U.S. Department *of* Defense

2025 Defense Organizational Climate Survey (DEOCS)
Factor Rating Interpretation Guide

Overview

The DEOCS is a survey that measures protective and risk factors that assist Department of Defense (DoD) leadership, unit commanders, and organization leaders with assessing command climate. This guide provides an overview of the 18 DEOCS factors, including their definitions, why they are important, and how to read your results.[a]

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

The protective factors on the DEOCS are:

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

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

The risk factors on the DEOCS are:

- *Alcohol Impairing Memory*
- *Binge Drinking*
- *Passive Leadership* (ratings for unit commander or organization leader and senior NCO/SEL, if applicable)
- *Racially Harassing Behaviors*
- *Sexist Behaviors*
- *Sexually Harassing Behaviors*
- Stress
- *Toxic Leadership* (ratings for immediate supervisors, paygrade by immediate supervisor, and senior NCO/SEL, if applicable)
- *Workplace Hostility*

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[a] Additional information about how results are calculated is available in the "DEOCS Data Overview" resource accessible on https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#deocsresultsinterpreting.

Results from your DEOCS can be very informative and help you learn more about your unit or organization. Since 2024, all reportable DEOCS results are weighted using an industry standard process. Weighted survey results produce estimates that are more representative of the DEOCS registration than results without weighting. Similar to other voluntary surveys, not all members within a unit/organization may respond to a survey resulting in nonresponse. To account for nonresponse, 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/organization as a result of coverage error.

While weighted estimates produce more representative results of the unit or organization, being unable to accurately account for nonresponse or coverage error may impact the quality of the estimates. Additionally, the precision of the reported results may be impacted by the size of a roster and the level of participation by unit/organization members. We recommend reviewing the response rate and demographic summary of the unit/organization prior to interpreting DEOCS results. If response rates are low and/or unit/organization sizes are small, we encourage command leadership to validate DEOCS results with focus groups or other data collection tools such as the Defense Organizational Climate Pulse (DOCP) survey.

Weighted factor estimates can be interpreted based on the unit/organization as a whole. For example, if 58% of your DEOCS participants agree with the statement "My immediate supervisor treats me fairly," an appropriate interpretation would be "58% of the people in my unit agree that their immediate supervisor treats them fairly."

It is not recommended to draw conclusions about subgroups or demographic categories within your unit or organization. For example, if your DEOCS results show a difference in factor ratings between participants from different demographic categories, you cannot make statements that opinions of all people in those groups differ without running statistical tests that account for population distributions and variance. Demographic categories are calculated based on members' self-reported responses to the DEOCS demographic questions; therefore, we only know about the people who responded to the DEOCS.

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

Three elements in DEOCS reports help identify the quality of a given factor score: 1) Factor Rating Alerts and 2) Factor Rating Comparisons, and 3) Trends Over Time.

1. **Factor Rating Alerts**: Protective factor ratings that are low or risk factor ratings that are high indicate that members of the unit/organization are at high risk of experiencing negative outcomes. Low protective factors and high risk factors will be flagged with an alert icon (⚠). Any factor rating alert requires action from the command to improve the factor rating. Factor rating alerts are displayed in both the summary and factor-specific sections of the Survey Results and Executive Report PDFs. These alerts are also flagged in the Survey Results Excel reports "Factor Summary" tab. Alerts are displayed for individual unit/organization reports and for combined results reports. For more information on factor rating alerts, review the "DEOCS Data Overview" document on prevention.mil.

2. **Factor Rating Comparisons**: DEOCS PDF (Survey Results, Combined, and Executive) reports include total DoD and Service-level factor rating comparisons based on overall DEOCS results from the previous year (e.g., 2024 DEOCS average factor ratings are presented as a comparison point for 2025 DEOCS reports). These DEOCS population aggregations can provide another point of comparison when interpreting your unit/organization ratings. More detailed DEOCS population aggregations are available in the DEOCS population aggregation reports on OPA.mil (link available in the "Resources" section at the end of this document).

3. **Trends Over Time**: Factor ratings for up to four prior registrations will be presented for any reportable registrations with the same Service component and the same unit identification code (UIC/RUC/PAS/OPFAC). While trends are a helpful point of comparison, DEOCS trends should always be interpreted with caution as there may have been changes over time in commander/leader, response rate/number of participants, or survey version.

Using DEOCS in Command Climate Assessments

The DEOCS is only one tool to help you understand your unit's/organization's command climate. To gain a more complete understanding of the strengths and opportunities in your organization, you may want to conduct focus groups, observations, or systematic records reviews.

Find additional actions to take in the [Factor Improvement Toolkit](#) (FIT). The FIT resource is available on prevention.mil and assists with targeting command climate challenges related to specific factors.

For more information on these and other climate assessment tools, visit the Defense Command Climate Portal Resource Center: https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/

What is Cohesion?

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

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

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

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

Why is it important?

Unit *Cohesion* is a well-studied topic, particularly as it relates to the military.[1] Specifically, there are several studies that have looked at unit *Cohesion* and its relation to mental health resilience and better overall military readiness.[2] For example, a study of U.K. Armed Forces examined personnel deployed to high operational tempo locations in Afghanistan found that individuals who reported strong unit *Cohesion* were more likely to have lower levels of self- reported PTSD symptoms, which the authors argued contributed to better mental health and helped promote military readiness.[1] *Cohesion* has also been found to be a protective factor associated with lower turnover intentions.[3,4] This coincides with a study that examined the military status of active duty Army soldiers 12 months following a return from Iraq deployment. The study found that while Service members are prone to military attrition early in their career, individuals reporting lower levels of unit support (i.e., *Cohesion*) were more than twice as likely to separate from Service as those reporting higher levels of support from their peers and leaders.[5]
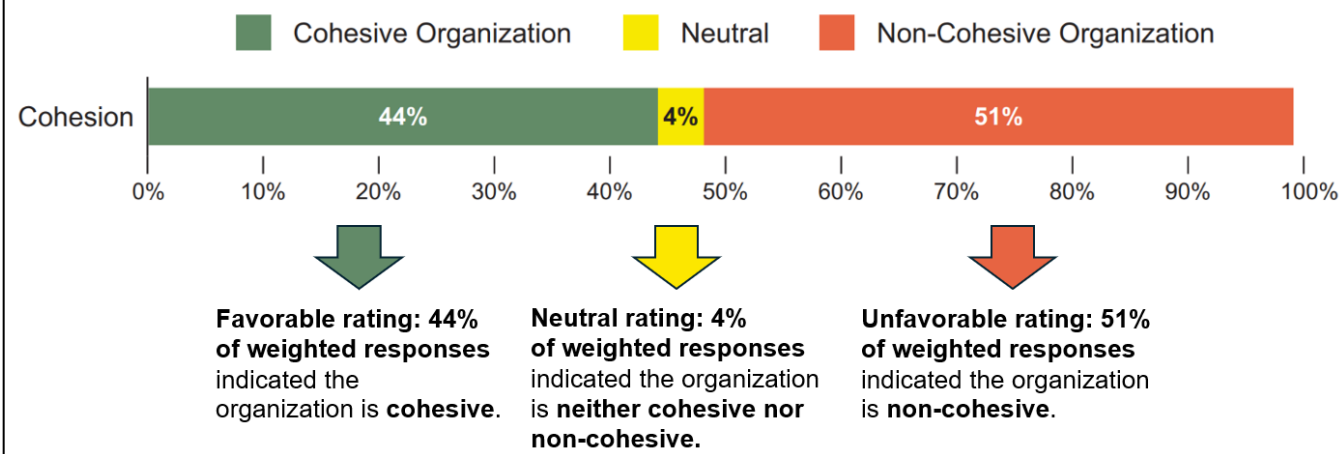
Research also shows that unit *Cohesion* within a military setting is a protective factor against sexual assault, sexual harassment, and suicidal ideation.[3,6,7,8] For example, a study that looked at Army National Guard Service members who reported at least one deployment found that greater unit *Cohesion* and support was associated with decreased likelihood of experiencing sexual assault and sexual harassment.[9] A study that looked at U.S. Army soldiers found that while combat exposure was a significant risk factor for suicidal ideation, unit *Cohesion* was a significant protective factor. More specifically, the authors found significant interaction between the two factors (i.e., combat exposure and unit *Cohesion*) indicating that soldiers who experienced greater combat exposure and had higher levels of unit *Cohesion* had relatively lower levels of suicidal ideation, while those who had higher levels of combat exposure and lower unit *Cohesion* were most at risk for suicidal ideation.[10]

How do I read my factor ratings?

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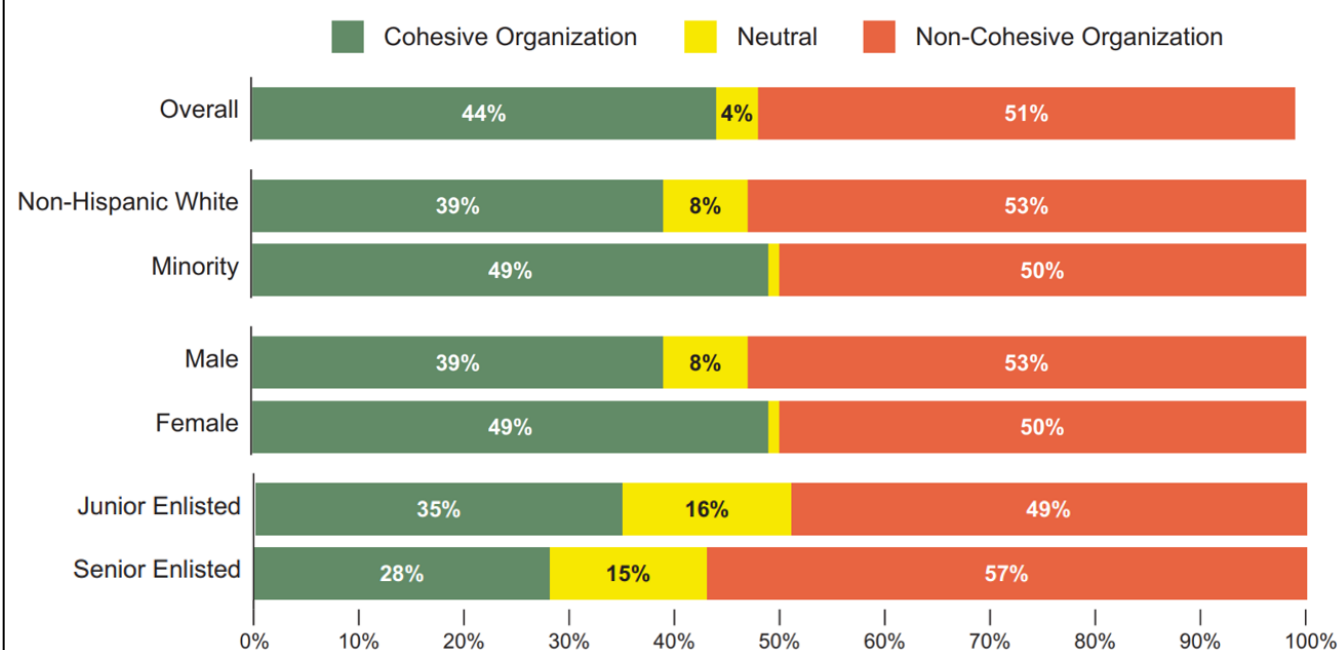
COHESION

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

Legend: Cohesive Organization | Neutral | Non-Cohesive Organization

| Cohesion | 44% | 4% | 51% |

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Favorable rating: 44% of weighted responses indicated the organization is **cohesive**.

Neutral rating: 4% of weighted responses indicated the organization is **neither cohesive nor non-cohesive.**

Unfavorable rating: 51% of weighted responses indicated the organization is **non-cohesive**.

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

Cohesion Ratings by Demographic Category

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

Legend: Cohesive Organization | Neutral | Non-Cohesive Organization

Category	Cohesive	Neutral	Non-Cohesive
Overall	44%	4%	51%
Non-Hispanic White	39%	8%	53%
Minority	49%		50%
Male	39%	8%	53%
Female	49%		50%
Junior Enlisted	35%	16%	49%
Senior Enlisted	28%	15%	57%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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

Examine the bar graph showing the overall favorable rating for *Cohesion* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Cohesion*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Cohesion*, this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 61%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants indicated the organization is cohesive, while 49% of weighted responses from minority participants indicated the organization is cohesive;
- 39% of weighted responses from male participants indicated the organization is cohesive, while 49% of weighted responses from female participants indicated the organization is cohesive;
- 35% of weighted responses from junior enlisted participants indicated the organization is cohesive, while 28% of weighted responses from senior enlisted participants indicated the organization is cohesive.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants indicated the organization is neither cohesive nor non-cohesive, while 1% of weighted responses from minority participants indicated the organization is neither cohesive nor non-cohesive;
- 8% of weighted responses from male participants indicated the organization is neither cohesive nor non-cohesive, while 1% of weighted responses from female participants indicated the organization is neither cohesive nor non-cohesive;
- 16% of weighted responses from junior enlisted participants indicated the organization is neither cohesive nor non-cohesive, while 15% of weighted responses from senior enlisted participants indicated the organization is neither cohesive nor non-cohesive.

The unfavorable ratings (marked in red) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants indicated the organization is not cohesive, while 50% of weighted responses from minority participants indicated the organization is not cohesive;
- 53% of weighted responses from male participants indicated the organization is not cohesive, while 50% of weighted responses from female participants indicated the organization is not cohesive;
- 49% of weighted responses from junior enlisted participants indicated the organization is not cohesive, while 57% of weighted responses from senior enlisted participants indicated the organization is not cohesive.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Cohesion* detailed page to understand which questions may be driving your favorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there is one question that has a lower percentage of participants who selected *Strongly Agree* or *Agree*, this question is the one driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Cohesion*.

Scientific Research References on Cohesion

1. Jones, N., Seddon, R., Fear, N. T., McAllister, P., Wessely, S., & Greenberg, N. (2012). Leadership, cohesion, morale, and the mental health of uk armed forces in afghanistan. Psychiatry: Interpersonal and Biological Processes, 75(1), 49–59. https://doi.org/10.1521/psyc.2012.75.1.49

2. Reed-Fitzke, K., & Lucier-Greer, M. (2020). The buffering effect of relationships on combat exposure, military performance, and mental health of U.S. military soldiers: a vantage point for cfts. Journal Of Marital And Family Therapy, 46(2), 321–336. https://doi.org/10.1111/jmft.12402

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What is Connectedness?

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

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

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

Why is it important?

Research has shown that *Connectedness* or belongingness is associated with an increase in work performance and lower turnover intentions.[1,2] For example, one study found that strong organizational identification was correlated with lower turnover intentions as well as greater trust and commitment to the organization.[3] Similarly, *Connectedness* was associated with increased effort-related performance among civilian workers while ostracism at work was associated with worse self-rated performance.[4]
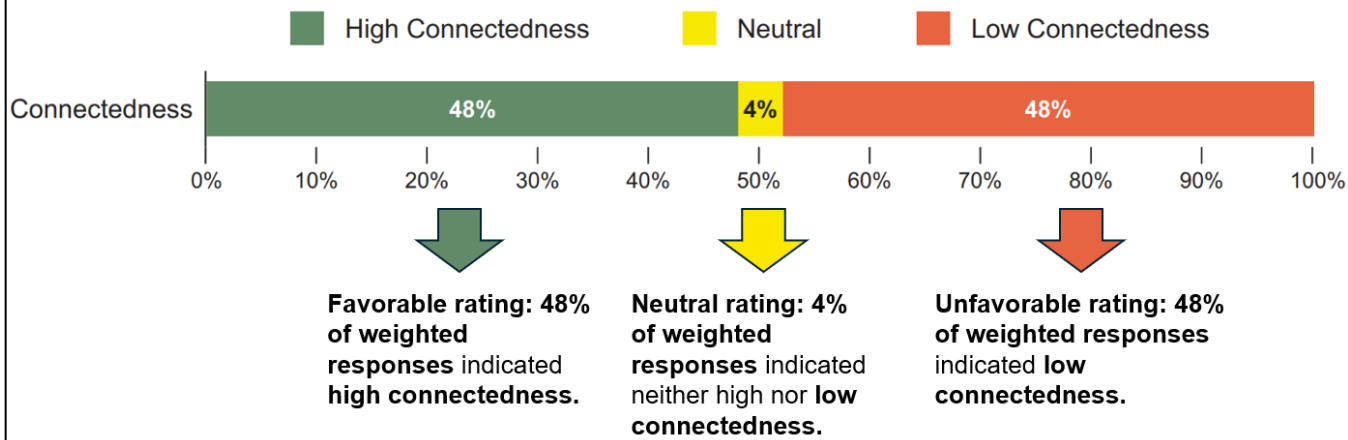
Connectedness is also well studied and has been shown to be a significant protective factor for suicidal ideation, particularly in military populations.[5,6,7,8,9] A study that looked at suicide rates in the U.S. military found that hopelessness and perceived burdensomeness were risk factors more often communicated in suicide notes but not verbally. Thwarted belongingness was the risk factor most often communicated verbally in the suicide note.[10] Additionally, a study to determine the intensity of combat exposure as it relates to suicidal ideation among active duty Air Force personnel found that suicidal ideation was more severe among Airmen above the age of 29 years with high combat exposure and low levels of belongingness.[11] Interpersonal social support—as indicated by availability to speak with someone about problems, perception of identification and ability to socialize with a group, and perceived availability of material aids—was also associated with reduced risk of suicidal ideation among treatment-seeking active duty personnel with posttraumatic stress disorder after deployments in or nearby Iraq or Afghanistan.[12] Finally, a study by the World Health Organizational also found a significant link between hopelessness and suicidal ideation among younger adults.[13]

How do I read my factor ratings?

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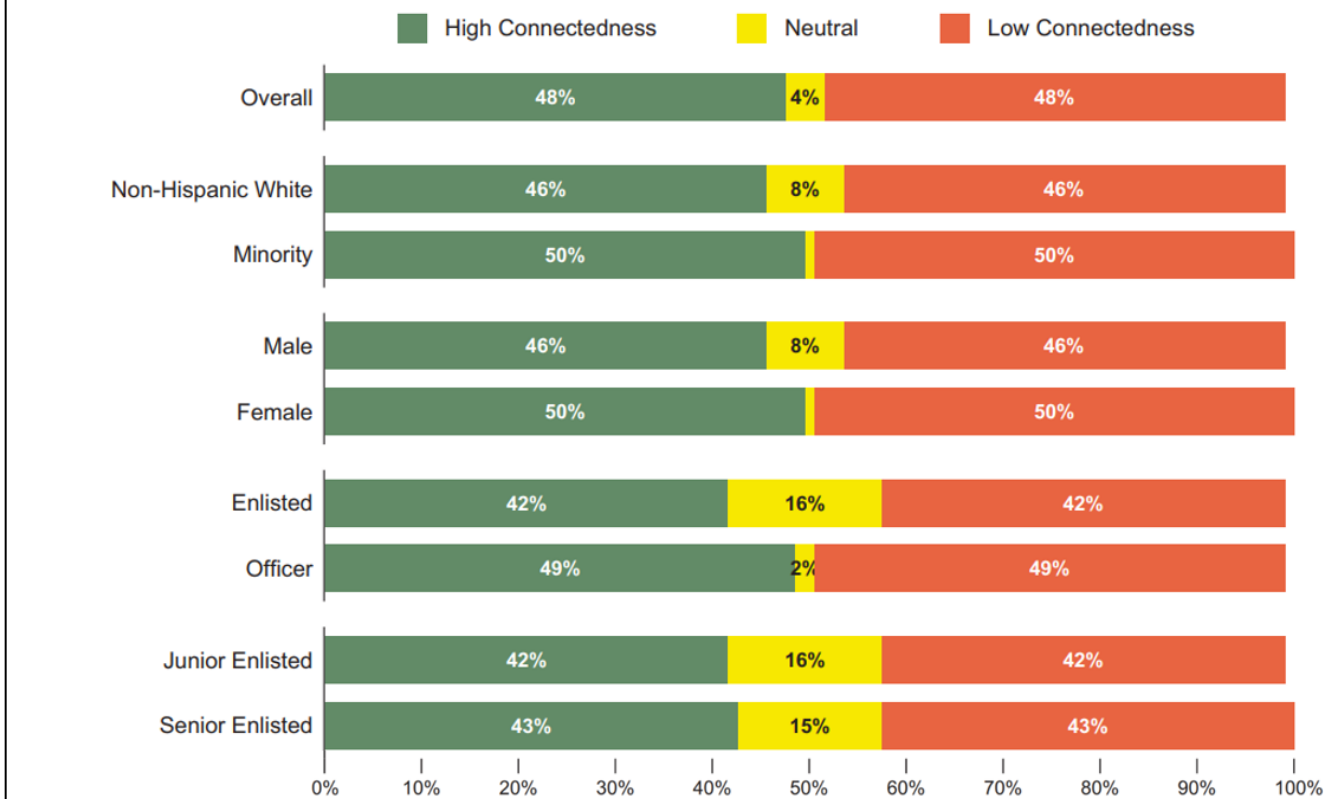
CONNECTEDNESS

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

	High Connectedness	Neutral	Low Connectedness

Connectedness	48%	4%	48%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Favorable rating: 48% of weighted responses indicated **high connectedness.**

Neutral rating: 4% of weighted responses indicated neither high nor **low connectedness.**

Unfavorable rating: 48% of weighted responses indicated **low connectedness.**

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

Connectedness Ratings by Demographic Category

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

	High Connectedness	Neutral	Low Connectedness

Category	High	Neutral	Low
Overall	48%	4%	48%
Non-Hispanic White	46%	8%	46%
Minority	50%		50%
Male	46%	8%	46%
Female	50%		50%
Enlisted	42%	16%	42%
Officer	49%	2%	49%
Junior Enlisted	42%	16%	42%
Senior Enlisted	43%	15%	43%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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

would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall favorable rating for *Connectedness* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Connectedness*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Connectedness*, this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 74%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 46% of weighted responses from non-Hispanic White participants indicated high connectedness, while 50% of weighted responses from minority participants indicated high connectedness;
- 46% of weighted responses from male participants indicated high connectedness and 50% of weighted responses from female participants indicated high connectedness;
- 42% of weighted responses from enlisted participants indicated high connectedness, while 49% of weighted responses from officers indicated high connectedness;
- 42% of weighted responses from junior enlisted participants indicated high connectedness, while 43% of weighted responses from senior enlisted participants indicated high connectedness.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants indicated neither high nor low connectedness, while 1% of weighted responses from minority participants indicated neither high nor low connectedness;
- 8% of weighted responses from male participants indicated neither high nor low connectedness, while 1% of weighted responses from female participants indicated neither high nor low connectedness;
- 16% of weighted responses from enlisted participants indicated neither high nor low connectedness, while 2% of weighted responses from officers indicated neither high nor low connectedness;
- 16% of weighted responses from junior enlisted participants indicated neither high nor low connectedness, while 15% of weighted responses from senior enlisted participants indicated neither high nor low connectedness.

