



DEOCS: Data Overview

August 2026

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Data Overview Summary

The Data Overview provides information about Defense Organizational Climate Survey (DEOCS) reportable data. This resource includes information on criteria required for reporting DEOCS results, weighted DEOCS estimates, how demographic categories are created, how factor ratings are calculated, and additional information on supplemental data included in reports (e.g., trends over time, factor rating alerts, and factor rating comparisons). This resource concludes with methodological information related to how Combined Reports are calculated.

For more information on how to interpret your DEOCS results, please see the “[Factor Rating Interpretation Guide](#)” available on Prevention.mil (and linked in the “Resources” section at the end of this document).

DEOCS Suppression Criteria and Reportability of Results

Suppression Rules to Create Reports

There are several rules in place that govern when data cannot be reported because it may put participants’ confidentiality at risk. We refer to these as suppression rules. The first step in assessing reportability and the need for suppression is to identify the eligible respondents. To be considered an eligible DEOCS participant, a respondent must complete at least half of the core questions on the DEOCS. The second step is to assess whether the DEOCS registration has the minimum number of 16 eligible participants. DEOCS registrations that do not have at least 16 eligible participants will not receive an overall DEOCS survey results report, executive report, or a comments report. If your DEOCS has ended and it does not have enough eligible participants, a report cannot be generated, and you will see a “No results found” message when trying to access the report (Figure 1):

Figure 1.

No DEOCS Results Found

The screenshot displays the DEOCS search interface with the following elements:

- Navigation Tabs:** About, Response Rates, **Download** (active), Combined Results.
- Search Header:** Search ^
- Filters:**
 - Service Component :** Search bar with a dropdown arrow.
 - UIC/RUC/PAS/OPFAC :** Search bar with a dropdown arrow.
 - DEOCS ID and Survey Date * :** Search bar with a dropdown arrow. Below it, a text input field contains "123xyz", a "Clear" button, and a message "No results found".
 - Unit/Organization Title :** Search bar with a dropdown arrow.
 - State :** Search bar with a dropdown arrow.
 - Report * :** Search bar with a dropdown arrow.
- Buttons:** "Submit" (bottom left) and "Reset Filters" (bottom right).

If you included subgroups in your registration, you may receive survey results by subgroup if at least five eligible participants completed the survey for that subgroup. Because comments are more sensitive, we require at least 16 eligible participants from a subgroup to receive a comments report for that subgroup.

There are a few additional suppression rules in place to protect a participant’s confidentiality if you have multiple subgroups and only one subgroup did not have enough participants to produce a survey results report or a comments report.¹ There are three subgroup rules:

- 1. Five participants are needed in a subgroup to produce a survey results report
- 2. 16 participants are needed in a subgroup to produce a comments report
- 3. “Unassigned” participants are treated as a subgroup

The rules are explained in detail below.

Subgroup rule #1: Five participants are needed in a subgroup to produce a survey results report

If your survey included multiple subgroups and only one subgroup had fewer than five participants, it will be combined with the subgroup that had the next lowest number of participants in order to produce survey results. If two or more subgroups had the next lowest number of participants, it will be combined with the subgroup whose name is alphabetically first. You will see the subgroups that were combined reflected in the name of the subgroup on the cover page of your report and in the Download tab’s Group filter. When subgroups are combined in this way, they are treated as if they were originally defined in this way and cannot be separated.²

An example appears in Table 1 below. In this example, there is only one subgroup with fewer than five participants (Subgroup C), so it must be combined with the subgroup with the next lowest number of participants to produce a survey results report. In this case, Subgroup B and Subgroup C were combined, and Subgroup A remains as-is.

Table 1.
Subgroup Reportability and Combination

Original Subgroups	Total Survey Returns	Subgroup Survey Results Reportable?	Combined Subgroups with Reportable Survey Results
Subgroup A	20	Yes	Subgroup A (no combination required)
Subgroup B	15	Yes	Subgroup B and Subgroup C
Subgroup C	3	No	

When viewing or downloading your subgroup results, the Group filter will also show the subgroups that were combined (Figure 2).

¹ These suppression rules were put in place starting in February 2023. Reports produced prior to this date do not include these rules. These rules ensure that no one can use the data provided in DEOCS reports to mathematically recreate data that are non-reportable.

² For example, these subgroups cannot be separated in combined subgroup reports.

Figure 2.
Results for Combined Subgroups

Service Component :

Q

Joint Service

▼

DEOCS ID and Survey Date * : ●

Q

528cc2ac [08/15/2026-08/30/2026]

▼

Commander/Leader Name :

Q

Commander Integration

▼

Group * : ●

Q

*Required (Select one or more)

^

Search

Showing all 5 results

Clear

☐

Overall Unit/Organization

☐

Subgroup A

☐

Subgroup B and Subgroup C

UIC/RUC/PAS/OPFAC :

Q

DRCDOW

▼

Unit/Organization Title :

Q

Example 2026

▼

State :

Q

CA

▼

Report * : ●

Q

*Required (Select one or more)

▼

Instructions ^

These legacy DEOCS reports may contain terms not in compliance with current
also use the filters to create a combined subgroup report for multiple subg
ter can be used to download one or more report types at one time. If multio

Subgroup rule #2: 16 participants are needed in a subgroup to produce a comments report

If your survey included multiple subgroups and only one subgroup had fewer than 16 participants, it will be combined with the subgroup that had the next lowest number of participants in order to produce a comments report. If any subgroups were combined to produce a survey results report, this rule will use the new, combined total number of participants to identify whether a comments report can be produced or not. You will see the subgroups that were combined reflected in the name of the subgroup in the comments report (Figure 3 and Figure 4). Due to the different numbers for subgroup suppression and combination for survey results reports and comments reports, you may see different subgroup reports for comments data compared to survey responses.

Continuing with the first example in Table 1, Subgroup A had 20 total returns so this subgroup will receive a stand-alone comments report. Because Subgroup B and Subgroup C were combined to produce survey results, their new combined number of survey returns is 18; this means that a comments report can be produced for the combined grouping of Subgroups B and C (Table 2).

Table 2.
Subgroup B and C Combination

Original Subgroups	Total Survey Returns	Total Survey Returns After Subgroups Combined	Subgroups with Reportable Comments Reports
Subgroup A	20	20	Subgroup A
Subgroup B	15	18	Subgroup B and Subgroup C
Subgroup C	3		

Comments reports are available to download in the DEOCS System as a PDF or Excel file. Once downloaded, you can see the subgroups that were combined at the bottom of the PDF (Figure 3) on the title page and on the first sheet of the Excel file (Figure 4).

Figure 3.
Combined Subgroup Comments Report PDF



U.S. Department of War

2026 Defense Organizational Climate Survey (DEOCS) Survey Results Report

Registration:	DEOCS2026_CommanderLN_DRCADAF26E_0d8e0b9f
Unit/Organization Title:	DRC '26 USAF 1 Comments Match Reg Agg
DEOCS ID:	0d8e0b9f
Service Component:	[ACTIVE DUTY] US Air Force (USAF)
Unit Identification Code (UIC/RUC/PAS/OPFAC):	DRCADAF26E
Unit/Organization Leader:	Commander Test
Survey Administrator:	Survey Administrator
Survey Dates:	08/01/2026 - 08/28/2026
Group:	 Subgroup B and Subgroup C

Figure 4.
Combined Subgroup Comments Report Excel File

2026 Defense Organizational Climate Survey (DEOCS) Survey Results Report	
Registration:	DEOCS2026_CommanderLN_DRCADAF26E_0d8e0b9f
Unit/Organization Title:	DRC '26 USAF 1 Comments Match Reg Agg
DEOCS ID:	0d8e0b9f
Service Component:	[ACTIVE DUTY] US Air Force (USAF)
Unit Identification Code (UIC/RUC/PAS/OPFAC):	DRCADAF26E
Unit/Organization Leader:	Commander Test
Survey Administrator:	Survey Administrator
Survey Dates:	08/01/2026 - 08/28/2026
Group:	 Subgroup B and Subgroup C

Another example is provided in Table 3 below. Subgroups Y and Z both have 20 participants and, therefore, meet our minimum threshold to receive a stand-alone comments report. However, one group, Subgroup X, only has five participants and must be combined with another subgroup to produce a comments report. Because both Subgroup Y and Subgroup Z have the same number of participants (20), Subgroup X is combined with the subgroup that is listed first alphabetically—Subgroup Y.

Table 3.

Subgroup Comments Report Reportability and Combination

Original Subgroups	Total Survey Returns	Subgroup Survey Results Reportable?	Subgroup Comments Reportable?	Combined Subgroups with Reportable Comments
Subgroup X	5	Yes	No	Subgroup X and Subgroup Y
Subgroup Y	20	Yes	Yes	
Subgroup Z	20	Yes	Yes	Subgroup Z

When attempting to download comments reports, you will only see options to download PDF or Excel reports for Subgroup Y or Subgroup Z. Once you download a comments report for Subgroup Y, however, you will see that comments for Subgroup X and Subgroup Y have been combined within the report. Similar to the above examples, “Subgroup X and Subgroup Y” will appear at the bottom of the title page of the PDF report and on the first sheet of the Excel file.

Subgroup rule #3: “Unassigned” participants are treated as a subgroup

Finally, you may see some subgroups titled “Unassigned.” If your survey included multiple subgroups and not all individuals on the roster were assigned to named subgroups, then “Unassigned” will be the default subgroup title for those individuals. While stand-alone survey results or comments reports are never produced for individuals in an unassigned subgroup, they are treated as a subgroup in terms of the above suppression rules. This means you may see a subgroup titled “Unassigned” in the Response Rates tab of the dashboard. You may also see survey results or comments from the “Unassigned” subgroup combined with your other, named subgroups. An example appears in Table 4 below.

In Table 4, there is only one subgroup with fewer than five participants (Unassigned), so it must be combined with the subgroup with the next lowest number of participants in order to produce a survey results report. In this case, Subgroup A and Unassigned were combined, and Subgroup B remains as-is.

Table 4.

Unassigned Subgroup Combination

Original Subgroups	Total Survey Returns	Subgroup Survey Results Reportable?	Combined Subgroups with Reportable Survey Results
Subgroup A	25	Yes	Subgroup A and Unassigned
Subgroup B	30	Yes	Subgroup B
Unassigned	3	No	(combined with Subgroup A)

When downloading your subgroup results, the Group filter will show that Subgroup A and Unassigned were combined (Figure 5). In this example, Subgroup A and Unassigned will be combined to produce survey results, as well as comments.

