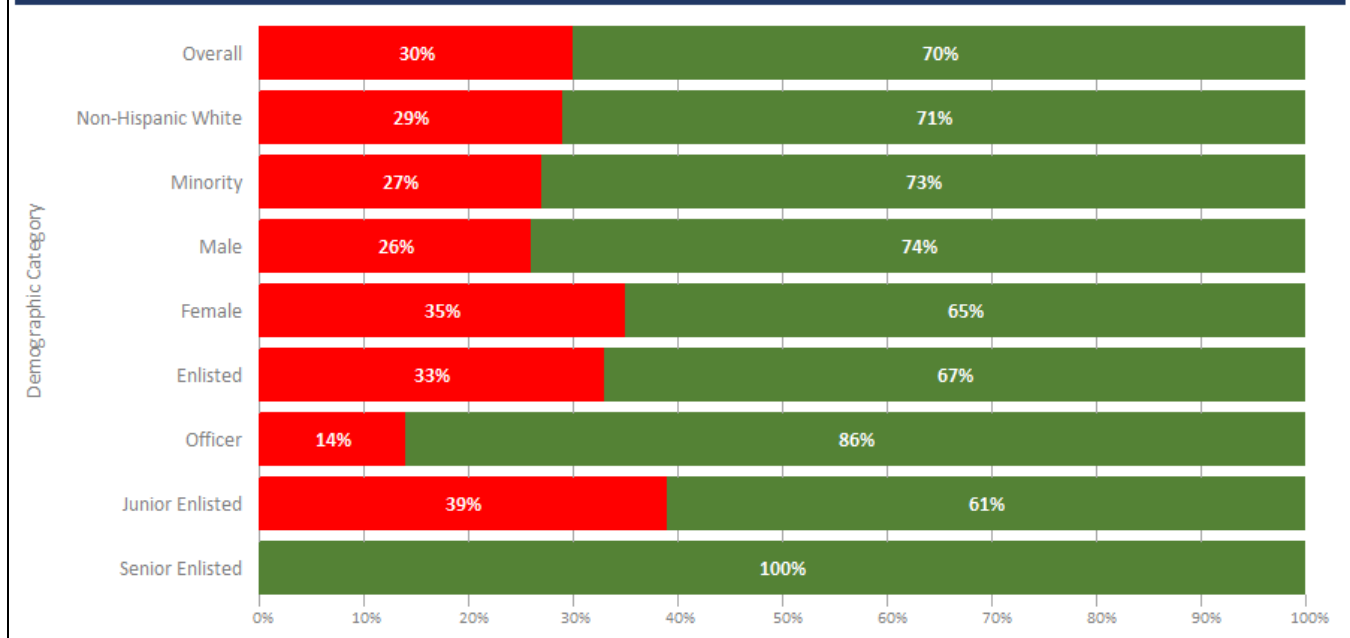
How do I read my factor ratings?

The DEOCS dashboard displays results for *Sexually Harassing Behaviors* in a stacked bar graph showing ratings for **Presence of Sexually Harassing Behaviors** and **No Presence of Sexually Harassing Behaviors**. While *Sexually Harassing Behaviors* is a factor that is measured by multiple questions, because of the way it is calculated, you should interpret the results as "X% of participants." An example is shown below:

Sexually Harassing Behaviors

This factor measures unwelcome sexual advances and offensive comments or gestures of a sexual nature that occurred over the past three months. These behaviors are similar to DoD's policy definition of sexual harassment, but it is important to note the policy definition requires the behaviors to be sufficiently persistent and severe and this is not measured on the DEOCS.

The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of sexual harassment, racial/ethnic harassment and discrimination, sexual assault, and suicide, as well as lower levels of rediness and retention.

● No Presence of Sexually Harassing Behaviors
● Presence of Racially Sexually Behaviors

Unfavorable rating: 30% of participants reported experiencing at least one of the five behaviors rarely, sometimes, or often (i.e., they reported a **presence of sexually harassing behaviors**).

Favorable rating: 70% of participants reported never experiencing any of the behaviors (i.e., they reported **no presence of sexually harassing behaviors**).

For the graph showing results by demographic categories, the percentages represent the percentage of participants from each demographic category who reported unfavorable or favorable responses.

Sexually Harassing Behaviors Ratings by Demographic Category

This graph displays Sexually Harassing Behaviors ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Unfavorable	Favorable
Overall	30%	70%
Non-Hispanic White	29%	71%
Minority	27%	73%
Male	26%	74%
Female	35%	65%
Enlisted	33%	67%
Officer	14%	86%
Junior Enlisted	39%	61%
Senior Enlisted		100%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 29% of non-Hispanic White participants reported experiencing at least one of the sexually harassing behaviors *Rarely, Sometimes*, or *Often*, while 27% of minority participants reported experiencing at least one of the sexually harassing behaviors *Rarely, Sometimes*, or *Often*;
- 26% of male participants reported experiencing at least one of the sexually harassing behaviors *Rarely, Sometimes*, or *Often*, while 35% of female participants reported experiencing at least one of the sexually harassing behaviors *Rarely, Sometimes*, or *Often*;
- 33% of enlisted participants reported experiencing at least one of the sexually harassing behaviors *Rarely, Sometimes*, or *Often*, while 14% of officers reported experiencing at least one of the sexually harassing behaviors *Rarely, Sometimes*, or *Often*;
- 39% of junior enlisted participants reported experiencing at least one of the sexually harassing behaviors *Rarely, Sometimes*, or *Often*, while 0% of senior enlisted participants reported experiencing at least one of the sexually harassing behaviors

Rarely, *Sometimes*, or *Often.*

The favorable ratings (marked in green) can be interpreted as:
- 71% of non-Hispanic White participants reported never experiencing any of the sexually harassing behaviors, while 73% of minority participants reported never experiencing any of the sexually harassing behaviors;
- 74% of male participants reported never experiencing any of the sexually harassing behaviors, while 65% of female participants reported never experiencing any of the sexually harassing behaviors;
- 67% of enlisted participants reported never experiencing any of the sexually harassing behaviors, while 86% of officers reported never experiencing any of the sexually harassing behaviors;
- 61% of junior enlisted participants reported never experiencing any of the sexually harassing behaviors, while 100% of senior enlisted participants reported never experiencing any of the sexually harassing behaviors.

You may also see trends over time for your *Sexually Harassing Behaviors* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using seven questions on DEOCS 5.0 and is now measured by only five questions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Sexually Harassing Behaviors* ratings. This means that your unit's/organization's unfavorable rating for *Sexually Harassing Behaviors* is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Sexually Harassing Behaviors* is listed in the table. The alert icon may also appear in the *Sexually Harassing Behaviors* section of the PDF reports. To identify whether your *Sexually Harassing Behaviors* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Sexually Harassing Behaviors* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Sexually Harassing Behaviors ratings are created from the responses to five questions on a four-point *Never* to *Often* scale. Because these behaviors are more serious, the scoring is slightly different and the threshold to be included in the percentage reporting "presence of behavior" is low. The DEOCS team considers any experience of any of these behaviors to be problematic. Therefore, the unfavorable factor ratings represent the percentage of participants who reported experiencing any behavior with any frequency. In order to create these ratings, participants are grouped into one of two categories depending on how they responded to the set of five questions:

- "presence of behavior" = respondent reported experiencing at least one behavior either *Rarely*, *Sometimes*, or *Often*

- "no presence of behavior" = respondent reported *Never* experiencing any or at least half of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*).

Because of this, you cannot recreate these ratings using the Item Summary table on the *Sexually Harassing Behaviors* details page in the DEOCS dashboard. The Item Summary table displays aggregate responses to the five questions that are used to create the *Sexually Harassing Behaviors* ratings; you would need access to individual-level data to understand whether an individual should be categorized as reporting a "presence of the behavior" or "no presence of the behavior." An example using mock data is below.