The unfavorable ratings (marked in red) can be interpreted as:
- 46% of weighted responses from non-Hispanic White participants indicated low connectedness, while 50% of weighted responses from minority participants indicated low connectedness;
- 46% of weighted responses from male participants indicated low connectedness, while 50% of weighted responses from female participants indicated low connectedness;
- 42% of weighted responses from enlisted participants indicated low connectedness, while 49% of weighted responses from officers indicated low connectedness;
- 42% of weighted responses from junior enlisted participants indicated low connectedness, while 43% of weighted responses from senior enlisted participants indicated low connectedness.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Connectedness* detailed page to understand which questions may be driving your favorable rating. This factor is created from four questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected Strongly Agree or Agree, these items are driving the lower favorable rating and could help you pinpoint

more specific actions to increase your favorable rating for *Connectedness*.

Scientific Research References on Connectedness

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What is Engagement & Commitment?

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

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

- I am proud of my work.
- My work has a great deal of personal meaning to me.
- I am committed to making the military my career.

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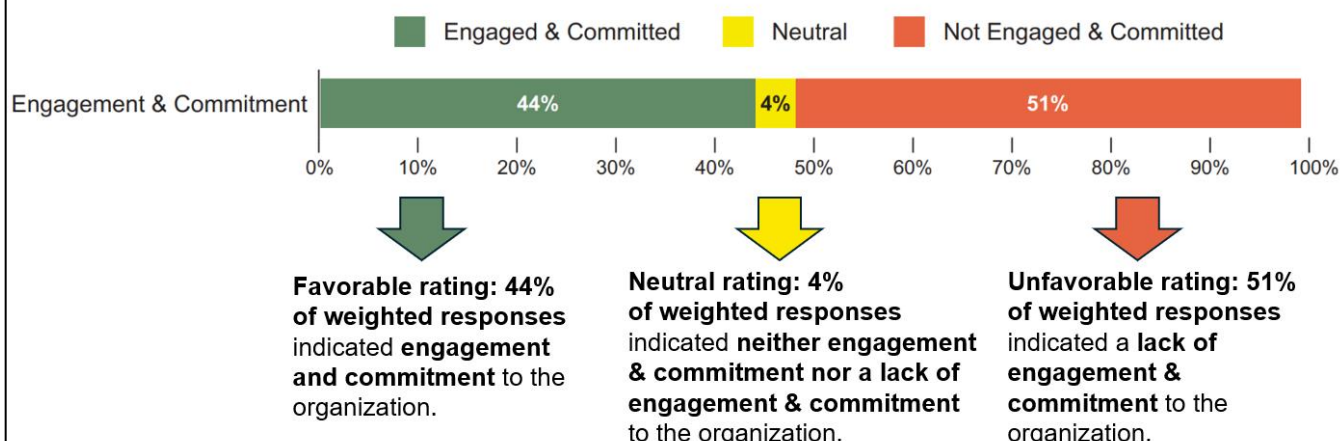
Why is it important?

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

How do I read my factor ratings?

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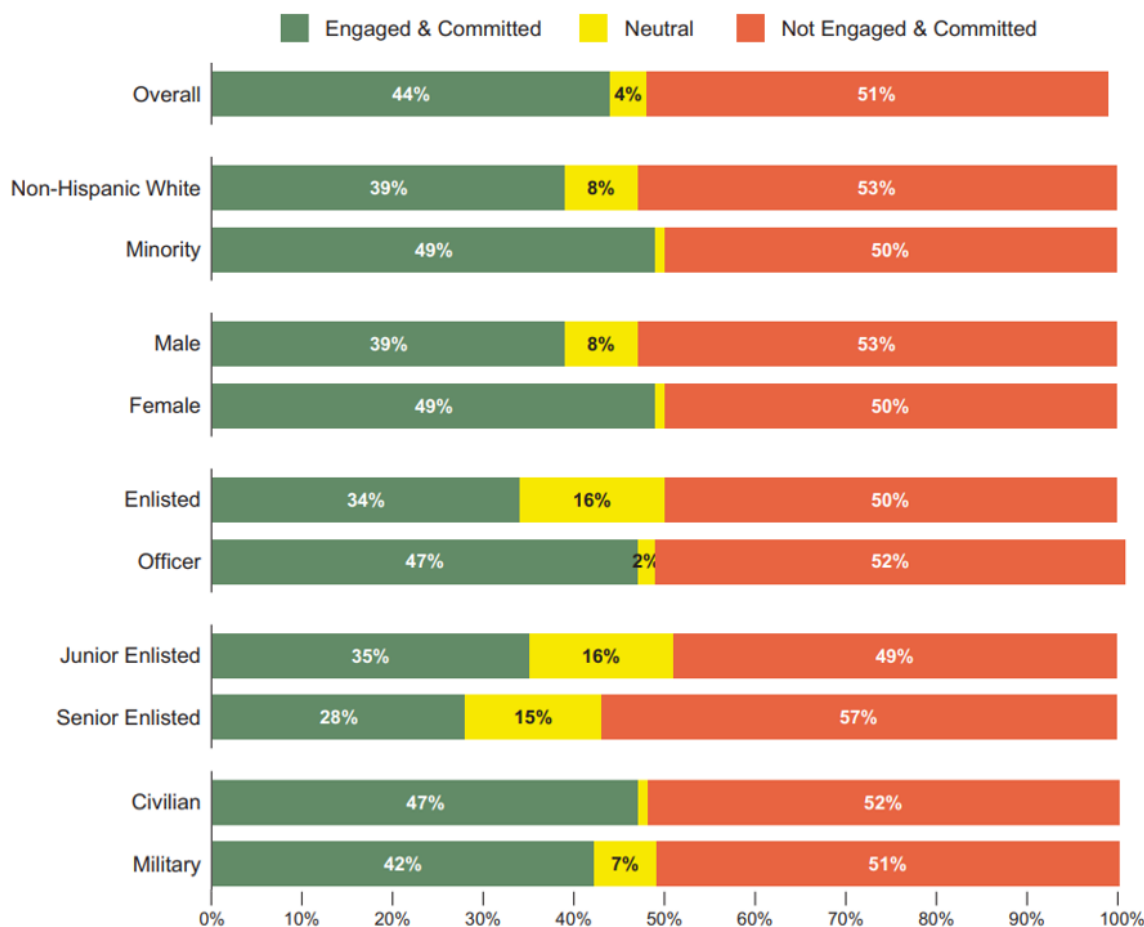
ENGAGEMENT & COMMITMENT

This factor measures the extent to which one finds their work fulfilling and is committed to their job and organization. Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do. Higher levels of engagement and commitment are linked to improved readiness, higher retention, and a lower likelihood of suicide.

Legend: ■ Engaged & Committed   ■ Neutral   ■ Not Engaged & Committed

Engagement & Commitment

Engaged & Committed	Neutral	Not Engaged & Committed
44%	4%	51%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Favorable rating: 44% of weighted responses indicated **engagement and commitment** to the organization.

Neutral rating: 4% of weighted responses indicated **neither engagement & commitment nor a lack of engagement & commitment** to the organization.

Unfavorable rating: 51% of weighted responses indicated a **lack of engagement & commitment** to the organization.

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

Engagement & Commitment Ratings by Demographic Category

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

Legend: ■ Engaged & Committed   ■ Neutral   ■ Not Engaged & Committed

Demographic Category	Engaged & Committed	Neutral	Not Engaged & Committed
Overall	44%	4%	51%
Non-Hispanic White	39%	8%	53%
Minority	49%		50%
Male	39%	8%	53%
Female	49%		50%
Enlisted	34%	16%	50%
Officer	47%	2%	52%
Junior Enlisted	35%	16%	49%
Senior Enlisted	28%	15%	57%
Civilian	47%		52%
Military	42%	7%	51%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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

Examine the bar graph showing the overall favorable rating for *Engagement & Commitment* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Engagement & Commitment*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Engagement & Commitment*, this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 66%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants indicated engagement and commitment to the organization, while 49% of weighted responses from minority participants indicated engagement and commitment to the organization:
- 39% of weighted responses from male participants indicated engagement and commitment to the organization, while 49% of weighted responses from female participants indicated engagement and commitment to the organization;
- 34% of weighted responses from enlisted participants indicated engagement and commitment to the organization, while 47% of weighted responses from officers indicated engagement and commitment to the organization;
- 35% of weighted responses from junior enlisted participants indicated engagement and commitment to the organization, while 28% of weighted responses from senior enlisted participants indicated engagement and commitment to the organization;
- 47% of weighted responses from civilian participants indicated engagement and commitment to the organization, while 42% of weighted responses from military participants indicated engagement and commitment to the organization.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 1% of weighted responses from minority participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 8% of weighted responses from male participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 1% of weighted responses from female participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 16% of weighted responses from enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 2% of weighted responses from officers indicated neither engagement and commitment nor a lack of engagement and commitment;
- 16% of weighted responses from junior enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 15% of weighted responses from senior enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 1% of weighted responses from civilian participants indicated neither engagement and

commitment nor a lack of engagement and commitment to the organization, while 7% of weighted responses from military participants indicated neither engagement and commitment nor a lack of engagement and commitment.

The unfavorable ratings (marked in red) can be interpreted as:

- 53% of weighted responses from non-Hispanic White participants indicated a lack of engagement and commitment to the organization, while 50% of responses from minority participants indicated a lack of engagement and commitment to the organization;
- 53% of weighted responses from male participants indicated a lack of engagement and commitment to the organization, while 50% of weighted responses from female participants indicated a lack of engagement and commitment to the organization;
- 50% of weighted responses from enlisted participants indicated a lack of engagement and commitment to the organization, while 52% of weighted responses from officers indicated a lack of engagement and commitment to the organization;
- 49% of weighted responses from junior enlisted participants indicated a lack of engagement and commitment to the organization, while 57% of weighted responses from senior enlisted participants indicated a lack of engagement and commitment to the organization;
- 52% of weighted responses from civilian participants indicated a lack of engagement and commitment to the organization, while 51% of weighted responses from military participants indicated a lack of engagement and commitment to the organization.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Engagement and Commitment* detailed page to understand which questions may be driving your favorable rating. This factor is created from three questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected Strongly Agree or Agree, these items are driving the lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Engagement and Commitment*.

Scientific Research References on Engagement & Commitment

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What is Fairness?

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

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

- Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.
- Discipline and criticism are administered fairly.

Why is it important?

Research finds that perceptions of organizational *Fairness* are associated with increased readiness, retention, and likelihood of reduced risk for racial/ethnic harassment/discrimination and sexual harassment. Studies consistently show that an employee's positive or negative perceptions of their workgroup and organization depends on their perception of whether their own treatment is the same as those extended to members of other groups. If employees feel they are being treated unfairly, they are more likely to develop a feeling of being undervalued and may withdraw. This can then lead to poor performance and turnover intentions.[1,2] Similarly, a 2014 study found that perceptions of unfair treatment among clusters of employees, such as aging workers or those with disabilities, has been shown to negatively impact workgroup performance and decrease turnover intentions.[3,4] Finally, a study of organizational justice in the federal workplace found that organizational justice was linked to employee satisfaction, loyalty to senior leadership, and cooperation[5], which highlights links to increased work performance and lower risk of turnover intentions.
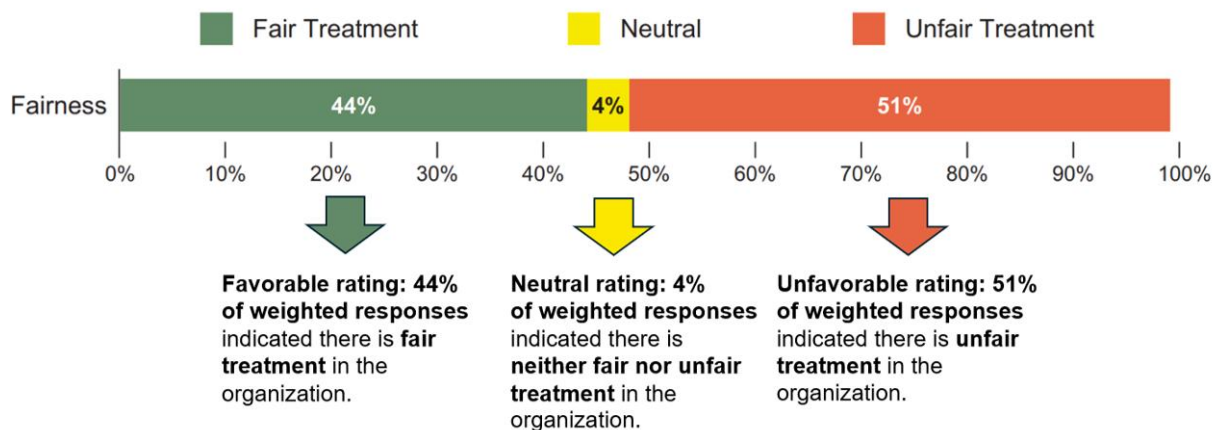
A broad set of literature finds that perceived organizational *Fairness* climate is correlated with incidences of sexual harassment.[6,7] An employee's perception that their organization is procedurally just and will fairly deal with unacceptable behavior are more likely to have fewer incidences of sexual harassment. As shown in a study of U.K. police officers, participants who reported higher levels of perceived organizational tolerance to harassment and lower perceptions of organizational justice reported experiencing more frequent sexual harassment.[8] Additionally, in a study of military members, when greater value is placed on justice climates there are lower incidences of sexual harassment. The authors suggest that justice climate, when managed successfully, is a protective factor against incidences of sexual harassment.[9]

How do I read my factor ratings?

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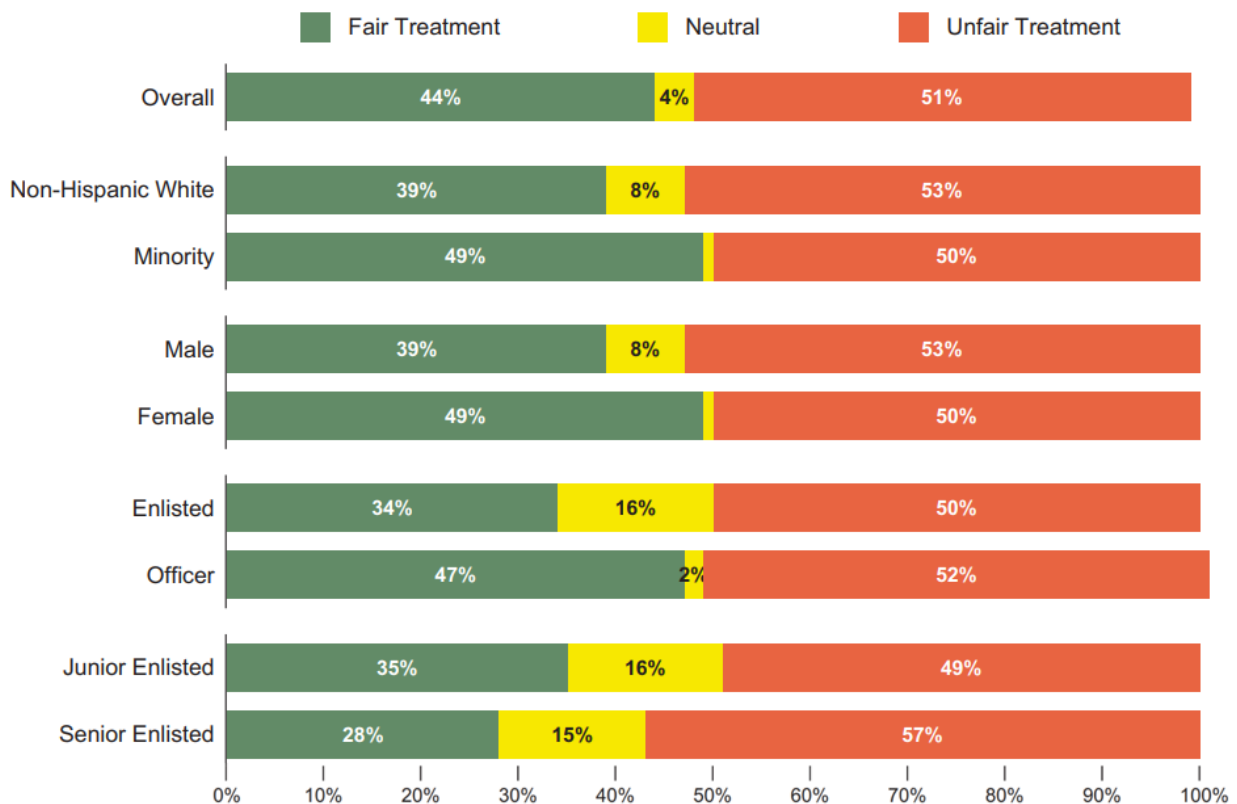
FAIRNESS

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

	Fair Treatment	Neutral	Unfair Treatment

Fairness: Fair Treatment 44% | Neutral 4% | Unfair Treatment 51%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

Favorable rating: 44% of weighted responses indicated there is **fair treatment** in the organization.

Neutral rating: 4% of weighted responses indicated there is **neither fair nor unfair treatment** in the organization.

Unfavorable rating: 51% of weighted responses indicated there is **unfair treatment** in the organization.

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

Fairness Ratings by Demographic Category

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

Category	Fair Treatment	Neutral	Unfair Treatment
Overall	44%	4%	51%
Non-Hispanic White	39%	8%	53%
Minority	49%		50%
Male	39%	8%	53%
Female	49%		50%
Enlisted	34%	16%	50%
Officer	47%	2%	52%
Junior Enlisted	35%	16%	49%
Senior Enlisted	28%	15%	57%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories
for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of command climate factors. In addition, you

may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall favorable rating for *Fairness* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Fairness*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Fairness*, this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 43%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants indicated fair treatment, while 49% of weighted responses from minority participants indicated fair treatment;
- 39% of weighted responses from male participants indicated fair treatment, while 49% of weighted responses from female participants indicated fair treatment;
- 34% of weighted responses from enlisted participants indicated fair treatment, while 47% of weighted responses from officers indicated fair treatment;
- 35% of weighted responses from junior enlisted participants indicated fair treatment, while 28% of weighted responses from senior enlisted participants indicated fair treatment.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants indicated neither fair nor unfair treatment, while 1% of weighted responses from minority participants indicated neither fair nor unfair treatment;
- 8% of weighted responses from male participants indicated neither fair nor unfair treatment, while 1% of weighted responses from female participants indicated neither fair nor unfair treatment;
- 16% of weighted responses from enlisted participants indicated neither fair nor unfair treatment, while 2% of weighted responses from officers indicated neither fair nor unfair treatment;
- 16% of weighted responses from junior enlisted participants indicated neither fair nor unfair treatment, while 15% of weighted responses from senior enlisted participants indicated neither fair nor unfair treatment.

The unfavorable ratings (marked in red) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants indicated unfair treatment, while 50% of weighted responses from minority participants indicated unfair treatment;
- 53% of weighted responses from male participants indicated unfair treatment, while 50% of weighted responses from female participants indicated unfair treatment;
- 50% of weighted responses from enlisted participants indicated unfair treatment, while 52% of weighted responses from officers indicated unfair treatment;
- 49% of weighted responses from junior enlisted participants indicated unfair treatment, while 57% of weighted responses from senior enlisted participants indicated unfair treatment.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Fairness* detailed page to understand which questions may be driving your favorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there is one question that has a lower percentage of participants who selected *Strongly*

Agree or *Agree*, this question is the one driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Fairness*.

Scientific Research References on Fairness

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10. Colquitt, J.A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. Journal of Applied Psychology, 86(3), 386-400. https://doi.org/10.1037.//0021-9010.86.3.386

What is Leadership Support?

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

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

- I have trust and confidence in my immediate supervisor.
- My immediate supervisor listens to what I have to say.
- My immediate supervisor treats me with respect.
- My immediate supervisor cares about my personal well-being.
- My immediate supervisor provides me with opportunities to demonstrate my leadership skills.
- I would not experience reprisal or retaliation from my immediate supervisor if I went to them with concerns.

