



This is a master version of the 2026 Defense Organizational Climate Survey (DEOCS) that presents the core questions asked of all civilian participants. Questions that are irrelevant to civilian employees and asked only of different populations (e.g., active duty personnel, Military Service Academy [MSA] students) are grayed out. This document does not include additional questions selected by the Service or by organization leadership.

For survey administrators: Information provided during the registration about your organization (particularly its name) is piped into questions throughout the survey. It is important to keep this in mind, as inaccurate or overly generic information entered during survey registration may confuse participants. For example, participants will be asked “What is your affiliation to: [Organization Title]?”, with the custom text placeholder shown in red.

Work Experience

1. What is your affiliation to: [Organization Title]?

Some people may have multiple affiliations (for example, a Reservist who also works as a civilian at the DoW). We are interested in your affiliation to the unit or organization conducting this DEOCS.

- Active duty military member
- Reserve military member
- National Guard member
- Civilian employee
- Military Service Academy (MSA) cadet/midshipman
- MSA Preparatory School cadet candidate/midshipman candidate

2. What is your Class year?

- Foreign exchange student
- 4/C (First Year)
- 3/C (Second Year)
- 2/C (Third Year)
- 1/C (Fourth Year)

3. When did you join: [Organization Title]?

- Less than three months ago
- Three or more months ago

The following questions ask about your beliefs and experiences **[BLANK | over the past three months]**, in your organization, **[Organization Title]**.

4. Overall, how would you rate...

	Very high	High	Moderate	Low	Very low
a. The current level of morale among your coworkers ?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Your own current level of morale?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Overall, how well prepared...?

	Very well prepared	Well prepared	Neither well nor poorly prepared	Poorly prepared	Very poorly prepared
a. Are you to perform your organization's mission?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Is your organization to perform its mission?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Thinking about the past three months, how much do you agree or disagree with the following statements about your work?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am proud of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My work has a great deal of personal meaning to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I am committed to making Government service my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Suppose that you have to decide whether to continue your Federal service at your organization. Assuming you could stay, how likely is it that you would choose to do so?

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely

[How | Thinking about the past three months, how] much do you agree or disagree with the following statements about [Organization Title]?

8. My coworkers...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Work well as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Trust each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking about the past three months, how much do you agree or disagree with the following statement?

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

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

10. If you have any additional thoughts about your experiences in your organization, [Organization Title], you may share them in the space below.

Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).

The following questions ask about your experiences in your organization, [Organization Title].

11. [How | Thinking about the past three months, how] often does someone from your organization...

	Never	Rarely	Sometimes	Often
a. Intentionally interfere with your work performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Take credit for work or ideas that were yours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Use insults, sarcasm, or gestures to humiliate you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Yell when they are angry with you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. **[How | Thinking about the past three months, how] often does someone from your organization...**

	Never	Rarely	Sometimes	Often
a. Tell sexual jokes that make you uncomfortable, angry, or upset?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Intentionally touch you in unwanted sexual ways?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. **[How | Thinking about the past three months, how] often does someone from your organization make you uncomfortable, angry, or upset by...**

	Never	Rarely	Sometimes	Often
a. Telling racial/ethnic jokes?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Expressing stereotypes about racial/ethnic groups?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Using offensive racial/ethnic terms?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Excluding you because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Showing you a lack of respect because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. How often does someone from your [Military Service Academy | Military Service Academy Prep School] use derogatory slurs, make comments, or tell jokes concerning sexual orientation?

- Never
- Rarely
- Sometimes
- Often

15. If you have any additional information that you would like to provide about your experiences with hostile, harassing, and/or discriminatory behaviors, you may share them in the space below.

Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).

Please report how much you agree or disagree with the following statements.

16. I trust that my well-being is supported by...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Academy faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Academy coaches and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. **[How | Thinking about the past three months, how]** much do you agree or disagree with the following statements about your organization?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Discipline and criticism are administered fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leadership

Immediate Supervisor: the individual to whom you directly report in your organization, **[Organization Title]**.

18. Your current immediate supervisor is...

- Military member (e.g., Active Duty, Reserve, or National Guard)
- Civilian
- Don't know

Immediate Supervisor: the individual to whom you directly report in your organization, **[Organization Title]**.

19. What paygrade is your immediate supervisor? (Ask if Q18 = Military member (e.g., Active Duty, Reserve, or National Guard))

If you are not sure, please proceed to the next question.

