



U.S. Department *of* War

Defense Organizational Climate Survey (DEOCS)

Custom Question Bank (CQB)

DEOCS Custom Question Bank

When registering a Defense Organizational Climate Survey (DEOCS), survey administrators can select up to ten closed-ended questions and up to five open-ended questions from the DEOCS Custom Question Bank (CQB). This document presents all DEOCS CQB items currently available.

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Closed-Ended Custom Questions

Access to Care

My unit/organization allows me adequate time to address my health care needs prior to deployment.
I feel I have the knowledge to address my personal hygiene and basic health care needs.
The health care provider at my command can meet my medical needs or ensure that I receive the care I need if they cannot meet my needs.
My commander/leader gives me adequate time to address my health care needs.
I have confidence in command medical to treat my sex-specific health care needs.
I prefer to see a provider of the same sex when accessing medical care for sex-specific health care needs.
I do not have enough time to get to and from medical/dental appointments.
I am less empathetic with my patients than I was a year ago.
I know how to take care of my personal hygiene and basic health care needs.
I can access mental health services if I need them.

Access to Lethal Means

When a person is having a stressful time, distancing them from weapons and poisons can save lives.
Safe storage methods are effective and can save lives, including the lives of children.
Removal or safe storage of weapons, medications, and poisons can keep everyone in the home safer.
Families should safely dispose of medications they no longer use and limit the availability of medications they do need.

Alcohol and Illegal Substances

Illegal drug use is a problem in this command.
Alcohol abuse by members of this command is a problem.
Alcohol consumption is a problem in this command.
My commander/leader promotes responsible alcohol use.
My immediate supervisor promotes responsible alcohol use.
My leadership would support my unit/organization members seeking help with reducing problematic alcohol use.
Seeking help for problematic alcohol use is a sign of strength.
It is hard to "fit in" in my unit/organization if you don't drink alcohol.
Marijuana use is a problem in this command.
Seeking help for illegal substance use (including marijuana or prescription drug misuse) is a sign of strength.
My unit/organization provides adequate education on the risks of alcohol abuse.
My leadership quickly addresses concerns about substance abuse.

Commander/Leader

I feel that my commander/leader will use the information from the climate assessment to improve the unit/organization.
My commander/leader puts us and our families first, above and beyond their personal interests.
My commander/leader cares about my personal well-being.
My commander/leader is accessible.
My commander/leader is a competent leader.
It is easy for Service members in this command to meet with their commander/leader about problems.
My commander/leader creates an environment that promotes building trust within my unit/organization.
My commander/leader sets the right example with their actions.
My commander/leader effectively deals with adversity and conflict within their command.
My commander/leader clarifies our unit/organization's goals and priorities.
My commander/leader listens to the concerns of the unit/organization members.
I can rely on my commander/leader to act in my unit/organization's best interest.
My commander/leader would intervene if an individual was receiving unwanted sexual attention at work.
My commander/leader encourages individuals to safely help others who are in risky situations that could result in harmful outcomes (for example, sexual assault, violence, or suicide).
My commander/leader shows a real interest in the welfare of Service members without dependents.
My commander/leader puts the unit's/organization's interests ahead of their own.
My commander/leader can be trusted to make objective decisions for the unit's/organization's future.
I would feel comfortable asking my commander/leader for help.
My commander/leader is open to new ideas.
I can express my safety concerns within my unit/organization without fear of reprisal.

Communication

Commander's calls/all hands effectively pass on information I need to know.
Communication between units/organizations is good.
Communication flows freely from senior leadership to all levels of the unit/organization.
Communication from my chain of command is clear.
Communication from the chain of command is timely.
Communication flow up the chain of command is good.
Small group discussions with unit/organization leaders and teammates improve the work environment.
I am satisfied with the communication from the chain of command.
Communication from my direct leadership is clear.

Communication (continued)

My unit/organization prominently posts general EO/EEO/MEO information, policies, and complaint procedures.
The people I work with allow each other to express their opinions.
I am encouraged to offer ideas on how to improve operations.
I am encouraged to offer ideas on how to improve operations in my workgroup.
My supervisor shares information that has been presented during staff meetings.
My unit/organization is transparent about decision-making.

Discipline

My unit/organization displays high standards of discipline.
Rules, regulations, and policies are enforced in my unit/organization.
Rules, regulations, and policies are obeyed in my unit/organization.