In this example, a unit has 10 members. They receive the following *Sexually Harassing Behaviors* results in the DEOCS dashboard:
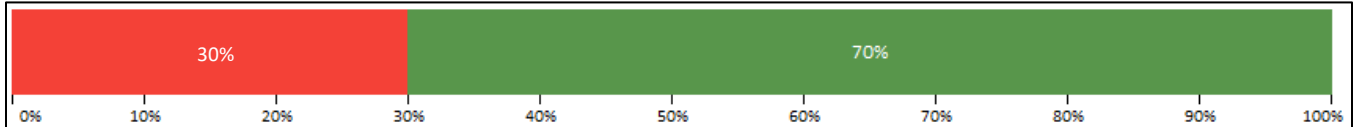
Interpretation: 30% of participants reported experiencing at least one of the five behaviors *Rarely*, *Sometimes*, or *Often*. In other words, 30%, or a total of three individuals, reported a presence of sexually harassing behaviors in the unit.

Individual-level data: This rating is created based on how each individual responded across the seven behaviors. The table below shows responses from the three individuals who were included in this rating.

	Q 1	Q 2	Q 3	Q 4	Q 5
Participant 1	Rarely	Never	[no answer]	[no answer]	[no answer]
Participant 2	Rarely	Never	[no answer]	Sometimes	Never
Participant 3	Often	Rarely	Often	Often	Often
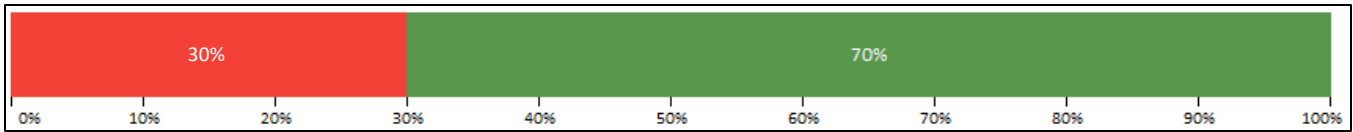
Interpretation: 70% of participants reported *Never* experiencing all five behaviors or *Never* experiencing at least three of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*). In other words, 70%, or seven individuals, reported no presence of sexually harassing behaviors in the unit.

Individual-level data: This rating is created based on how each individual responded across the five behaviors. The table below shows the responses from the seven members who were included in this score.

	Q 1	Q 2	Q 3	Q 4	Q 5
Participant 4	Never	Never	Never	Never	Never
Participant 5	Never	Never	Never	Never	[no answer]
Participant 6	Never	Never	Never	Never	Never
Participant 7	Never	[no answer]	Never	[no answer]	Never
Participant 8	Never	Never	Never	Never	Never
Participant 9	Never	Never	[no answer]	[no answer]	Never
Participant 10	Never	Never	Never	Never	Never

The aggregate data would appear in the Item Summary table like this:

Sexually Harassing Behaviors Questions	Never	Rarely	Sometimes	Often	Total
Question 1	70% (7)	20% (2)	0% (0)	10% (1)	100% (10)
Question 2	89% (8)	11% (1)	0% (0)	0% (0)	100% (9)
Question 3	86% (6)	0% (0)	0% (0)	14% (1)	100% (7)
Question 4	71% (5)	0% (0)	14% (1)	14% (1)	100% (7)
Question 5	88% (7)	0% (0)	0% (0)	13% (1)	100% (8)

Note that percentages in the above table are calculated out of the total number of participants to that question and not the total number of participants to the full survey. Participants can skip questions, so you may notice that total responses to questions vary. In addition, factor ratings may not always add to 100% due to rounding.

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Sexually Harassing Behaviors* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon to see if your *Sexually Harassing Behaviors* ratings are called out. This icon would appear in the dashboard

and in the PDF reports if your unit's/organization's unfavorable rating for *Sexually Harassing Behaviors* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Sexually Harassing Behaviors* details page to understand how often participants reported experiencing the five behaviors. While the overall unfavorable factor rating provides a high-level view, it is still important to understand which of the five behaviors is reported to occur most often. Actions can be taken to address all behaviors that occur, or you may feel it is more appropriate to only address behaviors that occur more frequently (e.g., only those reported to occur *Sometimes* or *Often*, or only those reported to occur *Often.*)

3. Examine the bar graph showing the overall unfavorable rating for *Sexually Harassing Behaviors* and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Sexually Harassing Behaviors*, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

4. If applicable, review your *Sexually Harassing Behaviors* unfavorable rating trends over time. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Sexually Harassing Behaviors

The following resources may be useful as you make plans or take action to improve your *Sexually Harassing Behaviors* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **A Culture That Fosters Sexual Assaults and Sexual Harassment Persists Despite Prevention Efforts, a New Pentagon Study Shows.** Discusses issues of sexual assault and sexual harassment in the military.
https://www.militarytimes.com/news/your-military/2020/04/30/a-culture-that-fosters-sexual-assaults-and-sexual-harassment-persists-despite-prevention-efforts-a-new-pentagon-study-shows/
Resource type: Opinion piece
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Air Force Sexual Assault Wingman's Guide.** Provides a list that details responses to sexual assault for Service members and includes recommendations for personnel and leadership considerations.
https://www.resilience.af.mil/Portals/71/Documents/A.%20Prevention%20Documents/2%20LeadersGuide_Sexual_Assault%2024July20.pdf
Resource type: Quick guide
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **A Leader's Guidebook to Creating Safe, Stable, and Supportive Command Environments Free From Sexual Assault.** Provides guidance for leaders to address and prevent sexual assault.
  https://www.sapr.mil/sites/default/files/public/docs/prevention/SPARX_Leadership_Action_Guide_Reference_Copy.pdf
  Resource type: Guide
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Athena Thriving: A Unit Guide to Combating Gender Discrimination in the Army.** Outlines multiple issues that women face in the military and steps Commanders and leaders can take to ameliorate these issues.
  https://companyleader.themilitaryleader.com/2020/11/07/athena-thriving-gender-discrimination/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Continuum of Harm.** Illustrates the continuum of harm, describes how sexual harassment and sexual assault are related, and provides insight into why the command climate of a unit is important in preventing sexual harassment and sexual assault.
  https://www.armyresilience.army.mil/sharp/pages/continuum.html
  Resource type: Infographic
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Countering Sexual Assault and Sexual Harassment in the U.S. Military.** Discusses recommended actions to address sexual assault and sexual harassment in the military.
  https://www.rand.org/pubs/research_reports/RRA1318-1.html
  Resource type: Scholarly report
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **DoD's Online Resources: Support Is Just a Call or Click Away.** Provides resources for survivors of sexual assault.
  https://www.sapr.mil/sites/default/files/public/docs/press/COVID_Mental_Health_Resources_InfoSheet.pdf
  Resource type: Quick reference
  Audience(s): Unit leaders, unit personnel, survey administrator, IPPW personnel

- **Effects of Sexual Assault and Sexual Harassment on Separation from the U.S. Military.** Discusses the relationship between sexual assault and separation from the military.
  https://www.rand.org/pubs/research_reports/RR870z10.html
  Resource type: Scholarly report
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Independent Review Commission on Sexual Assault in the Military.** Provides key documents and IRC updates on sexual assault in the military.
  https://www.defense.gov/Spotlights/Independent-Review-Commission-on-Sexual-Assault-in-the-Military/
  Resource type: Informational website containing various resources
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Leadership Key to Eliminating Sexual Assault in Our Military.** Features the former Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff and encourages leaders to own the climate in their units and to be active in enforcing the no tolerance policy for sexual assault.
  https://www.youtube.com/watch?v=bV4KJa_8Jcc
  Resource type: Video
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Needs of Male Sexual Assault Victims in the U.S. Armed Forces.** Discusses the differences between male and female sexual assault victims and provides recommendations to improve assistance for male sexual assault victims.
  https://www.rand.org/pubs/research_reports/RR2167.html
  Resource type: Scholarly report
  Audience(s): Commander/Leader, survey administrator, IPPW personnel

- **Organizational Characteristics Associated With Risk of Sexual Assault and Sexual Harassment in the U.S. Army.** Examines organizational and operational characteristics associated with sexual assault risk and sexual harassment risk broken down by installation, gender, command echelon, and career management field.
  https://www.rand.org/content/dam/rand/pubs/research_reports/RRA1000/RRA1013-1/RAND_RRA1013-1.pdf
  Resource type: Scholarly report
  Audience(s): Unit personnel, survey administrator, IPPW personnel

- **Self-Care After Trauma.** Provides guidance on self-care after sexual assault/harassment trauma.
  https://www.rainn.org/sites/default/files/SelfCareOnePageRAINN_0.pdf
  Resource type: Quick guide
  Audience(s): Unit leaders, unit personnel, survey administrator, IPPW personnel

- **Self-Help and Coping.** Provides strategies for coping with PTSD and links to resources designed to manage symptoms of PTSD.
  https://www.ptsd.va.gov/gethelp/selfhelp_coping.asp
  Resource type: Informational website containing various resources
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Sexual Assault/Sexual Harassment.** Provides health resources for those who have been sexually assaulted, including self-care strategies and resources to deal with sexual assault and sexual harassment and links to other resources for suicide risk, depression, and alcohol misuse.
  https://health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/PHCoE-Clinician-Resources/Sexual-Assault-and-Sexual-Harassment
  Resource type: Military endorsed article
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **The Relationship Between Sexual Assault and Harassment in the U.S. Military.** Discusses the relationship between sexual harassment and sexual assault and includes recommendations to improve the command climate regarding these issues.
  https://www.rand.org/pubs/research_reports/RR3162.html

Resource type: Scholarly report
Audience(s): Commander/Leader, survey administrator, IPPW personnel

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What is Stress?