Figure 5.
Results for Subgroups and Unassigned Participants

The screenshot displays a web-based filter interface for DEOCS reports. It consists of two columns of dropdown menus and a central section for group selection. The filters include:

- Service Component :** Joint Service
- UIC/RUC/PAS/OPFAC :** DRCDOW
- DEOCS ID and Survey Date * :** 528cc2ac [08/15/2026-08/30/2026]
- Unit/Organization Title :** Example 2026
- Commander/Leader Name :** Commander Integration
- State :** CA
- Group * :** *Required (Select one or more)
- Report * :** *Required (Select one or more)

The **Group *** dropdown is expanded, showing a search bar and a list of results. The list includes:

- Overall Unit/Organization
- Subgroup A and Unassigned (highlighted with a red arrow)
- Subgroup B

Below the list, there is a section for instructions, which states: "These legacy DEOCS reports may contain terms not in compliance with current... also use the filters to create a combined subgroup report for multiple subg... ter can be used to download one or more report types at one time. If multipl...

Suppression Rules Within Reports

In addition to the suppression rules used to generate reports, there are also several suppression rules used within reports to ensure we are protecting participants' confidentiality. Once your DEOCS has ended and you receive your final results, you may notice that some results are missing or marked "NR" (i.e., non-reportable). This means some results could not be reported (i.e., were suppressed) because there were not enough individuals who responded to the question or set of questions; results may not be reportable for overall factor ratings, for questions, for subgroups, or for demographic categories.

To protect confidentiality, results are only reported if there are **five** or more responses to the question or if there are **five** or more individuals in a particular demographic category or subgroup who responded to the question. While factor scores are based on weighted responses, suppression rules are based on unweighted participant counts. A few examples to illustrate how this works in practice are on the following pages.

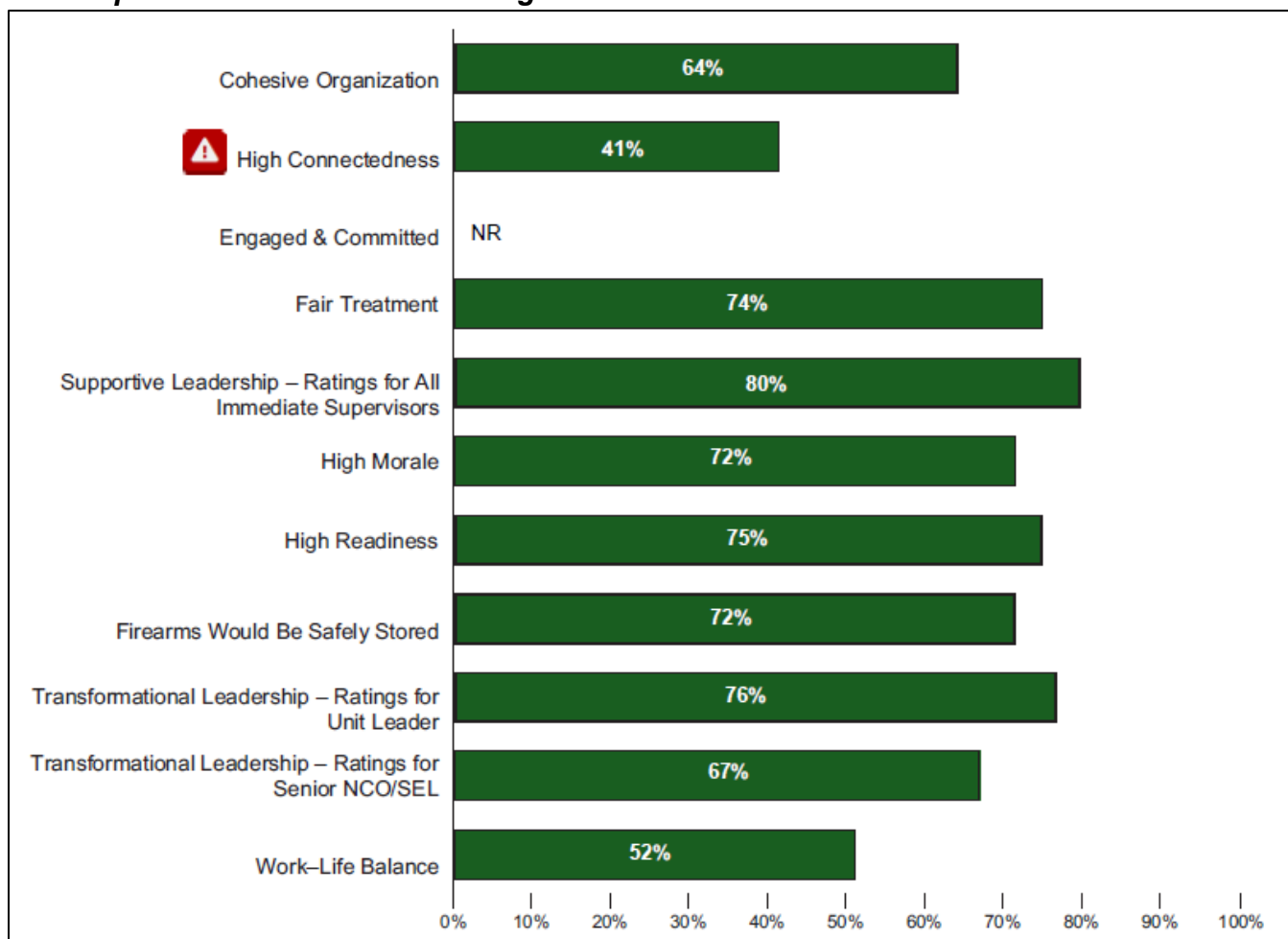
To receive results for a survey question, at least five individuals must have answered the question. To receive factor rating results for a factor that is created from multiple survey questions, all items for the factor must be reportable—that is, at least five individuals must have answered each question in the factor group. For example, for the *Engagement & Commitment* factor in Table 5, there must be at least five responses to each of the questions that make up the *Engagement & Commitment* factor for the factor to be reportable.

Table 5.
Engagement and Commitment Reportability

Engagement & Commitment Questions	Number of Responses	Engagement & Commitment Results Reported?
I am proud of my work.	26	YES All three questions have at least five responses, so results for Engagement & Commitment are displayed.
My work has a great deal of personal meaning to me.	25	
I am committed to making the military my career.	26	
I am proud of my work.	26	NO Only four people responded to the second question, so results for Engagement & Commitment are not displayed.
My work has a great deal of personal meaning to me.	4	
I am committed to making the military my career.	26	

When data are non-reportable for a certain factor, “NR” will be written in the graph or table. For example, if *Engagement & Commitment* ratings are non-reportable, results for this factor will not be displayed in the readiness enabling factors graph and “NR” will be written (Figure 6):

Figure 6.
Non-Reportable Readiness Enabling Factor



When factor results are non-reportable, we recommend looking at the detailed item summary tables to see if any of the questions for that factor had reportable data. In Figure 6 above, *Engagement & Commitment* is non-reportable, but two of the three questions that make up this factor do have enough responses to show data. Looking at the results for these questions may still provide valuable information. An example item summary table showing one of the three questions for *Engagement & Commitment* as non-reportable is shown in Figure 7:

Figure 7.

Non-Reportable Item Summary Data

Engagement & Commitment Item Summary						
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.						
Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I am proud of my work.	4%	3%	23%	49%	21%	100%
My work has a great deal of personal meaning to me.	NR	NR	NR	NR	NR	NR
I am committed to making the military my career.	9%	12%	23%	25%	31%	100%

DEOCS reports also include results for demographic categories, such as male and female and military and civilian. To receive a factor rating for male and a factor rating for female, at least five males **and** five females must have responded to the questions that make up a particular factor rating. If there are only four responses from females, for example, data cannot be reported for males **or** females. An example using the *Engagement & Commitment* factor is shown in Table 6.

Table 6.

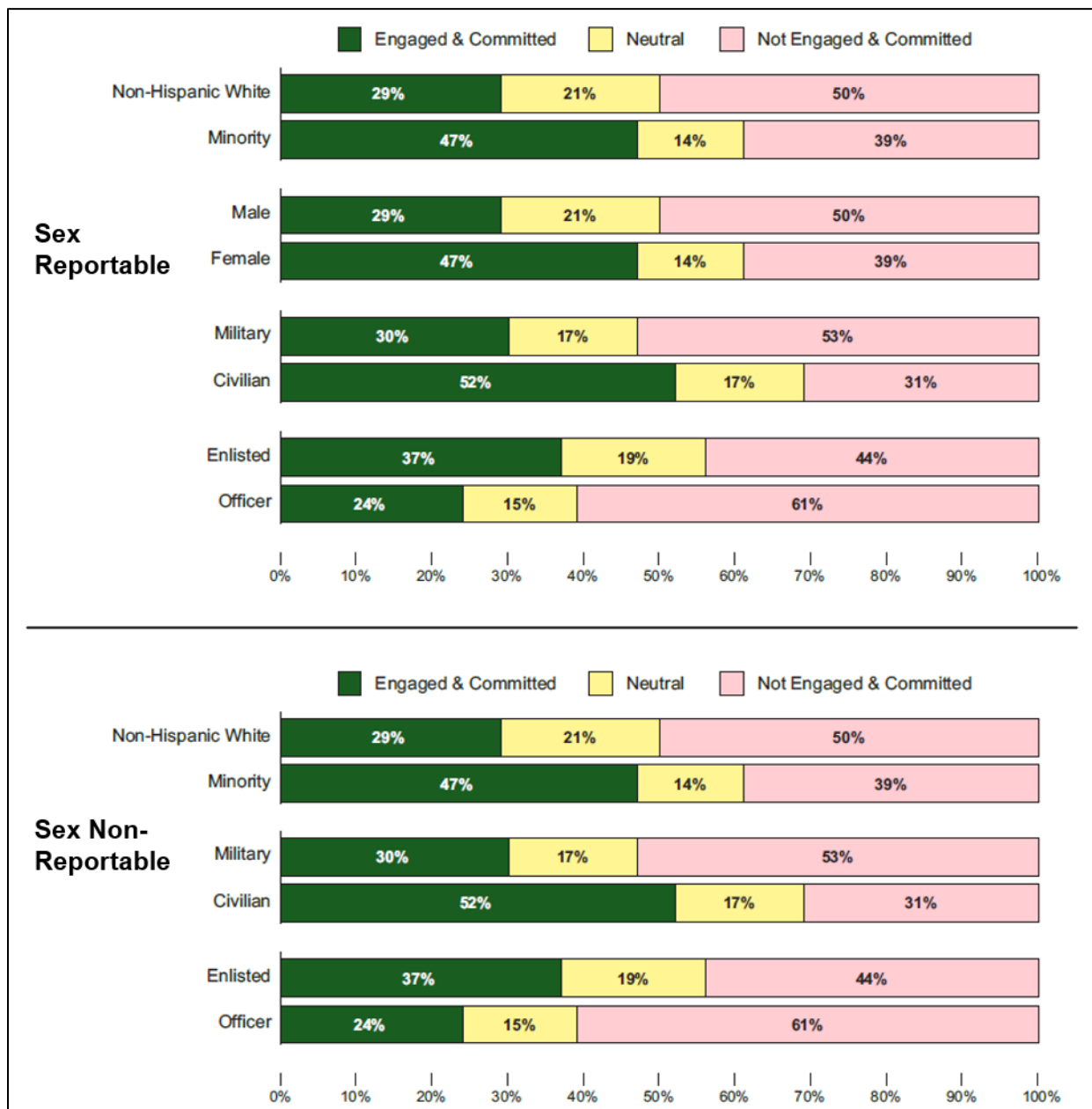
Factor by Demographic Category Example; Engagement and Commitment by Sex

Engagement & Commitment Questions	Number of Responses from Males	Number of Responses from Females	Engagement & Commitment Results Reported?
I am proud of my work.	10	10	YES All questions have at least five responses from males AND females, so data are reportable for males and females.
My work has a great deal of personal meaning to me.	10	10	
I am committed to making the military my career.	10	15	
I am proud of my work.	10	10	NO There are only 4 responses from females for the second question, so data are non-reportable for males <u>or</u> females.
My work has a great deal of personal meaning to me.	10	4	
I am committed to making the military my career.	10	15	

When data are non-reportable for a certain demographic category, you will not see those categories in the graph; in other words, they will simply be missing. An example where data for males and females are non-reportable is shown in the bottom image in Figure 8:

Figure 8.