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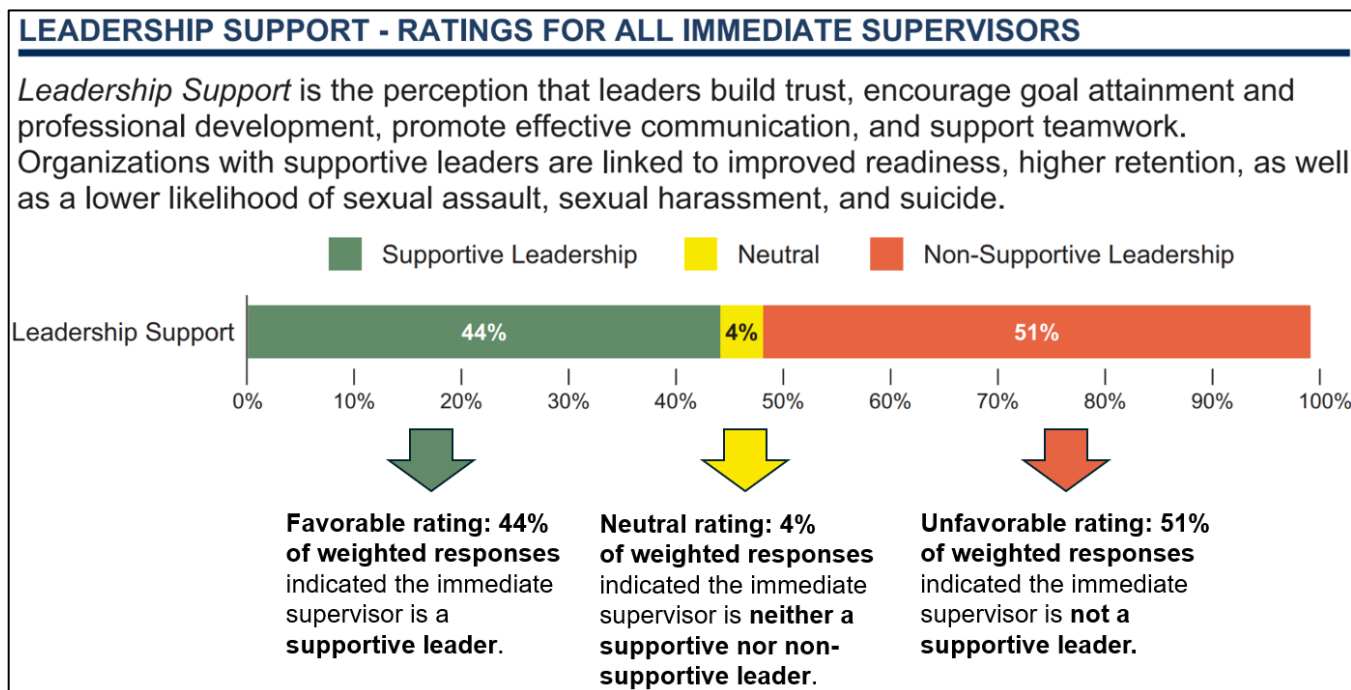
Why is it important?

Research consistently shows that *Leadership Support* has an influence on readiness[1] and retention.[2,3,4] A systematic narrative review of 50 studies showed that lack of *Leadership Support* can cause a significant health hazard in the military work environment and can negatively impact performance and increase turnover intentions.[5] Similarly, a study of military employees found that supervisor support had a direct impact on the employee's mental health and turnover intentions. More specifically, increased supervisor support was linked to lower mental health issues (i.e., headaches, mental confusion) and higher retention intentions.[6] This coincides with a study that examined the military status of active duty Army soldiers 12 months following a return from Iraq deployment. The study found that while Service members are prone to military attrition early in their career, individuals reporting lower levels of leader support were more than twice as likely to separate from Service as those reporting higher levels of support from their peers and leaders.[7]

Research also links *Leadership Support* as a protective factor against sexual harassment, sexual assault, and suicidal ideation. For example, a study looking at harassment by leaders found that perceived positive *Leadership Support* was associated with establishing an ethical organizational command climate which was associated with promoting formal sexual harassment policies through action.[8] Similarly, a lack of perceived *Leadership Support* was shown to be associated with an increased risk for sexual assault within the unit and sexual harassment at the individual level.[9] *Leadership Support* was also noted as a protective factor against suicidal behaviors. A study of Army National Guard soldiers found that perceiving unit leaders as those who the soldier might trust and confide was associated with reduced suicidal behaviors.[10]
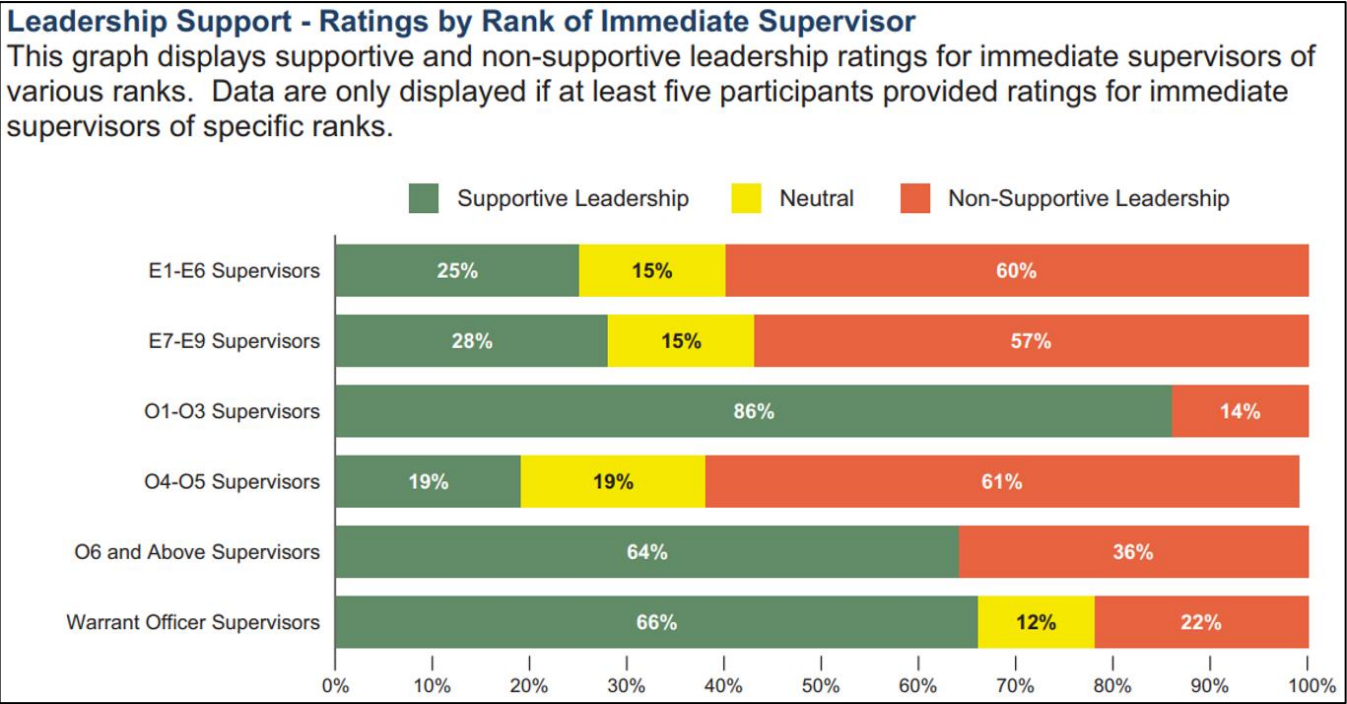
How do I read my factor ratings?

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

LEADERSHIP SUPPORT - RATINGS FOR ALL IMMEDIATE SUPERVISORS

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

Supportive Leadership ▪ Neutral ▪ Non-Supportive Leadership

Leadership Support: 44% | 4% | 51%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Favorable rating: 44% of weighted responses indicated the immediate supervisor is a **supportive leader**.

Neutral rating: 4% of weighted responses indicated the immediate supervisor is **neither a supportive nor non-supportive leader**.

Unfavorable rating: 51% of weighted responses indicated the immediate supervisor is **not a supportive leader**.
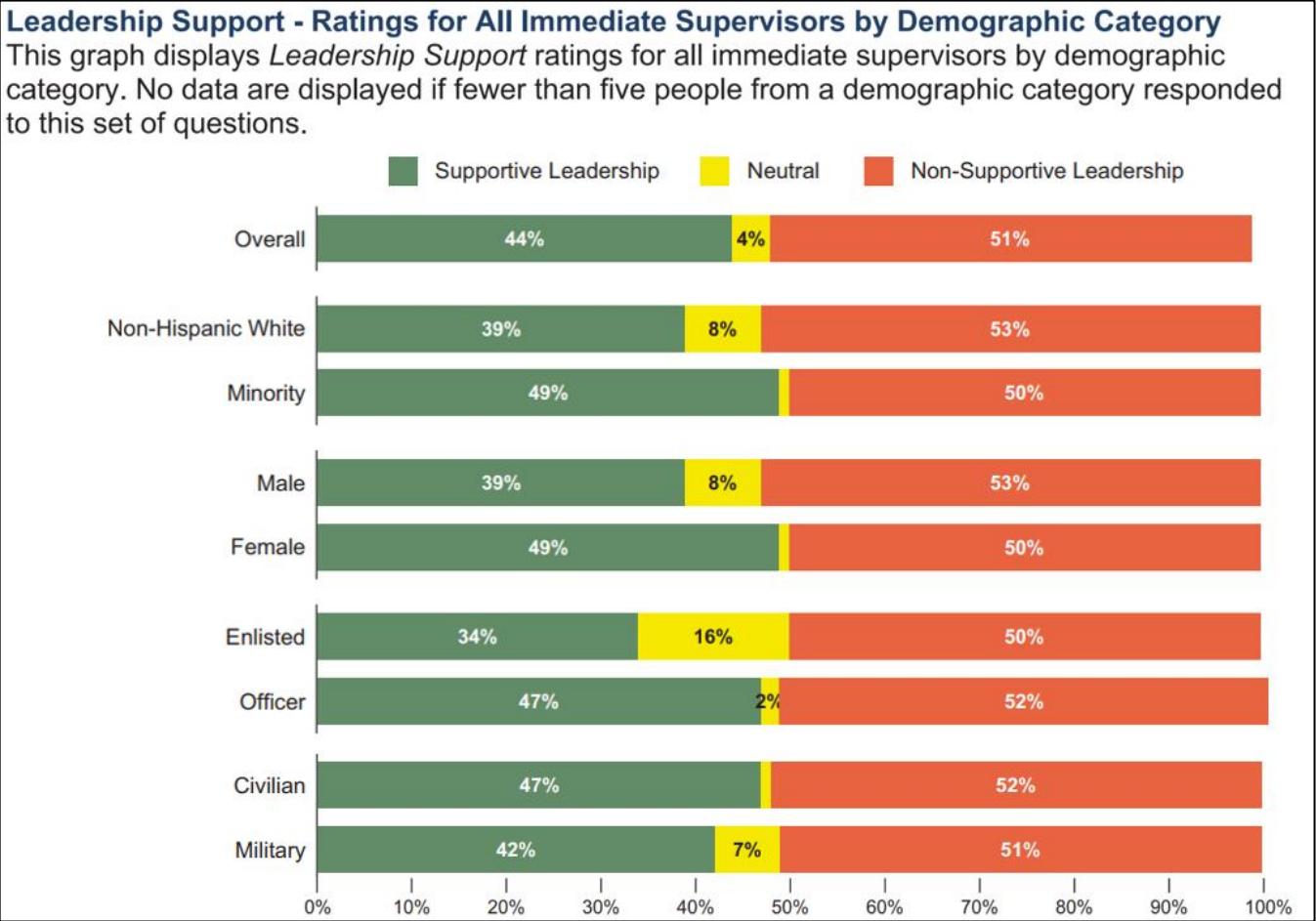
If your unit/organization had enough participants, you may also see these ratings broken down by rank/paygrade of immediate supervisor in additional stacked bar graphs. On the survey, participants were asked to select the rank/paygrade of their immediate supervisor and at least five responses were needed in order to display these results. For example, if you see *Leadership Support* ratings for enlisted supervisors, this means that at least five participants indicated their immediate supervisor was an enlisted member and answered the six questions about *Leadership Support*. If your unit/organization has immediate supervisors who are enlisted members, but you do not see ratings for them, it may be because there were fewer than five participants who indicated their immediate supervisor was an enlisted member.

The example below shows results for multiple ranks of immediate supervisors, including E1-E6 supervisors, E7-E9 supervisors, O1-O3 supervisors, O4-O5 supervisors, O6 and above supervisors, and warrant officer supervisors.

Leadership Support - Ratings by Rank of Immediate Supervisor
This graph displays supportive and non-supportive leadership ratings for immediate supervisors of various ranks. Data are only displayed if at least five participants provided ratings for immediate supervisors of specific ranks.

Legend: Supportive Leadership | Neutral | Non-Supportive Leadership

Rank	Supportive Leadership	Neutral	Non-Supportive Leadership
E1-E6 Supervisors	25%	15%	60%
E7-E9 Supervisors	28%	15%	57%
O1-O3 Supervisors	86%		14%
O4-O5 Supervisors	19%	19%	61%
O6 and Above Supervisors	64%		36%
Warrant Officer Supervisors	66%	12%	22%

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

Leadership Support - Ratings for All Immediate Supervisors by Demographic Category
This graph displays *Leadership Support* ratings for all immediate supervisors by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: Supportive Leadership | Neutral | Non-Supportive Leadership

Category	Supportive Leadership	Neutral	Non-Supportive Leadership
Overall	44%	4%	51%
Non-Hispanic White	39%	8%	53%
Minority	49%		50%
Male	39%	8%	53%
Female	49%		50%
Enlisted	34%	16%	50%
Officer	47%	2%	52%
Civilian	47%		52%
Military	42%	7%	51%

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

shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of command climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document.)

Examine the bar graph showing the overall favorable rating for *Leadership Support* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Leadership Support,* this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Leadership Support,* this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 76%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants indicated the immediate supervisor is a supportive leader, while 49% of weighted responses from minority participants indicated the immediate supervisor is a supportive leader;
- 39% of weighted responses from male participants indicated the immediate supervisor is a supportive leader, while 49% of weighted responses from female participants indicated the immediate supervisor is a supportive leader;
- 34% of weighted responses from enlisted participants indicated the immediate supervisor is a supportive leader, while 47% of weighted responses from officers indicated the immediate supervisor is a supportive leader;
- 47% of weighted responses from civilian participants indicated the immediate supervisor is a supportive leader, while 42% of weighted responses from military participants indicated the immediate supervisor is a supportive leader.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants indicated the immediate supervisor is neither supportive nor non-supportive, while 1% of weighted responses from minority participants indicated the immediate supervisor is neither supportive nor non-supportive;
- 8% of weighted responses from male participants indicated the immediate supervisor is neither supportive nor non-supportive, while 1% of weighted responses from female participants indicated the immediate supervisor is neither supportive nor non-supportive;
- 16% of weighted responses from enlisted participants indicated the immediate supervisor is neither supportive nor non-supportive, while 2% of weighted responses from officers indicated the immediate supervisor is neither supportive nor non-supportive;
- 1% of weighted responses from civilian participants indicated the immediate supervisor is neither supportive nor non-supportive, while 7% of weighted responses from military participants indicated the immediate supervisor is neither supportive nor non- supportive.

The unfavorable ratings (marked in red) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants indicated the immediate supervisor is not a supportive leader, while 50% of weighted responses from minority participants indicated the immediate supervisor is not a supportive leader;
- 53% of weighted responses from male participants indicated the immediate supervisor is not a supportive leader, while 50% of weighted responses from female participants indicated the immediate supervisor is not a supportive leader;
- 50% of weighted responses from enlisted participants indicated the immediate supervisor is not

a supportive leader, while 52% of weighted responses from officers indicated the immediate supervisor is not a supportive leader;

- 52% of weighted responses from civilian participants indicated the immediate supervisor is not a supportive leader, while 51% of weighted responses from military participants indicated the immediate supervisor is not a supportive leader.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Leadership Support* detailed page to understand which questions may be driving your favorable rating. This factor is created from six questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected Strongly Agree or Agree, these items are driving the lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Leadership Support*.

Scientific Research References on Leadership Support

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What is Morale?

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

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

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

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

Why is it important?

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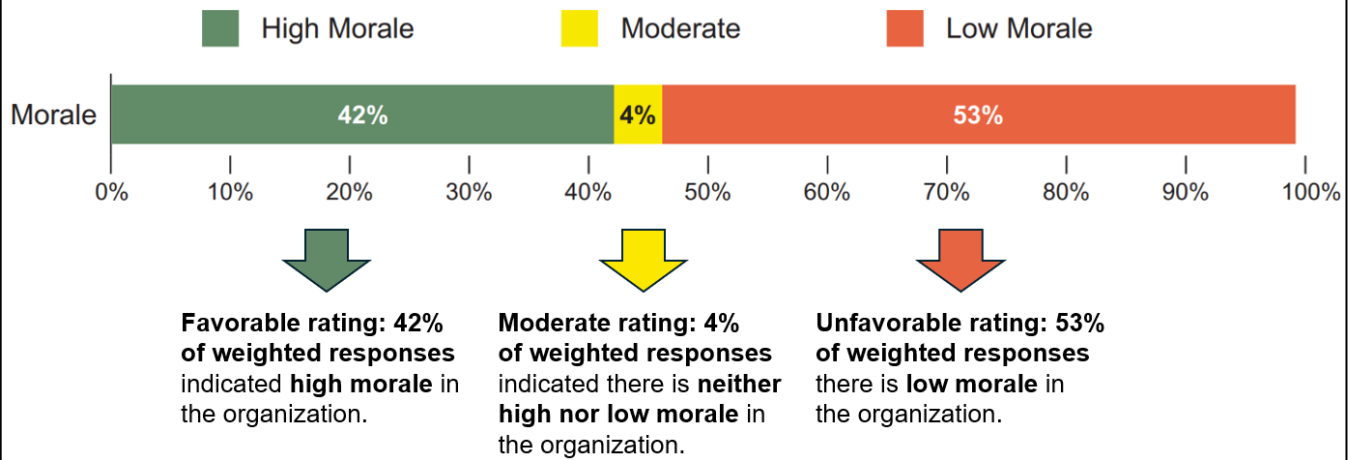
Through an independent item reduction analysis, the Office of People Analytics (OPA) also found that an individual's morale was a significant predictor of sexual assault.

How do I read my factor ratings?

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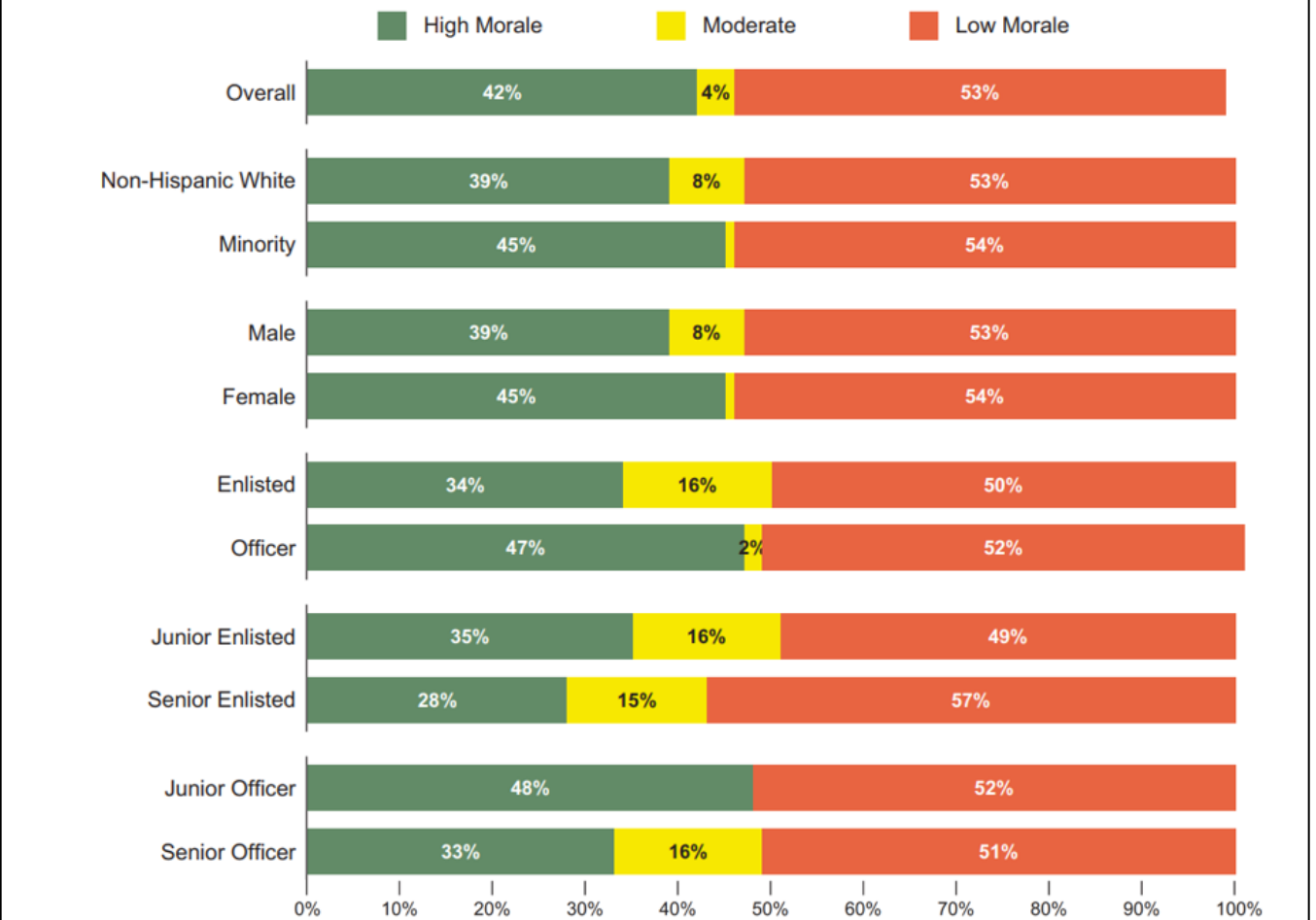
MORALE

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

	High Morale	Moderate	Low Morale

Morale — High Morale: 42%, Moderate: 4%, Low Morale: 53%

(Scale: 0% to 100%)

Favorable rating: 42% of weighted responses indicated **high morale** in the organization.

