



## How to Use This Guide

Now that your unit or organization has taken the DEOCS, your next step is to interpret the results. You may have noticed that **a measure of sexual assault occurrence is not included in the DEOCS’ 19 factors**. As a result, you may be wondering about the potential for sexual assault to occur in your unit. This guide will help you **interpret the risk for sexual assault in your unit based on responses to the other measures** on the DEOCS and help identify next steps as you take actions to improve your unit climate.

You should know from the outset that this guide will **not** give you a prevalence rate of sexual assault, i.e., a percentage or number of people in your unit who may have experienced a sexual assault in a given timeframe. Rather, this guide will help you assess areas of concern related to sexual assault within your unit based on responses to the risk and protective factors associated with sexual assault. Reducing risk or increasing protective factors will not only address those specific issues, it will also lower the likelihood of sexual assault occurring.

What follows is a short review on risk and protective factors and step-by-step approach to interpreting your DEOCS results that relate to sexual assault. The concepts and steps outlined in this guide can be applied to the other five STOs as well.

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## Alignment of Strategic Target Outcomes (STO) and DEOCS Factors

The STOs are personnel issues critically important to the mission of the DoD and were identified through consultation with DoD senior leaders and policymakers—one of these STOs is sexual assault. While the STOs are **not** directly measured on the DEOCS, they are associated with one or more of the 19 factors measured on the DEOCS.

The table on the next page shows the alignment between the six STOs and 19 DEOCS factors. One or more questions on the DEOCS are used to assess each of the 19 factors. The factors are organized by either protective or risk. Protective factors are attitudes, beliefs, and behaviors associated with **positive outcomes** (e.g., increased retention or reduced sexual harassment) for a unit or organization, whereas risk factors are attitudes, beliefs, and behaviors associated with **negative outcomes** (e.g., decreased retention or increased sexual harassment) for a unit or organization.

The shaded cells in the table below indicate demonstrated associations between the STOs (columns) and the factors (rows); the factors associated with sexual assault specifically are in red. For example, high unit cohesion—a protective factor—lowers the likelihood of sexual assault occurrence. However, a higher proportion of unit members indicating more frequent experience with alcohol impairing their memory—a risk factor—increases the likelihood of sexual assault occurrence.

Strategic Target Outcomes						
Protective Factors	R/E H/D*	RED*	RET*	SA*	SH*	SU*
<b>Cohesion</b> - - - - -				▶		
Connectedness						
Engagement & Commitment						
Fairness						
Inclusion						
<b>Leadership Support</b> - - - - -				▶		
<b>Morale</b> - - - - -				▶		
Safe Storage for Lethal Means						
Transformational Leadership						
Work-Life Balance						

Risk Factors	R/E H/D*	RED*	RET*	SA*	SH*	SU*
<b>Alcohol Impairing Memory</b> - - - - -				▶		
<b>Binge Drinking</b> - - - - -				▶		
Passive Leadership						
Racially Harassing Behaviors						
<b>Sexist Behaviors</b> - - - - -				▶		
<b>Sexually Harassing Behaviors</b> - - - - -				▶		
Stress						
<b>Toxic Leadership</b> - - - - -				▶		
<b>Workplace Hostility</b> - - - - -				▶		

\*Note: R/E H/D = Racial/Ethnic Harassment/Discrimination; RED = Readiness; RET = Retention; SA = Sexual Assault; SH = Sexual Harassment; SU = Suicide.

## Guide to Interpreting DEOCS Results Associated with Sexual Assault

### What Acts Constitute Sexual Assault?

Sexual assault is defined as an intentional and unwelcome sexual contact characterized by use of force, threats, intimidation, abuse of authority, or when the victim does not or cannot consent.<sup>1</sup> The term includes a broad category of attempted or completed sexual offenses, consisting of penetrative crimes (such as rape – which includes forced oral,

<sup>1</sup> For more information, please see DoD Directive 6495.01 (<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/649501p.pdf>) and DoD Instruction 1020.03 (<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/102003p.PDF>).

anal, or vaginal penetration) and contact crimes (such as aggravated or abusive sexual contact of the buttocks, inner thighs, breasts, or genitals).

Consent is defined as words or overt acts indicating a freely given agreement to the sexual conduct. Lack of verbal or physical resistance or submission resulting from the use of force, threat of force, or placing another person in fear does not constitute consent. There is no consent if the person is sleeping or incapacitated, such as due to alcohol, drugs, or mental incapacity. There is also no consent when the person is under the legal age.

### **Sexual Assault in the Military**

Tens of thousands of men and women in the U.S. Military experience sexual assault each year. However, only about 30 percent of victimized women and 10 percent of victimized men report their incident to the Department of Defense. The Department encourages greater reporting of sexual assault to connect impacted Service members with restorative care, and to hold alleged offenders appropriately accountable. The Department prevents the crime by deterring potential offenders and by setting the right conditions within the military environment to reduce the chances that sexual assault can occur. **Your efforts to create and sustain a healthy unit climate contribute to sexual assault prevention.**

### **Sexual Assault Protective Factors**

Military units and civilian organizations can create safeguards against the likelihood of individuals within their unit or organization experiencing sexual assault by having strong *Cohesion, Leadership Support, and Morale*.<sup>2</sup> Research has shown greater unit cohesion (a strong bond between unit members and their shared mission) and leadership support for efforts to prevent and respond to sexual assault were associated with a lower likelihood of sexual assault and sexual harassment. Research has also found individuals who reported higher unit morale were less likely to report having experienced sexual assault.

### **Sexual Assault Risk Factors**

A unit or organization is more likely to have an elevated risk of sexual assault when there is greater alcohol misuse (*Alcohol Impairing Memory and Binge Drinking*), *Toxic Leadership, Sexist Behaviors, Sexually Harassing Behaviors, and Workplace Hostility*.<sup>3</sup> Research has shown higher instances of alcohol misuse—defined as drinking to the point of blacking out—on installations and ships are related to higher sexual assault

<sup>2</sup> For more information on the scientific research that links these protective factors to sexual assault, navigate to <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/> and under DEOCS, Interpreting DEOCS Results, click on the document titled “Factor Rating Interpretation Guide.”

<sup>3</sup> For more information on the scientific research that links these risk factors to sexual assault, navigate to <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/> and under DEOCS, Interpreting DEOCS Results, click on the document titled “Factor Rating Interpretation Guide.”

rates. Additionally, the DoD's gender relations surveys of military personnel consistently find approximately half or more of Service member and Academy student sexual assaults involve alcohol at the time of the assault.

While it might be tempting to institute unit policies that focus solely on alcohol misuse because of its strong relationship to sexual assault, to do so in isolation may not be productive. Department data shows that multiple risk and protective factors may operate together to impact sexual assault risk. In the past, efforts that targeted a single risk factor have not produced lasting outcomes. In fact, as you look at your DEOCS results, you may find that alcohol misuse has lower unfavorable ratings than other risk factors in your unit. If that is true, then focusing only on reducing alcohol misuse may not be an effective use of your time and effort. The Department has adopted a comprehensive approach to prevention that works to target a number of factors that affect STOs. Consequently, it is important to continue reading this guide to get a broader picture of your unit's or organization's risk.

Studies have also found the presence of sexist behaviors, such as gender discrimination, and sexual harassment on installations and ships to be related to higher sexual assault rates. When sexist behaviors and sexual harassment are left unchecked in the workplace, it sends a clear but unacceptable message that inappropriate or harmful behaviors are allowable within the unit. One person's persistent, sexualized comments can breed an unhealthy work environment for many other members of the unit. When such behavior comes from individuals of greater rank or experience, those junior in rank often believe this is accepted and desired workplace culture. This perception is reinforced when other leaders are aware of such behavior and fail to address it appropriately. For potential offenders, sexual harassment is a tool employed to cross the boundaries of acceptable behavior prior to engaging in more serious offenses. In fact, 40% of female active duty Service members who experienced unwanted sexual contact in the past year were sexually harassed by the same alleged offender before the unwanted sexual contact happened.<sup>4</sup>

Finally, *Toxic Leadership* and *Workplace Hostility* have also been linked to an increased likelihood of experiencing sexual assault. For example, studies have shown when Service members reported their leaders had toxic leadership styles, such as ridiculing subordinates or having explosive outbursts, they were also more likely to indicate experiencing sexual assault. Service women were twice as likely to experience sexual assault when they also indicated their leadership exhibited poor or unacceptable leadership qualities (e.g., embarrassing another Service member in front of others; making sexually demeaning comments; not demonstrating commitment to zero tolerance for sexual harassment). Research also consistently finds that military personnel who experience hostile workplace behaviors, such as someone taking credit

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<sup>4</sup> Estimates based on results of the *2021 Workplace and Gender Relations Survey of Military Members*. For a copy of the report, visit this link: <https://www.opa.mil/research-analysis/health-well-being/gender-relations/2021-workplace-and-gender-relations-survey-of-military-members-reports/2021-workplace-and-gender-relations-survey-of-military-members-overview-report/>

for another person's work or someone using insults to humiliate others, are significantly more likely to experience sexual harassment and sexual assault as well.