Factor Reportability by Demographic Category Example; Engagement and Commitment by Sex



DEOCS Problematic Behaviors

There are two factor ratings that may not be reportable based on slightly different criteria. These two factors measure serious, problematic behaviors in a unit/organization:

- **Racially Harassing Behaviors:** Measured by 5 questions
- **Sexually Harassing Behaviors:** Measured by 5 questions

In order to receive results for these factors, at least five people must have contributed to the rating by answering *Never* to at least half of the questions or answering *Rarely*, *Sometimes*, or *Often* to at least one of the questions. An example of a case where data are non-reportable for *Racially Harassing Behaviors* is shown in Table 7.

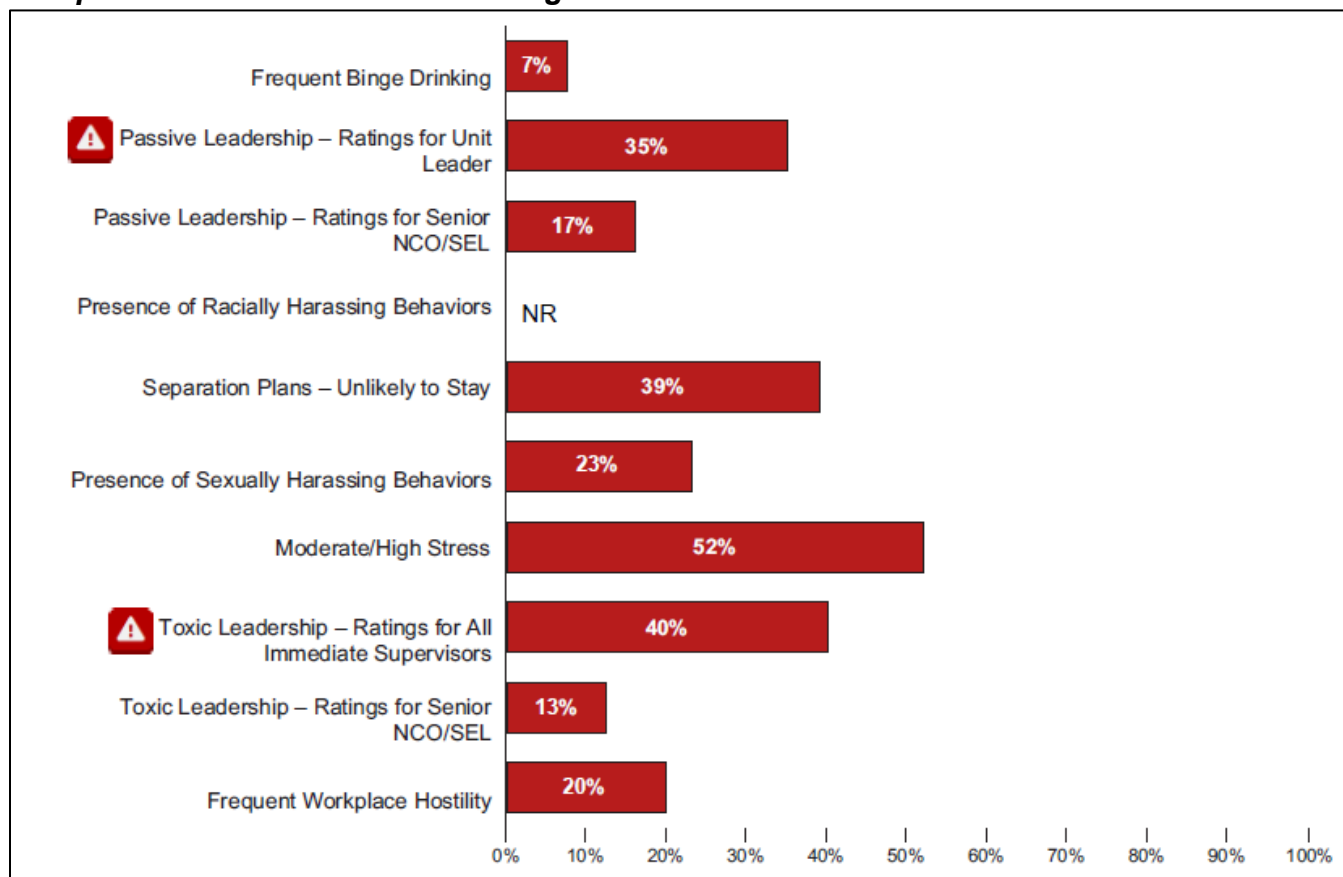
Table 7.

Racially Harassing Behaviors Non-Reportable Example

Racially Harassing Behaviors						
How often does someone from your unit make you uncomfortable, angry, or upset by...						
Survey Participants	Q1: telling racial/ethnic jokes?	Q2: expressing stereotypes about racial/ethnic groups?	Q3: using offensive racial/ethnic terms?	Q4: excluding you because of your race/ethnicity?	Q5: showing you a lack of respect because of your race/ethnicity?	Rating
Participant 1	Rarely	Never	Never	Never	Never	Presence
Participant 2	Often	Often	Often	Often	Often	Presence
Participant 3	Sometimes	Sometimes	Sometimes	Sometimes	Sometimes	Presence
Participant 4	Never	[no answer]	Never	[no answer]	Never	No presence
Participant 5	Never	[no answer]	[no answer]	[no answer]	Never	[missing]
Participant 6	[no answer]	[no answer]	Never	[no answer]	Never	[missing]
Participant 7	[no answer]	Never	[no answer]	Never	[no answer]	[missing]
Participant 8	Never	[no answer]	[no answer]	Never	[no answer]	[missing]
Participant 9	[no answer]	Never	[no answer]	[no answer]	[no answer]	[missing]
Participant 10	[no answer]	[no answer]	[no answer]	Never	Never	[missing]

Table 7 displays how 10 participants responded to each of the five questions about *Racially Harassing Behaviors*. Participants are given a rating of “no presence of behavior” if they answered *Never* to experiencing any of the behaviors and responded to at least half of the questions for the factor (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*). Individuals are given a rating of “presence of behavior” if they answered *Rarely*, *Sometimes*, or *Often* to at least one of the behaviors. In this example, data are non-reportable for this factor because only four individuals (participants 1, 2, 3, and 4) are contributing to the scale; six individuals are considered “missing” because they did not answer enough of the questions to receive a rating. Because data are non-reportable, results for this factor will be “NR” in the readiness threatening factors graph (see Figure 9). We recommend looking at the detailed item summary results to see if any of the questions for a factor had reportable data since this may provide valuable information.

Figure 9.
Non-Reportable Readiness Threatening Factor



DEOCS Weighting

All DEOCS results are weighted using an industry standard process to account for non-response. Weighting survey results produces survey estimates that are representative of the DEOCS registration. When survey participation is voluntary, not all members within a unit or organization may respond to a survey resulting in nonresponse. To account for nonresponse, the Office of People Analytics (OPA) weights unit/organization members' responses to improve survey estimates by accounting for those individuals within a registration who did not respond and by adjusting to known roster totals. If a group of individuals are not included on the roster or OPA cannot match roster information to administrative data, it is possible that weighted survey results may not reflect the total population of the unit or organization.

DEOCS weighting is applied using key demographic variables of interest including, for example, sex, race/ethnicity, and paygrade. All complete DEOCS respondents receive a weight that is one or higher. The sum of weights for all respondents in a unit/organization will total to the size of the roster on the registration. For example, if a registration had 50 unit members on the roster and 35 complete responses, after weighting, the total weighted sum would be 50. Weights are calculated and assigned using a model that utilizes multiple demographic characteristics of respondents and non-respondents simultaneously. A simple example of this in practice can be demonstrated using a single demographic category. If the 50-person unit had 10 known enlisted members (based on administrative data), and five completed the DEOCS, those five respondents would have a weight of two, where each response represents the responses of two enlisted unit members.

In previous administrations with unweighted factor scores, the unweighted factor scores were calculated as if all responses had the same weight—one. See the “How DEOCS Factor Ratings are Calculated” section for more detailed examples of how DEOCS factor ratings are calculated.

DEOCS Factor Rating Calculations

Most DEOCS factor ratings are calculated by combining results for the individual responses that make up the factor. For example, *Cohesion* ratings are created by combining responses to two questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in Table 8. In this example, there were 437 participants on the roster.

Table 8.
Example Factor Rating Calculation for Cohesion

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
1. People in my unit work well as a team.	3% (11.81)	8% (35.43)	15% (66.93)	35% (153.54)	39% (169.29)	100% (437)
2. People in my unit trust each other.	2% (7.87)	12% (51.18)	25% (106.30)	34% (145.67)	28% (122.05)	100% (433.06)
	Non-Cohesive Organization		Neutral	Cohesive Organization		
	(11.81+35.43+7.87+ 51.18) / 870.06 =		(66.93+106.30) / 870.06=	(153.54+169.29+145.67+122.05) / 870.06 =		
	12%		20%	68%		

Table 8 displays the weighted percentage of responses for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). Note the sum of the survey weights is shown in parentheses, however, the survey weights sums are only included here for illustrative purposes and are not included in your report. For the first question, participants who selected *Strongly Disagree* had survey weights that summed to 11.81; this represents 3% of weighted responses ($11.81/437 = .027$ or 3%). Participants who selected *Disagree* had survey weights that summed to 35.43, which represents 8% of weighted responses ($35.43/437 = .081$ or 8%). Participants who selected *Neither Agree nor Disagree* had survey weights that summed to 66.93, which represents 15% of weighted responses ($66.93/437 = .15$ or 15%). Participants who selected *Agree* had survey weights that summed to 153.54; this represents 35% of weighted responses ($153.54/437 = .35$ or 35%). Lastly, participants who selected *Strongly Agree* had survey weights that summed to 169.29, which represents 39% of weighted responses ($169.29/437 = .387$ or 39%).