Stress measures the feeling of emotional strain or pressure. Stressed individuals may feel unable to predict or influence valued and prominent aspects of their lives.[11]

The following items are used to assess *Stress* on the DEOCS using a four-point response scale from *Never* to *Often*. Participants are asked to think about the past three months when responding.
- In the past three months, how often have you felt nervous or stressed?
- In the past three months, how often have you found that you could not cope with all of the things you had to do?
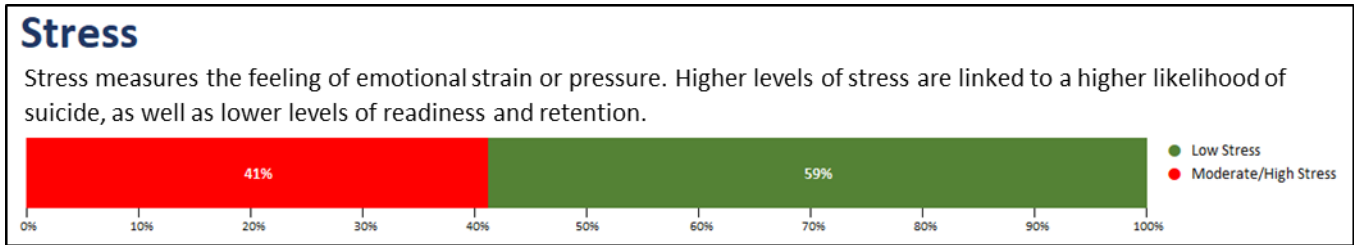
Why is it important?

Research has shown that *Stress* within a military environment can cause significant health hazards in the military work environment which can cause poor performance, increased turnover intentions, and greater likelihood of suicidal ideation.[1] A survey focused on U.S. military personnel found that work *Stress* was significantly related to poor work performance, more days of missed work, and poorer physical health. These results support accumulation of *Stress*, indicating that work *Stress* is a significant occupational health hazard in the routine military work environment.[2] *Stress* is also associated with lower worker retention.[3,4] More specifically, DeTienne et al.[5] found that certain types of workplace stressors—such as interpersonal or those pertaining ethical conflicts—are associated with increased turnover intentions.

Numerous studies also link *Stress* to suicidal ideation.[6,7,8] For example, a 2017 study of National Guard soldiers returning from deployments in Iraq and Afghanistan found that increased levels of perceived *Stress* were a contributing factor to increased risk of suicide.[9] Similarly, a 2011 study examined stressors related to readjustment post-deployment and predicted higher risk of suicidal ideation among Army Reserve veterans returning from Iraq.[10]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.
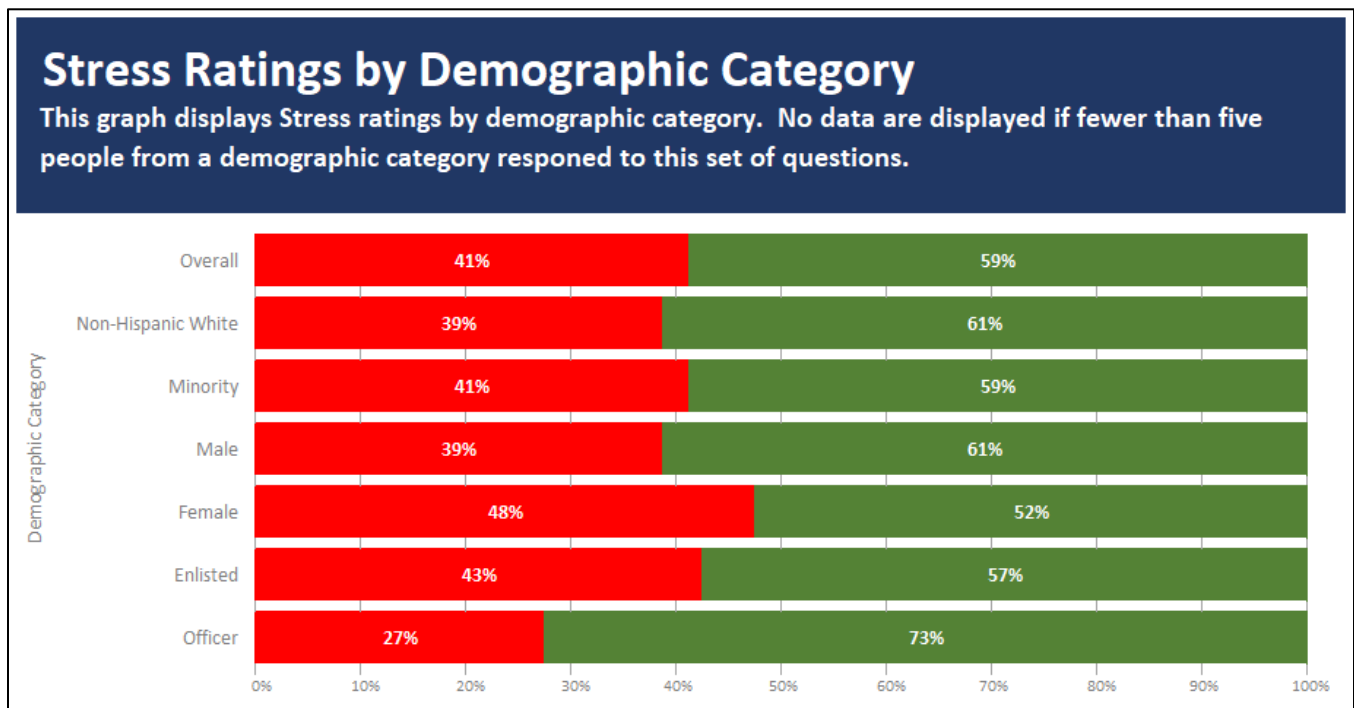
How do I read my factor ratings?

The DEOCS dashboard displays results for *Stress* in a stacked bar graph showing ratings for **Moderate/High Stress** and **Low Stress**. Because *Stress* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Stress

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

		Legend
41%	59%	● Low Stress ● Moderate/High Stress

Unfavorable rating: 41% of responses indicated **moderate or high stress**.

Favorable rating: 59% of responses indicated **low stress**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were unfavorable or favorable.

Stress Ratings by Demographic Category

This graph displays Stress ratings by demographic category. No data are displayed if fewer than five people from a demographic category responed to this set of questions.

Demographic Category	Moderate/High Stress	Low Stress
Overall	41%	59%
Non-Hispanic White	39%	61%
Minority	41%	59%
Male	39%	61%
Female	48%	52%
Enlisted	43%	57%
Officer	27%	73%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:

- 39% of responses from non-Hispanic White participants indicated moderate or high stress, while 41% of responses from minority participants indicated moderate or high stress;
- 39% of responses from male participants indicated moderate or high stress, while 48% of responses from female participants indicated moderate or high stress;
- 43% of responses from enlisted participants indicated moderate or high stress, while 27% of responses from officers indicated moderate or high stress.

The favorable ratings (marked in green) can be interpreted as:
- 61% of responses from non-Hispanic White participants indicated low stress, while 59% of responses from minority participants indicated low stress;
- 61% of responses from male participants indicated low stress, while 52% of responses from female participants indicated low stress;
- 57% of responses from enlisted participants indicated low stress, while 73% of responses from officers indicated low stress.