When attempts to bring initiatives, concerns, and/or problems to the attention of others are rebuffed, leadership is deprived of important feedback. Unit members quickly learn that leadership punishes those who speak up, causing other individuals to remain quiet and let harassment, bullying, self-harm, and other readiness impacting behaviors go unchecked. Finding the right time to address concerns and problems can be challenging. DoD often executes its mission in harsh and difficult conditions, but those conditions are commonly the result of external circumstances (e.g., war, dangerous missions, expeditionary conditions). While those things cannot be changed, leadership is always responsible for the good order and discipline of its personnel. Harsh conditions should not result in unacceptable interactions between personnel that could diminish readiness or further increase their risk for harassment, abuse, or assault.

To sum up, punitive and demeaning behaviors by leaders and co-workers are often replicated and then cascade to others throughout the unit. We often require our people to "embrace" and cope effectively with the unpleasant parts of a mission or associated conditions. However, our people should never have to embrace and cope with toxic leaders, workplace hostility, harassment, and other factors that can lead to sexual assault and other readiness impacting behaviors.

### Interpreting and Taking Action on DEOCS Results Related to Sexual Assault

This section includes instructions on how to read DEOCS reports to identify which factors put a unit or organization at greater risk of incidents of sexual assault.



#### ***Step 1: Identify the protective and risk factors associated with sexual assault.***

**Protective Factors:**<sup>5</sup> Higher favorable ratings for these three protective factors are linked to a lower likelihood of experiencing sexual assault:

- *Cohesion*
- *Leadership Support*
- *Morale*

<sup>5</sup> For more information on each protective factor, navigate to <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/> and under DEOCS, Interpreting DEOCS Results, click on the document titled "Factor Rating Interpretation Guide."

**Risk Factors:**<sup>6</sup> Higher unfavorable ratings for these six risk factors are linked to a higher likelihood of experiencing sexual assault:

- *Alcohol Impairing Memory*
- *Binge Drinking*
- *Sexist Behaviors*
- *Sexually Harassing Behaviors*
- *Toxic Leadership*
- *Workplace Hostility*

**Step 2: Review the results from the identified protective and risk factors and identify areas of concern.**



For each factor related to sexual assault, go through steps a through d in this section to help assess whether it should be noted as an area of concern. The table below may help you organize your findings. For an example on how to identify areas of concern using mock data from a DEOCS report, see Appendix A.

Factor Related to Sexual Assault	Was factor noted as an area of concern based on...			
	a. Overall ratings / Factor rating alert?	b. Trends over time?	c. Demographic results?	d. Item summary?
Cohesion				N/A
Leadership Support				N/A
Morale				N/A
Alcohol Impairing Memory				N/A
Binge Drinking				N/A
Sexist Behaviors				
Sexually Harassing Behaviors				
Toxic Leadership – Ratings for Immediate Supervisors				N/A
Toxic Leadership – Ratings for Senior NCO/SEL				N/A
Workplace Hostility				N/A

**a. Review the bar graphs showing the ratings for each factor.**

- **Favorable** ratings for protective and risk factors are identified in **green**.
- **Unfavorable** ratings are identified in **red**.

<sup>6</sup> For more information on each risk factor, navigate to <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/> and under DEOCS, Interpreting DEOCS Results, click on the document titled “Factor Rating Interpretation Guide.”

- **Neutral** ratings, which indicate a midpoint or neither favorable nor unfavorable, are in **yellow** (where applicable).
- » Identify factors that indicate areas of concern by asking yourself the following questions:
- Do any of the factors have an alert associated with them?
    -  This **alert icon** appears in the dashboard and in the PDF reports if any of the favorable ratings for protective factors are very low or if any of the unfavorable ratings for risk factors are very high.<sup>7</sup> If you see an alert icon for any factors, note these as areas of concern. You may want to take action to improve this factor's rating and lower your risk of sexual assault.
  - Between the **protective factors** of *Cohesion*, *Leadership Support*, and *Morale*, which has the **lowest favorable** rating? This factor is a potential area of concern. Taking action to raise this rating may lower the risk of sexual assault within your unit.
  - Between the **risk factors** of *Alcohol Impairing Memory*, *Binge Drinking*, *Sexist Behaviors*, *Sexually Harassing Behaviors*, *Toxic Leadership*, and *Workplace Hostility*, which has the **highest unfavorable** rating? This factor is a potential area of concern. Taking action to lower this rating may lower the risk of sexual assault within your unit.
- b. If available, review results showing factor rating trends over time.<sup>8</sup>**
-  This **Trends over Time** icon will appear in the dashboard when trends are available to report. Trends will also appear in PDF reports in a table format when they are available to report.
- » Identify factors that indicate areas of concern by asking yourself the following questions:
- Which, if any, of the applicable **protective factors'** **favorable** ratings show a large **decrease** over time? Note these factors as potential areas of concern. Taking action to raise these ratings may lower the risk of sexual assault occurring in your unit.
  - Which, if any, of the applicable **risk factors'** **unfavorable** ratings show a large **increase** over time? Note these factors as potential areas of concern. Taking action to lower these ratings may lower the risk of sexual assault occurring in your unit.

<sup>7</sup> For more information on how the factor rating alerts are created, please see the "Data Overview" document in the Quick Links tab of the DEOCS Dashboard.

<sup>8</sup> For more information about trends over time (e.g., when they are available to report, how to interpret trends), please see the "Data Overview" document in the Quick Links tab of the DEOCS Dashboard.



**c. Review the bar graphs that show results by demographic categories.<sup>9</sup>**

The goal here is to understand that a person's experience within their unit or organization can vary depending on their demographic group. The experience of those in a larger demographic group will usually overshadow those in smaller groups in the data; therefore, only focusing on your overall unit ratings may cause you to miss potential areas of concern. For example, the chances of experiencing sexual harassment will almost always be lower for males than for females. As a result, if a unit has 85 males and 15 females, the overall percentage of those experiencing *Sexually Harassing Behaviors* may be quite low. However, looking at the experience of those 15 females by themselves (i.e., the percentage of females who experienced *Sexually Harassing Behaviors*) may show that many or most of them have experienced sexually harassing behaviors. The graphs showing results by demographic categories will show which groups may be at higher risk for sexual assault.

There are several key demographic comparisons to pay attention to when it comes to sexual assault because some demographic groups are more at risk than others. DoD studies have shown that women, younger adults (17-24 years old), and junior enlisted Service members are more likely to experience sexual assault. Pay close attention to these demographic breakouts if they are included in your results:

- Male vs. Female
  - Enlisted vs. Officer
  - Junior Enlisted vs. Senior Enlisted
  - Class Year (Military Service Academy only)
- » Identify factors that indicate areas of concern by asking yourself the following questions:
- When reviewing results for the **protective factors** of *Cohesion, Leadership Support, and Morale*, do any of the demographic breakouts have particularly **low favorable** ratings compared to the overall unit rating? If so, note these factors as potential areas of concern. Taking action to raise these ratings may lower the risk of sexual assault within your unit.
  - When reviewing results for the **risk factors** of *Alcohol Impairing Memory, Binge Drinking, Toxic Leadership, Sexist Behaviors, Sexually Harassing Behaviors, and Workplace Hostility*, do any of the demographic breakouts have particularly **high unfavorable** ratings compared to the overall unit rating? If so, note these factors as potential areas of concern. Taking action to lower these ratings may lower the risk of sexual assault within your unit.

<sup>9</sup> For more information on how demographic categories are created and why only certain categories appear in reports, please see the "Data Overview" document in the Quick Links tab of the DEOCS dashboard.

- Do any of the demographic breakouts have consistently poor results across all factors related to sexual assault? If so, taking action may lower these groups' risk of sexual assault within your unit.

**d. Finally, review the Item Summary results for *Sexist Behaviors* and *Sexually Harassing Behaviors*.**

These factors assess a series of problematic and harmful behaviors. The overall unfavorable ratings will tell you the percentage of survey participants who reported experiencing any of these behaviors at all in the past three months. However, it's also important to understand how **often** these behaviors were reported to occur. The Item Summary tables display how often participants reported experiencing each behavior associated with these factors.

- » Identify areas of concern by asking yourself the following questions:
  - Which behaviors were reported to occur most often? Note these as areas of concern for further discussion in step 3.