Note that percentages are calculated out of the sum of the weights for participants responding to that question and not the total sum of the weights for all participants taking the survey (not shown). Participants can skip questions, so the total responses to questions may vary. In the example

shown in Table 8, all survey respondents responded to the first question so all percentages in this row use 437 as the denominator. Not everyone responded to the second question; therefore, the sum of weights for the second question totaled 433.06. As a result, all percentages for the second question use 433.06 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- To calculate the factor rating scores, the total sum of survey weights for all questions in the factor need to be combined. In this example, the total sum of survey weights for both *Cohesion* questions is 870.06 ($437 + 433.06 = 870.06$). This number will become the denominator in the calculations to produce an overall score for the unfavorable, neutral, and favorable ratings.
- The **unfavorable** rating, named **Non-Cohesive Organization**, is a combination of all responses of *Strongly Disagree* and *Disagree* from **both** questions in the *Cohesion* scale.
 - For this example, respondents with total survey weights of 11.81 selected *Strongly Disagree* for the first question, while respondents with total survey weights of 35.43 selected *Disagree*. In addition, respondents with total survey weights of 7.87 selected *Strongly Disagree* for the second question and respondents with total survey weights of 51.18 selected *Disagree*. In total, respondents with total survey weights of 106.29 selected *Strongly Disagree* or *Disagree* to these two questions ($11.81 + 35.43 + 7.87 + 51.18 = 106.29$).
 - To produce an overall score for **Non-Cohesive Organization** representing unfavorable reactions to these two questions, the total sum of survey weights for *Strongly Disagree* or *Disagree* (106.29) is divided by the total sum of survey weights for both *Cohesion* questions (870.06). **This produces a Non-Cohesive Organization rating of 12% ($106.29 / 870.06 = .1222$).**
- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from both questions.
 - For this example, respondents with total survey weights of 66.93 selected *Neither Agree nor Disagree* for the first question. In addition, respondents with total survey weights of 106.30 selected *Neither Agree nor Disagree* for the second question. In total, respondents with total survey weights of 173.23 selected *Neither Agree nor Disagree* to these two questions ($66.93 + 106.30 = 173.23$).
 - To provide an overall score for the neutral rating representing responding neutrally to those two questions, the total sum of survey weights for *Neither Agree nor Disagree* (173.23) is divided by the total sum of survey weights for both *Cohesion* questions (870.06). **This produces a neutral Cohesion rating of 20% ($173.23 / 870.06 = .1991$).**
- To create the **favorable** rating, named **Cohesive Organization**, the *Strongly Agree* and *Agree* responses are combined.
 - For this example, respondents with total survey weights of 169.29 selected *Strongly Agree* for the first question, while respondents with total survey weights of 153.54 selected *Agree*. In addition, respondents with total survey weights of 122.05 selected *Strongly Agree* for the second question and respondents with total survey weights of 145.67 selected *Agree*. In total, respondents with total survey weights of

590.55 selected *Strongly Agree* or *Agree* to these two questions (169.29 + 153.54 + 122.05 + 145.67 = 590.55).

- To provide an overall score for **Cohesive Organization** representing favorable reactions to these two questions, the total sum of survey weights for *Strongly Agree* or *Agree* (590.55) is divided by the total sum of survey weights for both *Cohesion* questions (870.06). **This produces a Cohesive Organization rating of 68% (590.55 / 870.06 = .6787).**

Two DEOCS factors (*Racially Harassing Behaviors* and *Sexually Harassing Behaviors*) report the percentage of weighted responses that indicate experiencing problematic behaviors. The scoring is slightly different than for other factors. For these two factors, the responses to the individual items create two reporting categories indicating whether the behaviors are present or not present. The unfavorable factor ratings represent the percentage of weighted respondents that reported experiencing any behavior with any frequency. For example, *Sexually Harassing Behaviors* ratings are created from the responses to five questions on a four-point scale (*Never*, *Rarely*, *Sometimes*, *Often*). To create factor ratings, participants are grouped into one of two categories depending on how they responded to the set of five questions:

- “Presence of behavior” = respondent reported experiencing at least one behavior either *Rarely*, *Sometimes*, or *Often*.
- “No presence of behavior” = respondent reported *Never* experiencing any of the behaviors and responded to at least half of the questions (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*).

Table 9 and Figure 10 provide an example of how the individual-level data for each of the five *Sexually Harassing Behaviors* items are combined and weighted to create the final factor score. In this example, red indicates a “presence of the behavior” and green indicates “no presence of the behavior.”

Table 9.

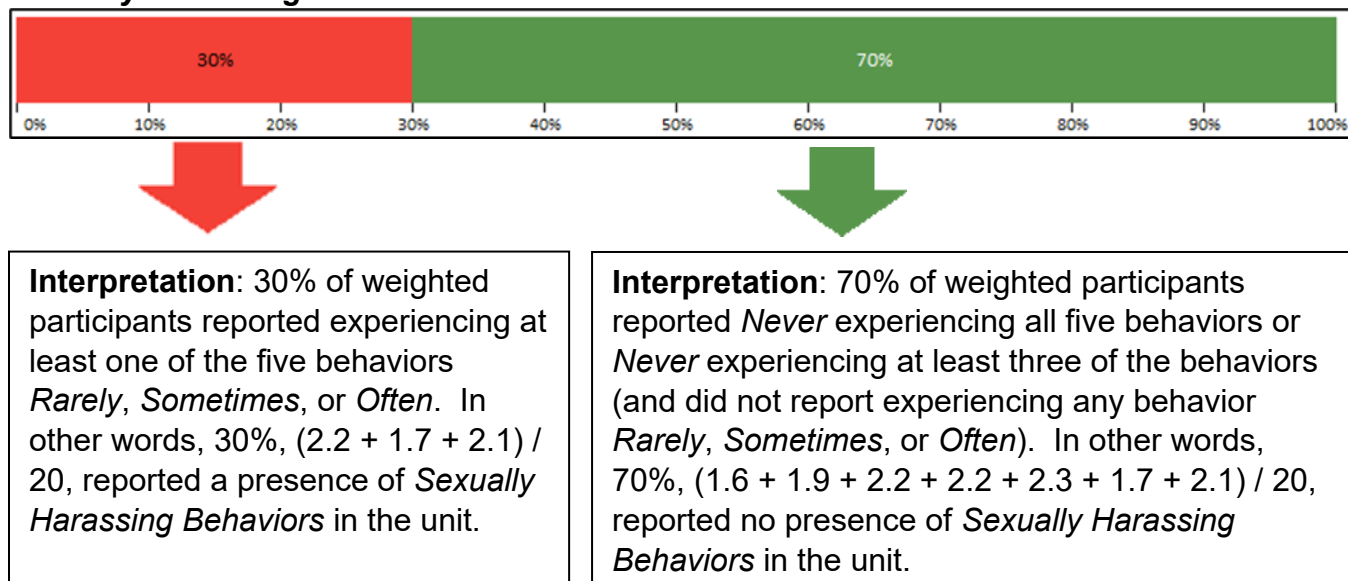
Sexually Harassing Behaviors Presence vs. No Presence

	Q 1	Q 2	Q 3	Q 4	Q 5	weight
Participant 1	Rarely	Never	[no answer]	[no answer]	[no answer]	2.2
Participant 2	Rarely	Never	[no answer]	Sometimes	Never	1.7
Participant 3	Often	Rarely	Often	Often	Often	2.1
Participant 4	Never	Never	Never	Never	Never	1.6
Participant 5	Never	Never	Never	Never	[no answer]	1.9
Participant 6	Never	Never	Never	Never	Never	2.2
Participant 7	Never	[no answer]	Never	[no answer]	Never	2.2
Participant 8	Never	Never	Never	Never	Never	2.3
Participant 9	Never	Never	[no answer]	[no answer]	Never	1.7
Participant 10	Never	Never	Never	Never	Never	2.1

Individual-level data: The rating is created based on how each individual responded across the five behaviors. Table 9 shows responses from the three individuals who were included in presence of *Sexually Harassing Behaviors* rating and the seven individuals that were included in no presence of *Sexually Harassing Behaviors*. Additionally, each participant has a survey weight associated with their responses.

In this illustrative example (Figure 10), a unit with 20 members on the roster, and 10 members responded to the survey would receive the following *Sexually Harassing Behaviors* results:

Figure 10.
Sexually Harassing Behaviors Results



The individual-level data (Table 9) is not presented in the report; rather aggregate data would appear in the item summary table similar to Table 10. The response sum of weights shown in parentheses in Table 10 will not be included in DEOCS reports and are included here only for illustrative purposes. We recommend reviewing the detailed item summary results to see full response distribution for these factors, since this may provide valuable information on your unit's/organization's command climate. However, it is not possible to use the item summary tables to identify how many respondents marked *Never* on at least half of the items and did not mark *Rarely*, *Sometimes*, or *Often* on any of the items.

Table 10.
Sexually Harassing Behaviors Item Summary Table Example

Sexually Harassing Behaviors Questions	Never	Rarely	Sometimes	Often	Total
Question 1	70% (14/20)	20% (3.9/20)	0% (0/20)	11% (2.1/20)	100%
Question 2	88% (15.7/17.8)	12% (2.1/17.8)	0% (0/17.8)	0% (0/17.8)	100%
Question 3	85% (12.3/14.4)	0% (0/14.4)	0% (0/14.4)	15% (2.1/14.4)	100%
Question 4	73% (10.1/13.9)	0% (0/13.9)	12% (1.7/13.9)	15% (2.1/13.9)	100%
Question 5	87% (13.8/15.9)	0% (0/15.9)	0% (0/15.9)	13% (2.1/15.9)	100%

Note that percentages in the above table are calculated out of the sum of weights for that question and not the total number of participants to the full survey. In addition, factor ratings may not always add to 100% due to rounding.

DEOCS Demographic Categories

Demographic Summary of Participants

With the implementation of weighting, DEOCS reports provide a demographic summary table (Figure 11). The demographic summary of participants can be used to understand the representation of participants that completed the DEOCS. More specifically, this table provides the unweighted percentage of participants that completed the DEOCS for each reportable demographic category. Percentages are based on responses to the self-reported demographic questions on the DEOCS and may not fully capture the composition of the unit/organization but can be used to understand survey completion by groups. In the next section, we provide specific information on how each demographic category is created.