Moderate rating: 4% of weighted responses indicated there is **neither high nor low morale** in the organization.

Unfavorable rating: 53% of weighted responses there is **low morale** in the organization.

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

Morale Ratings by Demographic Category

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

Demographic Category	High Morale	Moderate	Low Morale
Overall	42%	4%	53%
Non-Hispanic White	39%	8%	53%
Minority	45%		54%
Male	39%	8%	53%
Female	45%		54%
Enlisted	34%	16%	50%
Officer	47%	2%	52%
Junior Enlisted	35%	16%	49%
Senior Enlisted	28%	15%	57%
Junior Officer	48%		52%
Senior Officer	33%	16%	51%

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

Examine the bar graph showing the overall favorable rating for *Morale* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Morale*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Morale,* this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 32%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants indicated high morale in the organization, while 45% of weighted responses from minority participants indicated high morale;
- 39% of weighted responses from male participants indicated high morale in the organization, while 45% of weighted responses from female participants indicated high morale;
- 34% of weighted responses from enlisted participants indicated high morale in the organization, while 47% of weighted responses from officers indicated high morale;
- 35% of responses from junior enlisted participants indicated high morale in the organization, while 28% of weighted responses from senior enlisted participants indicated high morale;
- 48% of responses from junior officer participants indicated high morale in the organization, while 33% of weighted responses from senior officer participants indicated high morale.

The moderate ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants indicated neither high nor low morale in the organization, while 1% of weighted responses from minority participants indicated neither high nor low morale;
- 8% of weighted responses from male participants indicated neither high nor low morale in the organization, while 1% of weighted responses from female participants indicated neither high nor low morale;
- 16% of weighted responses from enlisted participants indicated neither high nor low morale in the organization, while 2% of weighted responses from officers indicated neither high nor low morale;
- 16% of weighted responses from junior enlisted participants indicated neither high nor low morale in the organization, while 15% of weighted responses from senior enlisted participants indicated neither high nor low morale;
- 0% of weighted responses from junior officer participants indicated neither high nor low morale in the organization, while 16% of weighted responses from senior officer participants indicated neither high nor low morale.

The unfavorable ratings (marked in red) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants indicated low morale in the organization, while 54% of weighted responses from minority participants indicated low morale;
- 53% of weighted responses from male participants indicated low morale in the organization, while 54% of weighted responses from female participants indicated low morale;
- 50% of weighted responses from enlisted participants indicated low morale in the organization, while 52% of weighted responses from officers indicated low morale;

- 49% of weighted responses from junior enlisted participants indicated low morale in the organization, while 57% of weighted responses from senior enlisted participants indicated low morale;
- 52% of weighted responses from junior officer participants indicated low morale in the organization, while 51% of weighted responses from senior officer participants indicated low morale.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Morale* detailed page to understand which questions may be driving your favorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Very High* or *High* to each question. If there is one question that has a lower percentage of participants who selected *Very High* or *High*, this question is the one driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Morale*.

Scientific Research References on Morale

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What is Safe Storage for Lethal Means?

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

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

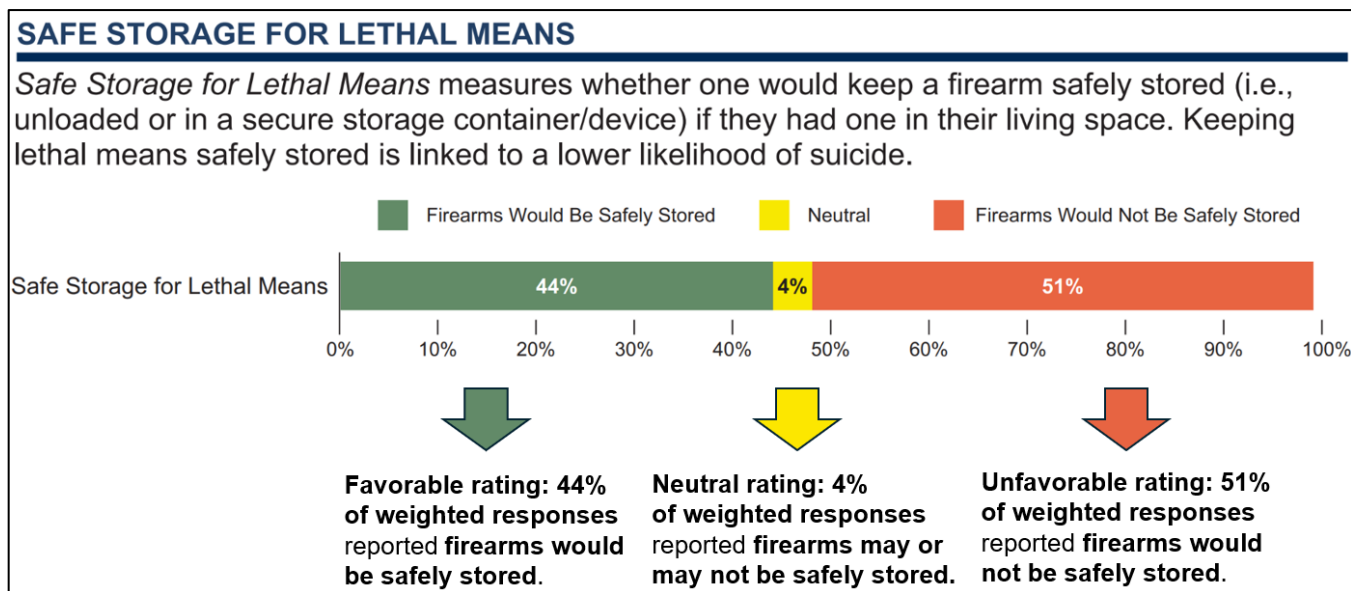- If I had a firearm in my living space, I would store it unloaded or use a secure storage container/device.

Why is it important?

Research shows that access to lethal means places individuals at higher risk for suicide.[1] For example, data has shown that risk of suicide is 5 to 6 times greater in households with firearms.[2,3] In a review exploring suicide risk, Stanley and colleagues[4] theorized that one reason first responders—and police officers, specifically—may be at higher risk for suicide is because of their increased access to lethal means, such as firearms. Service members may also be at increased risk in part due to easy access to firearms. While about 50% of all suicide deaths in the U.S. are by firearm[5], this percentage is greater in the military, with 64% of suicide deaths in the military by firearm.[6]
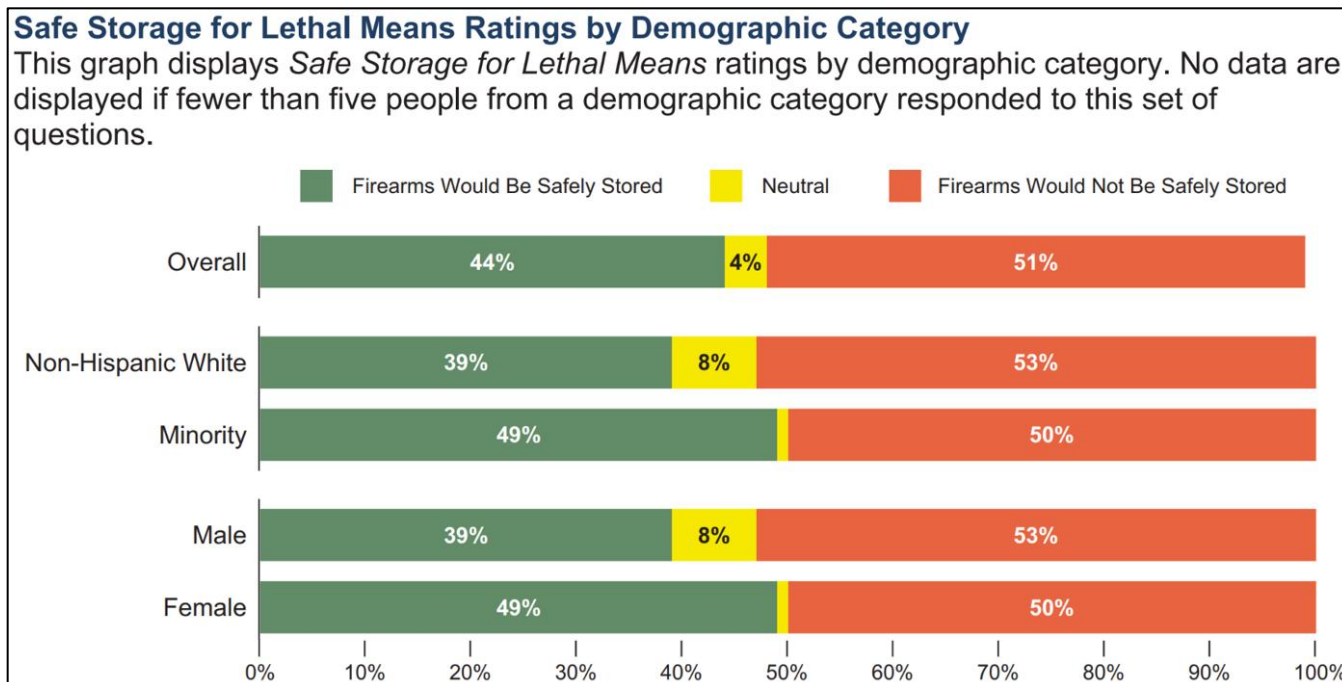
Accordingly, safe storage of firearms can reduce the risk of suicide and accidental death that are associated with owning a firearm.[7,8,9,10] While some individuals have longer durations of suicidal crisis, many suicide attempts are impulsive;[11,12] therefore, limiting access to lethal means and putting time and space between suicidal impulses and lethal means is an effective way of preventing suicide.[13,14]

How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Safe Storage for Lethal Means* in a stacked bar graph showing ratings for **Firearms Would Not Be Safely Stored**, **Neutral**, and **Firearms Would Be Safely Stored**. Because *Safe Storage for Lethal Means* is a factor measured by a single question, you should interpret results as "X% of weighted responses" (not participants). An example is shown below:

SAFE STORAGE FOR LETHAL MEANS

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

Firearms Would Be Safely Stored | Neutral | Firearms Would Not Be Safely Stored

Safe Storage for Lethal Means: 44% | 4% | 51%

Favorable rating: 44% of weighted responses reported **firearms would be safely stored**.

Neutral rating: 4% of weighted responses reported **firearms may or may not be safely stored**.

Unfavorable rating: 51% of weighted responses reported **firearms would not be safely stored**.

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

Safe Storage for Lethal Means Ratings by Demographic Category
This graph displays *Safe Storage for Lethal Means* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

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

Examine the bar graph showing the overall favorable rating for *Safe Storage for Lethal Means* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Safe Storage for Lethal Means*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Safe Storage for Lethal Means,* this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 67%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants reported their firearms would be safely stored, while 49% of weighted responses from minority participants reported their firearms would be safely stored;
- 39% of weighted responses from male participants reported their firearms would be safely stored and 49% of weighted responses from female participants reported their firearms would be safely stored.

The middle ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants reported their firearms may or may not be safely stored, while 1% of weighted responses from minority participants reported their firearms may or may not be safely stored;
- 8% of weighted responses from male participants reported their firearms may or may not be

safely stored and 1% of weighted responses from female participants reported their firearms may or may not be safely stored.

The unfavorable ratings (marked in red) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants reported their firearms would not be safely stored, while 50% of weighted responses from minority participants reported their firearms would not be safely stored;
- 53% of weighted responses from male participants reported their firearms would not be safely stored and 50% of weighted responses from female participants reported their firearms would not be safely stored.

How do Item Summary tables help me interpret my factor score?

Safe Storage for Lethal Means is a one-item factor, so the item summary table contains the same information as the overall factor rating graph. However, the item summary table provides a more nuanced breakdown of the factor, providing the percentage of weighted responses for each response option.

Scientific Research References on Safe Storage for Lethal Means

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9. Saxena, S., Krug, E. G., and Chestnov, O. (2014). Preventing suicide: a global imperative. World Health Organization. https://apps.who.int/iris/handle/10665/131056
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Injury Prevention and Control, Centers for Disease Control and Prevention.

11. Klonsky, E., & May, A. (2010). Rethinking impulsivity in suicide. Suicide and Life- Threatening Behavior, 40(6), 612–619. doi: 10.1521/suli.2010.40.6.612

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What is Transformational Leadership?

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

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

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

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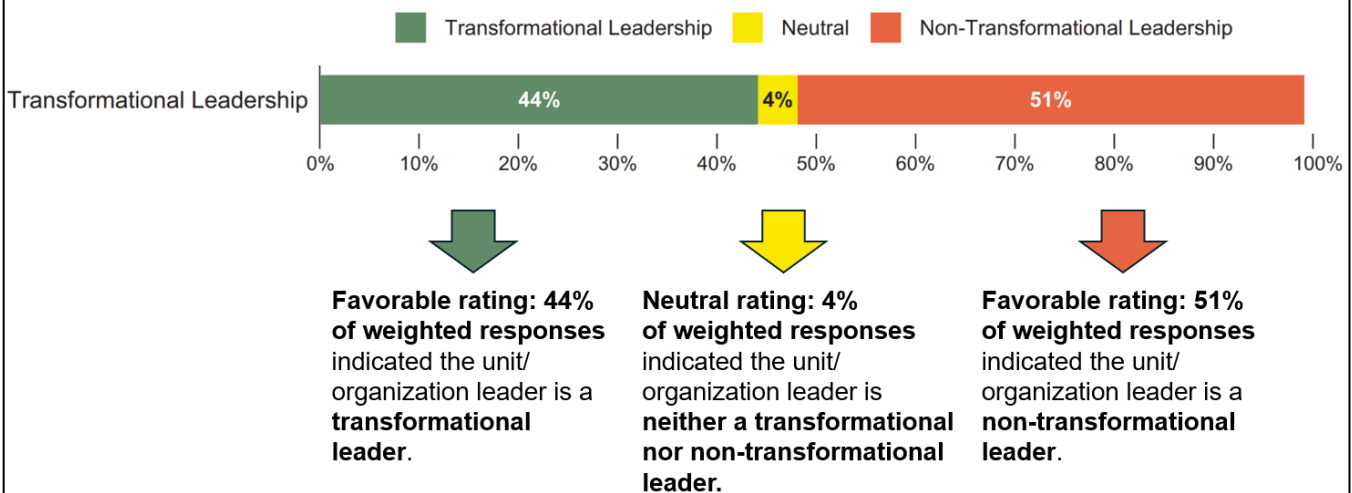
Why is it important?

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

How do I read my factor ratings?

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

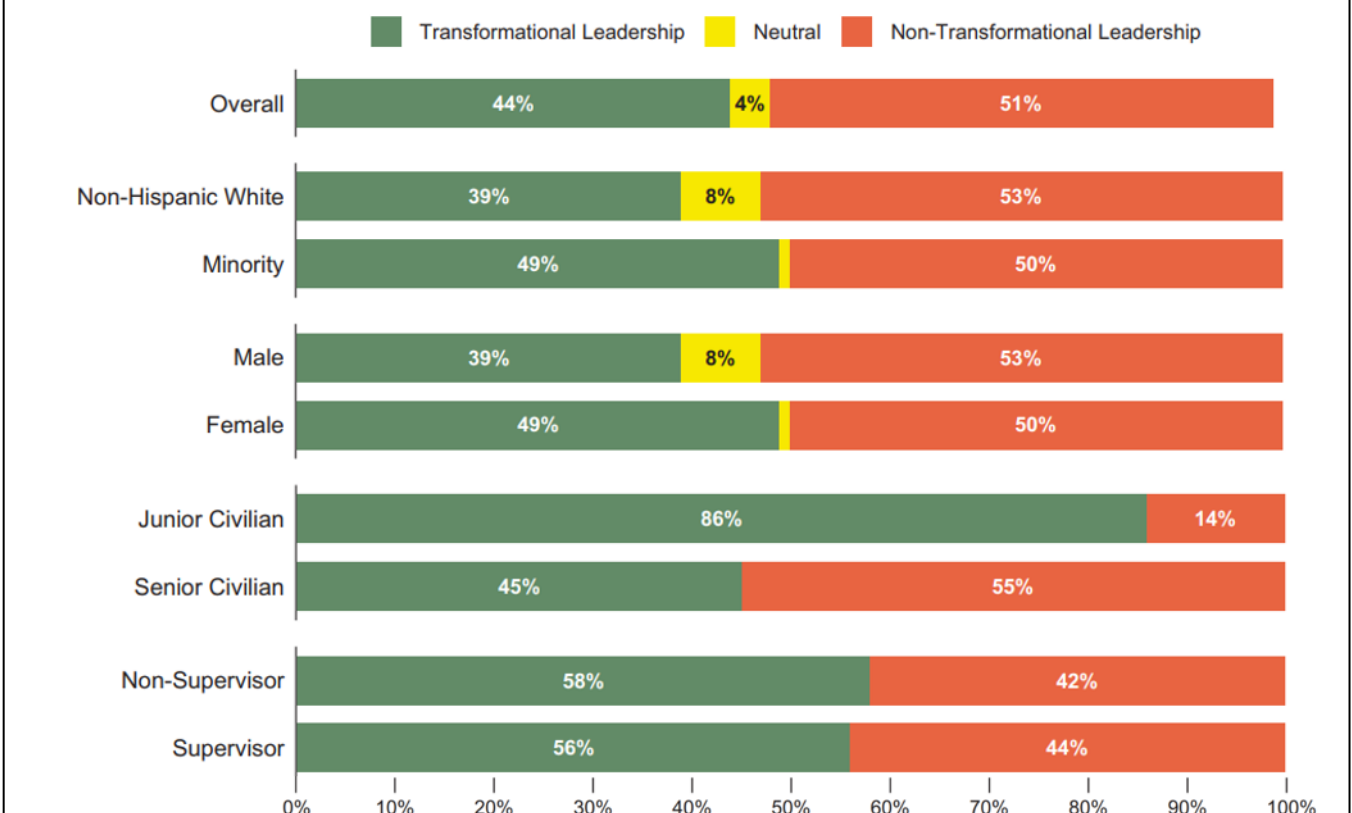## TRANSFORMATIONAL LEADERSHIP - RATINGS FOR UNIT LEADER

This factor measures the perception that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was possible. Characteristics of a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Organizations with transformational leaders are linked to improved readiness and higher retention.

Legend: ■ Transformational Leadership ■ Neutral ■ Non-Transformational Leadership

Transformational Leadership: 44% | 4% | 51%
(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

Favorable rating: 44% **of weighted responses** indicated the unit/ organization leader is a **transformational leader**.

Neutral rating: 4% **of weighted responses** indicated the unit/ organization leader is **neither a transformational nor non-transformational leader.**

Favorable rating: 51% **of weighted responses** indicated the unit/ organization leader is a **non-transformational leader**.

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

Transformational Leadership - Ratings for Unit Leader by Demographic Category

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

Legend: ■ Transformational Leadership ■ Neutral ■ Non-Transformational Leadership

Category	Transformational	Neutral	Non-Transformational
Overall	44%	4%	51%
Non-Hispanic White	39%	8%	53%
Minority	49%		50%
Male	39%	8%	53%
Female	49%		50%
Junior Civilian	86%		14%
Senior Civilian	45%		55%
Non-Supervisor	58%		42%
Supervisor	56%		44%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

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

organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of command climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document.

Examine the bar graphs showing the overall favorable rating for *Transformational Leadership* for the unit leader, the NCO/SEL, and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Transformational Leadership*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Transformational Leadership,* this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 49% for the unit leader or 23% for the NCO/SEL. Scores below these thresholds suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants indicated the unit leader is a transformational leader, and 49% of weighted responses from minority participants indicated the unit leader is a transformational leader;
- 39% of weighted responses from male participants indicated the unit leader is a transformational leader, while 49% of weighted responses from female participants indicated the unit leader is a transformational leader;
- 86% of weighted responses from junior civilian participants indicated the unit leader is a transformational leader, while 45% of weighted responses from senior civilian participants indicated the unit leader is a transformational leader;
- 58% of weighted responses from non-supervisor participants indicated the unit leader is a transformational leader, while 56% of weighted responses from supervisory participants indicated the unit leader is a transformational leader.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighed responses from non-Hispanic White participants indicated the unit leader is neither transformational nor non-transformational, and 1% of weighted responses from minority participants indicated the unit leader is neither transformational nor non-transformational;
- 8% of weighted responses from male participants indicated the unit leader is neither transformational nor non-transformational, while 1% of weighted responses from female participants indicated the unit leader is neither transformational nor non-transformational;
- 0% of weighted responses from junior civilian participants indicated the unit leader is neither transformational nor non-transformational, while 0% of weighted responses from senior civilian participants indicated the unit leader is neither transformational nor non- transformational;
- 0% of weighted responses from non-supervisor participants indicated the unit leader is neither transformational nor non-transformational, while 0% of weighted responses from supervisory participants indicated the unit leader is neither transformational nor non- transformational.