***Step 3: Take action based on the identified areas of concern.***

First, discuss all areas of concern you noted in step 2 with your command/leadership team, Integrated Primary Prevention Workforce (IPPW) staff, and other unit or organization personnel, as appropriate. Ask yourselves what could be contributing to these ratings. While you may already have a good idea, the simple act of your asking conveys an important concept back to your people: You care about the feedback provided and you are acting on it.

For *Sexist Behaviors* and *Sexually Harassing Behaviors* in particular, you may have noted specific behaviors that participants reported to occur more often. Below are recommended discussion points for these behaviors:

- Discuss with your command/leadership team, IPPW staff, and other unit or organization personnel, as appropriate, past incidents or behaviors that could be contributing to these ratings. **NOTE:** Sometimes incident details can be helpful for understanding the presence of readiness-detracting behaviors. However, there is sometimes a temptation to re-litigate incidents in discussions (e.g., “Was this really an incident?”, “Were the persons involved credible?”) rather than examine the conditions that gave rise to the incident. Steer away from incident details by using the following approach:
  - Examine leadership response to incidents. Were responses helpful and consistent with policy and law?
  - Identify what, if anything, could be done better to respond next time; put remedies in place.
  - Review both the intended and unintended consequences of these incidents—and peoples' reaction to them—within the unit. Are

- these consistent with commander's intent and are unit members reacting in alignment with the commander's intent? For example, a sexual assault within a unit can often divide a unit into two camps. Has leadership taken the opportunity to emphasize that in the Military we ostracize neither the victim nor the accused? Leadership has a duty to ensure both parties' health, safety, and readiness.
- What do your unit leaders owe their members regarding respectful and safe workplaces? Start with first-line supervisors—the leaders that most often see problematic behaviors first—and communicate your expectations for how they should address unacceptable behavior; then work your way up the chain. Everyone must be communicating the same commander's intent and be held accountable for following it.

Based on these discussions, note the areas of concern that you plan to take action on. Consult with your IPPW staff about a plan designed to reduce the most salient risk factors impacting the unit. The list below shows a series of resources you can reference to guide your follow-up actions to improve your DEOCS ratings in one or more areas. There are resources specific to most factors discussed in this guide, as well as resources specific to sexual assault prevention. Each resource listing contains a description, a link, a resource type, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the IPPW staff; the relevant audience advises which group may benefit from use of the recommended resource.

If you have identified that only a few of the nine protective and risk factors related to sexual assault require action, you may want to focus on resources specific to these factors. If you have identified that most or all of the nine protective and risk factors related to sexual assault require action, you may want to prioritize factors and focus on resources for those high priority factors; in addition, you may also want to focus on resources targeted at sexual assault prevention.

#### **Protective Factor: Cohesion**

- **14 Ways for Business Leaders to Build Team Cohesion.** Lists ways for leaders to increase cohesion in the workplace.  
<https://www.forbes.com/sites/forbescoachescouncil/2018/12/28/14-ways-for-business-leaders-to-build-team-cohesion/?sh=62c6f3e57f4f>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Building Team Cohesion in Military Units.** Provides tips on building cohesion within military units.  
<https://www.hprc-online.org/total-force-fitness/gotmysix/resources/building-team-cohesion-military-units>

Resource type: Military endorsed article

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Simon Sinek on Building Trusting Teams in the U.S. Marine Corps.** Describes the importance of leadership in building cohesive, trusting environments in the military.  
<https://www.youtube.com/watch?v=dQ2vzFKOD5w>  
 Resource type: Video  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Team Building and Unit Cohesion.** Discusses cohesion and team building in military units.  
[https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2019/October/Team-Building-and-Unit-Cohesion/%20\(opinion%20piece,%20but%20still%20think%20it%20works/](https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2019/October/Team-Building-and-Unit-Cohesion/%20(opinion%20piece,%20but%20still%20think%20it%20works/)  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Transformational Leadership and Group Potency in Small Military Units.** Discusses transformational leadership and cohesion as they relate to military readiness.  
<https://www.sciencedirect.com/science/article/pii/S1576596216300147>  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Unit Cohesion and Military Performance.** Focuses on the relationship between team/unit cohesion and performance in the military.  
[https://www.law.berkeley.edu/files/csIs/Unit\\_Cohesion\\_and\\_Military\\_Performance\\_Ch5\\_MacCoun\\_Hix.pdf](https://www.law.berkeley.edu/files/csIs/Unit_Cohesion_and_Military_Performance_Ch5_MacCoun_Hix.pdf)  
 Resource type: Book chapter  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

#### **Protective Factor: Leadership Support**

- **Attitude Reflects Leadership: The Role of Emotional Intelligence.** Explains the concept of emotional intelligence and provides resources for tests of it.  
<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/February/Attitude-Reflects-Leadership/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **People First: PMCS Your Soldiers.** Discusses the importance of leaders counseling, checking in with their personnel regularly to ensure their well-being, and getting to know them better to increase trust.  
<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/April/People-First-PMCS-Your-People/>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Protective Factor: Morale

- **Got Morale?** Provides tips for leaders on boosting morale.  
<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2017/November/Got-Morale/>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Leadership Forum—Make Morale Our First Priority.** Discusses the importance of morale and how leadership can shape it.  
<https://www.usni.org/magazines/proceedings/2016/november/leadership-forum-make-morale-our-first-priority>  
Resource type: Opinion piece  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Morale: The Essential Intangible.** Describes factors affecting morale, indicators of poor morale, and actionable items for increasing morale.  
<https://core.ac.uk/download/pdf/77933567.pdf>  
Resource type: Book chapter  
Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

### Risk Factor: Alcohol Impairing Memory

- **Rethinking Drinking.** Provides resources, tools, and worksheets related to understanding how much one drinks, developing a plan to decrease one's drinking, strategies for decreasing drinking, and recommendations for sources of support in reducing alcohol consumption.  
<https://www.rethinkingdrinking.niaaa.nih.gov/>  
Resource type: Informational website containing various resources  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **MilLife Guides: Substance Abuse and Addiction.** Provides a general overview of resources to help Service members and their families navigate issues related to addiction.  
<https://www.militaryonesource.mil/health-wellness/mental-health/substance-abuse-and-addiction/substance-abuse-and-addiction-the-essentials/>  
Resource type: Informational website containing various resources

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

### Risk Factor: Binge Drinking

- **Alcohol Use and Preventing Alcohol-Related Problems Among Adults in the Military.** Discusses problematic drinking among young adults in the military.  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6601669/>  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Binge Drinking Among U.S. Active-Duty Military Personnel.** Discusses excessive alcohol consumption by military personnel.  
[https://www.researchgate.net/publication/24006841\\_Binge\\_Drinking\\_Among\\_US\\_Active-Duty\\_Military\\_Personnel](https://www.researchgate.net/publication/24006841_Binge_Drinking_Among_US_Active-Duty_Military_Personnel)  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Reducing Heavy Drinking in the Military.** Discusses heavy drinking risk factors and provides links to binge drinking interventions for military members.  
[https://militaryfamilies.psu.edu/wp-content/uploads/2019/12/Reducing\\_Heavy\\_Drinking\\_in\\_the\\_Military.pdf](https://militaryfamilies.psu.edu/wp-content/uploads/2019/12/Reducing_Heavy_Drinking_in_the_Military.pdf)  
 Resource type: Scholarly report  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

### Risk Factor: Sexist Behaviors

- **Athena Thriving: A Unit Guide to Combating Gender Discrimination in the Army.** Outlines multiple issues that women face in the military and steps Commanders and leaders can take to ameliorate these issues.  
<https://companyleader.themilitaryleader.com/2020/11/07/athena-thriving-gender-discrimination/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Confronting Digital Misogyny: Why the Military's #MeToo Moment Must Tackle Cyberharassment.** Describes a need to confront online harassment in the military.  
<https://www.cnas.org/publications/commentary/confronting-digital-misogyny-why-the-militarys-metoo-moment-must-tackle-cyberharassment>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Gendered Language Is a Barrier to Inclusion and Unit Cohesion.** Discusses the importance of using inclusive language in a military setting.