Discrimination

People I work with would challenge discriminating behaviors.
Discrimination based on sexual orientation does not occur in my workplace.
Work assignments, training opportunities, and promotions within my unit/organization are based on candidates' qualifications.
People I work with make me feel uncomfortable, angry, or upset by showing me a lack of respect due to my sex.
I know how to contact an EO/EEO/MEO office.
A complaint about harassment or discrimination would be taken seriously in my unit/organization.
I am able to report harassment or discrimination without fear of negative reactions from my immediate supervisor.
I believe I can use my chain of command to address concerns about discrimination without fear of retaliation.
There are opportunities for people of different backgrounds to serve as leaders and/or be promoted.
My unit/organization is accepting of individuals from different backgrounds.
My commander/leader values the rights of its members to practice their religion.
Slurs or inappropriate comments/jokes are used in the unit/organization.
My unit's/organization's online communications contain discriminatory and/or harassing content.

Engagement and Morale

I like my current job.
I feel satisfied with my current job.
At my job I always persevere, even when things do not go well.
I find the work that I do full of meaning and purpose.
My work inspires me.
I am proud of the work that I do.
I am being fully utilized in my current job.
I am challenged by my current job.
I am proud of my unit/organization.
The overall morale of my unit is positive.
The current level of morale in my command is high.
When I get up in the morning, I feel like going to work.
I have become less enthusiastic about my work.
Leadership takes time to engage with personnel in their day-to-day environment.

Equipment

My command-issued equipment accommodates my body shape well.
My command-issued gear is offered in appropriate sizes.
My command is able to fit my issued equipment to my needs.

Extremism

I have seen extremist group behavior or propaganda in my workplace.
I am familiar with the extremist organization and activities policy letter.

Fairness

Additional duties are assigned fairly.
Correctional training for poor performance is enforced fairly in this unit/organization.
When making an honest mistake on the job, members of my unit/organization are corrected fairly.
Favoritism does not occur in my workgroup.
Favoritism involving personal relationships does not occur in my workgroup.
Awards in my workgroup depend on how well employees perform their jobs.
Contributions of all career fields are respected in my unit/organization.
The process for determining who gets developmental opportunities in my workgroup is fair.
Favoritism does not occur in my unit/organization.
I feel confident that I will be treated fairly in my unit/organization.
My command ensures that the process of advertising, interviewing, and hiring candidates for positions or promotions is open, fair, and transparent.
Policies and procedures used to make decisions in my unit/organization are applied consistently to all employees.
My unit/organization has fair performance evaluations within paygrades.

Family Planning and Support

After returning from maternity, paternity, or primary caregiver leave, I had adequate support from my leadership while transitioning back to the workplace.
If I were to deploy, there would be adequate resources on base to take care of my family.
The leaders in my unit/organization show a real interest in the welfare of families.
This unit/organization takes an active role in caring for the needs of family members of deployed unit personnel.
If I were struggling with parenting or childcare responsibilities, I would know what support resources are available.
I am confident my command would respond appropriately to a domestic or child abuse situation.
My unit/organization promotes a family-friendly work environment.
My unit/organization proactively supports and plans for the use of parental leave.

Financial Security

I feel financially secure.
I have problems making ends meet at the end of the month.
I have a hard time paying for basic necessities such as; food, housing, medical care, and heating.
I need support creating/improving my monthly budget.
I understand how contributing to my TSP helps secure a good retirement.
People in my unit/organization frequently place sport bets online or on mobile apps.

Former DEOCS Item

I feel like "part of the family" among the people I work with.
The people I work with believe that everyone has worth and value, regardless of their occupation and rank/grade.
Among the people I work with, the quality of ideas matters more than who expresses them.
My immediate supervisor provides me with constructive suggestions to improve my performance.
My immediate supervisor supports my career development.
My immediate supervisor puts the interests of subordinates above their personal interests.
Choosing to attend the Academy was a good decision for me.
If I were to report a cadet/midshipman for misconduct, I would expect negative social outcomes (for example, being the center of gossip or rumors, being ignored, or being bullied) from other classmates.
I trust that my academic success is supported by Academy faculty.
I trust that my academic success is supported by Academy coaches and staff.
I trust that my development as a leader of character is supported by Academy faculty.