You may also see trends over time for your *Stress* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using four questions on DEOCS 5.0 and is now measured by only two questions. The previous survey asked participants to consider their experiences over the past month, while the current survey asked them to consider their experiences over the past three months. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Stress* ratings. This means that your unit's/organization's unfavorable rating for *Stress* is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Stress* is listed in the table. The alert icon may also appear in the *Stress* section of the PDF reports. To identify whether your *Stress* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Stress* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Stress ratings are created by combining responses to two questions from a four-point *Never* to *Often* scale, as shown in the example below.

Stress Questions	Never	Rarely	Sometimes	Often	Total
In the past three months, how often have you felt nervous or stressed?	22% (40)	25% (46)	26% (48)	28% (52)	100% (186)
In the past three months, how often have you found that you could not cope with all of the things you had to do?	48% (88)	25% (46)	18% (33)	10% (18)	100% (185)
	Low Stress		**Moderate/High Stress**		Total responses **371**
	(40+46+88+46) / 371 = **59%**		(48+52+33+18) / 371 = **41%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the four response options (*Never*, *Rarely*, *Sometimes*, and *Often*). For the first question, 40 participants selected *Never*; this represents 22% of participants that responded to this question (40 / 186 = .215 or 22%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 186 people responded to the first question so all percentages in this row use 186 as the denominator. 185 people responded to the second question, so all percentages in this row use 185 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Moderate/High Stress**, is a combination of all responses of *Often* and *Sometimes* from **both** questions in the *Stress* scale.
    - For this example, 48 people answered *Sometimes* to the first question, while 52 answered *Often* and 33 people answered *Sometimes* to the second question and 18 answered *Often*. In total, 151 responses were either *Often* or *Sometimes* to these two questions (48+52+33+18 = 151).
    - To produce an overall score for **Moderate/High Stress** representing unfavorable responses to these questions, the total number of responses (151) is divided by the total number of people who responded to all of the *Stress* questions. 186 people responded to the first question and 185 to the second for a total of 371 responses to both questions. **This produces a Moderate/High Stress rating of 41% (151 / 371 = .4070).**

- To create the **favorable** rating, named **Low Stress**, the *Never* and *Rarely* responses are combined.
    - For this example, that is 40+46+88+46 = 220 total responses of either *Never* or *Rarely*. This total is divided by the total number of responses to all of the questions (220 / 371 = .5930). **This rounds to a Low Stress rating of 59%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Stress* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon ⚠️ to see if your *Stress* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Stress* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Stress* details page to understand which questions may be driving your unfavorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Sometimes* or *Often* to each question. If there are questions that have a higher percentage of participants who selected *Sometimes* or *Often*, these questions are driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Stress*.

3. Examine the bar graph showing the overall unfavorable rating for *Stress* and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Stress*, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

4. If applicable, review your *Stress* unfavorable rating trends over time. You can view these trends by clicking on this icon 📈 in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Stress

The following resources may be useful as you make plans or take action to improve your *Stress* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Air Force's Guide to Work-Related Stressors for Leaders.** Provides a list for leaders about recognizing workplace stress, including signs of stress, recommended actions, and leadership considerations.
  https://www.resilience.af.mil/Portals/71/Documents/A.%20Prevention%20Documents/LeadersGuide_Work_Related_Stressors%2018May20.pdf
  Resource type: Quick reference
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Caring for Your Mental Health.** Provides mental health self-care tips, helpful videos, and fact sheets on managing stress.

https://www.nimh.nih.gov/health/topics/caring-for-your-mental-health
Resource type: Informational website containing various resources
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Chill Drills.** Describes the Chill Drills mobile app by Military OneSource, which provides military members techniques to relieve stress with a collection of simple audio mindfulness exercises to relax the body and mind.
  https://www.militaryonesource.mil/resources/mobile-apps/de-stress-and-relax-with-chill-drills-by-military-onesource/
  Resource type: Mobile app
  Audience(s): Unit personnel

- **Follow These Stress Relief Tips.** Provides tips for managing stress while in the military.
  https://www.militaryonesource.mil/health-wellness/healthy-living/managing-stress/follow-these-stress-relief-tips/
  Resource type: Military endorsed article
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Guide to Coping With Deployment and Combat Stress.** Provides information for unit members and leaders to aid themselves and others in coping with deployment- and combat-related stress.
  https://ephc.amedd.army.mil/HIPECatalog/Uploads/DownloadableProds/124_TG320.pdf
  Resource type: Guide
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Managing Combat and Operation Stress.** Includes information on managing combat and operational stress.
  https://www.iimef.marines.mil/Portals/1/documents/PWYE/Toolkit/MAPIT-Modules/COSC/Managing%20Combat%20and%20Operational%20Stress_a%20Handbook%20for%20Marines%20and%20Families.pdf
  Resource type: Guide
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Military Leadership in Stressful Situations.** Discusses how leaders can effectively communicate and interact with unit members during stressful events.
  https://www.cstsonline.org/assets/media/documents/CSTS_FS_Military_Leadership_Stressful_Situations.pdf
  Resource type: Military specific guide
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Stress Reduction Techniques for High Stress Operations.** Describes and offers suggestions for navigating a high stress operational environment.
  https://health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/Real-Warriors-Campaign/Articles/Stress-Reduction-Techniques-for-High-Stress-Operations
  Resource type: Military endorsed article

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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What is Toxic Leadership?

Toxic Leadership measures the perception that leaders disregard input, ridicule others, and have self-promoting tendencies.[1] *Toxic Leadership* also includes behaviors that are demeaning, marginalizing, and/or coercive. These types of leaders are also prone to acts of aggression.[2]

The DEOCS asks participants to rate their immediate supervisor and senior enlisted leader on *Toxic Leadership*. The following items are used to assess *Toxic Leadership* using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

- My immediate supervisor ridicules people in my unit.
- My immediate supervisor acts only in the best interest of their own advancement.
- My immediate supervisor ignores input from people in my unit that they do not agree with.
- My unit's senior NCO/SEL ridicules people in my unit.
- My unit's senior NCO/SEL acts only in the best interest of their own advancement.
- My unit's senior NCO/SEL ignores input from people in my unit that they do not agree with.

Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Defense Climate Portal Survey Resource Center (https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/)) for exact wording.
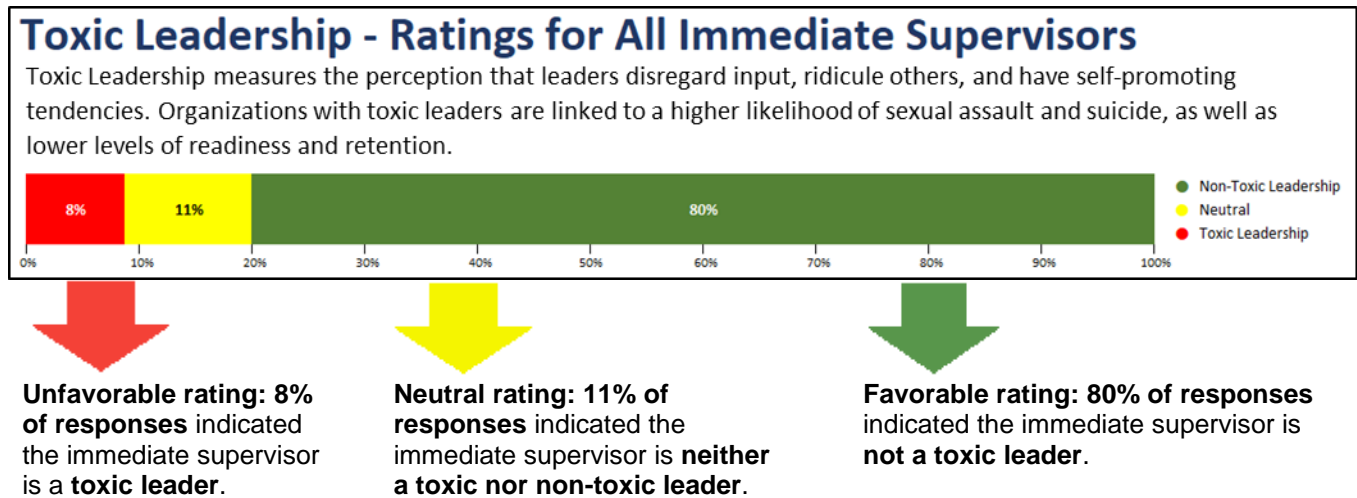
Why is it important?