<https://www.usni.org/magazines/proceedings/2022/september/gendered-language-barrier-inclusion-and-unit-cohesion>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **How Men Can Confront Other Men About Sexist Behaviors.** Outlines how men can confront other men about their sexist behaviors towards women.  
<https://hbr.org/2020/10/how-men-can-confront-other-men-about-sexist-behavior>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Sexism: See it. Name it. Stop it.** Provides facts and information on the impact of sexism on society and the workplace.  
<https://human-rights-channel.coe.int/stop-sexism-en.html>  
 Resource type: Informational website containing various resources  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Sexism at Work.** Lists 10 steps for leaders to follow to address a sexist work environment.  
<https://eige.europa.eu/publications/sexism-at-work-handbook/part-3-act/how-can-i-combat-sexism-ten-step-programme-managers>  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Women, Regardless: Understanding Gender Bias in U.S. Military Integration.** Summarizes gender bias in the U.S. military as well as ways to counteract it.  
[https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-88/jfq-88\\_46-53\\_Trobaugh.pdf?ver=2018-01-09-102340-317](https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-88/jfq-88_46-53_Trobaugh.pdf?ver=2018-01-09-102340-317)  
 Resource type: Scholarly article  
 Audience(s): Commander/Leader, survey administrator, IPPW personnel

#### **Risk Factor: Toxic Leadership**

- **Army Takes on Its Own Toxic Leaders.** Discusses toxic leadership in the military, how it is defined, and how it is being addressed.  
<https://www.npr.org/2014/01/06/259422776/army-takes-on-its-own-toxic-leaders>  
 Resource type: News article  
 Audience(s): Unit leaders, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Eliminate Toxic Leadership.** Defines and discusses toxic leadership within the military and provides guidance for addressing it.  
<https://www.usni.org/magazines/proceedings/2022/may/eliminate-toxic-leadership>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Healing Trauma: Why It's Fundamental for Effective Leadership.** Discusses the importance of confronting personal trauma in order to become an effective leader.

<https://www.forbes.com/sites/forbesbusinesscouncil/2022/05/09/healing-trauma-why-its-fundamental-for-effective-leadership/?sh=45b4fa9b2764>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Toxic Leadership: Learn From My Mistakes.** Self-reflective article on lessons learned from a commander who faced suspension for counterproductive leadership.

<https://fromthegreennotebook.com/2020/12/18/toxic-leadership-learn-from-my-mistakes/>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

#### **Risk Factor: Workplace Hostility**

- **Four Strategies to Repair a Toxic Culture From the Top Down.** Provides strategies for addressing toxic workplace cultures.

<https://www.forbes.com/sites/heidilynnekurter/2019/12/23/4-strategies-to-repair-a-toxic-culture-from-the-top-down/?sh=5681a2dc40e0>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Toxic Culture: Enabling Incivility in the U.S Military and What to Do About It.** Discusses toxic work environments and how to create a culture of respect.

<https://ndupress.ndu.edu/Publications/Article/1325971/toxic-culture-enabling-incivility-in-the-us-military-and-what-to-do-about-it/>

Resource type: Scholarly article

Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel

- **Understanding Workplace Hazing and Bullying.** Defines and describes hazing and bullying in the military and how the two behaviors differ.

<https://www.afcmc.af.mil/News/Article-Display/Article/2059199/understanding-workplace-hazing-and-bullying/>

Resource type: Opinion piece

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel



## Strategic Target Outcome: Sexual Assault & Risk Factor: Sexually Harassing Behaviors

- **A Culture That Fosters Sexual Assaults and Sexual Harassment Persists Despite Prevention Efforts, a New Pentagon Study Shows.** Discusses issues of sexual assault and sexual harassment in the military.  
<https://www.militarytimes.com/news/your-military/2020/04/30/a-culture-that-fosters-sexual-assaults-and-sexual-harassment-persists-despite-prevention-efforts-a-new-pentagon-study-shows/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Air Force Sexual Assault Wingman’s Guide.** Provides a list that details responses to sexual assault for Service members and includes recommendations for personnel and leadership considerations.  
[https://www.resilience.af.mil/Portals/71/Documents/A.%20Prevention%20Documents/2%20LeadersGuide\\_Sexual\\_Assault%2024July20.pdf](https://www.resilience.af.mil/Portals/71/Documents/A.%20Prevention%20Documents/2%20LeadersGuide_Sexual_Assault%2024July20.pdf)  
 Resource type: Quick guide  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **A Leader’s Guidebook to Creating Safe, Stable, and Supportive Command Environments Free From Sexual Assault.** Provides guidance for leaders to address and prevent sexual assault.  
[https://www.sapr.mil/sites/default/files/public/docs/prevention/SPARX\\_Leadership\\_Action\\_Guide\\_Reference\\_Copy.pdf](https://www.sapr.mil/sites/default/files/public/docs/prevention/SPARX_Leadership_Action_Guide_Reference_Copy.pdf)  
 Resource type: Guide  
 Audience(s): Commander/Leader, unit leaders, survey administrator, IPPW personnel
- **Athena Thriving: A Unit Guide to Combating Gender Discrimination in the Army.** Outlines multiple issues that women face in the military and steps Commanders and leaders can take to ameliorate these issues.  
<https://companyleader.themilitaryleader.com/2020/11/07/athena-thriving-gender-discrimination/>  
 Resource type: Opinion piece  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Continuum of Harm.** Illustrates the continuum of harm, describes how sexual harassment and sexual assault are related, and provides insight into why the command climate of a unit is important in preventing sexual harassment and sexual assault.  
<https://www.armyresilience.army.mil/sharp/pages/continuum.html>  
 Resource type: Infographic  
 Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel

- **Countering Sexual Assault and Sexual Harassment in the U.S. Military.** Discusses recommended actions to address sexual assault and sexual harassment in the military.  
[https://www.rand.org/pubs/research\\_reports/RRA1318-1.html](https://www.rand.org/pubs/research_reports/RRA1318-1.html)  
Resource type: Scholarly report  
Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **DoD's Online Resources: Support Is Just a Call or Click Away.** Provides resources for survivors of sexual assault.  
[https://www.sapr.mil/sites/default/files/public/docs/press/COVID\\_Mental\\_Health\\_Resources\\_InfoSheet.pdf](https://www.sapr.mil/sites/default/files/public/docs/press/COVID_Mental_Health_Resources_InfoSheet.pdf)  
Resource type: Quick reference  
Audience(s): Unit leaders, unit personnel, survey administrator, IPPW personnel
- **Effects of Sexual Assault and Sexual Harassment on Separation from the U.S. Military.** Discusses the relationship between sexual assault and separation from the military.  
[https://www.rand.org/pubs/research\\_reports/RR870z10.html](https://www.rand.org/pubs/research_reports/RR870z10.html)  
Resource type: Scholarly report  
Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Independent Review Commission on Sexual Assault in the Military.** Provides key documents and IRC updates on sexual assault in the military.  
<https://www.defense.gov/Spotlights/Independent-Review-Commission-on-Sexual-Assault-in-the-Military/>  
Resource type: Informational website containing various resources  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Leadership Key to Eliminating Sexual Assault in Our Military.** Features the former Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff and encourages leaders to own the climate in their units and to be active in enforcing the no tolerance policy for sexual assault.  
[https://www.youtube.com/watch?v=bV4KJa\\_8Jcc](https://www.youtube.com/watch?v=bV4KJa_8Jcc)  
Resource type: Video  
Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Needs of Male Sexual Assault Victims in the U.S. Armed Forces.** Discusses the differences between male and female sexual assault victims and provides recommendations to improve assistance for male sexual assault victims.  
[https://www.rand.org/pubs/research\\_reports/RR2167.html](https://www.rand.org/pubs/research_reports/RR2167.html)  
Resource type: Scholarly report  
Audience(s): Commander/Leader, survey administrator, IPPW personnel
- **Organizational Characteristics Associated With Risk of Sexual Assault and Sexual Harassment in the U.S. Army.** Examines organizational and operational characteristics associated with sexual assault risk and sexual

harassment risk broken down by installation, gender, command echelon, and career management field.

[https://www.rand.org/content/dam/rand/pubs/research\\_reports/RRA1000/RRA1013-1/RAND\\_RRA1013-1.pdf](https://www.rand.org/content/dam/rand/pubs/research_reports/RRA1000/RRA1013-1/RAND_RRA1013-1.pdf)

Resource type: Scholarly report

Audience(s): Unit personnel, survey administrator, IPPW personnel

- **Self-Care After Trauma.** Provides guidance on self-care after sexual assault/harassment trauma.

[https://www.rainn.org/sites/default/files/SelfCareOnePageRAINN\\_0.pdf](https://www.rainn.org/sites/default/files/SelfCareOnePageRAINN_0.pdf)

Resource type: Quick guide

Audience(s): Unit leaders, unit personnel, survey administrator, IPPW personnel
- **Self-Help and Coping.** Provides strategies for coping with PTSD and links to resources designed to manage symptoms of PTSD.

[https://www.ptsd.va.gov/gethelp/selfhelp\\_coping.asp](https://www.ptsd.va.gov/gethelp/selfhelp_coping.asp)

Resource type: Informational website containing various resources

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **Sexual Assault/Sexual Harassment.** Provides health resources for those who have been sexually assaulted, including self-care strategies and resources to deal with sexual assault and sexual harassment and links to other resources for suicide risk, depression, and alcohol misuse.