Former DEOCS Item (continued)

I trust that my development as a leader of character is supported by Academy coaches and staff.
The Academy provides cadets/midshipmen with an effective mentoring program.
At the Academy, peer pressure makes me drink more than I would otherwise.
At the Academy, unauthorized drinking is condoned by my sponsor.
My permanent party leadership enforces the Academy's alcohol use policy.
My cadet/midshipman leadership enforces the Academy's alcohol use policy.
If I needed help to control my drinking, I would feel comfortable seeking help from on-campus resources.
My company/squadron permanent party command team provides me with constructive suggestions to improve my performance.
My company/squadron permanent party command team supports my career development.
My company/squadron permanent party command team puts the interests of their cadets/midshipmen above their personal interests.
A member of my company/squadron permanent party command team has explosive outbursts.
If I were to report someone in my company/squadron permanent party command team for misconduct, I would receive negative outcomes (for example, poor evaluations, decreased opportunities for leadership, become the center of gossip or rumors, ignored, or bullied).
My unit/organization's leader takes early action in addressing problems.
My unit's senior NCO/SEL takes early action in addressing problems.
The first cadet/midshipman in my chain of command allows negative behavior to occur.
If I were to report the first cadet/midshipman in my chain of command for misconduct, I would receive negative outcomes.
My immediate supervisor has explosive outbursts.
My immediate supervisor has a sense of personal entitlement.
My unit's senior NCO/SEL has explosive outbursts.
My unit's senior NCO/SEL has a sense of personal entitlement.
My unit's senior NCO/SEL takes actions that are consistent with my Service's values.
My unit's commander/organization's leader takes actions that are consistent with my Service's values.
People in my unit/organization build on each other's ideas and thoughts during the decision-making process.
People in my unit/organization would speak up if someone was being excluded.
People in my unit/organization believe that communication goes up and down the chain of command.

Hazing and Bullying

Hazing and/or bullying happens in my unit/organization.
I have not experienced or witnessed hazing and/or bullying while assigned to this command.
My commander/leader does not tolerate hazing and/or bullying.
I have been hazed or bullied by higher ranking personnel while on duty.
I feel safe from hazing and bullying in my unit/organization.

Immediate Supervisor

My immediate supervisor cares about my personal well-being.
I would feel comfortable asking my immediate supervisor for help.
My immediate supervisor creates an environment that promotes building trust within our team.
My immediate supervisor is a competent leader.
My immediate supervisor sets the right example with their actions.
My immediate supervisor explains things clearly to me.
My immediate supervisor shares information with the unit/organization that has been presented to them by senior leaders.
My immediate supervisor would intervene if an individual was receiving unwanted sexual attention at work.
I receive routine feedback on my performance from my immediate supervisor.

Information Privacy

I feel my medical information will be kept confidential.
I feel there is enough privacy offered in medical spaces.
I know my rights regarding divulging medical information to my command.
I feel confident that my medical information is kept private and confidential to only those who need to know.
I feel my medical information will be kept confidential by the provider(s) at my command.

Insider Threat

I feel comfortable reporting an Insider Threat.
I feel I can identify an Insider Threat.
I feel comfortable identifying potential insider risk.
I know how to appropriately report an Insider Threat.
I am aware that reporting Insider Threats can be a proactive measure that can lead to positive outcomes for colleagues and my organization.
I understand that most Insider Threats display concerning behaviors prior to engaging in negative events.
I am comfortable reporting a concerning behavior I observed in the workplace.
I am aware that an insider threat could use their authorized access to damage DoW facilities, personnel, and systems.

Leadership

My unit's senior NCO/SEL cares about my personal well-being.
I would feel comfortable asking my unit's senior NCO/SEL for help.
My unit's senior NCO/SEL creates an environment that promotes building trust within my unit.
It is easy for Service members in this unit to meet with the senior enlisted NCO/SEL.
I would seek the assistance of my First Sergeant/command SEL.
My leadership sets a good example.
My leadership is responsive to employee feedback.

Military Justice

I believe the military justice system is fair.
I trust the military justice system to treat all military members fairly.
I trust the military justice system to treat all military members with dignity and respect.

Military Service Academies

Seeking help for depression, suicidal thoughts, or other psychological issues is a sign of strength.
Cadets/Midshipmen are well trained to recognize the signs of depression, suicidal thoughts, or other psychological issues in their peers.
In my company/squadron, cadets/midshipmen sexually harass each other.
My company/squadron permanent party leadership would adequately respond to allegations of sexual harassment.
My permanent party chain of command creates an environment where victims feel comfortable reporting sexual assault.
If someone reported a sexual assault to my current permanent party chain of command, the chain of command would take the report seriously.
Within the past 12 months, I have experienced discrimination based on my race, color, or national origin at my Service Academy.