Figure 11.
Demographic Summary of Participants³

Demographic Categories		Percentage of Participants ¹
Race/Ethnicity	Non-Hispanic White	49%
	Racial/Ethnic Minority	51%
Sex	Male	49%
	Female	51%
Military/Civilian Status	Military	53%
	Civilian	47%
Enlisted/Officer	Enlisted	20%
	Officer	33%
Junior/Senior Enlisted	Junior Enlisted	16%
	Senior Enlisted	4%
Junior/Senior Officer	Junior Officer	30%
	Senior Officer	3%
Junior/Senior Civilian	Junior Civilian	4%
	Senior Civilian	13%
Civilian Supervisor Status	Non-Supervisor	20%
	Supervisor	10%
Faculty/Non-Faculty	Faculty	17%
	Non-Faculty	30%
Non-Tenure/Tenure Faculty	Non-Tenure Track Faculty	9%
	Tenure Track Faculty	8%
Class Year ²	4/C (First Year)	NR
	3/C (Second Year)	NR
	2/C (Third Year)	NR
	1/C (Fourth Year)	NR
Athlete Status ²	Athlete	NR
	Non-Athlete	NR

Percentages are calculated based on the number of participants in a given demographic category divided by the overall number of survey participants. If any participants did not respond to demographic questions, they are not included in this summary, therefore, some percentages may not add up to 100%. Additionally, some demographic categories will not add up to 100% because they are a subset of the overall unit or organization. For example, in Figure 11, the Enlisted and Officer

³ This demographic category only applies to cadets and midshipmen from the Military Service Academies (MSA) and cadet and midshipman candidates from the MSA Preparatory Schools.

demographic groups only add up to 53% because the rest of the participants are civilians (47%). While the summary table is fixed across all survey results reports, any non-reportable demographic categories are labeled as “NR”. Only reportable demographic results are presented in factor-specific figures (see the “Non-Reportable Data” section for more information on demographic reporting).

How DEOCS Demographic Categories Are Created

DEOCS reports include breakouts of results by demographic categories. Participants are included in demographic categories based on how they respond to the demographic questions on the survey. If a participant chooses not to answer some of the demographic questions, it is not possible to add those responses into the demographic breakouts. All responses will still be included in the overall unit/organization numbers. For example, if a participant chooses not to answer whether they are male or female, their survey data will not be included in the male and female breakouts but will still be included in the overall numbers.

Demographic Categories: Non-Hispanic White & Minority

Table 11 below demonstrates how the race/ethnicity breakouts for **Non-Hispanic White and minority** are created using responses to the Hispanic Origin and race questions. Your report may not show these categories for all factors because there must be **at least five participants from each category—that is, there must be at least five participants categorized as Non-Hispanic White and at least five participants categorized as minority** (shaded in grey) to display factor results by race/ethnicity; see the “Non-Reportable Data” section for more information.

Table 11.

Demographic Categories by Race/Ethnicity

Response to Hispanic Origin Question	Response to Race Question	Non-Hispanic White & Minority
Not Spanish, Hispanic or Latino	White (only)	Non-Hispanic White
Not Spanish, Hispanic or Latino	White + any other race selection	Minority
Not Spanish, Hispanic or Latino	Any, except White (only)	Minority
Spanish, Hispanic or Latino	Any or all blank/missing	Minority
Blank/missing	White (only)	Non-Hispanic White
Blank/missing	White + any other race selection	Minority
Blank/missing	Any, except White (only)	Minority
Not Spanish, Hispanic or Latino	All blank/missing	<i>Not included</i>

Demographic Categories: Paygrade

Table 12 demonstrates how the paygrade breakouts for **military personnel** are created using survey responses to the military paygrade question. There are three different military paygrade breakouts: **enlisted and officers, junior enlisted and senior enlisted, and junior officer and senior officer**.

Remember, your report may not show all of these categories for all factors because there must be **at least five participants from each category** in order to display results by these demographic categories. For example, you need five enlisted respondents and five officer respondents for a factor to be able to present the factor score broken out by enlisted and officers.

Table 12.**Demographic Categories by Military Paygrade**

Paygrade	Enlisted & Officer	Junior Enlisted & Senior Enlisted	Junior Officer & Senior Officer
E1 to E3	Enlisted	Junior Enlisted	<i>Not included</i>
E4 to E6	Enlisted	Junior Enlisted	<i>Not included</i>
E7 to E9	Enlisted	Senior Enlisted	<i>Not included</i>
W1 to W5	Officer	<i>Not included</i>	Junior Officer
O1 to O3	Officer	<i>Not included</i>	Junior Officer
O4 and above	Officer	<i>Not included</i>	Senior Officer
Blank/missing	<i>Not included</i>	<i>Not included</i>	<i>Not included</i>

Table 13 demonstrates how the paygrade breakouts for **civilian personnel** are created using survey responses to the civilian paygrade question. There are three different civilian paygrade breakouts: **junior civilian and senior civilian, non-faculty and faculty, and tenure or tenure-track faculty and non-tenure track faculty.**

Table 13.**Demographic Categories by Civilian Paygrade**

Paygrade	Junior Civilian & Senior Civilian	Faculty & Non-Faculty	Tenure & Non-Tenure
GS 1 to 6	Junior Civilian	Non-Faculty	<i>Not included</i>
GS 7 to 12	Junior Civilian	Non-Faculty	<i>Not included</i>
GS 13 to 15	Senior Civilian	Non-Faculty	<i>Not included</i>
Senior Executive Service (SES)	Senior Civilian	Non-Faculty	<i>Not included</i>
Federal Wage System pay plan (e.g., WG/WS/WL)	<i>Not included</i>	Non-Faculty	<i>Not included</i>
Non-Appropriated Fund (NAF)	<i>Not included</i>	Non-Faculty	<i>Not included</i>
Demonstration/Alternative/Other pay plans	<i>Not included</i>	Non-Faculty	<i>Not included</i>
Title 10 tenured or tenure-track faculty	<i>Not included</i>	Faculty	Tenure or Tenure-Track Faculty
Title 10 non-tenure-track faculty	<i>Not included</i>	Faculty	Non-Tenure-Track Faculty
Blank/missing	<i>Not included</i>	<i>Not included</i>	<i>Not included</i>

Demographic Categories: MSA & MSA Prep Specific

Table 14 demonstrates how the breakouts for **Class year** and **athlete/non-athlete** are created using responses to applicable survey questions.⁴ Class year is a demographic reporting category that has more than two breakouts. As with all demographic reporting categories, to be reportable, at least five responses to each class year category are required.

⁴ These demographic categories only apply to cadets and midshipmen from the Military Service Academies (MSA) and cadet and midshipman candidates from the MSA Preparatory Schools.

Table 14.

Demographic Categories by Class Year and Athlete/Non-athlete

Survey Questions	Response to Question	Class Year and Athlete Status
What is your Class year?	4/C (First Year)	First Year
	3/C (Second Year)	Second Year
	2/C (Third Year)	Third Year
	1/C (Fourth Year)	Fourth Year
	All blank/missing	<i>Not included</i>
Are you a member of an intercollegiate athletic team?	Yes	Athlete
	No	Non-Athlete
	All blank/missing	<i>Not included</i>

Statistical Testing: Identifying Significant Differences

In 2026, DEOCS results will include statistical testing to identify significant differences in factor ratings. This applies to prior year factor ratings (trends), demographic groups (e.g., military vs. civilian, enlisted vs. officer), and subgroups. All contrasts are between discrete, binary factor rating estimates (e.g., % favorable, % unfavorable). Chi-square statistical tests are used for all comparisons. Statistically significant differences are indicated when the Chi-square test results in a p-value of less than .05 and the magnitude of difference in a factor rating is three percentage points or greater ($p < .05$; $\Delta \geq 3\%$).

Significant Differences: Trends Over Time

Differences in factor ratings over time (trends) are denoted with $\uparrow$ when the current year's rating is significantly higher and $\downarrow$ when the rating is significantly lower. The current year's DEOCS factor rating (favorable/unfavorable) is compared to the most recent prior year rating. Figure 12 presents an example of how significant differences are displayed for trend results in the PDF reports.

Figure 12.

Significant Differences: Trends Over Time PDF Results Example

DEOCS ID	0ce91b1c	0e3e57a6	111d0966	6f3cfad0
Survey End Date	6/12/2026	7/1/2026	7/2/2026	7/3/2026
Survey Version	2026	2026	2026	2026
Participants Registered	300	875	875	875
Surveys Returned	126	392	279	141
Response Rate	42%	45%	32%	16%
Cohesive Organization	33%	36%	43%	37% $\downarrow$
High Connectedness	40%	41%	43%	40%
Engaged & Committed	38%	39%	43%	36% $\downarrow$
Fair Treatment	37%	35%	43%	43%
Supportive Leadership – Ratings for All Immediate Supervisors	38%	37%	43%	39%
High Morale	36%	45%	43%	39%
High Readiness	41%	40%	43%	35% $\downarrow$
Firearms Would Be Safely Stored	35%	50%	43%	40%
Transformational Leadership – Ratings for Unit Leader	44%	39%	43%	42%
Transformational Leadership – Ratings for Senior NCO/SEL	39%	41%	43%	44%
Work–Life Balance	39%	51%	43%	48% $\uparrow$