<https://health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/PHCoE-Clinician-Resources/Sexual-Assault-and-Sexual-Harassment>

Resource type: Military endorsed article

Audience(s): Commander/Leader, unit leaders, unit personnel, survey administrator, IPPW personnel
- **The Relationship Between Sexual Assault and Harassment in the U.S. Military.** Discusses the relationship between sexual harassment and sexual assault and includes recommendations to improve the command climate regarding these issues.

[https://www.rand.org/pubs/research\\_reports/RR3162.html](https://www.rand.org/pubs/research_reports/RR3162.html)

Resource type: Scholarly report

Audience(s): Commander/Leader, survey administrator, IPPW personnel

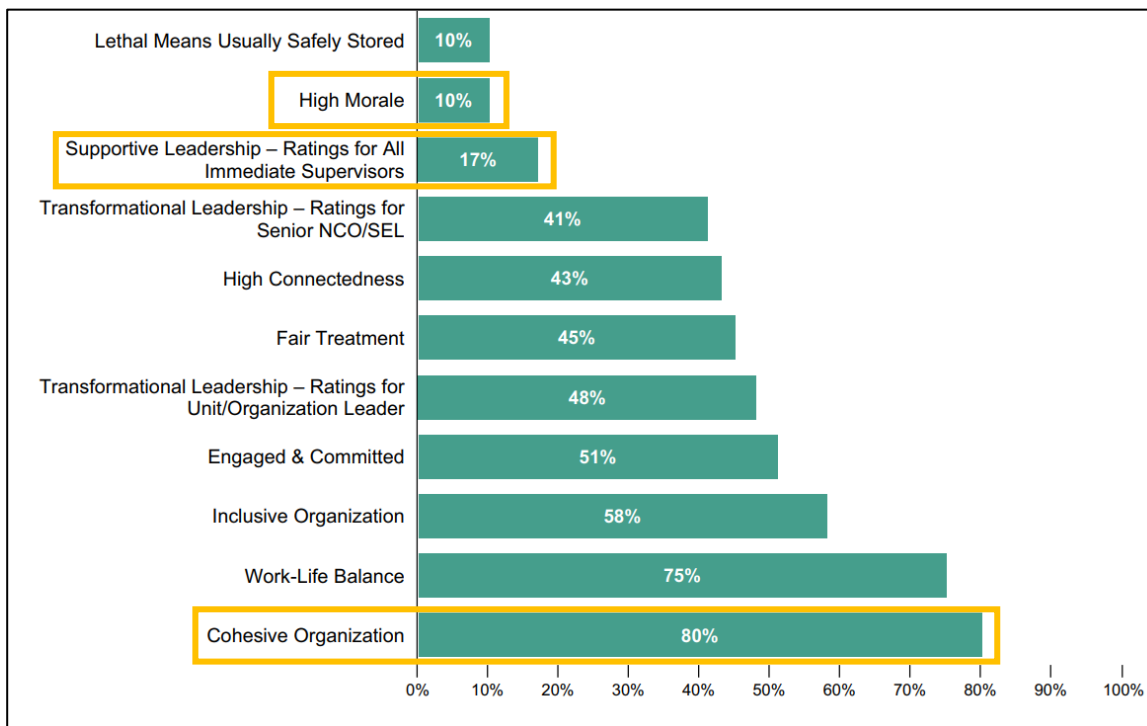
## Appendix A: Example of How to Review DEOCS Results and Identify Areas of Concern

Step 2 of this guide recommends reviewing results from the protective and risk factors associated with sexual assault and identifying areas of concern. An example of how to do this using mock DEOCS results is below. This example is specific to interpreting results with the STO of sexual assault in mind, though the steps could be applied to any of the other STOs as well.

Note that the question text in the mock DEOCS results below reflects version 5.0 of the survey. Version 5.1 will be released in mid-2023 and some of the questions have changed between versions. These question changes do not impact the method of identifying areas of concern outlined here.

*Instructions:* a. Review the bar graphs showing favorable, unfavorable, and neutral ratings for each factor.

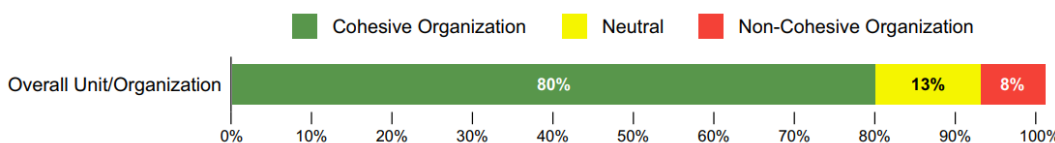
**Example explanation:** The bar graph showing my unit’s favorable ratings for all protective factors is below. The protective factors related to sexual assault are *Cohesion, Leadership Support, and Morale*, so I’m focused on these three protective factors.



Below are the graphs for these three protective factors that show the full set of ratings—favorable, neutral, and unfavorable. I also notice that *Leadership Support* and *Morale* both have factor rating alerts associated with them, which means that my unit’s favorable ratings for these factors were very low compared to other units in the active duty Army (i.e., my Service component). These two factors also had very low favorable ratings compared to all of my other protective factor favorable ratings. Because of that, I will note both *Leadership Support* and *Morale* as areas of concern. I will not include *Cohesion* as an area of concern yet because I don’t have a factor alert associated with it and, out of all of my protective factor ratings, it has the highest favorable rating indicating we may be doing well here.

**Cohesion**

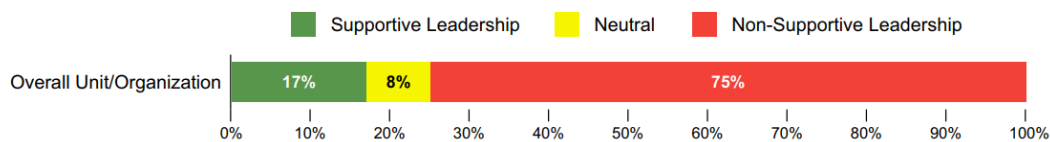
*Cohesion* assesses whether individuals in a workplace care about each other, share the same mission and goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.



**Leadership Support – Ratings for All Immediate Supervisors**

**⚠️** Your favorable rating (noted in green in the graph below) for this factor is very low compared to others in your Service component and you should consider taking action to raise it.

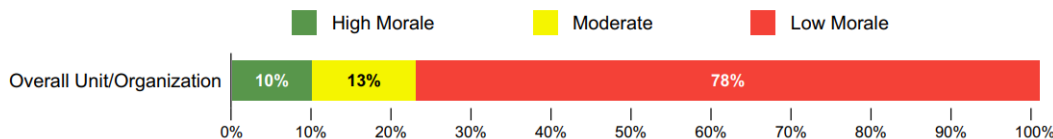
*Leadership Support* is the perception over the past three months that leaders build trust, encourage goal attainment and professional development, promote effective communication, and support teamwork. Organizations with supportive leaders are linked to improved readiness, higher retention, as well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



**Morale**

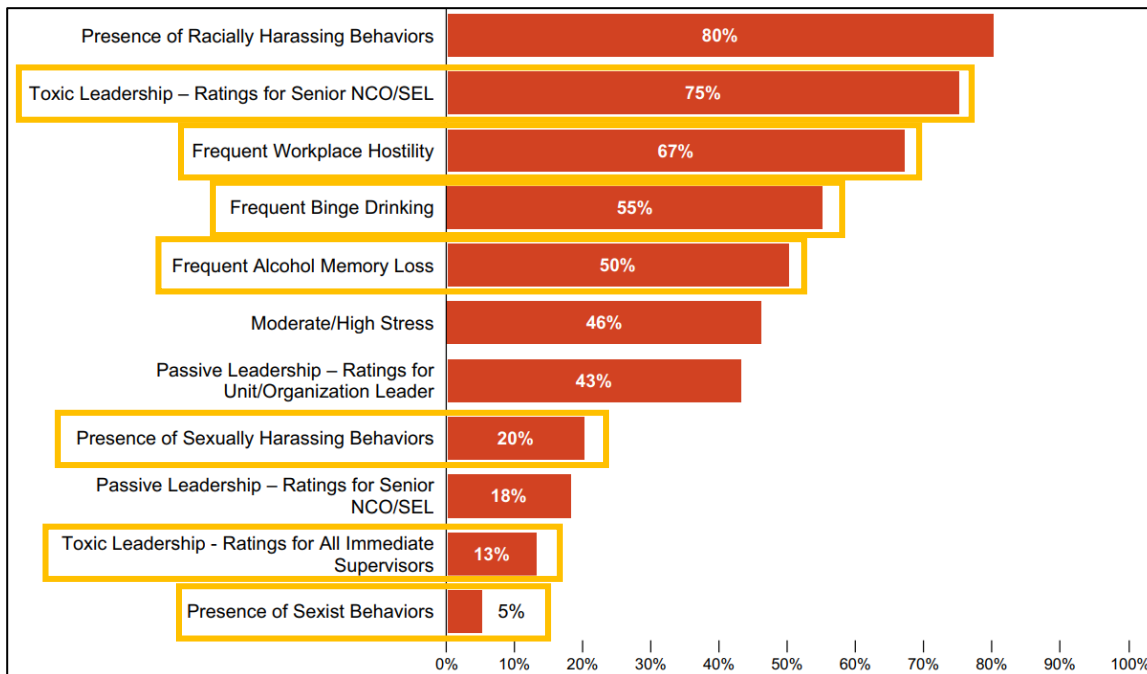
**⚠️** Your favorable rating (noted in green in the graph below) for this factor is very low compared to others in your Service component and you should consider taking action to raise it.