Mission

The people I work with are united in trying to achieve our goals/mission.
My unit/organization makes good use of available resources to accomplish its mission.
I understand how my contribution supports the mission of the overall unit/organization.
The work I do every day is critical to operational readiness.
My unit is well prepared to perform its operational duties.
The unit's/organization's current vision, mission, and/or priorities are clear.

Physical Health

I am given adequate time to maintain my physical conditioning.
I receive the required time to participate in personal fitness.
A physical training program should be implemented in my unit.
I am given the time I need during my workday to comply with the mandatory fitness program.
I feel physically worn out.
I get enough sleep to do my job effectively.
My unit/organization provides resources for maintaining physical fitness.

Physical Work Area

I am satisfied with the physical surroundings of my work area.
Parking is available at work.
Work areas are accessible to persons with disabilities.
I feel safe within my work area.
My unit/organization prioritizes the maintenance and improvement of workspaces.
My leadership assures a safe and accessible workplace.

Professional Development

I am satisfied with my latest one-on-one rater feedback session with my rater.
I receive periodic formal feedback from my rater.
I have a mentor at work who encourages my development.
In the last six months, someone at work has talked to me about my progress and career goals.
I am assigned duties that are commensurate with my rank/grade.
In the past 12 months, I have witnessed people in my unit promoting a climate based on mutual respect and trust.
I feel empowered to control work processes that impact me in this unit/organization.
Opportunities for professional development are promoted within my unit/organization.

Recognition

I am recognized for contributing to a positive atmosphere in my workplace.
I am rewarded for contributing to a positive atmosphere in my workplace.
I am rewarded for my duty performance.
Participation for community service is recognized in my unit/organization.
I receive recognition from my supervisor for my contributions to the unit/organization.
Others are recognized for contributing to a positive atmosphere in my workplace.

Resources and Support

I am familiar with the support provided by the Sexual Assault Prevention and Response Office (SAPRO).
My unit/organization conducts regular discussion forums to strengthen connections and improve trust.
Programs are in place to address military members'/employees' concerns.
My commander/leader's support staff meets my needs.
The functional experts I work with assist me in my success.
I am familiar with the support provided by the Equal Opportunity Office.
I am familiar with the support provided by the Violence Prevention Office.
I received adequate support when I joined my unit/organization.
How much do you agree or disagree that your unit/organization allows the urgent to overtake its priorities?
I often receive assignments without the resources (e.g., time, manpower, materials) to complete them.
I have someone who will listen to me when I need to talk or vent.
The majority of my workplace stress is a result of undermining.
My command makes good use of my time.
My unit's/organization's level of IT resources limit my ability to work effectively.
My unit's/organization's level of IT resources limit my ability to take trainings and meet my qualifications.
My unit/organization resolves administrative problems in a timely manner.
Members of my unit/organization are willing to seek support from helping agencies on base (e.g., Chaplain, SAPR, EO).
I am aware of the support resources (e.g., mental health, financial, family support) available to me.

Respect

People I work with respect differences in others.
In my work center, people's differences are respected.
All unit/organization personnel receive the same level of respect from leadership.
An atmosphere of respect exists in my unit/organization.
I am treated with dignity and respect in this unit/organization.
My commander/leader takes steps to ensure I am treated with respect.
My unit enforces the standards of military courtesy.
In my unit/organization, people deal effectively with adversity or conflict when it occurs.

Responsibility and Intervention

In the past 12 months, I have witnessed people in my unit/organization make it clear that sexual assault has no place in the military.
In the past 12 months, I have witnessed people in my unit/organization encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behaviors.
In the past 12 months, I have witnessed people in my unit/organization publicizing sexual assault report resources (for example, SARC information, UVA/VA information, awareness posters, sexual assault hotline number).
People I work with challenge sexual harassing behaviors.

Retention

I plan to retire from the military within the next couple of years.
Provided the opportunity, I will stay in my current career the next several years, but not until retirement.
Provided the opportunity, I will stay in my current career until retirement.
My present assignment motivates me to continue my career within the DoW.
I plan to leave the DoW within the next couple of years.
I receive personalized guidance from my leadership that encourages me to stay in the military/federal service.

