



This is a master version of the Defense Organizational Climate Survey (DEOCS) 5.1 that presents the core questions asked of Service members, excluding military service academy (MSA) students. Questions asked only of MSA students and/or DoD civilian employees are grayed out. This document does not include additional questions selected by the Service or by unit leadership.

For survey administrators: Information provided during the registration about your unit (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: [Unit Title]?”, with the custom text placeholder shown in **red**.

## Work Experience

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

***Some people may have multiple affiliations (for example, a Reservist who also works as a civilian at the DoD). We are interested in your affiliation to the 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

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### 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)

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### 3. When did you join: [Unit 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 unit, [Unit Title].*

**4. Overall, how would you rate...**

	Very high	High	Moderate	Low	Very low
a. the current level of morale among the people you work with in your unit?	<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. 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 the military my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

**6. People in my unit...**

	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?*

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

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

8. If you have any additional thoughts about your experiences in your unit, **[Unit 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 unit, **[Unit Title]**.

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

	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"/>

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

	Never	Rarely	Sometimes	Often
a. Mistreat, exclude, or insult you because of your sex?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Tell sexual jokes that make you uncomfortable, angry, or upset?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. 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"/>
d. 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"/>
e. 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"/>
f. Intentionally touch you in unwanted sexual ways?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. **[How | Thinking about the past three months, how]** often does someone from your unit 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"/>

12. 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

13. 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.***

14. 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"/>

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

	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 unit, **[Unit Title]**.

16. 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 unit, **[Unit Title]**.

17. What paygrade is your immediate supervisor? (Ask if Q16 = 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

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

**18. What DoD civilian pay plan/category is your immediate supervisor? (Ask if Q16 = 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

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

**19. What is your immediate supervisor's paygrade? (Ask if Q18 = General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR) OR Q16 = 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

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[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.]

**20. 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 unit, [Unit Title].**

21. **[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 unit, [Unit Title].**

22. **[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 unit.	<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 unit that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. **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 unit's commander.*

Unit Commander: your unit's commander/commanding officer is **[CommanderLeaderRank]** **[CommanderLeaderLastName]**.

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

My unit's commander...

	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 unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Encourages people in my unit 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.]

25. 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"/>
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"/>



	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
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.]

26. *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 **[Unit Title]**.

27. Is **[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 **[Unit Title]**.

28. 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 [Unit Title] | [ Senior NCO/SEL Rank] [Senior NCO/SEL Last Name]].

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

My unit'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 unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Encourages people in my unit 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 [Unit Title] | [Senior NCO/SEL Rank] [Senior NCO/SEL Last Name]].

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

My unit's senior NCO/SEL...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Ridicules people in my unit.	<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 unit that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. If you have any thoughts that you would like to provide about people in leadership roles at your unit, 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.*

32. 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"/>

33. 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"/>

34. 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"/>
b. Been unable to remember what happened the night before because you had been drinking?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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***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

**35. 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

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**36. 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).***

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## **Demographics**

**37. What branch of Service are you in?**

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

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**38. What is your current paygrade?**

- ☐ 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

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**39. 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

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**40. What is your paygrade? (Ask if Q39 = General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR) OR Q39 = 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

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**41. 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

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**42. What is your position at the Military Service Academy? (Ask if Q39 = 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

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**43. Are you a member of an intercollegiate athletic team?**

- ☐ No
- ☐ Yes

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**44. 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

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**45. 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

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**46. Are you...?**

- ☐ Male
- ☐ Female

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**Foreign National Employee: an employee who is a citizen or permanent resident of a country other than the United States.**

**47. Are you a foreign national employee?**

- ☐ No
- ☐ Yes

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

**48. Are you assigned to this installation, base, ship, or location:**

[Installation/Base/Ship/Location]

- ☐ Yes
- ☐ No

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

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**Service Customized Section**

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

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**Leader Customized Section**

***The following questions were chosen by your leadership specifically for your unit.***

## Contacting the DEOCS Help Desk

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

[DODHRA.OPA-CCA-Support@mail.mil](mailto:DODHRA.OPA-CCA-Support@mail.mil)

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

[OPA\\_DCP@datarecognitioncorp.com](mailto:OPA_DCP@datarecognitioncorp.com)

1-833-867-5674