- E-1 to E-3
- E-4 to E-6
- E-7 to E-9
- W-1 to W-3
- W-4 to W-5
- O-1 to O-3
- O-4 to O-5
- O-6 or above

Immediate Supervisor: the individual to whom you directly report in your organization, **[Organization Title]**.

20. What civilian pay plan/category is your immediate supervisor? (Ask if Q18 = Civilian)

If you are not sure, please proceed to the next question.

- General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)
- Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)
- Senior Executive Service (SES)
- Title 10 tenured or tenure-track faculty
- Title 10 non-tenure-track faculty
- Non-Appropriated Fund (NAF)
- Demonstration/Alternative/Other pay plans

Immediate Supervisor: the individual to whom you directly report in your organization, **[Organization Title]**.

21. What is your immediate supervisor's paygrade? (Ask if Q20 = General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR) OR Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG))

If you are not sure, please proceed to the next question.

- 1 to 4
- 5 to 8
- 9 to 12
- 13 to 14
- 15 or above

[First Cadet in Chain of Command: the cadet immediately above you in your cadet chain of command. | First Midshipman in Chain of Command: the midshipman immediately above you in your midshipman chain of command.]

22. What Class year is the first [cadet | midshipman] in your chain of command?

- 3/C (Second Year)
- 2/C (Third Year)
- 1/C (Fourth Year)

Immediate Supervisor: the individual to whom you directly report in your organization, [Organization Title].

23. **[How | Thinking about the past three months, how]** much do you agree or disagree with the following statements about your immediate supervisor?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I have trust and confidence in my immediate supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My immediate supervisor listens to what I have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. My immediate supervisor treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My immediate supervisor cares about my personal well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My immediate supervisor provides me with opportunities to demonstrate my leadership skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I would not experience reprisal or retaliation from my immediate supervisor if I went to them with concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Immediate Supervisor: the individual to whom you directly report in your organization, [Organization Title].

24. **[How | Thinking about the past three months, how]** much do you agree or disagree with the following statements?

My immediate supervisor...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Ridicules people in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Acts only in the best interest of their own advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Ignores input from people in my organization that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. If you have any additional thoughts that you would like to provide about your immediate supervisor, you may share them in the space below.

Please do not include personally identifiable information (for example, stating your name or the name of your immediate supervisor).

The following questions ask you about your organization's leader.

Organization Leader: your organization's leader is **[CommanderLeaderRank]** **[CommanderLeaderLastName]**.

26. *[How | Thinking about the past three months, how]* much do you agree or disagree with the following statements?

My organization's leader...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Communicates a clear and motivating vision of the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Supports and encourages the professional development of people in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Encourages people in my organization to think about problems in new ways.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Will not take action until negative behaviors become bigger problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Does not address problems brought to their attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Company Permanent Party Command Team: the officer and enlisted personnel responsible for your company. | Squadron Permanent Party Command Team: the officer and enlisted personnel responsible for your squadron.]

27. How much do you agree or disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I have trust and confidence in my [company squadron] permanent party command team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My [company squadron] permanent party command team listens to what I have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. My [company squadron] permanent party command team treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
d. My [company squadron] permanent party command team cares about my personal well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My [company squadron] permanent party command team provides me with opportunities to demonstrate my leadership skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I would not experience reprisal or retaliation from my [company squadron] permanent party command team if I went to them with concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Company Permanent Party Command Team: the officer and enlisted personnel responsible for your company. | Squadron Permanent Party Command Team: the officer and enlisted personnel responsible for your squadron.]

28. How much do you agree or disagree with the following statements?

My [company | squadron] permanent party command team...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Ridicules people in my [company squadron].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Acts only in the best interest of their own advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Ignores input from people in my [company squadron] that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Senior NCO/SEL: your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

29. [Senior NCO/SEL Rank] [Senior NCO/SEL Last Name] your senior NCO/SEL?

- Yes
- No

Senior NCO/SEL: your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

30. Does your unit or organization have a senior NCO/SEL?

- Yes
- No
- Don't know

The following questions ask you about your unit's senior NCO/SEL.

Senior NCO/SEL: your senior NCO/SEL is [the highest-ranking non-commissioned officer or enlisted person in [Organization Title] | [Senior NCO/SEL Rank] [Senior NCO/SEL Last Name]].