Sexual Assault

While serving in this unit/organization, I observed a situation that I believe was, or could have led to, a sexual assault.
While serving in this unit/organization, I told someone in a position of authority about a situation that I believe was, or could have led to, a sexual assault.
If a coworker were to report a sexual assault allegation, my chain of command/leader would take the report seriously.
If a coworker were to report a sexual assault allegation, my chain of command/leader would keep the knowledge of the report limited to those with a need to know.
If a coworker were to report a sexual assault allegation, my chain of command/leader would promote health care, legal, or other support services to the reporter.
If a coworker were to report a sexual assault allegation, my chain of command/leader would support the individual for speaking up.
In my unit/organization, someone who reports a sexual assault allegation would be blamed for causing problems.
In my unit/organization, someone who reports a sexual assault allegation would be discouraged from moving forward with the report.
I feel confident that my peers would intervene if they see a situation that could lead to a sexual assault.
I know what to do if I see a situation that could lead to a sexual assault.
Reporting a sexual assault would negatively impact my career.
The sexual assault reporting process is fair and impartial.
Sexual assault/harassment prevention is promoted within my unit/organization.

Sexual Harassment

My immediate supervisor adequately responds to allegations of sexual harassment.
My immediate supervisor plays an active role in the prevention of sexual harassment.
My commander/leader adequately responds to allegations of sexual harassment.
My commander/leader plays an active role in the prevention of sexual harassment.
In my unit/organization, someone who reports a sexual harassment complaint would be blamed for causing problems.
In my unit/organization, someone who reports a sexual harassment complaint would be discouraged from moving forward with the complaint.
A sexual harassment complaint would be taken seriously in my unit/organization.
I would feel comfortable reporting a sexual harassment complaint at my unit/organization.
I am confident I could recognize sexual harassment if I saw it.
In my unit/organization, someone who reports a sexual harassment complaint would be protected from retaliation.

Stress and Mental Health

I experience a high level of stress because I serve/work in this unit/organization.
I feel mentally worn out.
People I work with are able to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.
In the past 12 months, I have known someone in my unit/organization who has thought of but not attempted suicide.
I know what actions to take if someone expresses a desire to do harm to themselves or others.
People who attempt suicide would benefit from support from their unit members.
I have a duty to help those who are feeling suicidal.
A service member who attempts suicide deserves understanding and empathy.
I can understand how the stressors of military life can lead someone to think about suicide.
People who attempt suicide should be given time to receive help.
Admitting thoughts of suicide shouldn't harm someone's career.
My unit/organization prioritizes stress reduction.
I am confident in my ability to effectively cope with personal stress.
I have one or more symptoms of work burnout (physical and/or emotional exhaustion, detachment or cynicism, reduced performance, increased irritability, sleep disturbances, etc.).
I feel a sense of dread when I think about work I have to do.

Training and Education

The unit's/organization's orientation program is adequate for new personnel.
I have received the necessary training to accomplish my job.
I receive the mentorship I need to perform my job well.
I receive the training needed to perform my job well.
I have adequate opportunity to pursue off-duty education.
My unit/organization provides accessible training opportunities.
My unit/organization provides the opportunity to apply the new skills I learned in training.

Transportation

My transportation to work is reliable.
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Trust in Leadership

Decisions in my unit/organization are made after reviewing relevant information.
I trust leadership to handle complaints, problems, or issues effectively.
I have confidence in my immediate/first line leadership to provide the direction needed to be successful in my job.
I am able to bring up problems and tough issues with my leadership.
My commander/leader demonstrates accountability and integrity in their actions.

Unit Cohesion

I have good relationships with the people I work with.
I feel a strong sense of belonging to this unit/workgroup.
My work environment is free from unprofessional behavior.
Relationships at work are professional in nature.
Junior enlisted Service members care about what happens to each other.
If someone in the unit/organization has a problem, other members of my unit/organization will try to help them out.
I am comfortable being myself while working in this unit/organization.
In this workgroup, I am comfortable discussing my background.
The people I work with are accepting of individuals from different backgrounds.
The people I work with make me feel like I belong.

Unit Values

My unit/organization is true to Army core values.
My unit/organization is true to Navy core values.
My unit/organization is true to Marine Corps core values.
My unit/organization is true to the Air Force core values.
Human relations problems are handled appropriately in this command.