*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.

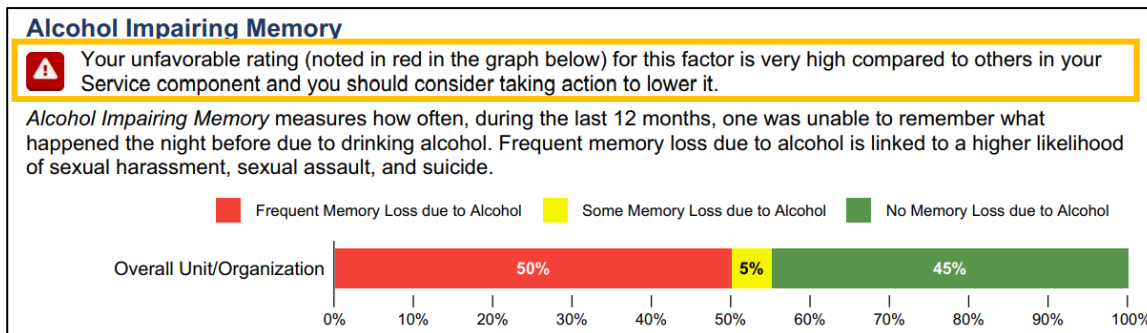


Next, I’ll follow the same process for the risk factors associated with sexual assault—*Alcohol Impairing Memory*, *Binge Drinking*, *Sexist Behaviors*, *Sexually Harassing Behaviors*, *Toxic Leadership*, and *Workplace Hostility*. The bar graph showing my unit’s unfavorable ratings for all risk factors is below. You’ll notice that there are six risk

factors associated with sexual assault, but there are seven items highlighted in the graph below. This is because participants can evaluate two individuals on *Toxic Leadership*—the unit’s/organization’s Senior NCO/SEL and their immediate supervisor. I need to take both ratings into account for this analysis.



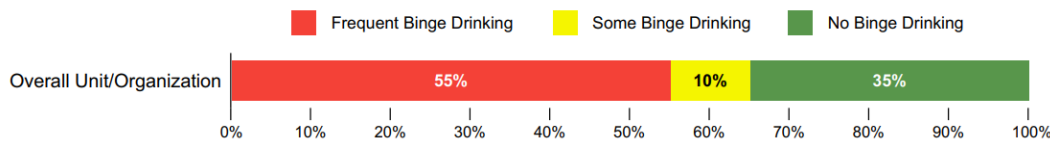
Below are the graphs for these six risk factors that show the full set of ratings—favorable, neutral, and unfavorable. Several of them had factor rating alerts; specifically, *Alcohol Impairing Memory*, *Binge Drinking*, *Toxic Leadership* ratings for the Senior NCO/SEL, and *Workplace Hostility*. This means that my unfavorable ratings for these factors were very high compared to other units in the active duty Army. In addition, the *Toxic Leadership* unfavorable rating for the Senior NCO/SEL was one of my highest ratings compared to all of my other risk factors. Because of that, I will note *Alcohol Impairing Memory*, *Binge Drinking*, *Toxic Leadership* ratings for the Senior NCO/SEL, and *Workplace Hostility* as areas of concern.



**Binge Drinking**

**⚠** Your unfavorable rating (noted in red in the graph below) for this factor is very high compared to others in your Service component and you should consider taking action to lower it.

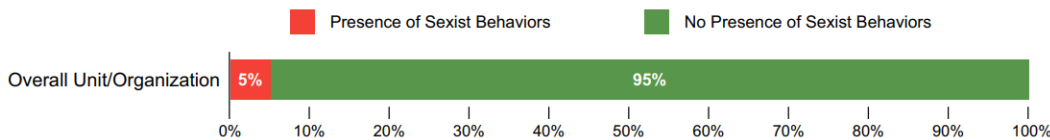
*Binge Drinking* measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) on one occasion. This pattern of drinking alcohol within 2 hours brings blood alcohol concentration (BAC) to 0.08 percent or higher for typical adults. Frequent binge drinking is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.



**Sexist Behaviors**

This factor measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender 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 perceived gender of the individual. These behaviors are similar to DoD's policy definition of gender 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.

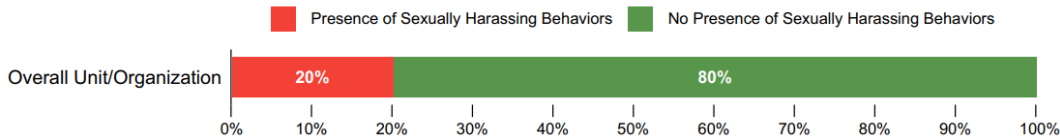
The presence of sexist behaviors in organizations is linked to a higher likelihood of sexual harassment and sexual assault, as well as lower levels of readiness and retention.



**Sexually Harassing Behaviors**

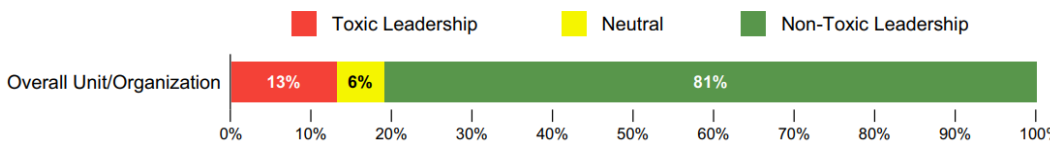
This factor measures unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature that occurred over the past three months. These behaviors are similar to DoD's policy definition of sexual harassment, but it is important to note the policy definition requires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

The 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.



### Toxic Leadership - Ratings for All Immediate Supervisors

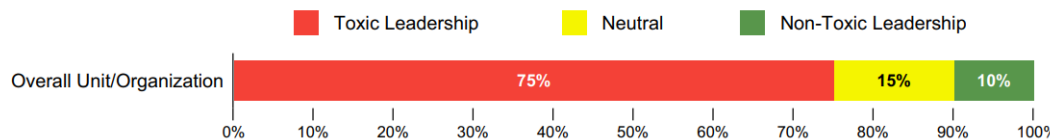
This factor measures the perception over the past three months that leaders disregard subordinate input, defy logic or predictability, and have self-promoting tendencies. *Toxic Leadership* also includes behaviors that are demeaning, marginalizing, degrading, coercive and/or deceptive. Organizations with toxic leaders are linked to a higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.



### Toxic Leadership - Ratings for Senior NCO/SEL

**⚠️** Your unfavorable rating (noted in red in the graph below) for this factor is very high compared to others in your Service component and you should consider taking action to lower it.

This factor measures the perception over the past three months that leaders disregard subordinate input, defy logic or predictability, and have self-promoting tendencies. *Toxic Leadership* also includes behaviors that are demeaning, marginalizing, degrading, coercive and/or deceptive. Organizations with toxic leaders are linked to a higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.

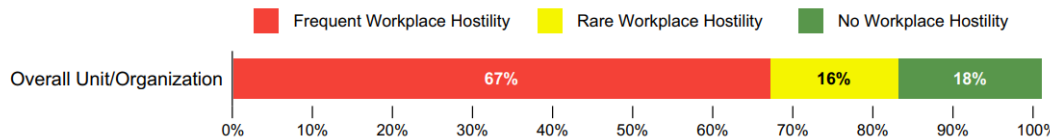


### Workplace Hostility

**⚠️** Your unfavorable rating (noted in red in the graph below) for this factor is very high compared to others in your Service component and you should consider taking action to lower it.