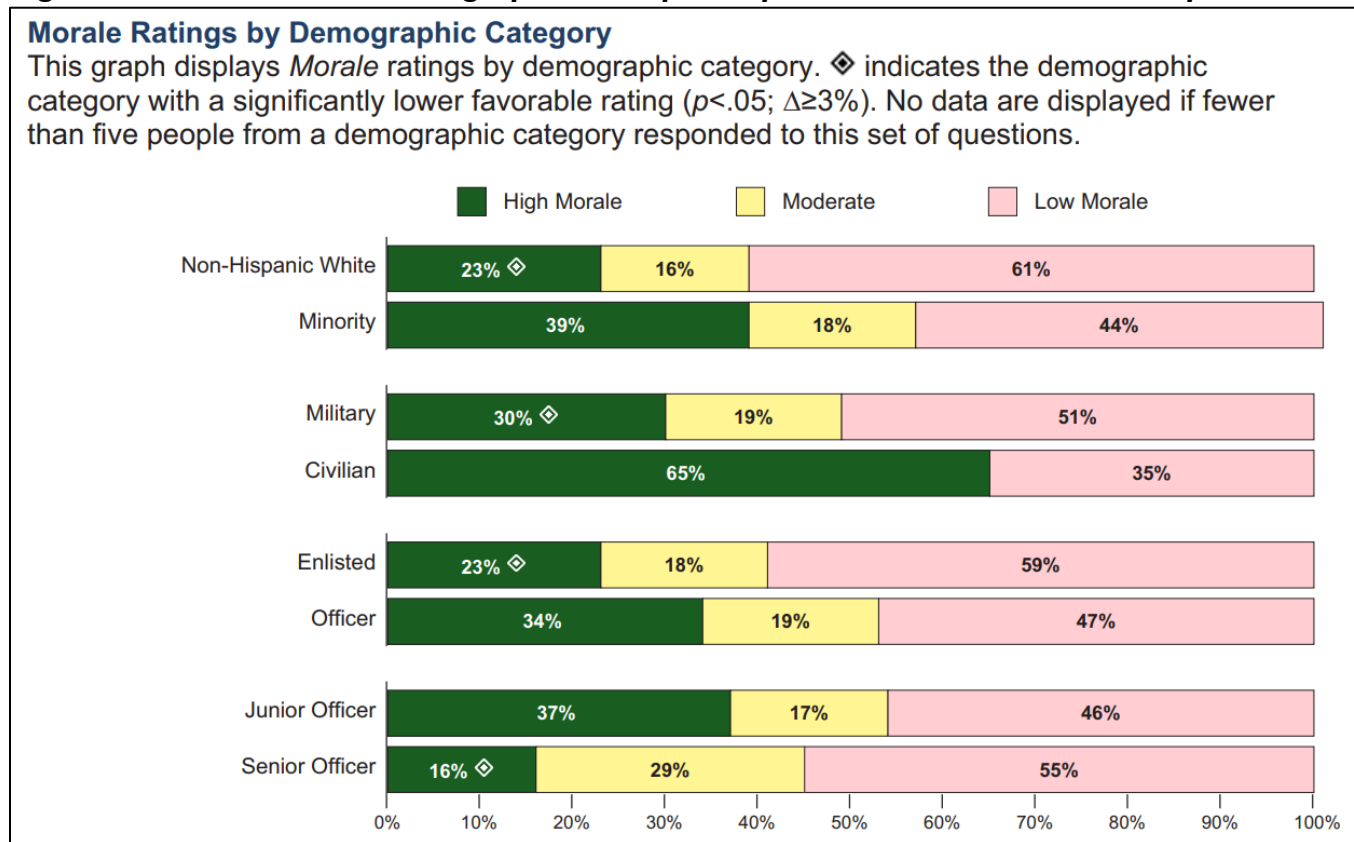
Significant Differences: Demographic Group Comparisons

Demographic group comparisons identify when there is a significant difference in factor ratings among the categories within the group (for all reportable demographics). All significant demographic group differences are flagged with an $\diamond$ icon. In the survey PDF reports, significant differences are presented for the demographic category within the grouping that has a significantly lower favorable readiness enabling factor score or a significantly higher unfavorable readiness threatening factor score. For the readiness enabling factor example in Figure 13, the favorable factor score (dark green) for enlisted personnel is compared to the officer favorable factor score. In this example, the indicator means that enlisted personnel have significantly lower favorable Morale ratings than officers.

For the survey results PDF report and the executive report, significant differences are only displayed for the favorable rating for readiness enabling factors (the results in dark green) and the unfavorable rating for readiness threatening factors (the results in dark red). Figure 13 displays an example of these differences for a readiness enabling factor.

Figure 13.

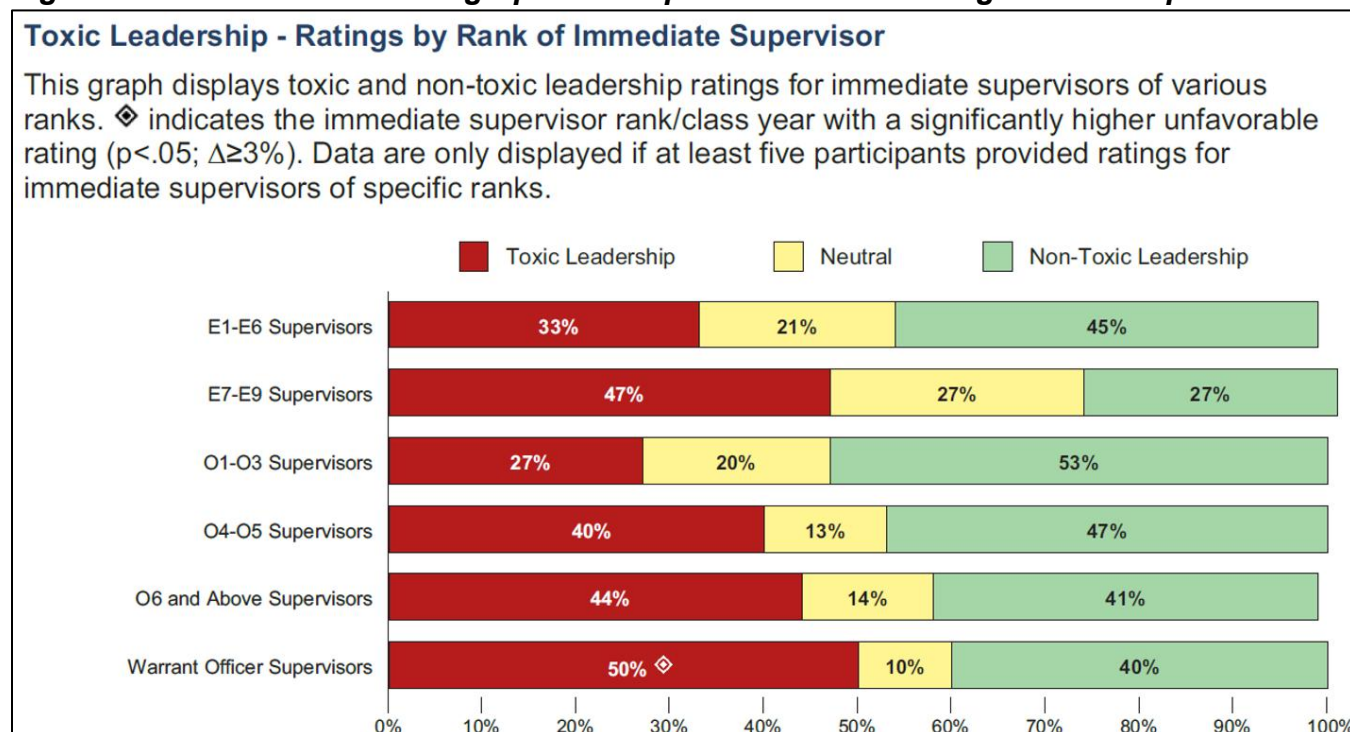
Significant Differences: Demographic Group Comparisons PDF Results Example



For demographic groups with more than two categories (e.g., class year, immediate supervisor paygrade), comparisons are made between each demographic category factor rating and the combined rating of all other demographic categories in that group (e.g., First Year compared to the combination of Second, Third, and Fourth years). Figure 14 shows an example of immediate supervisor paygrade groups where the Warrant Officer Supervisors grouping has a significantly higher unfavorable rating compared to the combination of all other supervisor categories.

Figure 14.

Significant Differences: Demographic Groups with Several Categories Example

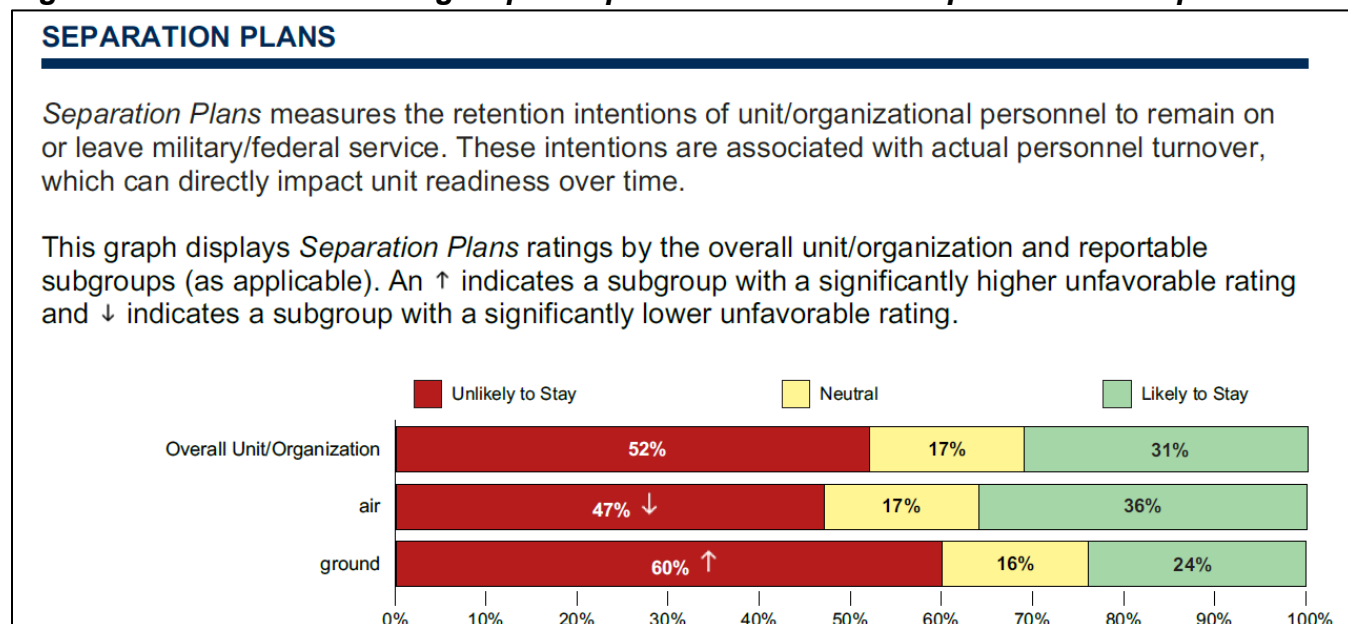


Significant Differences: Subgroup Comparisons

Reportable subgroup comparisons are presented in the executive report PDF and are only made if subgroups were specified in the roster provided when a DEOCS was registered. Subgroup comparisons assess if there is a difference in a given subgroup's favorable/unfavorable factor rating compared to all other subgroups within the unit, including personnel not assigned to a specific subgroup. Subgroup differences are identified with a ↑ when a subgroup's rating is significantly higher and a ↓ when a subgroup's rating is significantly lower. For example, as shown in Figure 15, the air subgroup has significantly lower unfavorable ratings, whereas ground has significantly higher unfavorable ratings as compared to all other groups.

Figure 15.