Warfighter Readiness

My commander/leader prioritizes the development of ideas, systems, and practices to improve combat effectiveness.
My unit/organization provides me the time and resources to develop innovative solutions to complex warfighting challenges.
If I were to deploy, I would trust my leadership.
My unit effectively prepares personnel for the emotional challenges of deployment.
My unit/organization does not have sufficient resources to support mission-critical activities.
My leadership works to improve the readiness of my unit/organization.
If I were to deploy today, I would have the necessary training to perform my wartime job.
If I were to deploy today, I would have the necessary resources to perform my wartime job.
I trust that my immediate/first line leadership is prepared to lead my unit in combat.
I trust my senior leaders' ability to make the right decisions in combat.
My leadership makes sure all unit personnel are ready to perform their wartime duties.
I trust others in my unit to perform their wartime jobs.
I am prepared for the physical stress of combat.
I am prepared for the mental stress of combat.
My unit conducts realistic combat training.

Work/Life Balance

I am challenged by the duties of my current job.
I have sufficient time in my duty day to conduct my core duties.
I am afforded opportunities to take leave.
Collateral duties are not interfering with my ability to perform my primary duties.
I do not feel overburdened with additional duties.
It seems like I have too much work for one person to do.
I feel emotionally drained from my work.
My unit/organization leverages an effective telework policy.
At my unit/organization, leave requests are considered fairly.
I feel that my workload is reasonable for an average workday.
My work schedule allows me flexibility to address my personal well-being while still fulfilling my daily responsibilities.
My commander/leader models work-life balance.
My unit/organization is trying to improve work-life balance.

Working Relationships

Civilian managers supervise military personnel as effectively as they supervise civilian personnel.
Civilians are treated as valued members of the unit by leadership.
Contract employees are viewed as part of the team.
Military managers supervise civilian personnel as effectively as they supervise military personnel.

Open-Ended Custom Questions

Access to Care

How would you characterize the medical care obtained from off-base providers?
How would you characterize the medical care obtained from on-base providers?
Do you feel as though command leadership has sufficient knowledge of sex-specific health needs to maintain your readiness? Please explain.
How do you access sex-specific medical care (contraceptive counseling, vasectomies, etc.) when you need it?
What could leadership do differently to ensure all employees have access to medical care?

Communication

Describe how information is communicated from senior leadership to all levels of the unit/organization.
How effective is communication within this unit? How could it be improved?
How would you characterize the flow of information at this unit/organization? Please explain.
How would you feel about expressing your opinion to leadership concerning unit/organization issues?
How would you improve the communication processes in the unit/organization?
If communication breaks down in this unit/organization, where do you see it happening?
What one thing would you change to improve communication?
Are there any issues that you would NOT be comfortable bringing to your advisor? What steps could be taken to make you feel more comfortable?
How do you prefer to receive communications from your unit/organization (e.g., email, meetings, newsletters, social media, etc.)?
What could your leadership do to improve their approach to giving feedback?
What could leadership do better to foster collaboration between units?

Deployment/Post Deployment

What worries you about return from deployment?
If you could CHANGE one thing about this deployment, what would it be?
How can leadership better support the deployment process?
If you could MAINTAIN one thing about this deployment, what would it be?
What are your biggest concerns as you prepare to deploy?
What is the one thing you like LEAST about this deployment?
What is the one thing you like MOST about this deployment?

Discrimination and Harassment

How does leadership address incidents of discrimination or harassment?
Please describe anything that has been said while at work that offended you or made you uncomfortable.
If you experienced discrimination or harassment but did not report it, why did you choose not to report it?
What kinds of inappropriate or offensive conduct have you witnessed, if any, while assigned to this unit?
How serious of a problem do you think discrimination is in your unit/organization? Please explain.
How serious of a problem do you think harassment is in your unit/organization? Please explain.
How serious of a problem do you think discrimination and harassment are in your unit/organization? Please explain.
What are some barriers that may stop members of your unit/organization from intervening if they witness a harmful behavior (e.g., sexual harassment or other misconduct)?

Education

How would you characterize the time and opportunity you are provided to pursue military education?
How would you characterize the time and opportunity you are provided to pursue personal education?
How can the unit/organization assist you with completing the next military education you are scheduled to complete?
How can the unit/organization assist you with pursuing personal education that you are hoping to complete?