*Workplace Hostility* measures the degree to which individuals in the workplace act in an angry or hostile manner towards others and focuses on the past three months. 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 or not providing assistance when needed. 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.

As of June 2022, the method to calculate this factor's ratings has changed. Please review the Factor Rating Interpretation Guide for an explanation of the new method and review the New Workplace Hostility Ratings document for a summary of why this change was made. Both of these documents can be found in the Quick Links menu of the DEOCS dashboard.





b. If available, review results showing factor rating trends over time.

My report does have trends over time available. The table showing my unit's favorable ratings for all protective factors for two surveys is below. My previous survey was done in 2021 and my most recent survey was done in 2022. Both of the favorable ratings for *Leadership Support* and *Morale* have decreased quite a bit from the survey we conducted in 2021. I have already identified these as areas of concern, and this adds more evidence that I should take action in these areas. My favorable rating for *Cohesion* has increased since the last survey, again indicating that my unit may be doing well in this area.

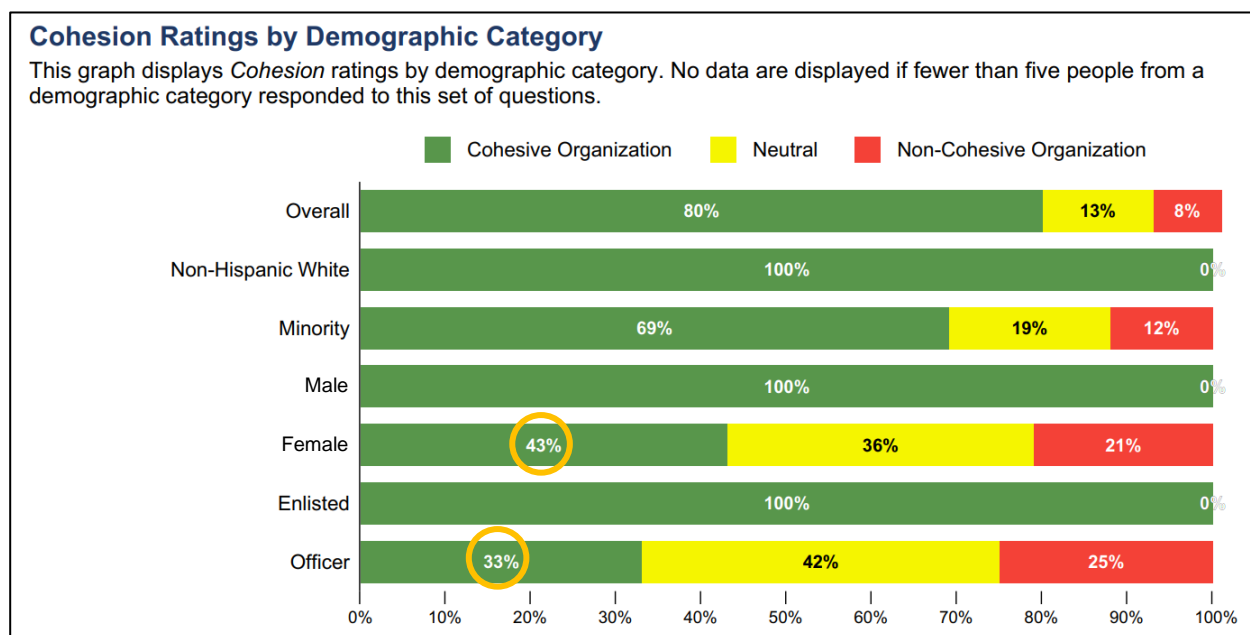
	Survey End Date	
	3/1/2021	3/1/2022
Participants Registered	20	20
Surveys Returned	21	20
Response Rate	105%	100%
Cohesive Organization	38%	80%
High Connectedness	52%	43%
Engaged & Committed	49%	51%
Fair Treatment	29%	45%
Inclusive Organization	50%	58%
Supportive Leadership – Ratings for All Immediate Supervisors	53%	17%
High Morale	46%	10%
Lethal Means Usually Safely Stored	67%	10%
Transformational Leadership – Ratings for Unit/Organization Leader	43%	48%
Transformational Leadership – Ratings for Senior NCO/SEL	47%	41%
Work-Life Balance	48%	75%

The table showing my unit’s unfavorable ratings for all risk factors for the two surveys is below. My unfavorable ratings for *Alcohol Impairing Memory*, *Binge Drinking*, *Toxic Leadership* ratings for the Senior NCO/SEL, and *Workplace Hostility* have all increased since the last survey in 2021. Again, these factors have already been noted as areas of concern, so now there’s more evidence that we should take action in these areas since they are trending in the wrong direction (i.e., unfavorable ratings are increasing rather than decreasing). Unfavorable ratings for *Sexist Behaviors* and *Sexually Harassing Behaviors* have decreased dramatically since the survey in 2021 which shows a big improvement so I will not note these as areas of concern yet. Finally, *Toxic Leadership* ratings for immediate supervisors has also decreased since 2021, but not as dramatically. Since this is still trending in the right direction (i.e., unfavorable ratings are decreasing rather than increasing), I will not note it as an area of concern yet.

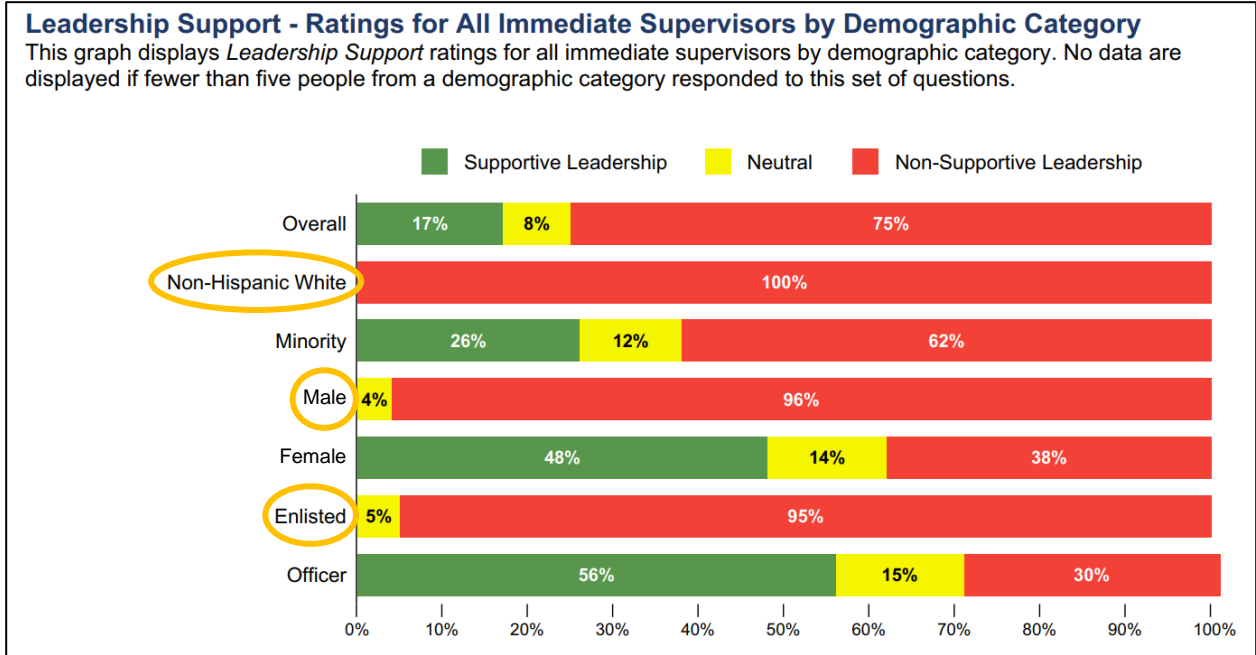
	Survey End Date	
	3/1/2021	3/1/2022
Participants Registered	20	20
Surveys Returned	21	20
Response Rate	105%	100%
Frequent Alcohol Memory Loss	19%	50%
Frequent Binge Drinking	19%	55%
Passive Leadership – Ratings for Unit/Organization Leader	33%	43%
Passive Leadership – Ratings for Senior NCO/SEL	19%	18%
Presence of Racially Harassing Behaviors	90%	80%
Presence of Sexist Behaviors	71%	5%
Presence of Sexually Harassing Behaviors	95%	20%
Moderate/High Stress	37%	46%
Toxic Leadership - Ratings for All Immediate Supervisors	42%	13%
Toxic Leadership – Ratings for Senior NCO/SEL	38%	75%
Frequent Workplace Hostility	38%	67%

c. Review the bar graphs that show results by demographic categories.