Significant Differences: Subgroup Comparisons Executive Report PDF Example



Significant Differences: Comprehensive Comparisons (all factor levels)

Although PDF reporting focuses only on the differences in the favorable readiness enabling ratings and the unfavorable readiness threatening ratings, additional demographic group contrasts are provided in the survey results Excel report for all factor levels (favorable, neutral, unfavorable). For each factor and demographic group contrast (presented in the “Factor_Ratings” tab), the significance—including directionality (higher/lower)—is indicated in the corresponding significance flag column. For example, in Figure 16, each demographic category and corresponding comparison group is identified along with all factor-level contrasts. Using the example in Figure 16, no significant differences are identified for the neutral category for either supervisory status or military paygrade groups.

Figure 16.

Excel Report Full Factor-level Demographic Group Differences Example

Demographic_ Name	Compared_To	Favorable_ Green	Green_Sig_Flag	NeitherFavNor Unfav_Yellow	Yellow_Sig_Flag	Unfavorable_ Red	Red_Sig_Flag
Non-Supervisor	Overall Unit/Organization: Supervisor	45	Significantly higher	16	No significant difference	39	Significantly lower
Supervisor	Overall Unit/Organization: Non-Supervisor	18	Significantly lower	27	No significant difference	55	Significantly higher
Enlisted	Overall Unit/Organization: Officer	28	Significantly lower	20	No significant difference	52	No significant difference
Officer	Overall Unit/Organization: Enlisted	38	Significantly higher	13	No significant difference	49	No significant difference

Service and DoW Factor Comparisons

Overall DoW and Service-specific averages for factors are presented in results reports. These averages can be used as a comparison point to understand where your unit/organization stands in relation to the DoW overall and your Service component—based on the previous years' Service-level aggregations available in the DEOCS Aggregations Report. The aggregation approach is very similar to the combined registration approach described below the "Combined Reports" section. See Figure 17 for an example of the DoW and Service-level comparisons that are presented in DEOCS reports.

Figure 17.

Example: DoW and Service DEOCS Factor Rating Comparisons

Readiness Threatening Factors - Unfavorable Factor Rating Comparisons

The table below includes comparisons of your unit's/organization's current unfavorable ratings to the 2025 DEOCS aggregations for the total DoW and Active Air Force including USAFA faculty. Additional 2025 DEOCS aggregations are available in the 2025 DEOCS Aggregations report on OPA.mil.

Readiness Threat	2025 Unfavorable Rating Comparisons		Current Unfavorable Ratings	
	Total DoW	Air Force Overall	Unit/Organization Rating	Factor Alert
Frequent Binge Drinking	4%	3%	0%	
Passive Leadership – Ratings for Unit Leader	17%	14%	67%	
Passive Leadership – Ratings for Senior NCO/SEL	13%	10%	NR	
Presence of Racially Harassing Behaviors	17%	16%	92%	
Separation Plans – Unlikely to Stay	19%	18%	34%	
Presence of Sexually Harassing Behaviors	13%	11%	92%	
Moderate/High Stress	41%	43%	53%	
Toxic Leadership – Ratings for All Immediate Supervisors	8%	7%	39%	
Toxic Leadership – Ratings for Senior NCO/SEL	4%	3%	NR	
Frequent Workplace Hostility	14%	13%	24%	

DEOCS Trends Over Time

Your DEOCS report may contain trends over time. Trends are included in table format in DEOCS reports if they are available.

Trends are included in your report if you have previous DEOCS results that were registered with the same Service component and the same unit identification code (UIC/RUC/PAS/OPFAC). If registrations used different UICs, trends will not be included in your report. Trends also cannot be reported for any subgroups, combined subgroups, or combined surveys. Finally, trends cannot be

reported if there were multiple survey registrations with the same Service component, the same UIC, and the same survey end date.⁵

For example, in the below scenario in Table 15, trends are only available for Survey 3 and Survey 4; Surveys 1 and 2 have the same end dates so trends are not available.

Table 15.
Trending Availability and Survey End Date

Survey Registrations	Start – End Dates	Service Component	Unit Identification Code (UIC)	Commander/Leader E-mail	Trends Available to Report?
Survey 1	8/1/2023 – 9/1/2023	Army Active Duty	10101	CommanderA@mail.mil	No
Survey 2	8/2/2023 – 9/1/2023	Army Active Duty	10101	CommanderA@mail.mil	No
Survey 3	8/1/2024 – 9/1/2024	Army Active Duty	10101	CommanderA@mail.mil	Yes
Survey 4	8/1/2025 – 9/1/2025	Army Active Duty	10101	CommanderA@mail.mil	Yes

If multiple surveys have overlapping fielding dates, but different end dates, trends **will** be reported. For example, in the below scenario in Table 16, trends will be available for Surveys 1, 2, and 3 because they have the same Service component, the same UIC, and different end dates.

Table 16.
Overlapping Survey Dates with Trends Available

Survey Registrations	Start – End Dates	Service Component	Unit Identification Code (UIC)	Commander/Leader E-mail	Trends Available to Report?
Survey 1	2/1/2023 – 3/1/2023	Army Active Duty	10101	CommanderA@mail.mil	Yes
Survey 2	2/1/2023 – 3/15/2023	Army Active Duty	10101	CommanderA@mail.mil	Yes
Survey 3	2/1/2024 – 3/1/2024	Army Active Duty	10101	CommanderA@mail.mil	Yes

Interpreting Trends Over Time

Even if your report includes trends over time, there are a few things you should keep in mind when interpreting these results:

- If there has been a change in survey version, you may need to interpret trends over time with caution. For example, the 2023 DEOCS was a streamlined version of the 2022 DEOCS, impacting some trend interpretation.⁶

⁵ Because DEOCS reports are automated, they require strict rules that computer programs can follow. When registrations share the same end date, the automated reports would be forced to choose which registrations should be trended. However, if the system cannot provide automated trends, survey administrators and commander/leaders can still use other report options in the DCP to identify the results for units/organizations that they would like to trend to.

⁶ To learn more about the DEOCS streamlining effort, review the DEOCS 5.1 Streamlining Report here: <https://www.opa.mil/research-analysis/quality-of-work-life/workplace-climate/defense-organizational-climate-survey-deocs-5-1-streamlining-report/>.

- Trends for *Safe Storage for Lethal Means*, *Passive Leadership* and *Workplace Hostility* are not comparable for DEOCS collected prior to August 2023.
- Review trend results and note any significant differences in factor ratings indicated by the ↑ or ↓ arrows. For more information on significant differences, review the [“Statistical Testing: Identifying Significant Differences”](#) section.
- If there were significant changes in your **roster size** between DEOCS annual fielding periods, you may need to interpret trends over time with caution. For example, say you administered Survey 1 in 2025 which included 200 individuals and Survey 2 in 2026 which included 100 individuals due to a re-organization (see Table 17 below). Trends will be reported because the two DEOCS administrations met the requirement to receive trend results; however, because there was a large change in roster size between the two surveys, you should use caution when comparing results from the surveys as they may lack comparability. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys.

Table 17.
Trends and Roster Size

Survey Registrations	Start – End Dates	Unit Identification Code (UIC)	Roster Size	Trends Available to Report?
Survey 1	8/1/2025 – 9/1/2025	10101	200	Yes, but interpret with caution due to roster size changes
Survey 2	8/1/2026 – 9/1/2026	10101	100	Yes, but interpret with caution due to roster size changes

- If there were significant changes in your **roster composition** between DEOCS annual fielding periods, you may need to interpret trends over time with caution. For example, you administered surveys in 2025 and 2026, and you have three sub-units in your organization. Survey 1 in 2025 included all three sub-units, but you had to change the administration the following year, so Survey 2 and Survey 3 have different sub-units in them (see Table 18 below). Trends will be reported because all surveys have different end dates; however, because there was a change in which sub-units were included in each survey, you should interpret trend comparisons with caution as they lack comparability. You may be able to identify changes in roster composition by looking at the subgroups that were included on each survey or by talking to the survey administrator.

Table 18.
Trends and Roster Composition

Survey Registrations	Start – End Dates	Unit Identification Code (UIC)	Roster Composition	Trends Available to Report?
Survey 1	8/1/2025 – 9/1/2025	10101	Sub-unit A, Sub-unit B, Sub-unit C	Yes, but interpret with caution due to roster composition changes
Survey 2	8/1/2026 – 9/1/2026	10101	Sub-unit A	Yes, but interpret with caution due to roster composition changes
Survey 3	8/1/2026 – 9/15/2026	10101	Sub-unit B, Sub-unit C	Yes, but interpret with caution due to roster composition changes

DEOCS Factor Rating Alerts

DEOCS factor rating alerts are a tool that indicates when a readiness enabling factor rating is particularly low, or a readiness threatening factor rating is particularly high. The factor alerts in 2025 DEOCS reports have been updated to notify leaders when their unit's/organization's factor scores are associated with a heightened risk of negative outcomes (i.e., reduced readiness, reduced retention, increased risk for sexual assault, and/or increased risk of suicidal ideation). Through analyses testing the empirical association between DEOCS factors and negative outcomes, OPA identified the factor scores that represent when unit/organization members' risk for experiencing negative outcomes becomes significant.

The updated factor alert system remains functionally the same—an alert still indicates a significant issue that requires follow-up. Previously, factor alerts were an indication that the unit/organization was in the bottom 25th percentile for a given factor when compared to all other units or organizations that completed a DEOCS in the previous year. Rather than alerts generated from unit/organization comparisons, the improved system sharpens focus on outcome-driven risk, ensuring that commanders are notified of the most critical factors that could impact unit readiness, morale, and effectiveness. This enables leadership to take proactive, data-driven actions to mitigate risks before they escalate. Ultimately, the updated factor alert system ensures that commanders receive more precise, actionable insights to maintain a healthy and mission-ready command.

Starting in 2025, factor rating alerts are displayed in combined results reports. While a factor rating alert in a combined report may indicate that actions are needed to address a factor at a higher level within the overall organization, it is important to keep in mind factor ratings and factor rating alerts that were present in the results reports for the individual units and organizations.

Factor alerts appear in DEOCS reports for any readiness enabling factors that are low and readiness threatening factors that are high indicating that your unit/organization members are at high risk of experiencing negative outcomes.

It is important to note that factor alert cut-off scores will differ by factor. For example, cut-off scores for *Cohesion* are different than those for *Morale*.



Cut-off scores for the 2026 DEOCS are below in Table 19. Any percentage below the readiness enabling factor threshold and any percentage above the readiness threatening factor threshold will generate a factor rating alert. For example, a factor rating of 61% for *Cohesion* will generate a factor rating alert and a factor rating of 56% for *Stress* will generate a factor rating alert. For 2026, factor rating alerts will not be presented for *Perceived Readiness* and *Separation Plans*.