The unfavorable ratings (marked in red) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants indicated the unit leader is not a transformational leader, and 50% of weighted responses from minority participants indicated the unit leader is not a transformational leader;
- 53% of weighted responses from male participants indicated the unit leader is not a transformational leader, while 50% of weighted responses from female participants indicated the unit leader is not a transformational leader;
- 14% of weighted responses from junior civilian participants indicated the unit leader is not a transformational leader, while 55% of weighted responses from senior civilian participants

indicated the unit leader is not a transformational leader;

- 42% of weighted responses from non-supervisor participants indicated the unit leader is not a transformational leader, while 44% of weighted responses from supervisory participants indicated the unit leader is not a transformational leader.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Transformational Leadership* detailed page to understand which questions may be driving your favorable rating. This factor is created from three questions each for the organizational leader and the Senior NCO/SEL, so compare the percentage of participants who selected Strongly Agree or Agree to each question. If there are questions that have a lower percentage of participants who selected Strongly Agree or Agree, these items are driving the lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Transformational Leadership*.

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What is Work-Life Balance?

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

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

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

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

Why is it important?

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

How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Work-Life Balance* in a stacked bar graph showing ratings for **Lack of Work-Life Balance**, **Neutral**, and **Work-Life Balance**. Because *Work-Life Balance* is a factor measured by a single question, you should interpret results as "X% of weighted responses" (not participants. An example is shown below:
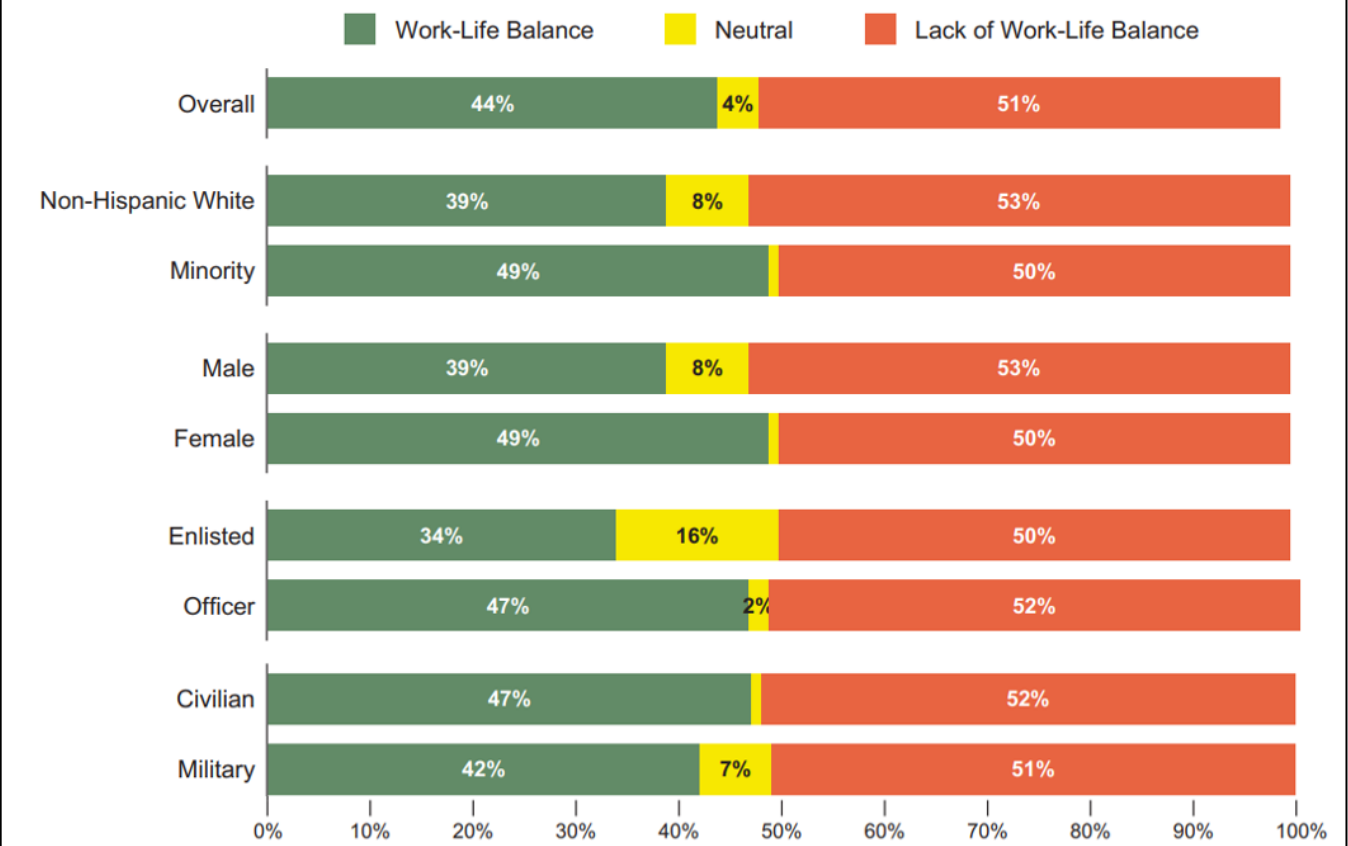
WORK-LIFE BALANCE

This factor measures one's perception that the demands of their work and personal life are compatible. Having work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicide
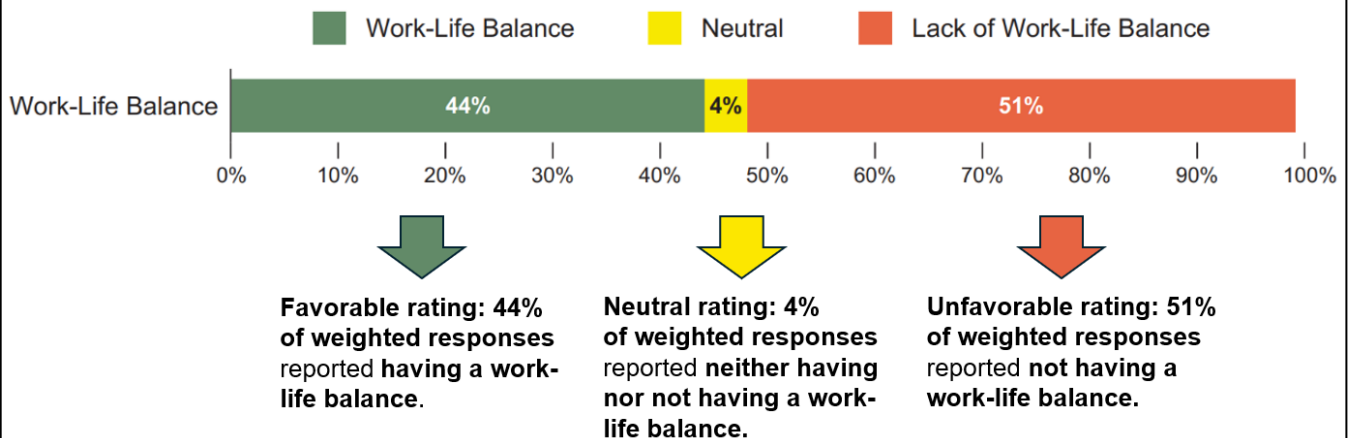
Favorable rating: 44% of weighted responses reported **having a work-life balance**.

Neutral rating: 4% of weighted responses reported **neither having nor not having a work-life balance.**

Unfavorable rating: 51% of weighted responses reported **not having a work-life balance.**

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

Work-Life Balance Ratings by Demographic Category
This graph displays *Work-Life Balance* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of command climate factors. In addition, you may have

different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall favorable rating for *Work-Life Balance* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Work-Life Balance*, this could help you plan actions to increase your favorable rating within areas of your organization. If you receive a factor rating alert for *Work-Life Balance,* this indicates that your unit's/organization's favorable rating falls below the benchmark cutoff of 48%. Scores below this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the favorable ratings (marked in green) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants reported having a work-life balance, while 49% of weighted responses from minority participants reported having a work-life balance;
- 39% of weighted responses from male participants reported having a work-life balance, while 49% of weighted responses from female participants reported having a work-life balance;
- 34% of weighted responses from enlisted participants reported having a work-life balance, while 47% of weighted responses from officers reported having a work-life balance;
- 47% of weighted responses from civilian participants reported having a work-life balance, while 42% of weighted responses from military participants reported having a work-life balance.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants reported neither having nor not having a work-life balance while 1% of weighted responses from minority participants reported neither having nor not having a work-life balance;
- 8% of weighted responses from male participants reported neither having nor not having a work-life balance, while 1% of weighted responses from female participants reported neither having nor not having a work-life balance;
- 16% of weighted responses from enlisted participants reported neither having nor not having a work-life balance, while 2% of weighted responses from officers reported neither having nor not having a work-life balance;
- 1% of weighted responses from civilian participants reported neither having nor not having a work-life balance, while 7% of weighted responses from military participants reported neither having nor not having a work-life balance.

The unfavorable ratings (marked in red) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants reported not having a work-life balance, while 50% of weighted responses from minority participants reported not having a work-life balance;
- 53% of weighted responses from male participants reported not having a work-life balance, while 50% of weighted responses from female participants reported not having a work-life balance;
- 50% of weighted responses from enlisted participants reported not having a work-life balance, while 52% of weighted responses from officers reported not having a work-life balance;
- 52% of weighted responses from civilian participants reported not having a work-life balance, while 51% of weighted responses from military participants reported not having a work-life balance.

How do Item Summary tables help me interpret my factor score?

Work-life Balance is a one-item factor, so the item summary table contains the same information as the overall factor rating graph. However, the item summary table provides a more nuanced breakdown of the factor, providing the percentage of weighted responses for each response option.

Scientific Research References on Work-Life Balance

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What is Alcohol Impairing Memory

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

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

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

Why is it important?

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

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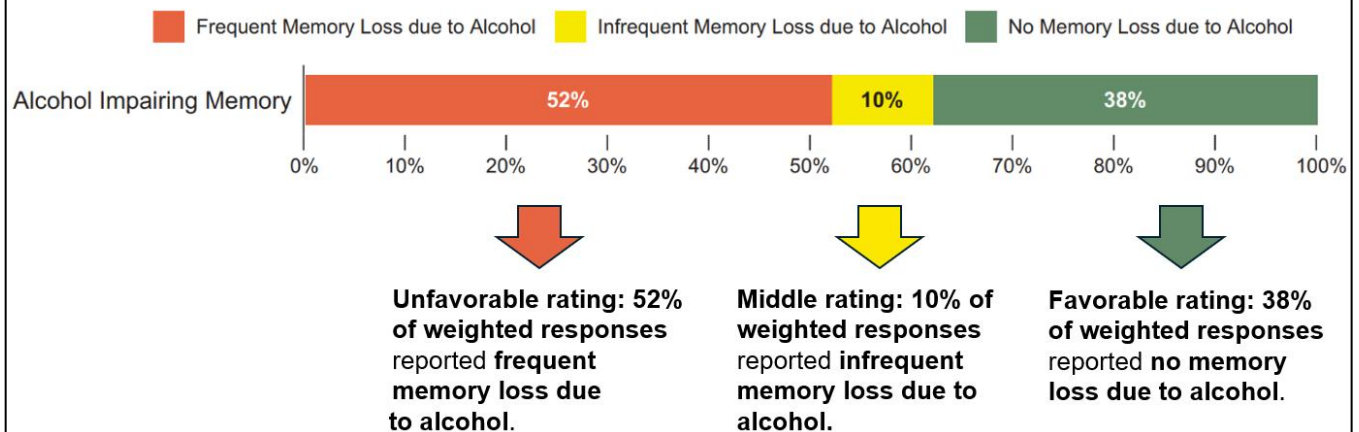
How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Alcohol Impairing Memory* in a stacked bar graph showing ratings for **Frequent Memory Loss due to Alcohol**, **Infrequent Memory Loss due to Alcohol**, and **No Memory Loss due to Alcohol**. Because *Alcohol Impairing Memory* is a factor measured by a single question, you should interpret results as "X% of weighted responses" (not participants). An example is shown below:

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[b] Prior to 2025, the term "gender" was used to describe men and women, and these groups were defined using survey items and/or administrative data categories for "male" and "female"; therefore, references to gender should be understood to mean "sex" pursuant to Executive Order 14168.

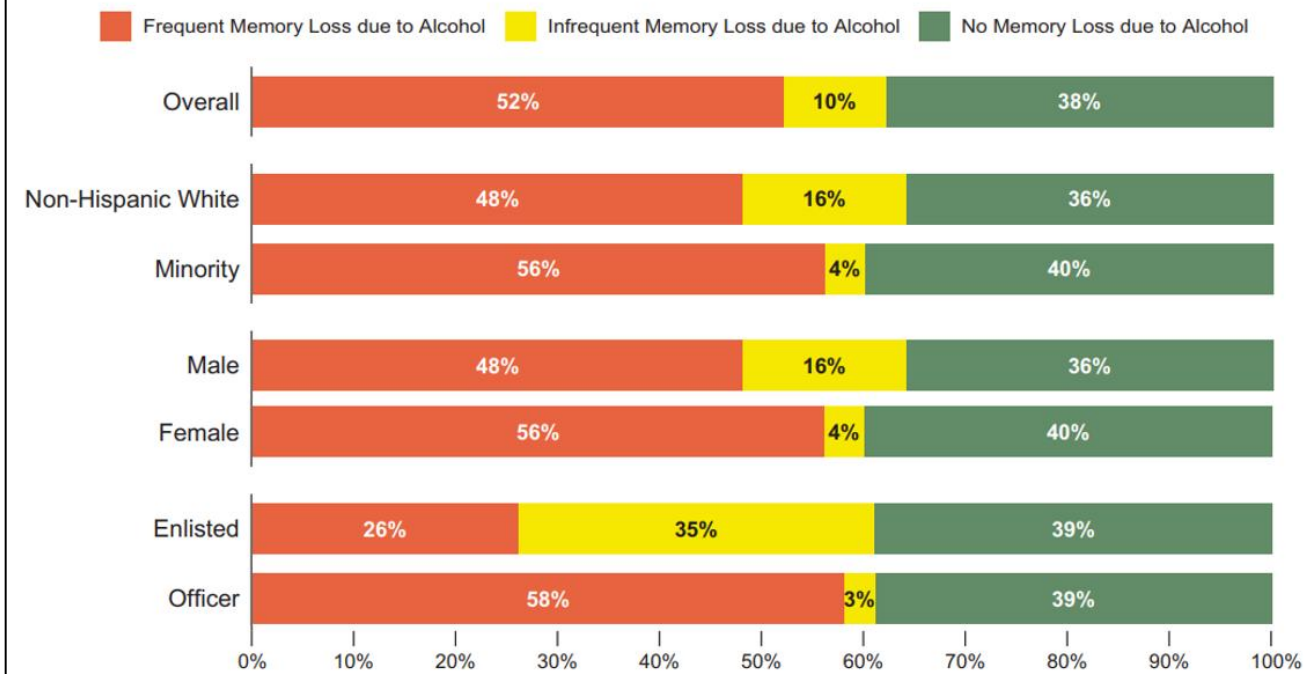## ALCOHOL IMPAIRING MEMORY

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

Legend: Frequent Memory Loss due to Alcohol | Infrequent Memory Loss due to Alcohol | No Memory Loss due to Alcohol

| Alcohol Impairing Memory | 52% | 10% | 38% |

Unfavorable rating: 52% of weighted responses reported **frequent memory loss due to alcohol**.

Middle rating: 10% of weighted responses reported **infrequent memory loss due to alcohol.**

Favorable rating: 38% of weighted responses reported **no memory loss due to alcohol.**

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

Alcohol Impairing Memory Ratings by Demographic Category

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

Legend: Frequent Memory Loss due to Alcohol | Infrequent Memory Loss due to Alcohol | No Memory Loss due to Alcohol

Category	Frequent	Infrequent	No Memory Loss
Overall	52%	10%	38%
Non-Hispanic White	48%	16%	36%
Minority	56%	4%	40%
Male	48%	16%	36%
Female	56%	4%	40%
Enlisted	26%	35%	39%
Officer	58%	3%	39%

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

would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall factor rating for *Alcohol Impairing Memory* and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Alcohol Impairing Memory*, this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Alcohol Impairing Memory*, this indicates that your unit's/organization's factor rating is above the benchmark cutoff of 3%. Scores above this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 48% of weighted responses from non-Hispanic White participants reported frequent memory loss due to alcohol, while 56% of weighted responses from minority participants reported frequent memory loss due to alcohol;
- 48% of weighted responses from male participants reported frequent memory loss due to alcohol, and 56% of weighted responses from female participants reported frequent memory loss due to alcohol;
- 26% of weighted responses from enlisted participants reported frequent memory loss due to alcohol, while 58% of weighted responses from officers reported frequent memory loss due to alcohol.

The middle ratings (marked in yellow) can be interpreted as:
- 16% of weighted responses from non-Hispanic White participants reported infrequent memory loss due to alcohol, while 4% of weighted responses from minority participants reported infrequent memory loss due to alcohol;
- 16% of weighted responses from male participants reported infrequent memory loss due to alcohol, while 4% of female participants reported infrequent memory loss due to alcohol;
- 35% of weighted responses from enlisted participants reported infrequent memory loss due to alcohol, while 3% of weighted responses from officers reported infrequent memory loss due to alcohol.

The favorable ratings (marked in green) can be interpreted as:
- 36% of weighted response from non-Hispanic White participants reported no memory loss due to alcohol, while 40% of weighted responses from minority participants reported no memory loss due to alcohol;
- 36% of weighted responses from male participants reported no memory loss due to alcohol, while 40% of weighted responses from female participants reported no memory loss due to alcohol;
- 39% of weighted responses from enlisted participants reported no memory loss due to alcohol, while 39% of weighted responses from officers reported no memory loss due to alcohol.

How do Item Summary tables help me interpret my factor score?

Alcohol Impairing Memory is a one-item factor, so the item summary table contains the same information as the overall factor rating graph. However, the item summary table provides a more nuanced breakdown of the factor, providing the percentage of weighted responses for each response option.

Scientific Research References on Alcohol Impairing Memory

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What is Binge Drinking?

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

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

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

Why is it important?

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

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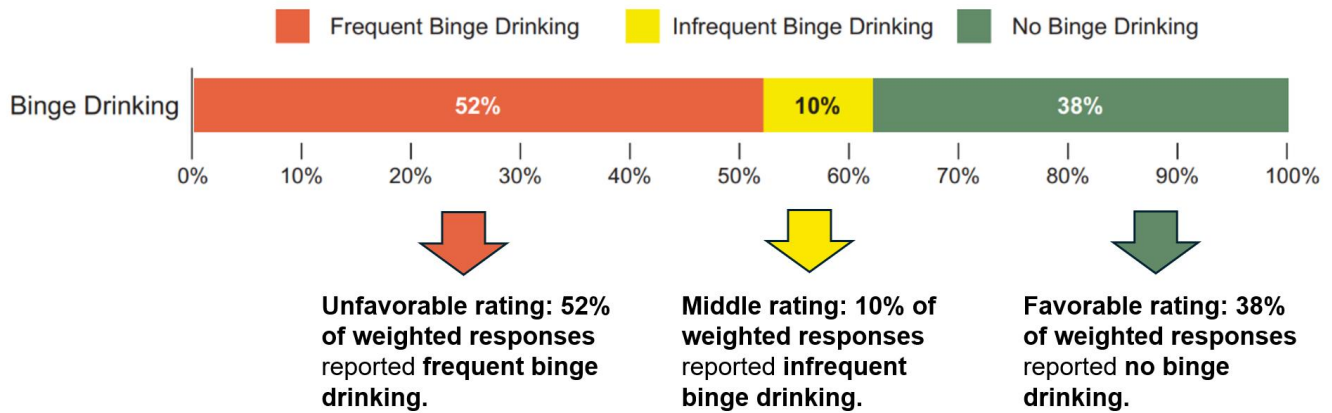
How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Binge Drinking* in a stacked bar graph showing ratings for **Frequent Binge Drinking**, **Infrequent Binge Drinking**, and **No Binge Drinking**. Because *Binge Drinking* is a factor measured by a single question, you should interpret results as "X% of weighted responses" (not participants). An example is shown below:

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[c] Prior to 2025, the term "gender" was used to describe men and women, and these groups were defined using survey items and/or administrative data categories for "male" and "female"; therefore, references to gender should be understood to mean "sex" pursuant to Executive Order 14168.
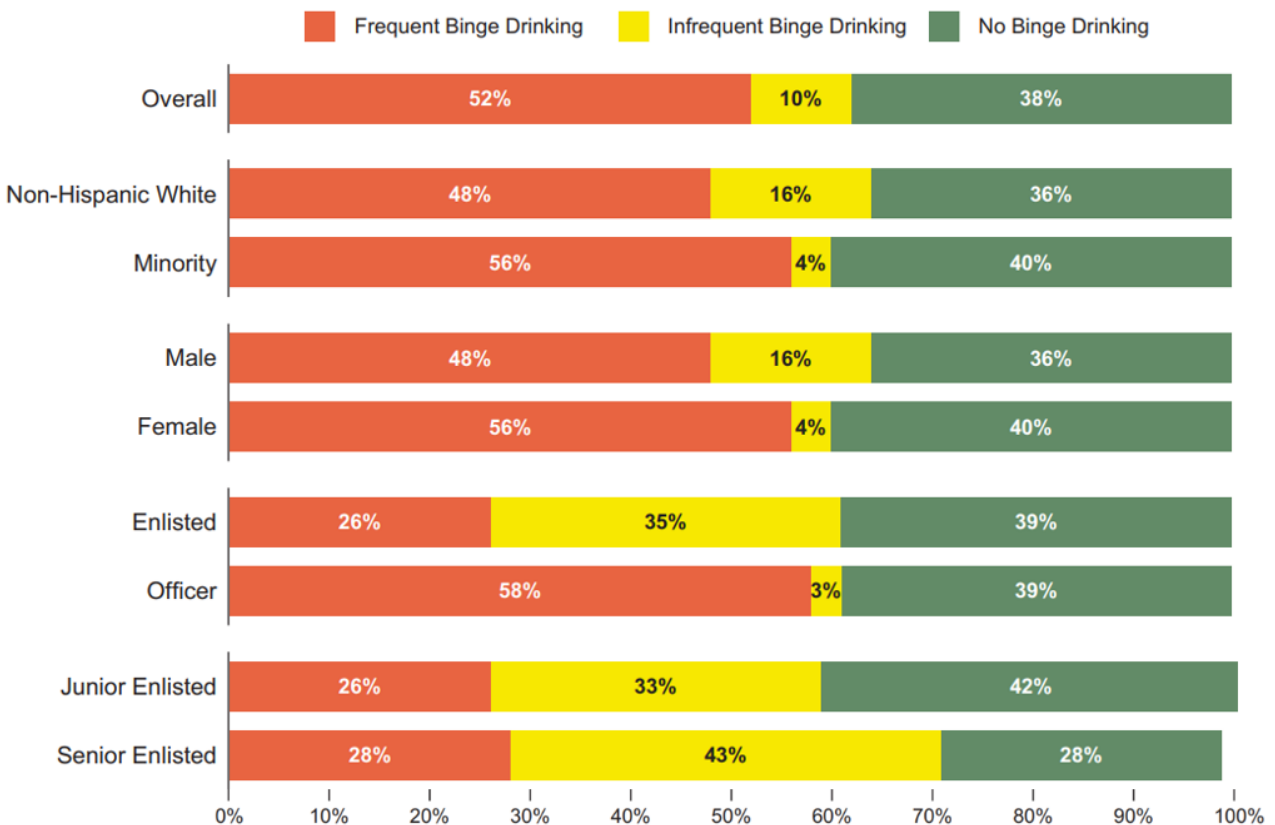
BINGE DRINKING

Binge Drinking measures how often, during the last three months, one consumed 5 or more drinks on one occasion. This pattern of drinking alcohol within 2 hours brings blood alcohol concentration (BAC) to 0.08 percent or higher for typical adults. Frequent binge drinking is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.