Research has shown that "*Toxic Leadership*" behaviors create negative climates in the Military[1] and other civilian workplaces.[2] This type of negative leadership can reduce organizational commitment, decrease respectful behaviors between unit members, lead to poor performance, and decrease retention.[3,4] For example, the Annual Survey of Army Leadership continues to find that leaders who engaged in *Toxic Leadership* have an adverse effect on command climate, including work quality, engagement, and morale of their subordinates.[5] The findings suggest that this type of negative leadership has contributed to increased turnover in the Military.[1] *Toxic Leadership* has also been correlated with tolerance of sexual assault. The study found that these *Toxic Leadership* styles, as perceived by Service women, were strongly associated with the Service women's risk of, or protection from, sexual assault in non-deployed settings. In fact, negative leader behavior was associated with at least doubling Service women's odds of sexual assault in the Military.[6]

In extreme circumstances, *Toxic Leadership* styles can contribute to suicidal ideation. An investigation of U.S. soldiers in Iraq who had committed or attempted suicide found that while the soldiers had other issues in their personal lives, the victims also had in common at least one leader (sometimes more) who made their lives "a living hell." The author notes that the evidence did not show that there is a direct link of *Toxic Leadership* styles to committed or attempted suicide, but they do argue that leader support, or lack thereof, was a common issue that contributed to the suicide or suicide attempt.[7]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.
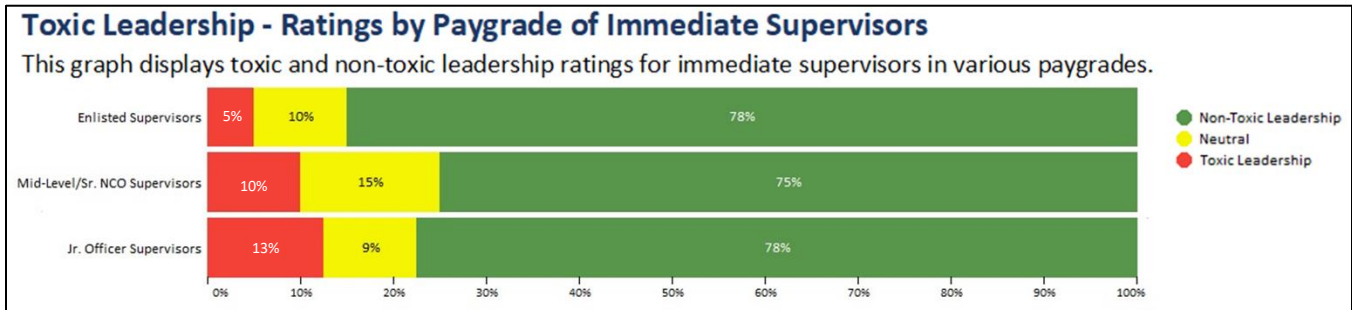
How do I read my factor ratings?

The DEOCS dashboard displays results for *Toxic Leadership* in a stacked bar graph showing ratings for **Toxic Leadership**, **Neutral**, and **Non-Toxic Leadership**.   In addition, if your unit/organization has a senior enlisted leader/senior NCO, you may also see an additional stacked bar graph with ratings for this individual. Because *Toxic Leadership* is a factor that is measured by multiple questions, you should interpret the results as "X% of responses" (not participants). An example is shown below:

Toxic Leadership - Ratings for All Immediate Supervisors

Toxic Leadership measures the perception that leaders disregard input, ridicule others, and have self-promoting tendencies. Organizations with toxic leaders are linked to a higher likelihood of sexual assault and suicide, as well as lower levels of readiness and retention.

- Non-Toxic Leadership
- Neutral
- Toxic Leadership

Unfavorable rating: 8% of responses indicated the immediate supervisor is a **toxic leader**.

Neutral rating: 11% of responses indicated the immediate supervisor is **neither a toxic nor non-toxic leader**.

Favorable rating: 80% of responses indicated the immediate supervisor is **not a toxic leader**.

If your unit/organization had enough participants, you may also see these ratings broken down by paygrade of immediate supervisor in additional stacked bar graphs. On the survey, participants were asked to select the paygrade of their immediate supervisor and at least five responses were needed in order to display these results. For example, if you see *Toxic Leadership* ratings for enlisted supervisors, this means that at least five participants indicated their immediate supervisor was an enlisted member and answered the three questions about *Toxic Leadership* for immediate supervisors. If your unit/organization has immediate supervisors who are enlisted members, but you do not see ratings for them, it may be because there were fewer than five participants who indicated their immediate supervisor was an enlisted member.

The example below shows results for multiple paygrades of immediate supervisors, including enlisted supervisors, mid-level or senior NCO supervisors, and junior officer supervisors. An example of how to read these ratings is provided for junior officer supervisors, but the other paygrades can be interpreted in a similar manner.

Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

This graph displays toxic and non-toxic leadership ratings for immediate supervisors in various paygrades.

Paygrade	Toxic Leadership	Neutral	Non-Toxic Leadership
Enlisted Supervisors	5%	10%	78%
Mid-Level/Sr. NCO Supervisors	10%	15%	75%
Jr. Officer Supervisors	13%	9%	78%

Legend: ● Non-Toxic Leadership ● Neutral ● Toxic Leadership

Unfavorable rating: 13% of responses indicated junior officer immediate supervisors are **toxic leaders**.

Neutral rating: 9% of responses indicated junior officer immediate supervisors are **neither toxic nor non-toxic leaders**.
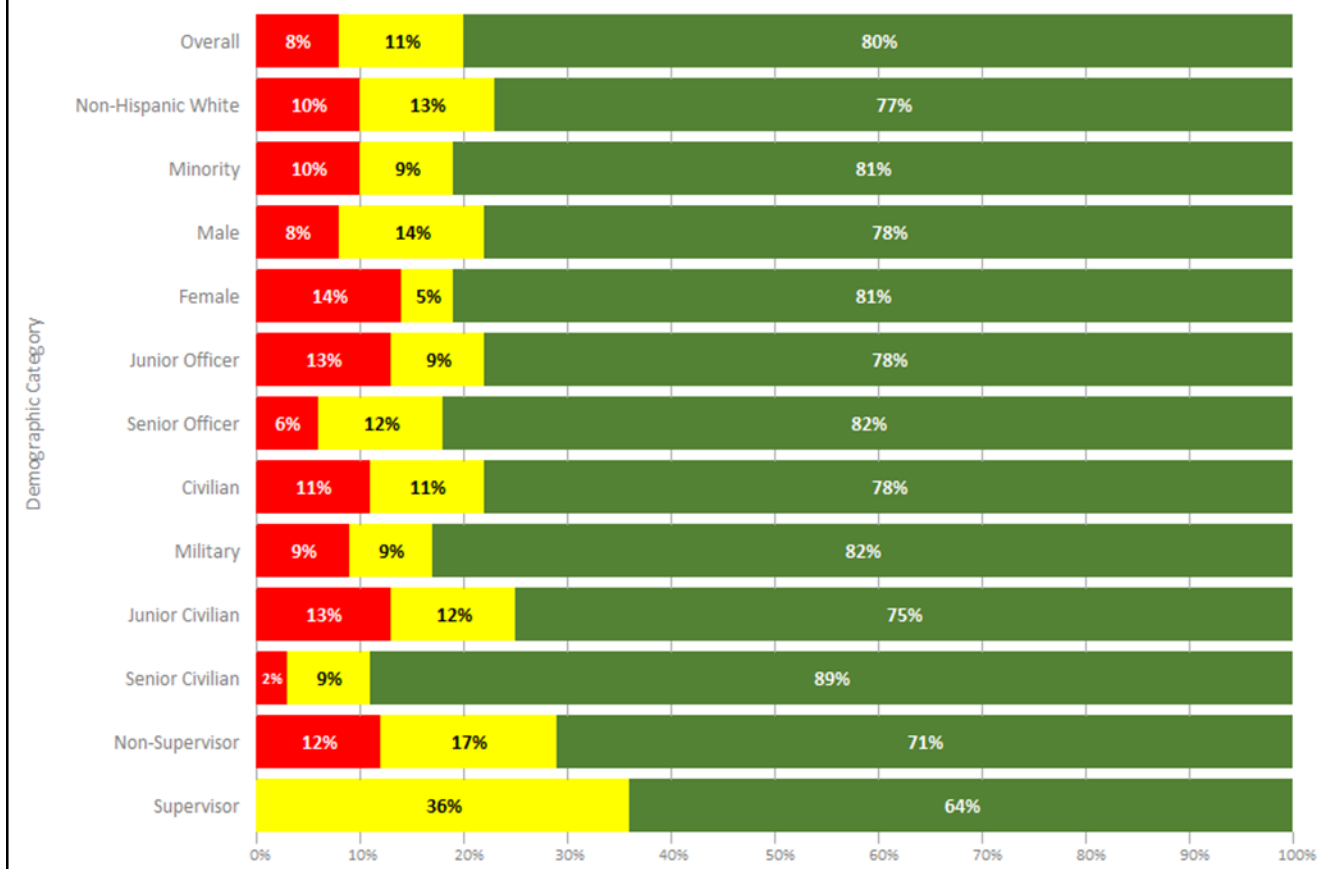
Favorable rating: 78% of responses indicated junior officer immediate supervisors are **not toxic leaders**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were unfavorable, neutral, or favorable.