Table 19.**Factor Rating Alert Thresholds**

Readiness Enabling Factor	Alert Threshold
<i>Cohesion</i>	<61%
<i>Connectedness</i>	<74%
<i>Engagement & Commitment</i>	<66%
<i>Fairness</i>	<43%
<i>Leadership Support</i>	<76%
<i>Morale</i>	<32%
<i>Perceived Readiness</i>	NA
<i>Safe Storage for Lethal Means</i>	<67%
<i>Transformational Leadership (Commander)</i>	<49%
<i>Transformational Leadership (NCO/SEL)</i>	<23%
<i>Work-Life Balance</i>	<48%

Readiness Threatening Factor	Alert Threshold
<i>Binge Drinking</i>	>9%
<i>Passive Leadership (Commander)</i>	>27%
<i>Passive Leadership (NCO)</i>	>25%
<i>Racially Harassing Behaviors</i>	>27%
<i>Sexually Harassing Behaviors</i>	>24%
<i>Separation Plans</i>	NA
<i>Stress</i>	>55%
<i>Toxic Leadership (Immediate Supervisor)</i>	>17%
<i>Toxic Leadership (NCO/SEL)</i>	>17%
<i>Workplace Hostility</i>	>21%

Combined Reports

OPA Defense Command Climate Portal (DCP) users can create combined reports for subgroups or multiple DEOCS registrations. Combined subgroup reports may be useful for units with many sub-units or more complex organizational structures. Combined reports for multiple DEOCS registrations may be useful for commanders in charge of multiple units/organizations that all conduct separate surveys.

When using this functionality, it is important to keep in mind that results from a single survey or subgroup only represent the individuals who completed it from that group. Combining reports from multiple units/organizations may not accurately represent any one of the units or organizations in the combined report. For example, combined DEOCS results may show a 70% high morale rating, however this may reflect one unit with 90% high morale and another with 50%. For these reasons, it is important to examine each group's individual report, in addition to the combined report.

Finally, this functionality cannot be used to create a combined report that reflects Service-level estimates. OPA creates official Service-level estimates intended to reflect each Service's DEOCS results for a calendar year.

Combined Subgroup Reports

You are able to combine subgroups within surveys you have access to in the OPA DCP. Combined subgroup reports can be created in the Download tab of the Response Rates and Reports section of the DEOCS System. The following limitations are in place:

- You are only able to combine subgroups within a single survey.
- You are only able to combine subgroups that had enough respondents to generate a survey results or comments report. We refer to these as reportable subgroups.
- If any of your subgroups were automatically combined to meet our suppression rules (see of the [“DEOCS Suppression Criteria and Reportability of Results”](#) section of this document), you are not able to disaggregate these groups. However, you are able to select an automatically combined subgroup to be combined with one or more reportable subgroups.
- Because subgroup size is not used for calibration—survey weights may not match the total rostered subgroup size.

Factor ratings for DEOCS combined subgroups are calculated using the same methods outlined in the Factor Rating Interpretation Guide.⁷

When you are reviewing combined subgroup results, you may notice some results are not included in the report. This can occur if only one subgroup out of all selected had results that were non-reportable for a factor, demographic category, or question. Several examples of this are below:

- 10 subgroups are selected for a combined subgroup report. Nine of the 10 have reportable results for *Cohesion*, but one subgroup does not. The combined report must exclude ratings for *Cohesion*.
- 10 subgroups are selected for a combined subgroup report. Nine of the 10 have reportable results for male and female participants, but one subgroup does not have reportable results for male and female participants. The combined report must exclude ratings for male and female participants in the demographic category charts.
- 10 subgroups are selected for a combined subgroup report. Nine of the 10 have reportable results for one question in the item summary table for *Cohesion*, but one subgroup does not have reportable results for that question. The combined report must display “NR” (i.e., non-reportable) for that question.

In some instances, you may also see results for factors, demographic categories, or questions in a combined report that were not included in the individual subgroup reports. Several examples of this are below:

- 10 subgroups are selected for a combined subgroup report. All 10 subgroups did not display results for *Cohesion* because fewer than five participants answered the questions. When combined, more than five participants responded to the questions so results for *Cohesion* are included in the combined report.
- 10 subgroups are selected for a combined subgroup report. All 10 subgroups did not display results for male and female participants because fewer than five males and five females responded to the questions. When combined, more than five males and five females

⁷ To review the Factor Rating Interpretation Guide, navigate to <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#deocsresultsinterpreting> and under DEOCS, Interpreting DEOCS Results, click on the document titled “Factor Rating Interpretation Guide.”

responded to the questions, so results for male and female participants are included in the demographic category charts.

- 10 subgroups are selected for a combined subgroup report. Six of the subgroups did not display results for male and female participants because fewer than five males and five females responded to the questions. Four of the subgroups displayed results for male and female participants because more than five males and five females responded to the questions. When combined, more than five males and five females responded to the questions, so results for male and female participants are included in the demographic category charts.

Combined DEOCS Reports

You are also able to combine DEOCS reports you have access to in the OPA DCP. Combined reports, or roll-up reports, can be created on the Combined Results tab of the Response Rates and Reports section of the DEOCS System. The following limitations are in place:

- You are only able to combine surveys that had enough respondents to generate a survey results or comments report.
- Surveys from military or civilian Service components cannot be combined with surveys from students at the Military Service Academies (MSA) or MSA Preparatory Schools.
- DEOCS 5.0 surveys cannot be combined with DEOCS 5.1 surveys.
- You are able to combine a maximum of 200 surveys into a survey results report and 200 surveys into a comments report. These limitations ensure the processing time to produce these reports does not interfere or cause delays to other DEOCS System functions.
- Combined DEOCS reports do not include any factor rating alerts.
- For custom questions, only items that are the same across all registrations being combined will be included. Custom Question Bank (CQB) and Service specific items are only included in combined DEOCS reports if the same items are included in all combined surveys.

It is important to keep in mind that results from a single survey only represent that unit or organization. Combining DEOCS reports from multiple units/organizations may not accurately represent any one of the units or organizations in the combined report. For example, combined DEOCS results may show a 70% high morale rating, however this may reflect one unit with 90% high morale and another with 50%. Because of this, even if you combine results from multiple surveys into one report, it is still important to review each individual survey report. Each unit or organization may show different areas of concern and therefore, different actions may be needed to improve the command climate within that unit/organization.

Because weighted DEOCS factor scores take the unit's or organization's size into account, no additional roster size adjustment is needed for combined surveys. Combined survey factor scores are calculated the same way as a single registration—summing the survey weights. The formula for combining factor ratings for two or more DEOCS surveys is below:

Combined DEOCS Factor y Grouping g =

$$([Sum_Weights_1yg] + [Sum_Weights_2yg] + \dots + [Sum_Weights_nyg]) / ([Sum_Weights_1y] + [Sum_Weights_2y] + \dots + [Sum_Weights_ny])$$

- $[Sum_Weights_xyg]$ = sum of survey weights for grouping g responses for unit/organization x and factor y

- [Sum_Weights_xy] = sum of survey weights for responses for unit/organization x and factor y

An example using mock DEOCS data is shown in Table 20:

Table 20.
Combined DEOCS Factor Rating Example

Survey	Roster Size	Cohesion Favorable Rating	Sum of Survey Weights for High Cohesion	Sum of Survey Weights for all Cohesion Scores
Survey A	23	71%	32.66	46
Survey B	47	92%	86.48	94

Survey A and Survey B are being combined. In order to produce the combined favorable rating for *Cohesion*, the unit's or organization's roster size is already accounted for in the survey weights. The Sum of Weights is included in the exemplar for illustrative purposes and will not be included on your reports. Using the formula above, the combined favorable rating for *Cohesion* is 85%.

$$(32.66 + 86.48) / 140 = .851 \text{ or } 85\%$$

DEOCS factor ratings for demographic categories use the same general concept. The formula for combining factor ratings for demographic categories is below:

Combined DEOCS Factor y Grouping g =

$$([Sum_Weights_1zyg] + [Sum_Weights_2zyg] + \dots + [Sum_Weights_nzyg]) / ([Sum_Weights_1zy] + [Sum_Weights_2zy] + \dots + [Sum_Weights_nzy])$$

- [Sum_Weights_xzyg] = sum of survey weights for grouping g responses for unit/organization x and factor y and demographic category z
- [Sum_Weights_xzy] = sum of survey weights for responses for unit/organization x and factor y and demographic category z

When you are reviewing combined results, you may notice some results are not included in the report. This can occur if only one survey out of all selected had results that were non-reportable for a DEOCS factor, demographic category, or question. Several examples of this are below:

- 10 surveys are selected for a combined report. Nine of the 10 surveys have reportable results for *Cohesion*, but one survey does not have reportable results for *Cohesion*. The combined report must exclude ratings for *Cohesion*.
- 10 surveys are selected for a combined report. Nine of the 10 surveys have reportable results for male and female participants, but one survey does not have reportable results for male and female participants. The combined report must exclude ratings for male and female participants in the demographic category charts.
- 10 surveys are selected for a combined report. Nine of the 10 surveys have reportable results for one question in the item summary table for *Cohesion*, but one survey does not have reportable results for that question. The combined report must display "NR" for that question.

In some instances, you may also see results for DEOCS factors, demographic categories, or questions in a combined report that were not included in the individual survey reports. Several examples of this are below:

- 10 surveys are selected for a combined report. All 10 surveys did not display results for *Cohesion* because fewer than five participants answered the questions. When combined,

more than five participants responded to the questions so results for *Cohesion* are included in the combined report.

- 10 surveys are selected for a combined report. All 10 surveys did not display results for male and female participants because fewer than five males and five females responded to the questions. When combined, more than five males and five females responded to the questions, so results for male and female participants are included in the demographic category charts.
- 10 surveys are selected for a combined report. Six surveys did not display results for male and female participants because fewer than five males and five females responded to the questions. Four surveys displayed results for male and female participants because more than five males and five females responded to the questions. When combined, more than five males and five females responded to the questions, so results for male and female participants are included in the demographic category charts.

Resources

1. For more information on the DEOCS, review the resources on the Survey Resource Center: <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/>
2. For more information on DEOCS factors, navigate to <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#deocsresultsinterpreting> and under DEOCS, Interpreting DEOCS Results, click on the “Factor Rating Interpretation Guide.”
3. For resources to assist with briefing DEOCS results, navigate to <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#deocsresultsbriefing> and under DEOCS, review the resources under the Briefing DEOCS Results tab.
4. For resources to assist with addressing factor rating alerts or organizational climate challenges, navigate to the <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Factor-Improvement-Toolkit/> and review the relevant Factor Improvement Toolkit resources.
5. To access the DEOCS 2025 Population Aggregations report, navigate to <https://www.opa.mil/> and click “Request Access” in the top right corner to be granted access to the report. Once access is granted, click “Sign In” in the top right corner of OPA.mil to view the report.

Contacting the Help Desk

If you have questions or any problems with DEOCS reports, please contact our help desk at:

- OPA_DCP@datarecognitioncorp.com
- 1-833-867-5674