31. *[How | Thinking about the past three months, how] much do you agree or disagree with the following statements?*

My organization's senior NCO/SEL...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Communicates a clear and motivating vision of the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Supports and encourages the professional development of people in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Encourages people in my organization to think about problems in new ways.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Will not take action until negative behaviors become bigger problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Does not address problems brought to their attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Senior NCO/SEL: your senior NCO/SEL is [the highest-ranking non-commissioned officer or enlisted person in [Organization Title] | [Senior NCO/SEL Rank] [Senior NCO/SEL Last Name]].

32. *[How | Thinking about the past three months, how] much do you agree or disagree with the following statements?*

My organization's senior NCO/SEL...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Ridicules people in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Acts only in the best interest of their own advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Ignores input from people in my organization that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. **If you have any thoughts that you would like to provide about people in leadership roles at your organization, please share them in the space below.**

Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).

Behaviors and Personal Experience

The following questions ask about your thoughts and behaviors.

34. In the past three months, how often have you...

	Never	Rarely	Sometimes	Often
a. Felt nervous or stressed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Found that you could not cope with all of the things you had to do?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. Thinking about the past three months, how much do you agree or disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I feel like I belong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I feel that there are people I can turn to in times of need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I think I make things worse for the people in my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My future seems dark to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Thinking about your alcohol use in the last three months, how often have you...

	Never	Less than monthly	Monthly	Weekly	Daily or almost daily
a. Had five or more drinks on one occasion?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please respond how much you agree or disagree with the following statement.

Secure Storage Container/Device: a lock box, commercial gun safe, trigger lock, or chamber-style gun lock

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

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

38. If you have thoughts that you were not able to express while answering this survey, you may share them in the space below.

Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).

Demographics

39. What branch of Service are you in? (Ask if Q1 = Active component military member, Reserve component military member, or National Guard member)

- Army
- Navy
- Marine Corps
- Air Force
- Space Force
- Coast Guard

40. What is your current paygrade? (Ask if Q1 = Active component military member, Reserve component military member, or National Guard member)

- E-1 to E-3
- E-4 to E-6
- E-7 to E-9
- W-1 to W-3
- W-4 to W-5
- O-1 to O-3
- O-4 to O-5
- O-6 or above

41. What is your current pay plan/category? (Ask if Q1 = Civilian employee)

- General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)
- Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)
- Senior Executive Service (SES)
- Title 10 tenured or tenure-track faculty
- Title 10 non-tenure-track faculty
- Non-Appropriated Fund (NAF)
- Demonstration/Alternative/Other pay plans

42. What is your paygrade? (Ask if Q20 = General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR) OR Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG))

- 1 to 4
- 5 to 8
- 9 to 12
- 13 to 14
- 15 or above

43. Are you a supervisor? (Ask if Q1 = Civilian employee)

To be a supervisor, you must have at least one subordinate who directly reports to you.

- No
- Yes

44. What is your position at the Military Service Academy? (Ask if Q41 = Title 10 tenured or tenure-track faculty OR Title 10 non-tenure-track faculty)

- AD-1: Instructor
- AD-3: Assistant Professor
- AD-5: Associate Professor
- AD-7: Professor
- AD-9: Admin Faculty
- AD-11: Supervisory/Professor Dean/Academic Dean

45. Are you a member of an intercollegiate athletic team?

- No
- Yes

46. Are you Spanish, Hispanic, or Latino?

- No, not Spanish, Hispanic, or Latino
- Yes, Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or other Spanish, Hispanic, or Latino

47. What is your race?

Mark one or more races to indicate what race you consider yourself to be.

- American Indian or Alaska Native
- Asian (for example, Asian Indian, Chinese, Filipino, Japanese, Korean, or Vietnamese)
- Black or African American
- Native Hawaiian or other Pacific Islander (for example, Samoan, Guamanian, or Chamorro)
- White

48. Are you...?

- Male
- Female

The DEOCS administrator registered your unit as affiliated with the installation, base, ship, or location: [Installation/Base/Ship/Location]

49. Are you assigned to this installation, base, ship, or location: [Installation/Base/Ship/Location]

- Yes
- No

50. What is your assigned installation, base, ship, or location?

Service Customized Section

The following questions were chosen by your Service or Military Service Academy.

Leader Customized Section

The following questions were chosen by your leadership specifically for your organization.

Contacting the DEOCS Help Desk

If you have questions about DEOCS content, purpose, or participant privacy, please contact:

DODHRA.OPA-CCA-Support@mail.mil

If you experience any technical difficulties while registering or completing the survey, please contact:

OPA_DCP@datarecognitioncorp.com

1-833-867-5674