Toxic Leadership - Ratings for All Immediate Supervisors by Demographic Category

This graph displays Toxic Leadership ratings for all immediate supervisors by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Red	Yellow	Green
Overall	8%	11%	80%
Non-Hispanic White	10%	13%	77%
Minority	10%	9%	81%
Male	8%	14%	78%
Female	14%	5%	81%
Junior Officer	13%	9%	78%
Senior Officer	6%	12%	82%
Civilian	11%	11%	78%
Military	9%	9%	82%
Junior Civilian	13%	12%	75%
Senior Civilian	2%	9%	89%
Non-Supervisor	12%	17%	71%
Supervisor		36%	64%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 10% of responses from non-Hispanic White participants indicated the immediate supervisor is a toxic leader, and 10% of responses from minority participants indicated the immediate supervisor is a toxic leader;
- 8% of responses from male participants indicated the immediate supervisor is a toxic leader, while 14% of responses from female participants indicated the immediate supervisor is a toxic leader;
- 13% of responses from junior officers indicated the immediate supervisor is a toxic leader, while 6% of responses from senior officers indicated the immediate supervisor

is a toxic leader;
- 11% of responses from civilian participants indicated the immediate supervisor is a toxic leader, while 9% of responses from military participants indicated the immediate supervisor is a toxic leader;
- 13% of responses from junior civilians indicated the immediate supervisor is a toxic leader, while 2% of responses from senior civilians indicated the immediate supervisor is a toxic leader;
- 12% of responses from non-supervisor participants indicated the immediate supervisor is a toxic leader, while 0% of responses from supervisory participants indicated the immediate supervisor is a toxic leader.

The neutral ratings (marked in yellow) can be interpreted as:
- 13% of responses from non-Hispanic White participants indicated the immediate supervisor is neither toxic nor non-toxic, and 9% of responses from minority participants indicated the immediate supervisor is neither toxic nor non-toxic;
- 14% of responses from male participants indicated the immediate supervisor is neither toxic nor non-toxic, while 5% of responses from female participants indicated the immediate supervisor is neither toxic nor non-toxic;
- 9% of responses from junior officers indicated the immediate supervisor is neither toxic nor non-toxic, while 12% of responses from senior officers indicated the immediate supervisor is neither toxic nor non-toxic;
- 11% of responses from civilian participants indicated the immediate supervisor is neither toxic nor non-toxic, while 9% of responses from military participants indicated the immediate supervisor is neither toxic nor non-toxic;
- 12% of responses from junior civilians indicated the immediate supervisor is neither toxic nor non-toxic, while 9% of responses from senior civilians indicated the immediate supervisor is neither toxic nor non-toxic;
- 17% of responses from non-supervisor participants indicated the immediate supervisor is neither toxic nor non-toxic, while 36% of responses from supervisory participants indicated the immediate supervisor is neither toxic nor non-toxic.

The favorable ratings (marked in green) can be interpreted as:
- 77% of responses from non-Hispanic White participants indicated the immediate supervisor is not a toxic leader, and 81% of responses from minority participants indicated the immediate supervisor is not a toxic leader;
- 78% of responses from male participants indicated the immediate supervisor is not a toxic leader, while 81% of responses from female participants indicated the immediate supervisor is not a toxic leader;
- 78% of responses from junior officers indicated the immediate supervisor is not a toxic leader, while 82% of responses from senior officers indicated the immediate supervisor is not a toxic leader;
- 78% of responses from civilian participants indicated the immediate supervisor is not a toxic leader, while 82% of responses from military participants indicated the immediate supervisor is not a toxic leader;
- 75% of responses from junior civilians indicated the immediate supervisor is not a toxic leader, while 89% of responses from senior civilians indicated the immediate supervisor is not a toxic leader;
- 71% of responses from non-supervisor participants indicated the immediate supervisor is not a toxic leader, while 64% of responses from supervisory participants indicated the immediate supervisor is not a toxic leader.

You may also see trends over time for your *Toxic Leadership* unfavorable ratings if there are

previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using five questions on DEOCS 5.0 and is now measured by only three questions. There were slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert for your *Toxic Leadership* ratings for immediate supervisors and/or the senior enlisted leader. This means that your unfavorable rating for *Toxic Leadership* for the specified leader type is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Toxic Leadership* for a specified leader type is listed in the table. The alert icon may also appear in the *Toxic Leadership* sections of the PDF reports. To identify whether your *Toxic Leadership* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. Separate cut-off scores were used for immediate supervisors and the senior enlisted leader. If your unfavorable rating for *Toxic Leadership* for immediate supervisors and/or the senior enlisted leader is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Toxic Leadership ratings for immediate supervisors and the Senior NCO/Senior Enlisted Leader are created by combining responses to three questions from a five-point *Strongly Disagree* to *Strongly Agree* scale, as shown in the example below.

Toxic Leadership Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
My immediate supervisor ridicules people in my unit.	63% (71)	18% (20)	13% (15)	3% (3)	3% (3)	100% (112)
My immediate supervisor ignores input from people in my unit that they do not agree with.	63% (63)	22% (22)	6% (6)	7% (7)	2% (2)	100% (100)
My immediate supervisor acts only in the best interest of their own advancement.	53% (59)	22% (25)	14% (16)	8% (9)	3% (3)	100% (112)
	Non-Toxic Leadership		Neutral	Toxic Leadership		Total responses 324
	(71+20+63+22+59+25) / 324 = **80%**		(15+6+16) / 324 = **11%**	(3+3+7+2+9+3) / 324 = **8%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, 71 participants selected *Strongly Disagree*; this represents 63% of participants that responded to this question (71 / 112 = .634 or 63%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 112 people responded to the first question so all percentages in this row use 112 as the denominator. 100 people responded to the second question, so all percentages in this row use 100 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Toxic Leadership**, is a combination of all responses of *Strongly Agree* and *Agree* from **all three** questions in the *Toxic Leadership* scale.
  - For this example, three people strongly agreed with the first question and three agreed. In addition, two people strongly agreed with the second question and seven agreed, and so on. In total, 27 responses were either *Strongly Agree* or *Agree* to these three questions (3+3+7+2+9+3 = 27).
  - To produce an overall score for **Toxic Leadership** representing unfavorable reactions to these three questions, the total number of responses (27) is divided by the total number of people who responded to all of the *Toxic Leadership* questions. There was a total of 324 (112+100+112) responses to all three questions. **This produces a Toxic Leadership rating of 8% (27 / 324 = .0833).**

- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from all three questions.
  - For this example, there are 37 *Neither Agree nor Disagree* responses across all three questions (15+6+16 = 37). This total is divided by the total number of responses to all of the questions (37 / 324 = .114). **This rounds to a Neutral rating of 11%.**

- To create the **favorable** rating, named **Non-Toxic Leadership**, the *Strongly Disagree* and *Disagree* responses are combined.
  - For this example, that is 71+20+63+22+59+25 = 260 total responses of either *Strongly Disagree* or *Disagree*. This total is divided by the total number of responses to all of the questions (260 / 324 = .8025). **This rounds to a Non-Toxic Leadership rating of 80%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Toxic Leadership* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon to see if your *Toxic Leadership* ratings immediate supervisors and/or the senior enlisted leader are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Toxic Leadership* for the specified leader type is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Toxic Leadership* details page for each leader type to understand which questions may be driving your unfavorable ratings. This factor is created from three questions, so for each leader type compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a higher percentage of participants who selected *Strongly Agree* or *Agree*, these questions are driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Toxic Leadership*.