Legend: Frequent Binge Drinking | Infrequent Binge Drinking | No Binge Drinking

Binge Drinking	Frequent Binge Drinking	Infrequent Binge Drinking	No Binge Drinking
Binge Drinking	52%	10%	38%

Unfavorable rating: 52% of weighted responses reported **frequent binge drinking.**

Middle rating: 10% of weighted responses reported **infrequent binge drinking.**

Favorable rating: 38% of weighted responses reported **no binge drinking.**

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

Binge Drinking Ratings by Demographic Category

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

Legend: Frequent Binge Drinking | Infrequent Binge Drinking | No Binge Drinking

Demographic Category	Frequent Binge Drinking	Infrequent Binge Drinking	No Binge Drinking
Overall	52%	10%	38%
Non-Hispanic White	48%	16%	36%
Minority	56%	4%	40%
Male	48%	16%	36%
Female	56%	4%	40%
Enlisted	26%	35%	39%
Officer	58%	3%	39%
Junior Enlisted	26%	33%	42%
Senior Enlisted	28%	43%	28%

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

have particularly high or low perceptions of command climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall factor rating for *Binge Drinking* and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Binge Drinking* this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Binge Drinking*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 9%. Scores above this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 48% of weighted responses from non-Hispanic White participants reported frequent binge drinking, while 56% of weighted responses from minority participants reported frequent binge drinking;
- 48% of weighted responses from male participants reported frequent binge drinking, while 56% of weighted responses from female participants reported frequent binge drinking;
- 26% of weighted responses from enlisted participants reported frequent binge drinking, while 58% of weighted responses from officers reported frequent binge drinking;
- 26% of weighted responses from junior enlisted participants reported frequent binge drinking, while 28% of weighted responses senior enlisted participants reported frequent binge drinking.

The middle ratings (marked in yellow) can be interpreted as:
- 16% of weighted responses from non-Hispanic White participants reported infrequent binge drinking, while 4% of weighted responses from minority participants reported infrequent binge drinking;
- 16% of weighted responses from male participants reported infrequent binge drinking, while 4% of weighted responses from female participants reported infrequent binge drinking;
- 35% of weighted responses from enlisted participants reported infrequent binge drinking, while 3% of weighted responses from officers reported infrequent binge drinking;
- 33% of weighted responses from junior enlisted participants reported infrequent binge drinking, while 43% of weighted responses from senior enlisted participants reported infrequent binge drinking.

The favorable ratings (marked in green) can be interpreted as:
- 36% of weighted responses from non-Hispanic White participants reported no binge drinking, while 40% of weighted responses from minority participants reported no binge drinking;
- 36% of weighted responses from male participants reported no binge drinking, while 40% of weighted responses from female participants reported no binge drinking;
- 39% of weighted responses from enlisted participants reported no binge drinking, while 39% of weighted responses from officers reported no binge drinking;
- 42% of weighted responses from junior enlisted participants reported no binge drinking, while 28% of weighted responses from senior enlisted participants reported no binge drinking.

How do Item Summary tables help me interpret my factor score?

Binge Drinking is a one-item factor, so the item summary table contains the same information as the overall factor rating graph. However, the item summary table provides a more nuanced breakdown of the factor, providing the percentage of weighted responses for each response option.

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Passive Leadership

What is Passive Leadership?

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

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

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

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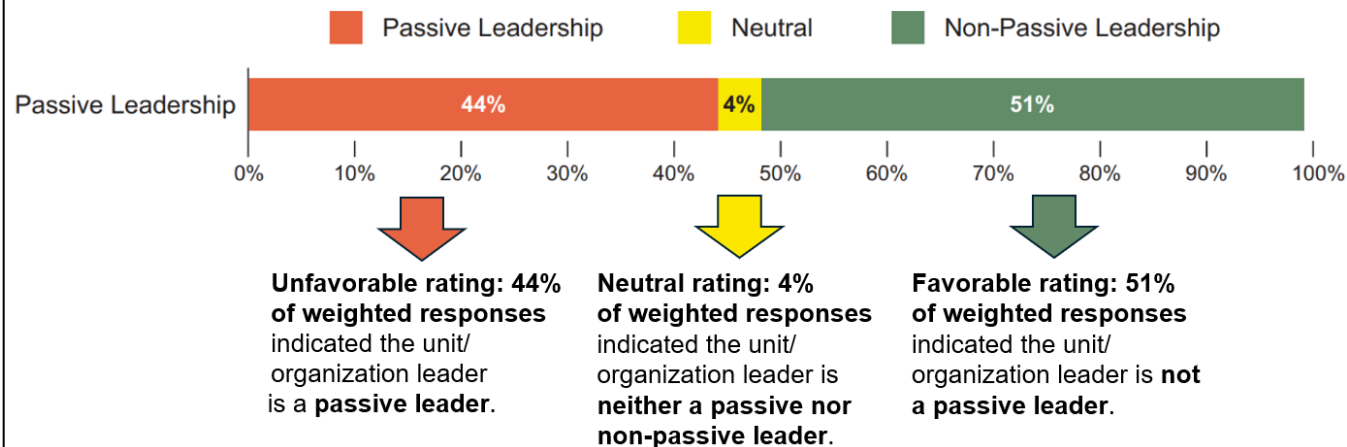
Why is it important?

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

How do I read my factor ratings?

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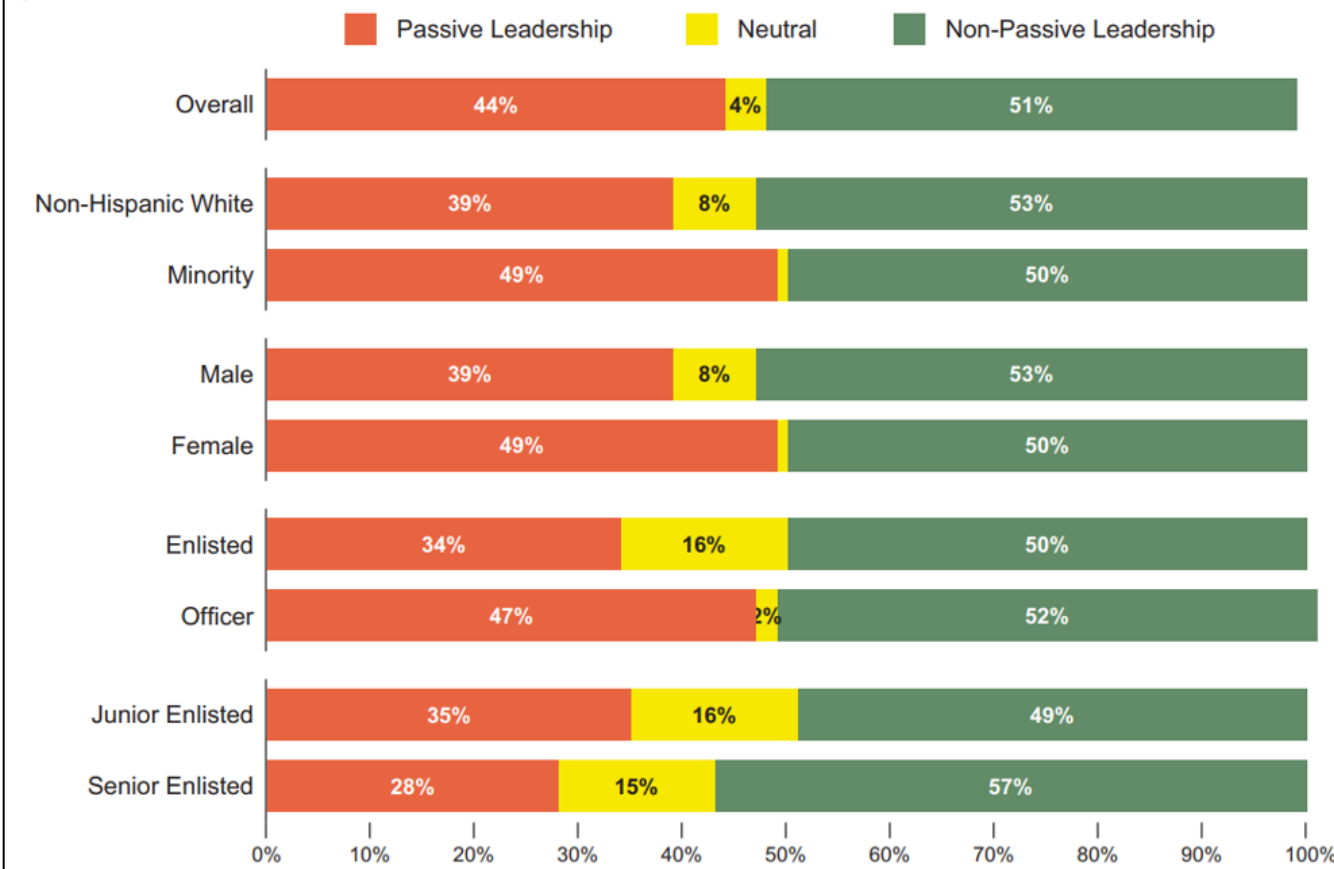
PASSIVE LEADERSHIP - RATINGS FOR UNIT LEADER

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

Legend: ■ Passive Leadership ■ Neutral ■ Non-Passive Leadership

Passive Leadership: 44% | 4% | 51%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

Unfavorable rating: 44% of weighted responses indicated the unit/ organization leader is a **passive leader**.

Neutral rating: 4% of weighted responses indicated the unit/ organization leader is **neither a passive nor non-passive leader**.

Favorable rating: 51% of weighted responses indicated the unit/ organization leader is **not a passive leader**.

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

Passive Leadership - Ratings for Unit Leader by Demographic Category

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

Legend: ■ Passive Leadership ■ Neutral ■ Non-Passive Leadership

Demographic Category	Passive Leadership	Neutral	Non-Passive Leadership
Overall	44%	4%	51%
Non-Hispanic White	39%	8%	53%
Minority	49%		50%
Male	39%	8%	53%
Female	49%		50%
Enlisted	34%	16%	50%
Officer	47%	2%	52%
Junior Enlisted	35%	16%	49%
Senior Enlisted	28%	15%	57%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

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

have particularly high or low perceptions of command climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall factor rating for *Passive Leadership* for the unit leader, the NCO/SEL, and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Passive Leadership* this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Passive Leadership*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 27% for the unit leader or 25% for the NCO/SEL. Scores above these thresholds suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 39% of weighted responses from non-Hispanic White participants indicated the unit leader is a passive leader, while 49% of weighted responses from minority participants indicated the unit leader is a passive leader;
- 39% of weighted responses from male participants indicated the unit leader is a passive leader, while 49% of weighted responses from female participants indicated the unit leader is a passive leader;
- 34% of weighted responses from enlisted participants indicated the unit leader is a passive leader, while 47% of weighted responses from officers indicated the unit leader is a passive leader;
- 35% of weighted responses from junior enlisted indicated the unit leader is a passive leader, while 28% of weighted responses from senior enlisted indicated the unit leader is a passive leader.

The neutral ratings (marked in yellow) can be interpreted as:
- 8% of weighted responses from non-Hispanic White participants indicated the unit leader is neither passive nor non-passive, while 1% of weighted responses from minority participants indicated the unit leader is neither passive nor non-passive;
- 8% of weighted responses from male participants indicated the unit leader is neither passive nor non-passive, and 1% of weighted responses from female participants indicated the unit leader is neither passive nor non-passive;
- 16% of weighted responses from enlisted participants indicated the unit leader is neither passive nor non-passive, while 2% of weighted responses from officers indicated the unit leader is neither passive nor non-passive;
- 16% of weighted responses from junior enlisted indicated the unit leader is neither passive nor non-passive, while 15% of weighted responses from senior enlisted indicated the unit leader is neither passive nor non-passive.

The favorable ratings (marked in green) can be interpreted as:
- 53% of weighted responses from non-Hispanic White participants indicated the unit leader is not a passive leader, while 50% of responses from minority participants indicated the unit leader is not a passive leader;
- 53% of weighted responses from male participants indicated the unit leader is not a passive leader, and 50% of weighted responses from female participants indicated the unit leader is not a passive leader;
- 50% of responses from enlisted participants indicated the unit leader is not a passive leader, while 52% of weighted responses from officers indicated the unit leader is not a passive leader;
- 49% of responses from junior enlisted indicated the unit leader is not a passive leader, while

57% of weighted responses from senior enlisted indicated the unit leader is not a passive leader.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Passive Leadership* detailed page to understand which questions may be driving your favorable rating. This factor is created from two questions each for the organizational leader and the Senior NCO/SEL, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there is one question that has a higher percentage of participants who selected *Strongly Agree* or *Agree*, this question is the one driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Passive Leadership*.

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What are Racially Harassing Behaviors?

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

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

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

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

Why is it important?

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

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

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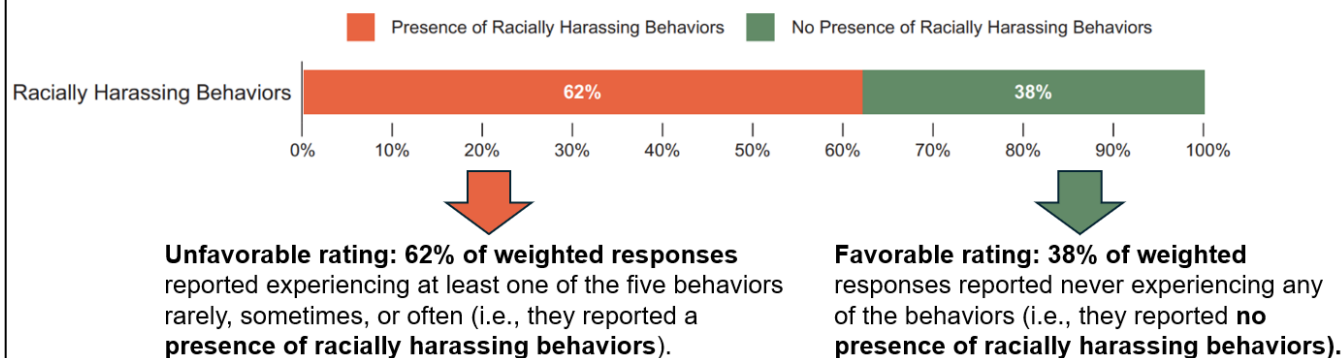
How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Racially Harassing Behaviors* in a stacked bar graph showing ratings for **Presence of Racially Harassing Behaviors** and **No Presence of Racially Harassing Behaviors**. While *Racially Harassing Behaviors* is a factor that is measured by multiple questions, because of the way it is calculated, you should interpret the results as "X% of weighted responses" (not participants). An example is shown below:

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

Racially Harassing Behaviors Ratings by Demographic Category

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

Legend:
- Presence of Racially Harassing Behaviors
- No Presence of Racially Harassing Behaviors

Demographic	Presence of Racially Harassing Behaviors	No Presence of Racially Harassing Behaviors
Overall	62%	38%
Non-Hispanic White	64%	36%
Minority	60%	40%
Male	64%	36%
Female	60%	40%
Enlisted	61%	39%
Officer	61%	39%

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

Examine the bar graph showing the overall factor rating for *Racially Harassing Behaviors* and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Racially Harassing Behaviors* this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Racially Harassing Behaviors*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 27%. Scores above this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 64% of weighted responses from non-Hispanic White participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 60% of weighted responses from minority participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*;
- 64% of weighted responses from male participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 60% of weighted responses from female participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*;
- 61% of weighted responses from enlisted participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 61% of weighted responses from officer participants reported experiencing at least one of the racially harassing behaviors *Rarely*, *Sometimes*, or *Often*.

The favorable ratings (marked in green) can be interpreted as:

- 36% of weighted responses from non-Hispanic White participants reported never experiencing any of the racially harassing behaviors, while 40% of weighted responses from minority participants reported never experiencing any of the racially harassing behaviors;
- 36% of weighted responses from male participants reported never experiencing any of the racially harassing behaviors, while 40% of weighted responses from female participants reported never experiencing any of the racially harassing behaviors;
- 39% of weighted responses from enlisted participants reported never experiencing any of the racially harassing behaviors, while 39% of weighted responses from officer participants reported never experiencing any of the racially harassing behaviors.

How do Item Summary Tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Racially Harassing Behaviors* detailed page to understand which questions may be driving your favorable rating. This factor is created from five questions, so compare the percentage of participants who selected *Rarely*, *Sometimes*, or *Often* to each question. If there are questions that have a higher percentage of participants who selected *Rarely*, *Sometimes*, or *Often*, these items are driving the lower favorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Racially Harassing Behaviors*.

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What are Sexist Behaviors?

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

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

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

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

Why is it important?

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

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

How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Sexist Behaviors* in a stacked bar graph showing ratings for **No Presence of Sexist Behaviors** and **Presence of Sexist Behaviors**. Because *Sexist Behaviors* is a factor measured by a single question, you should interpret results as
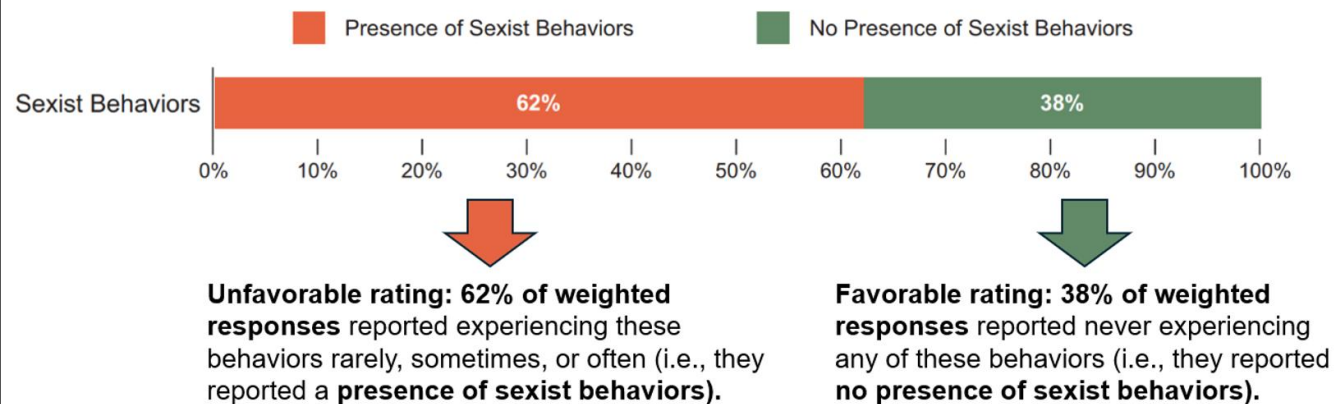
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[d] Prior to 2025, the term "gender" was used to describe men and women, and these groups were defined using survey items and/or administrative data categories for "male" and "female"; therefore, references to gender should be understood to mean "sex" pursuant to Executive Order 14168.