Engagement and Morale

How much do you feel like a valued member of the team? Please explain.
How would you characterize the morale of the civilian staff of this unit/organization?
How would you characterize the morale of the military members of this unit/organization?
The greatest morale-enhancing action leadership could make at this unit/organization would be:
What changes does this unit/organization need to improve morale?
What do you see as the most significant factor impacting morale at this unit/organization?
Are you proud to be a member of this unit/organization? Please explain.
How would you rate your level of job satisfaction (low, average, high) and why?
How much does fraternization create problems at this unit/organization? Please explain.
What changes does our unit/organization need to make to improve how well we work together?
How does leadership foster a positive organizational climate?

Fairness

Can you provide any recent examples of favoritism or discrimination you have witnessed? What actions did you take?
How would you characterize the fairness of the unit/organization's disciplinary actions?
How fair do you see the Individual Augmented selection process? Please explain.
How well does the unit/organization hold people accountable for their performance?
Do you feel that there is any unfairness with billet assignments, fitness reports, or awards? Please explain.
How could your unit/organization better respond to concerns about favoritism or bias?

Family Planning and Support

Where do you go for questions related to contraception, family planning (such as information on adoption, abortion, or infertility services), and operational responsibilities?
Explain how the support (or lack of support) you received from your command related to family and pregnancy planning changed your decision to reenlist/remain commissioned.
Does the Military provide access to adequate childcare for your family's needs? If not, please explain what is needed from your perspective.
Has the support you received from your command related to family and pregnancy planning changed your decision to reenlist/remain commissioned? Please explain.
How well does the unit/organization maintain connections between Service members and family members during deployment?
What additional leadership efforts, resources, or programs would make your unit/organization more family-friendly?
How well does your unit/organization respond to unexpected parental/family leave or other workforce flexibilities?

Leadership

What training or development would you give your immediate supervisor to make them better?
What is ONE thing that leadership can do for you to make your workplace better?
How effectively do leaders in this unit/organization use your time?
Do you feel the leadership support provided assures your safety at your workstation? Why or why not?
What is the ONE thing that leadership can do for you that they currently do not do?
Do you feel that your chain of command micromanages? If yes, please provide an example.
How effectively do commanders/leaders deal with conflicts or difficulties within the unit/organization? Please explain.
How would you characterize the way leadership within your unit/organization treats its members?
How would you describe the example set by your unit's/organization's middle managers? Please explain.

Leadership (continued)

How would you describe the example set by your unit's/organization's top leaders? Please explain.
How would you describe the way leadership deals with conflict when it occurs within the unit?
How would you describe the way NCOs in this unit interact with junior enlisted service members?
How would you describe the way officers in this unit interact with enlisted service members?
What are three things that your unit/organization leadership does well?

Physical Work Area

If you could make one facility improvement, what would it be?
What would you suggest to improve the parking situation?
What are the things that bring you the most satisfaction & least satisfaction working at your workstation?
What would you change about the current food service?

Professional Development

What could your unit/organization do to better support your educational and professional development?

Recognition

How are your contributions to the unit/organization's mission recognized?
How much are your contributions to the unit/organization's mission appreciated? Please explain.
How are you recognized for your performance?
What type of performance feedback do you receive from your chain of command? Describe whether it has been beneficial, and why.
How much does your supervisor value, support and encourage your ideas for improvement? Please explain.
What could your unit/organization do better to recognize milestones and achievements?

Resources and Support

How would you describe your experiences with Base Support Services?
The most valuable feature of Base Support Services is:
What is the quality of life in the barracks? Please explain.
What one thing would you change about Base Support Services?
What one thing would you make sure Base Support Services continues to provide?
What type of training would you like to see available to you in the next fiscal year?
How often do you receive Leader Development Training within your command?
From the time you first learned of your assignment until 30 days after your arrival, were you provided with the resources you needed to be successful? Why or why not?

Resources and Support (continued)

Do you get sufficient time and resources to accomplish your assigned tasks? Please explain.
What can be done to help you better perform your work?
What things keep you from performing your work well?
What things help you perform your work well?
How would you describe your experience with your check-in procedures when you first arrived at this unit/organization?
How would you describe your experience with your sponsor when you arrived at this unit/organization?
Describe how the unit/organization encourages or discourages growth/advancement.
What factors contribute to your decision whether or not to pursue a career in the Service?
How important do you feel your daily duties are to this unit/organization's mission? Please explain.
Briefly describe how Bridge Chats have improved your organization's climate.
What resources would help you complete your job more effectively?
In your opinion, what are ways that your living quarters could be improved? By living quarters we mean bachelor housing, berthing on a ship, barracks, etc.