3. Examine the bar graphs showing the overall unfavorable rating for *Toxic Leadership* for each leader type and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Toxic Leadership*, this could help you plan actions to decrease your unfavorable rating in specific areas of your organization.

4. If applicable, review your *Toxic Leadership* unfavorable rating trends over time for each leader type. You can view these trends by clicking on this icon in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Toxic Leadership

The following resources may be useful as you make plans or take action to improve your *Toxic Leadership* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Army Takes on Its Own Toxic Leaders.** Discusses toxic leadership in the military, how it is defined, and how it is being addressed.
  https://www.npr.org/2014/01/06/259422776/army-takes-on-its-own-toxic-leaders
  Resource type: News article
  Audience(s): Unit leaders, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Eliminate Toxic Leadership.** Defines and discusses toxic leadership within the military and provides guidance for addressing it.
  https://www.usni.org/magazines/proceedings/2022/may/eliminate-toxic-leadership
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Healing Trauma: Why It's Fundamental for Effective Leadership.** Discusses the importance of confronting personal trauma in order to become an effective leader.
  https://www.forbes.com/sites/forbesbusinesscouncil/2022/05/09/healing-trauma-why-its-fundamental-for-effective-leadership/?sh=45b4fa9b2764
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Toxic Leadership: Learn From My Mistakes.** Self-reflective article on lessons learned from a commander who faced suspension for counterproductive leadership.
  https://fromthegreennotebook.com/2020/12/18/toxic-leadership-learn-from-my-mistakes/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

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What is Workplace Hostility?

Workplace Hostility measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance.[8]

The following items are used to assess *Workplace Hostility* on the DEOCS using a four-point response scale from *Never* to *Often*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

How often does someone from your unit…
- intentionally interfere with your work performance?
- take credit for work or ideas that were yours?
- use insults, sarcasm, or gestures to humiliate you?
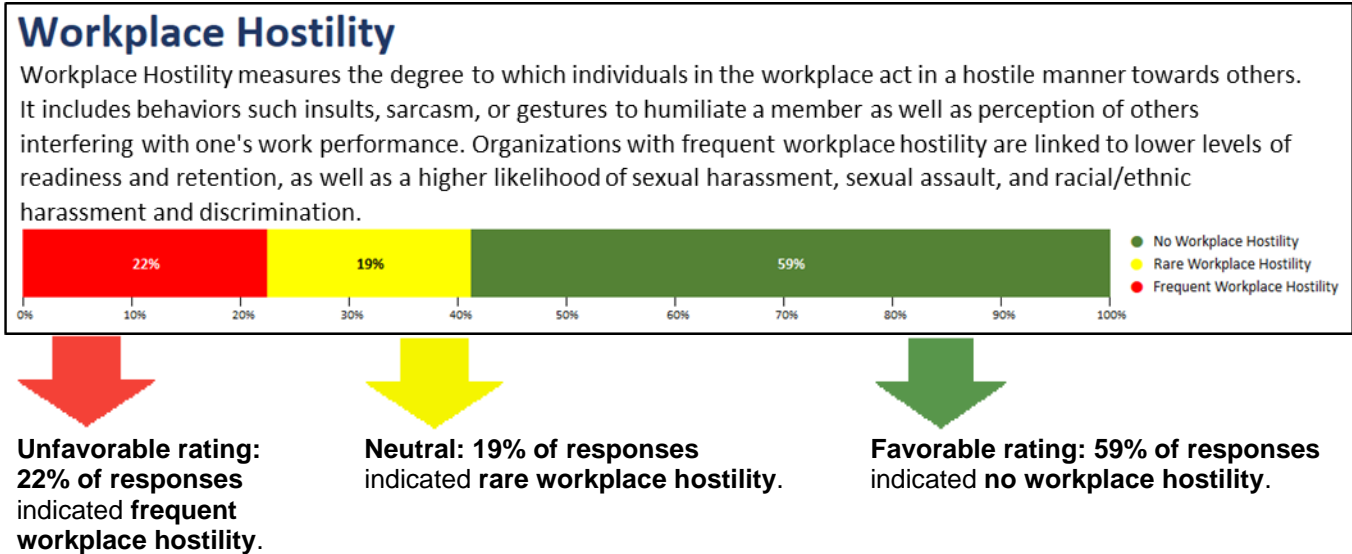- yell when they are angry with you?

Why is it important?

Studies consistently find that the presence of *Workplace Hostility* is associated with lower performance and readiness as well as an increase in turnover intentions.[1,2,3] For example, a study that looked at healthcare workers found that *Workplace Hostility* has been proven to lower performance, increase absenteeism, and contribute to greater employee turnover rate and intentions.[4,5]

In addition, the presence of *Workplace Hostility* is associated with an increased risk of sexual harassment.[6,7] DoD research consistently finds that military personnel who experience *Workplace Hostility* are at significantly greater likelihood of also experiencing sexual harassment and sexual assault at the individual level.[8,9] Beyond the individual level, levels of *Workplace Hostility* at an installation/ship emerged among the top 10 statistical predictors of installation level sexual assault rates, out of more than 20 climate and location-based risk factors.[10]
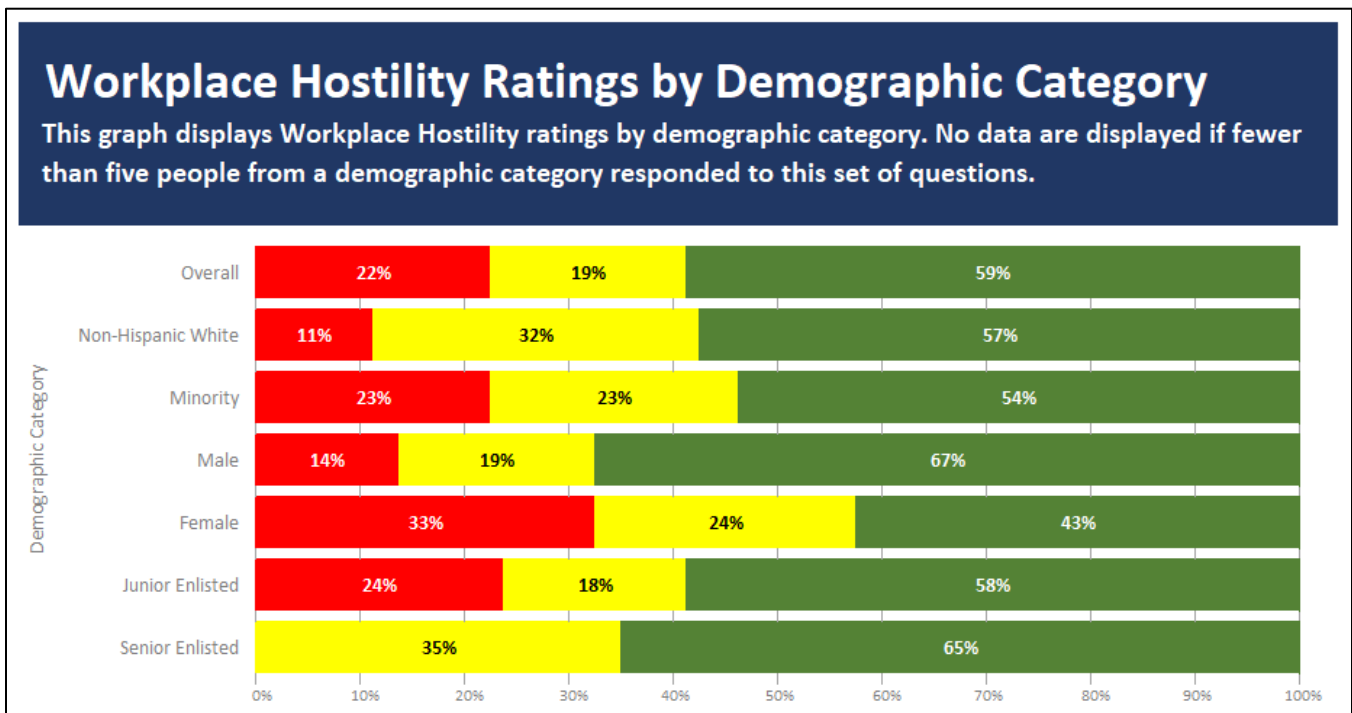
For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

The DEOCS dashboard displays results for *Workplace Hostility* in a stacked bar graph showing ratings for **Frequent Workplace Hostility**, **Rare Workplace Hostility**, and **No Workplace Hostility**. Because *Workplace Hostility* is a factor measured by multiple questions, you should interpret results as "X% of responses" (not participants). An example is shown below:

Workplace Hostility

Workplace Hostility measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance. Organizations with frequent workplace hostility are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment, sexual assault, and racial/ethnic harassment and discrimination.