"X% of weighted responses" (not participants). An example is shown below:

SEXIST BEHAVIORS

This factor measures prejudicial, stereotypical, or negative attitudes and opinions based on sex that occurred over the past three months. Sexist behaviors also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the sex of the individual. These behaviors are similar to DoD's policy definition of sex discrimination; however, the DEOCS does not measure whether the behaviors limit or harm the respondent's career, which is required to meet the policy definition of sex discrimination.
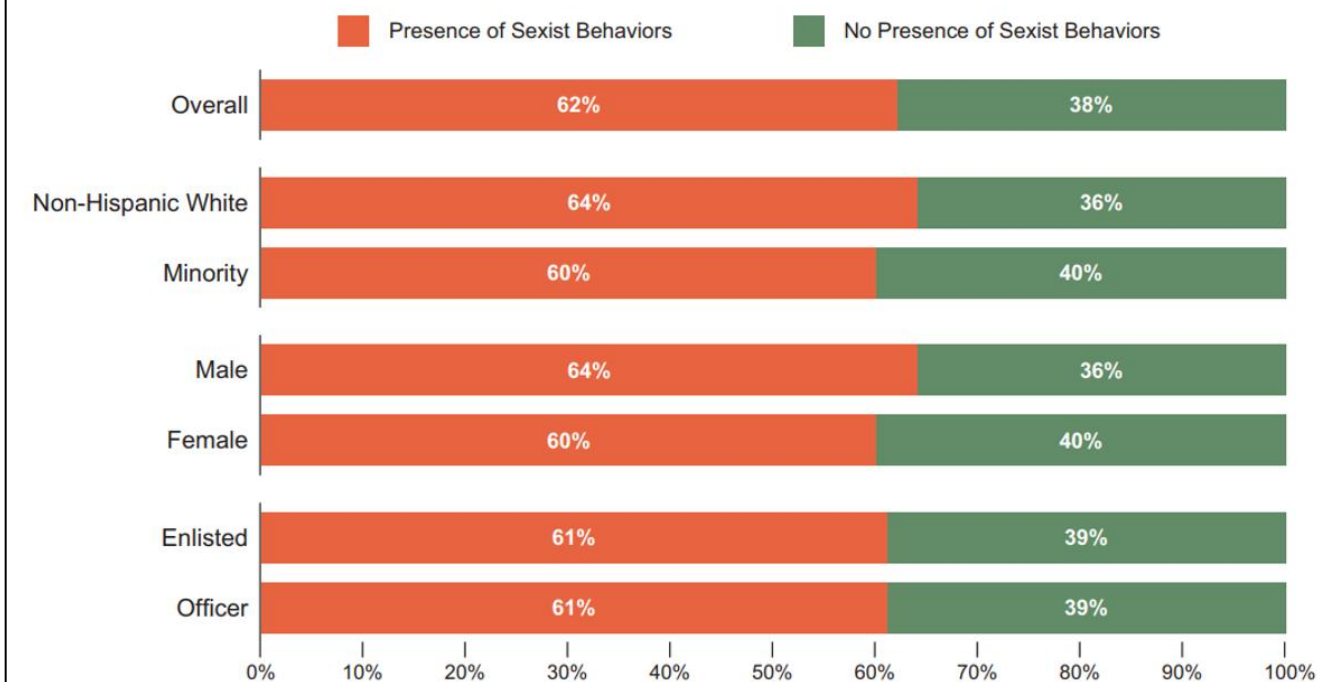
The presence of sexist behaviors in organizations is linked to a higher likelihood of sexual harassment and sexual assault, as well as lower levels of readiness and retention.

■ Presence of Sexist Behaviors   ■ No Presence of Sexist Behaviors

Sexist Behaviors | 62% | 38%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Unfavorable rating: 62% of weighted responses reported experiencing these behaviors rarely, sometimes, or often (i.e., they reported a **presence of sexist behaviors).**

Favorable rating: 38% of weighted responses reported never experiencing any of these behaviors (i.e., they reported **no presence of sexist behaviors).**

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

Sexist Behaviors Ratings by Demographic Category

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

■ Presence of Sexist Behaviors   ■ No Presence of Sexist Behaviors

Category	Presence	No Presence
Overall	62%	38%
Non-Hispanic White	64%	36%
Minority	60%	40%
Male	64%	36%
Female	60%	40%
Enlisted	61%	39%
Officer	61%	39%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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

organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of command climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall factor rating for *Sexist Behaviors* and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Sexist Behaviors* this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Sexist Behaviors*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 15%. Scores above this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 64% of weighted responses from non-Hispanic White participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*, while 60% of weighted responses from minority participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*;
- 64% of weighted responses from male participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*, while 60% of weighted responses from female participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*;
- 61% of weighted responses from enlisted participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*, while 61% of weighted responses from officer participants reported experiencing sexist behaviors *Rarely*, *Sometimes*, or *Often*.

The favorable ratings (marked in green) can be interpreted as:
- 36% of weighted responses from non-Hispanic White participants reported never experiencing sexist behaviors, while 40% of weighted responses from minority participants reported never experiencing sexist behaviors;
- 36% of weighted responses from male participants reported never experiencing sexist behaviors, while 40% of weighted responses from female participants reported never experiencing sexist behaviors;
- 39% of weighted responses from enlisted participants reported never experiencing sexist behaviors, while 39% of weighted responses from officer participants reported never experiencing sexist behaviors.

How do Item Summary tables help me interpret my factor score?

Sexist Behaviors is a one-item factor, so the item summary table contains the same information as the overall factor rating graph. However, the item summary table provides a more nuanced breakdown of the factor, providing the percentage of weighted responses for each response option.

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What are Sexually Harassing Behaviors?

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

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

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

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

Why is it important?

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

The literature also indicates that the presence of sexually harassing behavior(s) is one of the best statistical predictors of individual risk for sexual harassment.[10] For example, DoD's 2018 WGRA found that 79% of women and 68% of men reported experiencing more than one instance of sex-based military equal opportunity (MEO) violation suggesting a persistent and permissive sexual harassment environment.[9,11] This coincides with several studies that found a strong positive correlation between

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[e] Prior to 2025, the term "gender" was used to describe men and women, and these groups were defined using survey items and/or administrative data categories for "male" and "female"; therefore, references to gender should be understood to mean "sex" pursuant to Executive Order 14168.
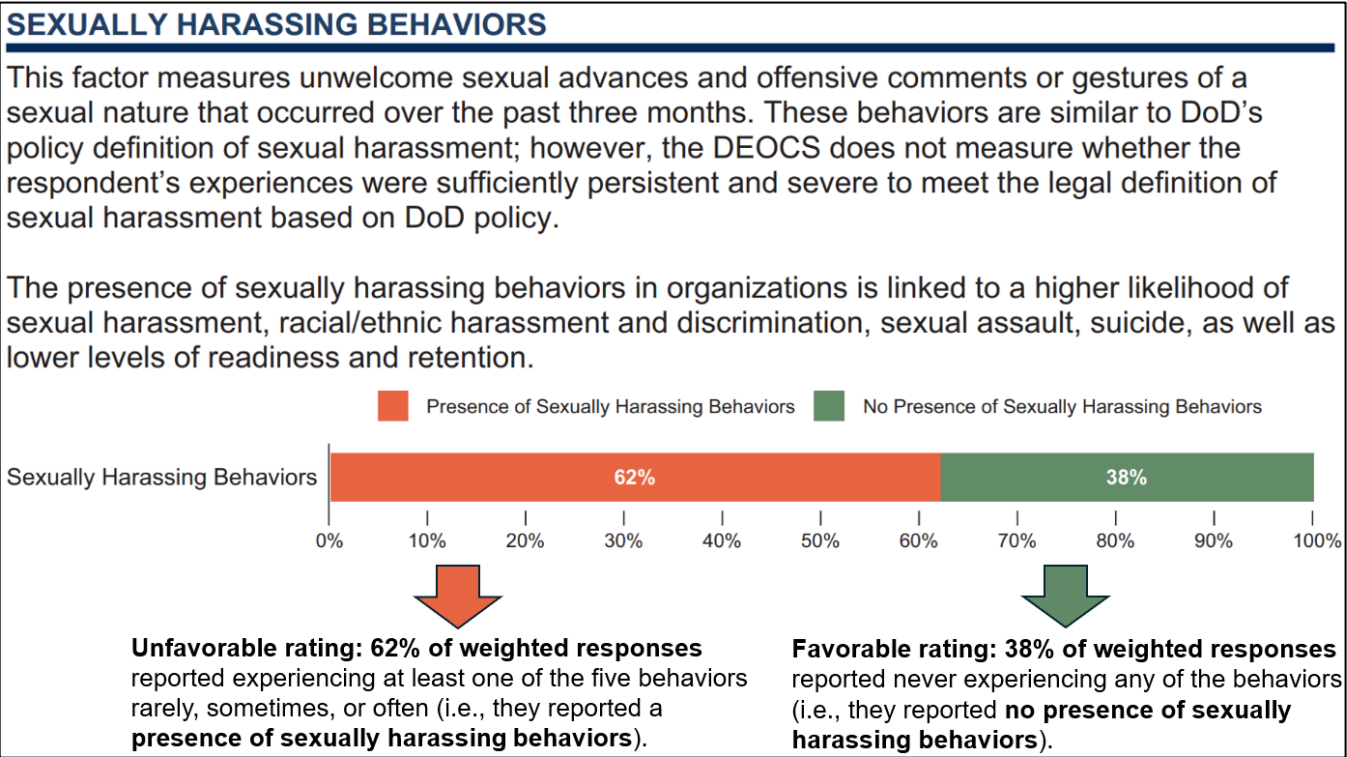
perceived organizational tolerance to sexual harassment and higher frequency of perceived occurrence of more serious sexual harassment.[7,12,13]

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

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

How do I read my factor ratings?

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

SEXUALLY HARASSING BEHAVIORS

This factor measures unwelcome sexual advances and offensive comments or gestures of a sexual nature that occurred over the past three months. These behaviors are similar to DoD's policy definition of sexual harassment; however, the DEOCS does not measure whether the respondent's experiences were sufficiently persistent and severe to meet the legal definition of sexual harassment based on DoD policy.

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

■ Presence of Sexually Harassing Behaviors   ■ No Presence of Sexually Harassing Behaviors

Sexually Harassing Behaviors: 62% | 38%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Unfavorable rating: 62% of weighted responses reported experiencing at least one of the five behaviors rarely, sometimes, or often (i.e., they reported a **presence of sexually harassing behaviors**).

Favorable rating: 38% of weighted responses reported never experiencing any of the behaviors (i.e., they reported **no presence of sexually harassing behaviors**).

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

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

Legend: ■ Presence of Sexually Harassing Behaviors ■ No Presence of Sexually Harassing Behaviors

Category	Presence	No Presence
Overall	62%	38%
Non-Hispanic White	64%	36%
Minority	60%	40%
Male	64%	36%
Female	60%	40%
Enlisted	61%	39%
Officer	61%	39%
Junior Enlisted	58%	42%
Senior Enlisted	72%	28%

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

Examine the bar graph showing the overall factor rating for *Sexually Harassing Behaviors* and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Sexually Harassing Behaviors*, this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Sexually Harassing Behaviors*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 24%. Scores above this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 64% of weighted responses from non-Hispanic White participants reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 60% of weighted responses from minority participants reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*;
- 64% of weighted responses from male participants reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 60% of weighted responses from female participants reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*;

- 61% of weighted responses from enlisted participants reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 61% of weighted responses from officers reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*;
- 58% of weighted responses from junior enlisted participants reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*, while 72% of weighted responses from senior enlisted participants reported experiencing at least one of the sexually harassing behaviors *Rarely*, *Sometimes*, or *Often*.

The favorable ratings (marked in green) can be interpreted as:
- 36% of weighted responses from non-Hispanic White participants reported never experiencing any of the sexually harassing behaviors, while 40% of weighted responses from minority participants reported never experiencing any of the sexually harassing behaviors;
- 36% of weighted responses from male participants reported never experiencing any of the sexually harassing behaviors, while 40% of weighted responses from female participants reported never experiencing any of the sexually harassing behaviors;
- 39% of weighted responses from enlisted participants reported never experiencing any of the sexually harassing behaviors, while 39% of weighted responses from officers reported never experiencing any of the sexually harassing behaviors;
- 42% of weighted responses from junior enlisted participants reported never experiencing any of the sexually harassing behaviors, while 28% of weighted responses from senior enlisted participants reported never experiencing any of the sexually harassing behaviors.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Sexually Harassing Behaviors* detailed page to understand which questions may be driving your unfavorable rating. This factor is created from five questions, so compare the percentage of participants who selected *Often*, *Sometimes*, or *Rarely* to each question. If there is one question that has a higher percentage of participants who selected *Often*, *Sometimes*, or *Rarely*, this question is the one driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Sexually Harassing Behaviors*.

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What is Stress?

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

The following items are used to assess *Stress* on the DEOCS using a four-point response scale from *Never* to *Often*. Participants are asked to think about the past three months when responding.

- In the past three months, how often have you felt nervous or stressed?
- In the past three months, how often have you found that you could not cope with all of the things you had to do?

Why is it important?

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

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

How do I read my factor ratings?

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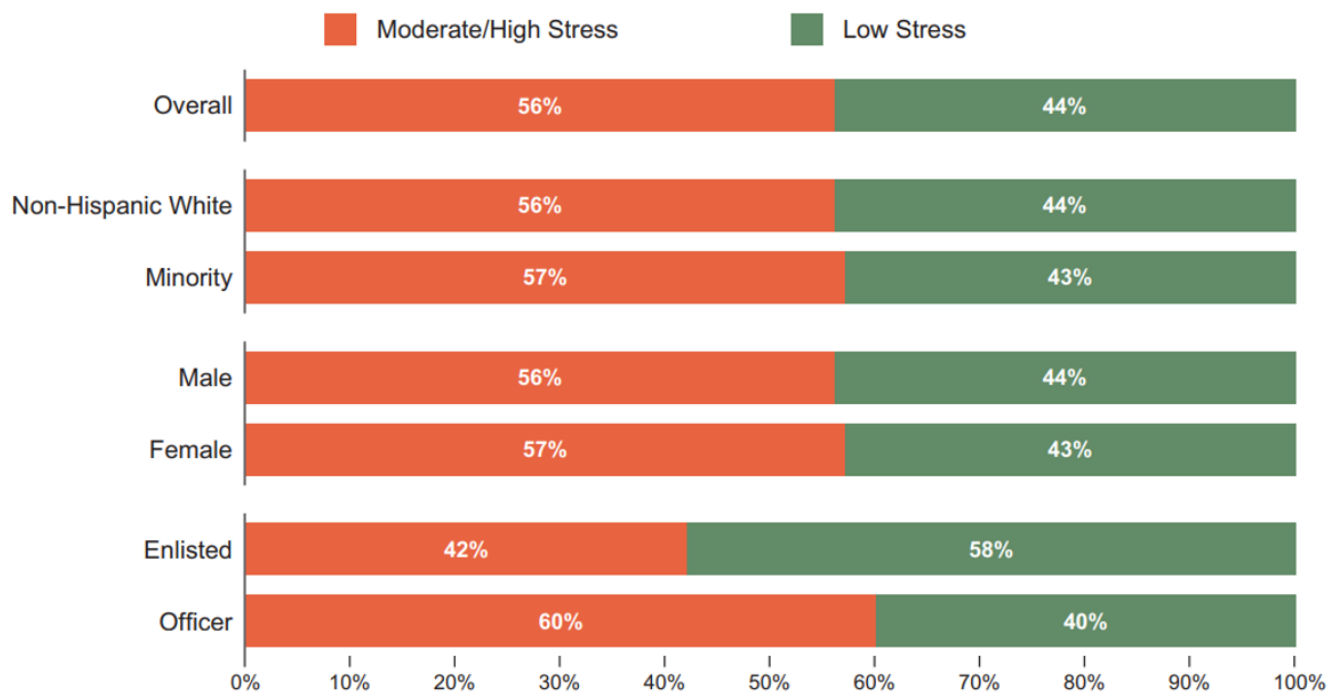
STRESS

Stress measures the feeling of emotional strain or pressure. Stressed individuals may feel unable to predict or influence valued and prominent aspects of their lives. Higher levels of stress are linked to a higher likelihood of suicide, as well as lower levels of readiness and retention.

Legend: ■ Moderate/High Stress   ■ Low Stress

	Moderate/High Stress	Low Stress
Stress	56%	44%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

Unfavorable rating: 56% of weighted responses indicated moderate or high stress.

Favorable rating: 44% of weighted responses indicated low stress.

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

Stress Ratings by Demographic Category

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

Legend: ■ Moderate/High Stress   ■ Low Stress

Category	Moderate/High Stress	Low Stress
Overall	56%	44%
Non-Hispanic White	56%	44%
Minority	57%	43%
Male	56%	44%
Female	57%	43%
Enlisted	42%	58%
Officer	60%	40%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

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

Examine the bar graph showing the overall factor rating for *Stress* and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Stress*, this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Stress*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 55%. Scores above this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 56% of weighted responses from non-Hispanic White participants indicated moderate or high stress, while 57% of weighted responses from minority participants indicated moderate or high stress;
- 56% of weighted responses from male participants indicated moderate or high stress, while 57% of weighted responses from female participants indicated moderate or high stress;
- 42% of weighted responses from enlisted participants indicated moderate or high stress, while 60% weighted of responses from officers indicated moderate or high stress.

The favorable ratings (marked in green) can be interpreted as:
- 44% of weighted responses from non-Hispanic White participants indicated low stress, while 43% of weighted responses from minority participants indicated low stress;
- 44% of weighted responses from male participants indicated low stress, while 43% of weighted responses from female participants indicated low stress;
- 58% of weighted responses from enlisted participants indicated low stress, while 40% of weighted responses from officers indicated low stress.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Stress* detailed page to understand which questions may be driving your unfavorable rating. This factor is created from two questions, so compare the percentage of participants who selected *Often* or *Sometimes* to each question. If there is one question that has a higher percentage of participants who selected *Often* or *Sometimes*, this question is the one driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Stress*.

Scientific Research References on Stress

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What is Toxic Leadership?

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

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

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

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

Why is it important?

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

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

How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Toxic Leadership* in a stacked bar graph showing ratings for **Toxic Leadership**, **Neutral**, and **Non-Toxic Leadership**.

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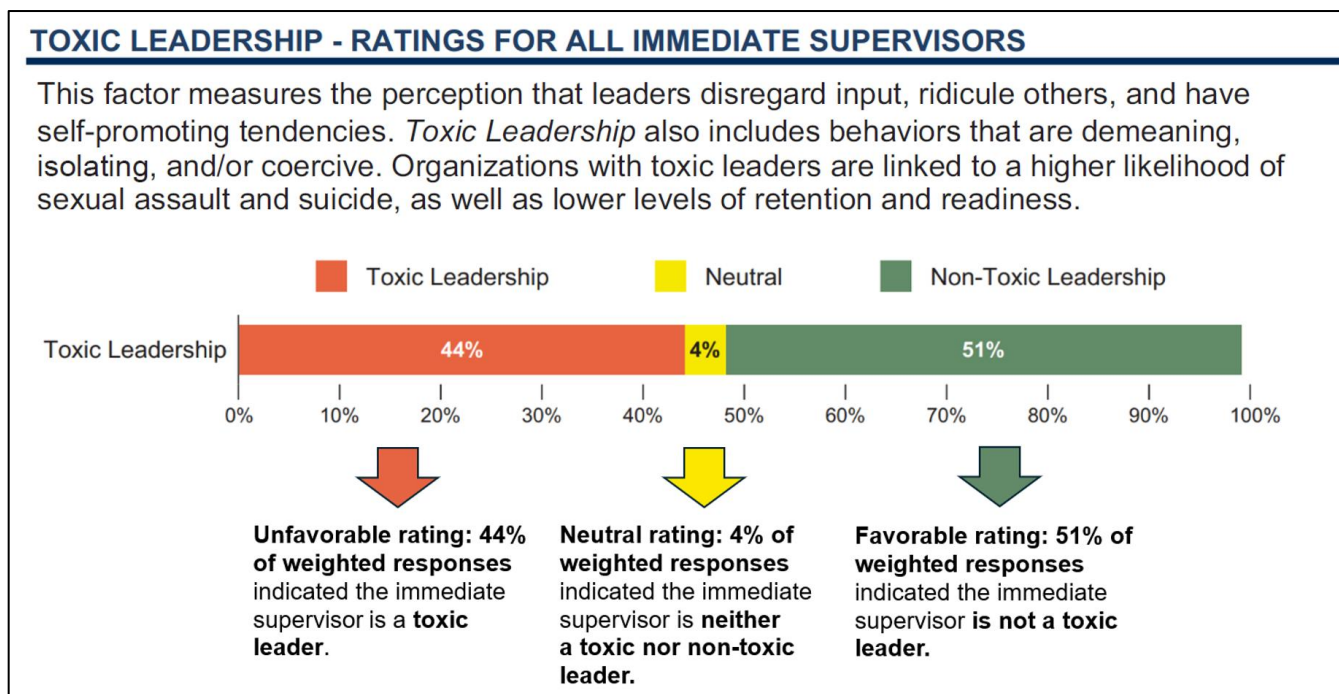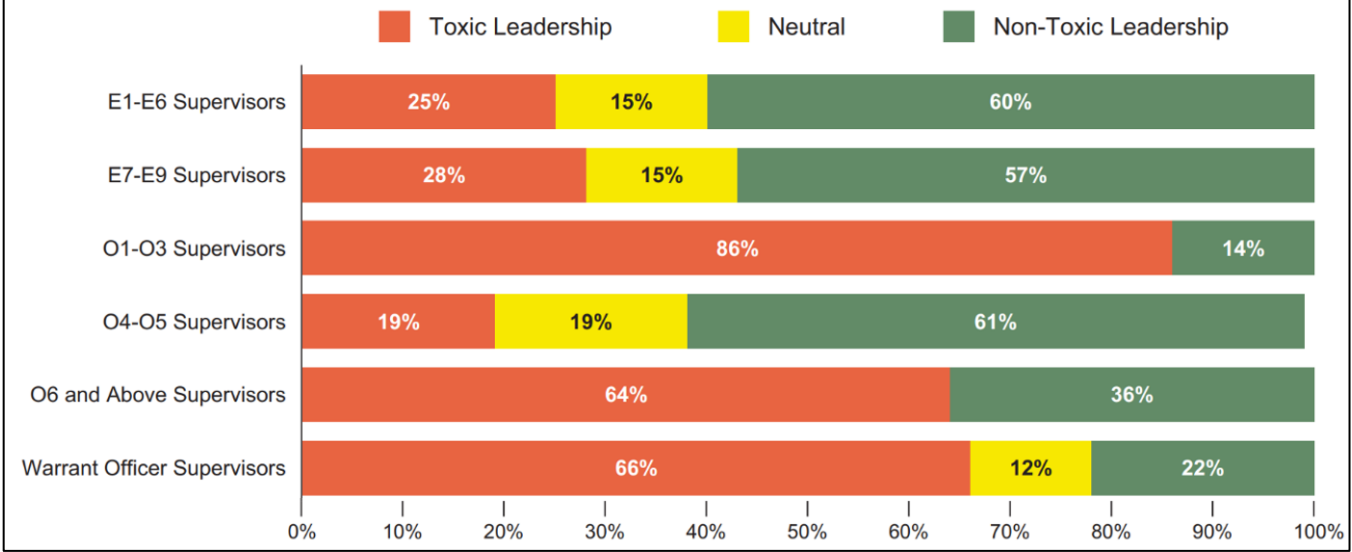

If your unit/organization had enough participants, you may also see these ratings broken down by rank/paygrade of immediate supervisor in additional stacked bar graphs. On the survey, participants were asked to select the rank/paygrade of their immediate supervisor and at least five responses were needed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

The example below shows results for multiple ranks of immediate supervisors, including E1-E6 supervisors, E7-E9 supervisors, O1-O3 supervisors, O4-O5 supervisors, O6 and above supervisors, and warrant officer supervisors.