Respect

How committed is your leadership to creating and fostering an environment of respect? Please explain.
How would you describe leaderships' commitment to creating and fostering an environment of respect and dignity?
How would you describe the level of respect higher level leadership provides your department's members?
Please describe any incidents where members of the unit/organization acted disrespectfully to subordinates.
Please describe any incidents where members of the unit/organization acted disrespectfully to superiors.

Retention

Do you have plans to stay in the military after your current term? Why or why not?
If you could choose to stay in this unit/organization, would you? Why or why not?
What can be done to motivate you to continue serving in this unit/organization?
What are some of the considerations you make when thinking about your intent to stay in the military?
What would your advice be to someone seeking civilian employment here?
What would your advice be to someone seeking military orders here?
If you could take a job with the same pay and responsibilities, elsewhere in your organization, would you take it? Why or why not.

Stress and Mental Health

Briefly list the sources of job-related stress you experience, from the greatest source to the least.
What are the main causes of stress for you in your unit/organization?
What are your concerns about asking for or receiving mental health assistance (e.g., negative stigma, impact on career, impact on security clearance)?
How comfortable would you feel talking to your primary care manager about accessing mental health support? Explain.
What resources do you use when you need help to deal with life stressors?
What resources or strategies have you found helpful to maintain work-life balance?
How well does your unit/organization promote mental health awareness among employees?
How does leadership address concerns about workplace stress?
What could your unit/organization do to better promote mental health resources and support?
What is the primary organizational obstacle (e.g., processes, communication, workload) that leadership could address to prevent or reduce stress?

Training

How would you characterize the unit/organization's support of formalized training (billet-related and professional)?
How would you describe the availability of small unit training?
How would you describe the quality of small unit training?
How would you describe the value of small unit training?
What recommendations would you offer to improve unit/organization support of formalized training?
What type of training would you like to see available to you in the next couple of years?
How would you describe your experience with the unit's Mentorship Program?
What do you recommend to improve the unit's Mentorship Program?
What is the best feature of the unit's Mentorship Program?

Trust in Leadership

How much do you trust the senior leadership at the unit? Please explain.
Can you describe an example where leadership has failed you?

Unit Challenges and Improvements

What is the ONE quality of life issue that affects you and how would you improve it?
What do you see as the most significant improvements made in your unit/organization in the last year?
What do you see as the most significant challenges facing your unit/organization? Please list specifics, location (if needed) and how we can improve or fix it.
What do you see as the most significant challenge currently facing this unit right now? What would you recommend to address this challenge?
What do you see as the most significant challenge facing this unit during the next year?
What do you see as the most significant challenge facing this unit over the next five years? What would you recommend to address this challenge?
How have changes (positive or negative) at this unit/organization during the past year impacted you?
What one thing about our unit/organization would you want to change?
What do you know about this unit/organization that leadership does not know, but should?
Which inter-department relationships enhance your mission and why?
Which inter-department relationships negatively impact your mission and why?
Explain how you feel your responses on this survey will impact your unit/organization.
What do you see as the biggest accomplishment or success made in your unit/organization in the last year?
What can be done to increase trust across the unit/organization?
What are things that your unit/organization are doing well? What are things in your unit/organization that need improvement?
How would you characterize the relationships between military and civilian members of this unit/organization?

Unit Climate

How is the overall climate of this unit/organization, compared to one year ago? Please explain.
What three change(s) would you make that you feel would most improve the unit's/organization's climate?
What climate issue does this unit/organization most need to improve?

Warfighter Readiness

What are your primary concerns, from a readiness standpoint, if your unit were to deploy today (e.g., training, resources, equipment, manpower)?
Is there anything preventing you or your unit from effectively training for combat missions?
If your unit was to deploy today, what barriers would prevent you from deploying with them?

Work Center

How would you describe the level of professionalism in your work center/department? Please explain.
In a few words, how would you describe your workplace?
What issues do you feel need to be addressed in your work center/department?
How would you describe the way time is utilized to complete tasks in your work area?
Explain how your unit/organization has helped or hindered you in achieving your professional goals.
Explain why you would or would not recommend working for your organization to others.
What do you like most about working in your organization?
What do you like least about working in your organization?
What skills does your workgroup/team need to add or improve to be more effective?

Work/Life Balance

What would make it easier for you to manage your personal well-being while still fulfilling your daily responsibilities? For example, changes to organizational policies, scheduling meetings, or IT support/resources.
What changes could your unit/organization make to improve work-life balance?