● No Workplace Hostility
● Rare Workplace Hostility
● Frequent Workplace Hostility

Unfavorable rating: 22% of responses indicated **frequent workplace hostility**.

Neutral: 19% of responses indicated **rare workplace hostility**.

Favorable rating: 59% of responses indicated **no workplace hostility**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were unfavorable, neutral, or favorable.

Workplace Hostility Ratings by Demographic Category

This graph displays Workplace Hostility ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you

may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 11% of responses from non-Hispanic White participants indicated frequent workplace hostility, while 23% of responses from minority participants indicated frequent workplace hostility;
- 14% of responses from male participants indicated frequent workplace hostility, while 33% of responses from female participants indicated frequent workplace hostility;
- 24% of responses from junior enlisted participants indicated frequent workplace hostility, while 0% of responses from senior enlisted participants indicated frequent workplace hostility.

The neutral ratings (marked in yellow) can be interpreted as:
- 32% of responses from non-Hispanic White participants indicated rare workplace hostility, while 23% of responses from minority participants indicated rare workplace hostility;
- 19% of responses from male participants indicated rare workplace hostility, while 24% of responses from female participants indicated rare workplace hostility;
- 18% of responses from junior enlisted participants indicated rare workplace hostility, while 35% of responses from senior enlisted participants indicated rare workplace hostility.

The favorable ratings (marked in green) can be interpreted as:
- 57% of responses from non-Hispanic White participants indicated no workplace hostility, while 54% of responses from minority participants indicated no workplace hostility;
- 67% of responses from male participants indicated no workplace hostility, while 43% of responses from female participants indicated no workplace hostility;
- 58% of responses from junior enlisted participants indicated no workplace hostility, while 65% of responses from senior enlisted participants indicated no workplace hostility.

You may also see trends over time for your *Workplace Hostility* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using six questions on DEOCS 5.0 and is now measured by only four questions. There were slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please

see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ⚠ for your *Workplace Hostility* ratings. This means that your unit's/organization's unfavorable rating for *Workplace Hostility* is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Workplace Hostility* is listed in the table. The alert icon may also appear in the *Workplace Hostility* section of the PDF reports. To identify whether your *Workplace Hostility* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Workplace Hostility* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Workplace Hostility ratings are created from the responses to four questions on a four-point *Never* to *Often* scale, as shown in the example below.

Workplace Hostility Questions	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit intentionally interfere with your work performance?	54% (15)	25% (7)	7% (2)	14% (4)	100% (28)
How often does someone from your unit take credit for work or ideas that were yours?	61% (17)	21% (6)	11% (3)	7% (2)	100% (28)
How often does someone from your unit use insults, sarcasm, or gestures to humiliate you?	86% (24)	7% (2)	7% (2)	0% (0)	100% (28)
How often does someone from your unit yell when they are angry with you?	37% (10)	22% (6)	19% (5)	22% (6)	100% (27)
	No Workplace Hostility	**Rare Workplace Hostility**	**Frequent Workplace Hostility**		Total responses **111**
	(15+17+24+ 10) / 111 = **59%**	(7+6+2+6) / 111 = **19%**	(2+4+3+2+ 2+0+5+6) / 111 = **22%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the four response options (*Never*, *Rarely*, *Sometimes,* and *Often*). For the first question, 15 participants selected *Never*; this represents 54% of participants that responded to this question (15 / 28 = .536 or 54%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 28 people responded to the first question so all percentages in this row use 28 as the denominator. Only 27 people responded to the last question, so all percentages in this

row use 27 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Frequent Workplace Hostility**, is a combination of all responses of *Sometimes* and *Often* from the four questions.
  - For this example, two people selected *Sometimes* to the first question and four people selected *Often*. In addition, three people selected *Sometimes* to the second question and two people selected *Often*, and so on. A total of 24 responses were unfavorable to these four questions (2+4+3+2+2+0+5+6 = 24).
  - To produce an overall score for **Frequent Workplace Hostility** representing unfavorable responses to these four questions, the total number of responses (24) is divided by the total number of people who responded to all of the *Workplace Hostility* questions. 28 people responded to the first question, 28 to the second, and so on for a total of 111 responses to all the questions. **This produces a Frequent Workplace Hostility of 22% (24 / 111 = .2162).**

- To create the **Rare Workplace Hostility** rating, the same process above is followed, except the score is created from only one response option. The *Rarely* responses are added from all questions.
  - For this example, there are 21 *Rarely* responses across the four questions (7+6+2+6 = 21). This total is divided by the total number of responses to all of the questions (21 / 111 = .1892). **This rounds to a Rare Workplace Hostility rating of 19%.**

- To create the **favorable** rating, named **No Workplace Hostility**, the *Never* responses are added from all questions.
  - For this example, that is 15+17+24+10= 66 total responses. This total is divided by the total number of responses to all of the questions (66 / 111 = .5946). **This rounds to a No Workplace Hostility rating of 59%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Workplace Hostility* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon ⚠️ to see if your *Workplace Hostility* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Workplace Hostility* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Workplace Hostility* details page to understand which questions may be driving your unfavorable rating. This factor is created from four questions, so compare the percentage of participants who selected negative responses to each question. If there are questions that have a higher percentage of participants who selected negative responses, these are the questions driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Workplace Hostility*.

3. Examine the bar graph showing the overall unfavorable rating for *Workplace Hostility*

and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Workplace Hostility*, this could help you plan actions to decrease your unfavorable rating within areas of your organization.

4. If applicable, review your *Workplace Hostility* unfavorable rating trends over time. You can view these trends by clicking on this icon ![icon] in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Workplace Hostility

The following resources may be useful as you make plans or take action to improve your *Workplace Hostility* ratings. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Four Strategies to Repair a Toxic Culture From the Top Down.** Provides strategies for addressing toxic workplace cultures.
  https://www.forbes.com/sites/heidilynnekurter/2019/12/23/4-strategies-to-repair-a-toxic-culture-from-the-top-down/?sh=5681a2dc40e0
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Toxic Culture: Enabling Incivility in the U.S Military and What to Do About It.** Discusses toxic work environments and how to create a culture of respect.
  https://ndupress.ndu.edu/Publications/Article/1325971/toxic-culture-enabling-incivility-in-the-us-military-and-what-to-do-about-it/
  Resource type: Scholarly article
  Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Understanding Workplace Hazing and Bullying.** Defines and describes hazing and bullying in the military and how the two behaviors differ.
  https://www.aflcmc.af.mil/News/Article-Display/Article/2059199/understanding-workplace-hazing-and-bullying/
  Resource type: Opinion piece
  Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

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9. Breslin, R.A., Klahr, A., Hylton, K., Petusky, M., White, A. & Tercha, J., (2020). 2019 Workplace and Gender Relations Survey of Reserve Component Members: Overview Report. U.S. Department of Defense Office of People Analytics.

10. Samuelson, H., Trump-Steele, R., Severance, L., Sieble, M., Luchman, J., Doston, H., Scolese, A., Sampath, S., & Klahr, A. (2021). 2018 Contextual Risk Factors Associated with Sexual Assault and Sexual Harassment in Active Duty.(Report No. 2021-06). U.S. Department of Defense Office of People Analytics.