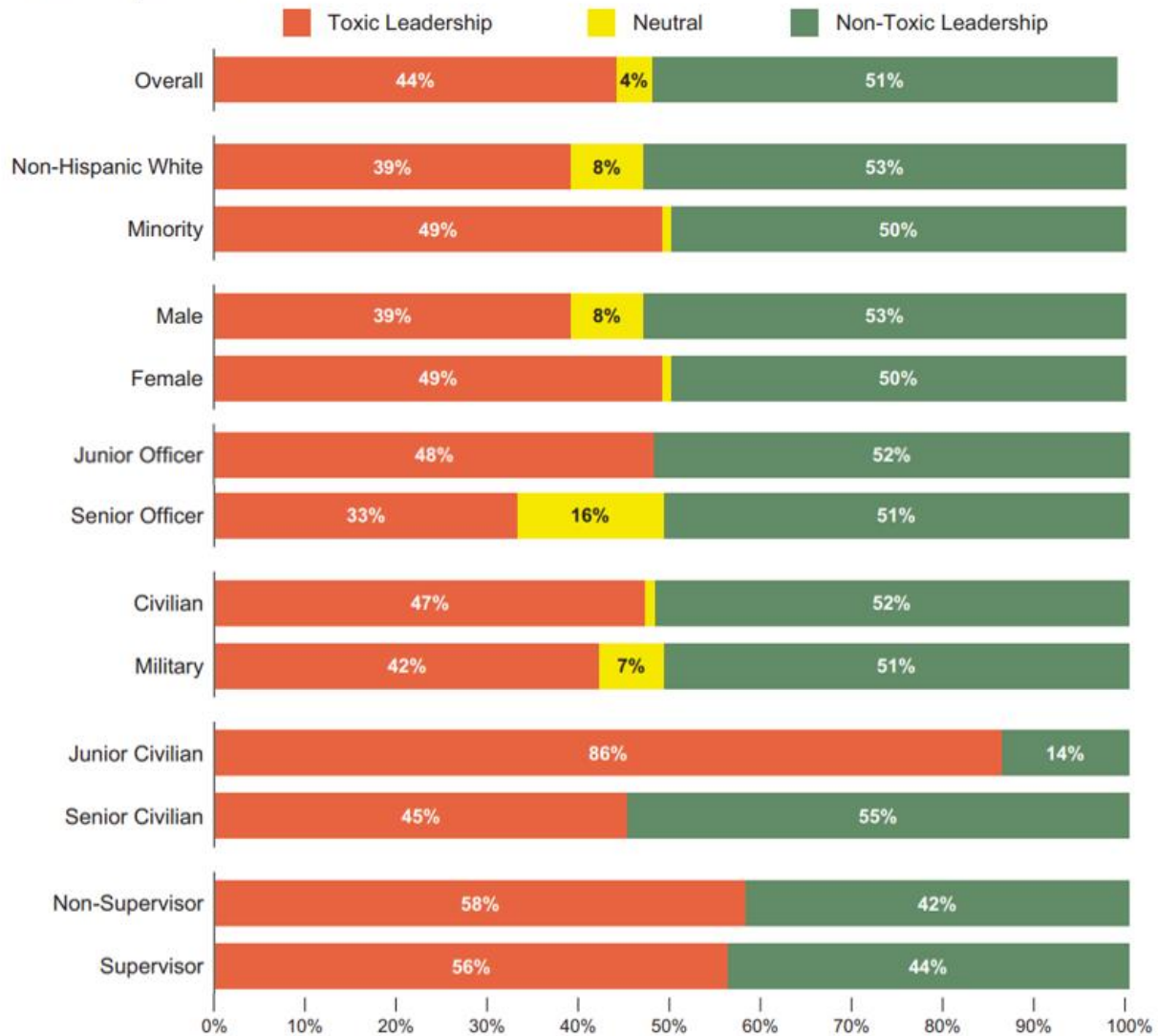## Toxic Leadership - Ratings by Rank of Immediate Supervisor

This graph displays toxic and non-toxic leadership ratings for immediate supervisors of various ranks. Data are only displayed if at least five participants provided ratings for immediate supervisors of specific ranks.

Legend: ■ Toxic Leadership ■ Neutral ■ Non-Toxic Leadership

Supervisor Rank	Toxic Leadership	Neutral	Non-Toxic Leadership
E1-E6 Supervisors	25%	15%	60%
E7-E9 Supervisors	28%	15%	57%
O1-O3 Supervisors	86%		14%
O4-O5 Supervisors	19%	19%	61%
O6 and Above Supervisors	64%		36%
Warrant Officer Supervisors	66%	12%	22%

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

Toxic Leadership - Ratings for All Immediate Supervisors by Demographic Category

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

Category	Toxic Leadership	Neutral	Non-Toxic Leadership
Overall	44%	4%	51%
Non-Hispanic White	39%	8%	53%
Minority	49%		50%
Male	39%	8%	53%
Female	49%		50%
Junior Officer	48%		52%
Senior Officer	33%	16%	51%
Civilian	47%		52%
Military	42%	7%	51%
Junior Civilian	86%		14%
Senior Civilian	45%		55%
Non-Supervisor	58%		42%
Supervisor	56%		44%

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

Examine the bar graph showing the overall factor rating for *Toxic Leadership* for the immediate supervisors, for the NCO/SEL, and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Toxic Leadership*, this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Toxic Leadership*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 17% for immediate supervisors and 17% for the NCO/SEL. Scores above these thresholds suggest that unit/organization members are at high risk of experiencing negative outcomes.

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

- 39% of weighted responses from non-Hispanic White participants indicated the immediate supervisor is a toxic leader, and 49% of weighted responses from minority participants indicated the immediate supervisor is a toxic leader;
- 39% of weighted responses from male participants indicated the immediate supervisor is a toxic leader, while 49% of weighted responses from female participants indicated the immediate supervisor is a toxic leader;
- 48% of weighted responses from junior officers indicated the immediate supervisor is a toxic leader, while 33% of weighted responses from senior officers indicated the immediate supervisor is a toxic leader;
- 47% of weighted responses from civilian participants indicated the immediate supervisor is a toxic leader, while 42% of weighted responses from military participants indicated the immediate supervisor is a toxic leader;
- 86% of weighted responses from junior civilians indicated the immediate supervisor is a toxic leader, while 45% of weighted responses from senior civilians indicated the immediate supervisor is a toxic leader;
- 58% of weighted responses from non-supervisor participants indicated the immediate supervisor is a toxic leader, while 56% of weighted responses from supervisory participants indicated the immediate supervisor is a toxic leader.

The neutral ratings (marked in yellow) can be interpreted as:

- 8% of weighted responses from non-Hispanic White participants indicated the immediate supervisor is neither toxic nor non-toxic, and 1% of weighted responses from minority participants indicated the immediate supervisor is neither toxic nor non-toxic;
- 8% of weighted responses from male participants indicated the immediate supervisor is neither toxic nor non-toxic, while 1% of weighted responses from female participants indicated the immediate supervisor is neither toxic nor non-toxic;
- 0% of weighted responses from junior officers indicated the immediate supervisor is neither toxic nor non-toxic, while 16% of weighted responses from senior officers indicated the immediate supervisor is neither toxic nor non-toxic;
- 1% of weighted responses from civilian participants indicated the immediate supervisor is neither toxic nor non-toxic, while 7% of weighted responses from military participants indicated the immediate supervisor is neither toxic nor non-toxic;
- 0% of weighted responses from junior civilians indicated the immediate supervisor is neither toxic nor non-toxic, while 0% of weighted responses from senior civilians indicated the immediate supervisor is neither toxic nor non-toxic;
- 0% of weighted responses from non-supervisor participants indicated the immediate supervisor is neither toxic nor non-toxic, while 0% of weighted responses from supervisory participants indicated the immediate supervisor is neither toxic nor non-toxic.

The favorable ratings (marked in green) can be interpreted as:

- 53% of weighted responses from non-Hispanic White participants indicated the immediate supervisor is not a toxic leader, and 50% of weighted responses from minority participants indicated the immediate supervisor is not a toxic leader;
- 53% of weighted responses from male participants indicated the immediate supervisor is not a toxic leader, while 50% of weighted responses from female participants indicated the immediate supervisor is not a toxic leader;
- 52% of weighted responses from junior officers indicated the immediate supervisor is not a toxic leader, while 51% of weighted responses from senior officers indicated the immediate supervisor is not a toxic leader;
- 52% of weighted responses from civilian participants indicated the immediate supervisor is not a toxic leader, while 51% of weighted responses from military participants indicated the

immediate supervisor is not a toxic leader;

- 14% of weighted responses from junior civilians indicated the immediate supervisor is not a toxic leader, while 55% of weighted responses from senior civilians indicated the immediate supervisor is not a toxic leader;
- 42% of weighted responses from non-supervisor participants indicated the immediate supervisor is not a toxic leader, while 44% of weighted responses from supervisory participants indicated the immediate supervisor is not a toxic leader.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Toxic Leadership* detailed page to understand which questions may be driving your unfavorable rating. This factor is created from three questions each for the immediate supervisors and the Senior NCO/SEL, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there is one question that has a higher percentage of participants who selected *Strongly Agree* or *Agree*, this question is the one driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Toxic Leadership*.

Scientific Research References on Toxic Leadership

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What is Workplace Hostility?

Workplace Hostility measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance.[8]

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

How often does someone from your unit…
- intentionally interfere with your work performance?
- take credit for work or ideas that were yours?
- use insults, sarcasm, or gestures to humiliate you?
- yell when they are angry with you?

Why is it important?

Studies consistently find that the presence of *Workplace Hostility* is associated with lower performance and readiness as well as an increase in turnover intentions.[1,2,3] For example, a study that looked at healthcare workers found that *Workplace Hostility* has been proven to lower performance, increase absenteeism, and contribute to greater employee turnover rate and intentions.[4,5]

In addition, the presence of *Workplace Hostility* is associated with an increased risk of sexual harassment.[6,7] DoD research consistently finds that military personnel who experience *Workplace Hostility* are at significantly greater likelihood of also experiencing sexual harassment and sexual assault at the individual level.[8,9] Beyond the individual level, levels of *Workplace Hostility* at an installation/ship emerged among the top 10 statistical predictors of installation level sexual assault rates, out of more than 20 command climate and location-based risk factors.[10]

How do I read my factor ratings?

The DEOCS Survey Results and Executive Report display results for *Workplace Hostility* in a stacked bar graph showing ratings for **Frequent Workplace Hostility**, **Rare Workplace Hostility**, and **No Workplace Hostility**. Because *Workplace Hostility* is a factor measured by multiple questions, you should interpret results as "X% of weighted responses" (not participants). An example is shown below:
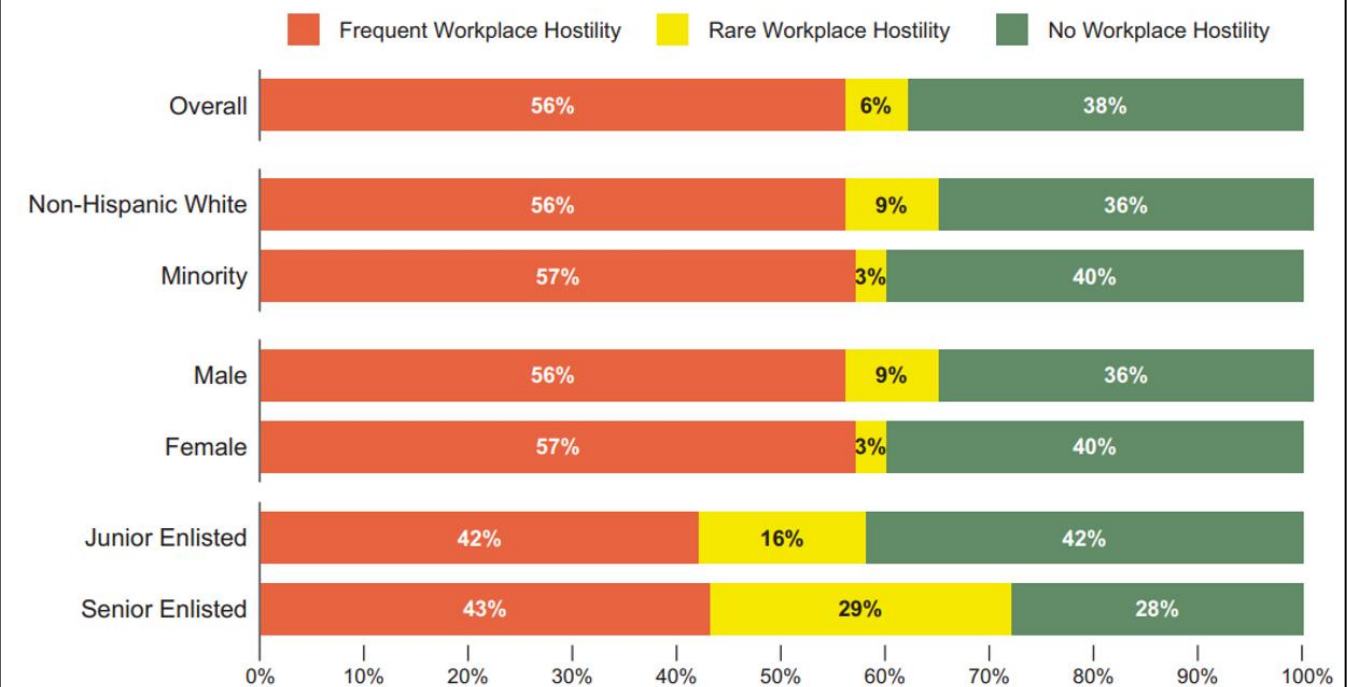
WORKPLACE HOSTILITY

Workplace Hostility measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such as insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance. Organizations with frequent workplace hostility are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment, sexual assault, and racial/ethnic harassment and discrimination.
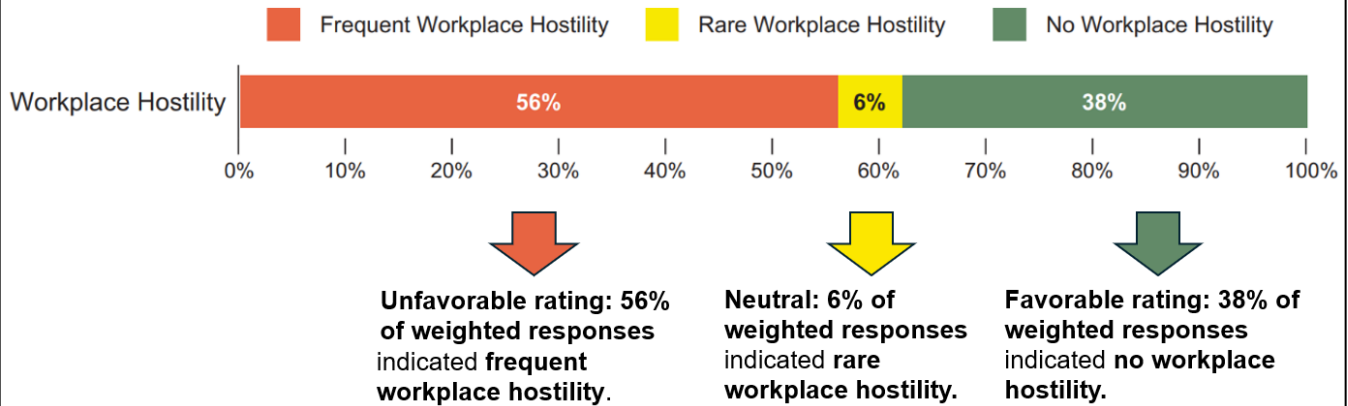
Legend: ■ Frequent Workplace Hostility ■ Rare Workplace Hostility ■ No Workplace Hostility

Workplace Hostility

Frequent Workplace Hostility	Rare Workplace Hostility	No Workplace Hostility
56%	6%	38%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

↓ **Unfavorable rating: 56% of weighted responses** indicated **frequent workplace hostility**.

↓ **Neutral: 6% of weighted responses** indicated **rare workplace hostility.**

↓ **Favorable rating: 38% of weighted responses** indicated **no workplace hostility.**

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

Workplace Hostility Ratings by Demographic Category

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

Legend: ■ Frequent Workplace Hostility ■ Rare Workplace Hostility ■ No Workplace Hostility

Demographic	Frequent Workplace Hostility	Rare Workplace Hostility	No Workplace Hostility
Overall	56%	6%	38%
Non-Hispanic White	56%	9%	36%
Minority	57%	3%	40%
Male	56%	9%	36%
Female	57%	3%	40%
Junior Enlisted	42%	16%	42%
Senior Enlisted	43%	29%	28%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

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

are created, please see the "Data Overview" resource on prevention.mil (also linked in the References at the end of this document).

Examine the bar graph showing the overall factor rating for *Workplace Hostility* and the factor ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high factor ratings for *Workplace Hostility*, this could help you plan actions to decrease your unfavorable rating within areas of your organization. If you receive a factor rating alert for *Workplace Hostility*, this indicates that your unit's/organization's unfavorable rating is above the benchmark cutoff of 21%. Scores above this threshold suggest that unit/organization members are at high risk of experiencing negative outcomes.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 56% of weighted responses from non-Hispanic White participants indicated frequent workplace hostility, while 57% of weighted responses from minority participants indicated frequent workplace hostility;
- 56% of weighted responses from male participants indicated frequent workplace hostility, while 57% of weighted responses from female participants indicated frequent workplace hostility;
- 42% of weighted responses from junior enlisted participants indicated frequent workplace hostility, while 43% of weighted responses from senior enlisted participants indicated frequent workplace hostility.

The neutral ratings (marked in yellow) can be interpreted as:
- 9% of weighted responses from non-Hispanic White participants indicated rare workplace hostility, while 3% of weighted responses from minority participants indicated rare workplace hostility;
- 9% of weighted responses from male participants indicated rare workplace hostility, while 3% of weighted responses from female participants indicated rare workplace hostility;
- 16% of weighted responses from junior enlisted participants indicated rare workplace hostility, while 29% of weighted responses from senior enlisted participants indicated rare workplace hostility.

The favorable ratings (marked in green) can be interpreted as:
- 36% of weighted responses from non-Hispanic White participants indicated no workplace hostility, while 40% of weighted responses from minority participants indicated no workplace hostility;
- 36% of weighted responses from male participants indicated no workplace hostility, while 40% of weighted responses from female participants indicated no workplace hostility;
- 42% of weighted responses from junior enlisted participants indicated no workplace hostility, while 28% of weighted responses from senior enlisted participants indicated no workplace hostility.

How do Item Summary tables help me interpret my factor score?

In addition to factor ratings at the overall and demographic category (if reportable) levels, it can also be helpful to assess individual factor items. Look at the Item Summary table on the *Workplace Hostility* detailed page to understand which questions may be driving your unfavorable rating. This factor is created from four questions, so compare the percentage of participants who selected *Often* or *Sometimes* to each question. If there is one question that has a higher percentage of participants who selected *Often* or *Sometimes*, this question is the one driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Workplace Hostility*.

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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 factor rating alerts, trends, how demographic categories are created, and why some data are not reportable, navigate to https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#deocsresultsinterpreting and under DEOCS, Interpreting DEOCS Results, click on the "DEOCS Data Overview" document.

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 to relevant Factor Improvement Toolkit resources.

5. To access the DEOCS 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.