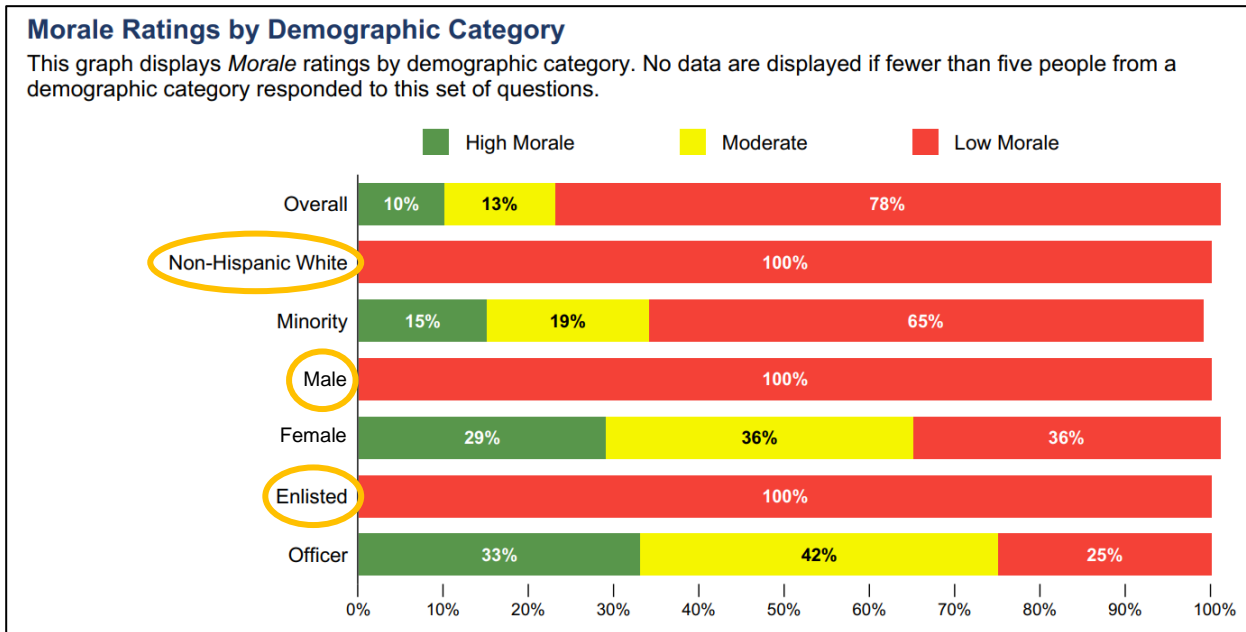
The graph for *Cohesion* showing ratings by demographic category is below. While my overall favorable rating for *Cohesion* was fairly high and I haven't noted this factor as an area of concern yet, there are two demographic categories that showed favorable ratings that were quite low. First, females who responded to the survey had lower *Cohesion* ratings compared to males. Because I know females are more at risk of sexual assault compared to males, this gap in *Cohesion* ratings is concerning. Second, officers who responded to the survey had lower *Cohesion* ratings compared to enlisted participants. While officers generally tend to be less at risk of sexual assault compared to enlisted, this gap in *Cohesion* ratings is still concerning. I will note *Cohesion* as an area of concern.



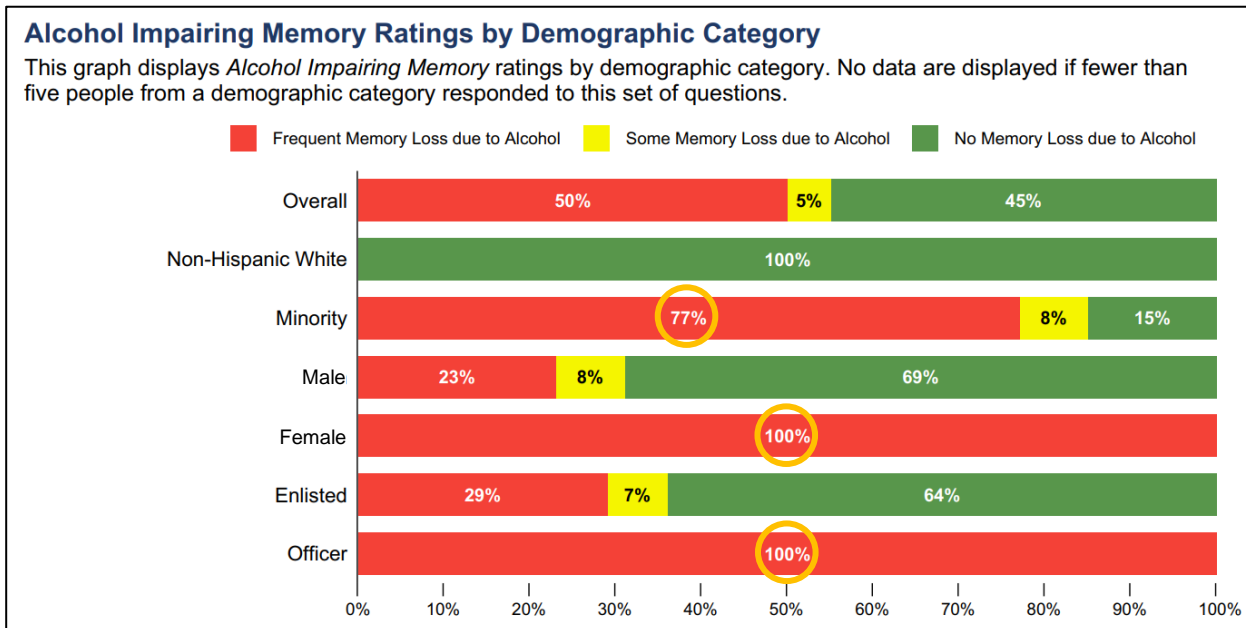
The graph for *Leadership Support* showing ratings by demographic category is below. The overall rating for this factor was already quite low at 17%, but it is concerning that three demographic categories had favorable ratings of 0%. Again, *Leadership Support* is noted as an area of concern.



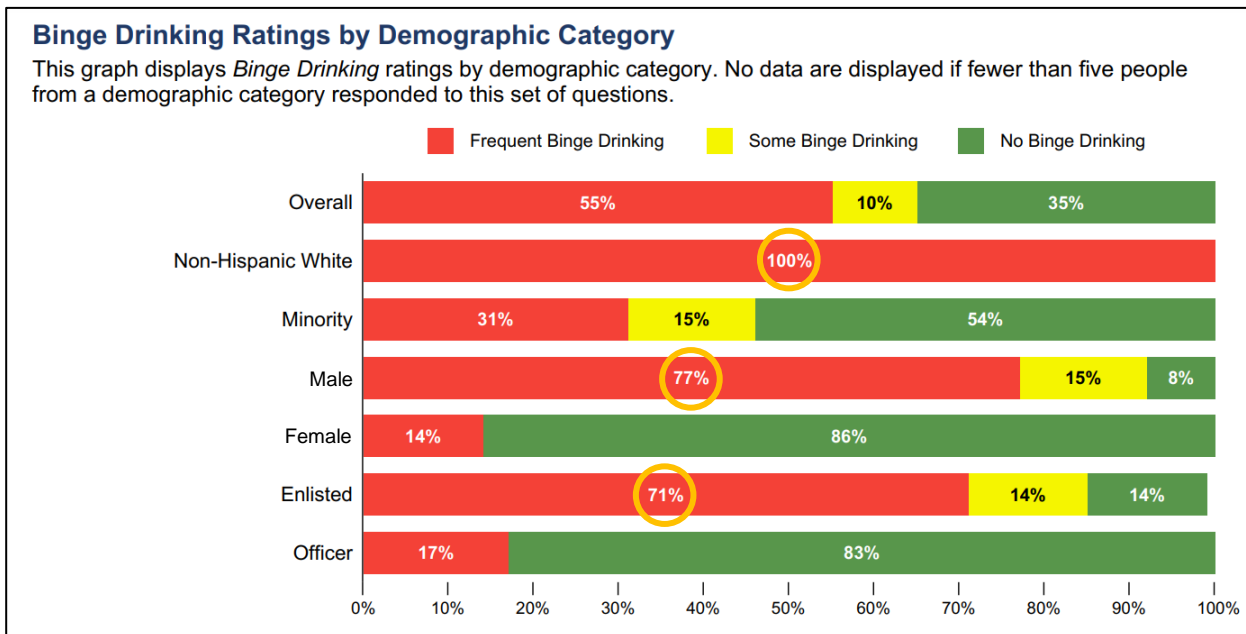
The graph for *Morale* showing ratings by demographic category is below. Again, the overall favorable rating for this factor was already quite low at 10%, and three demographic categories had favorable ratings of 0%. *Morale* is noted as an area of concern again.



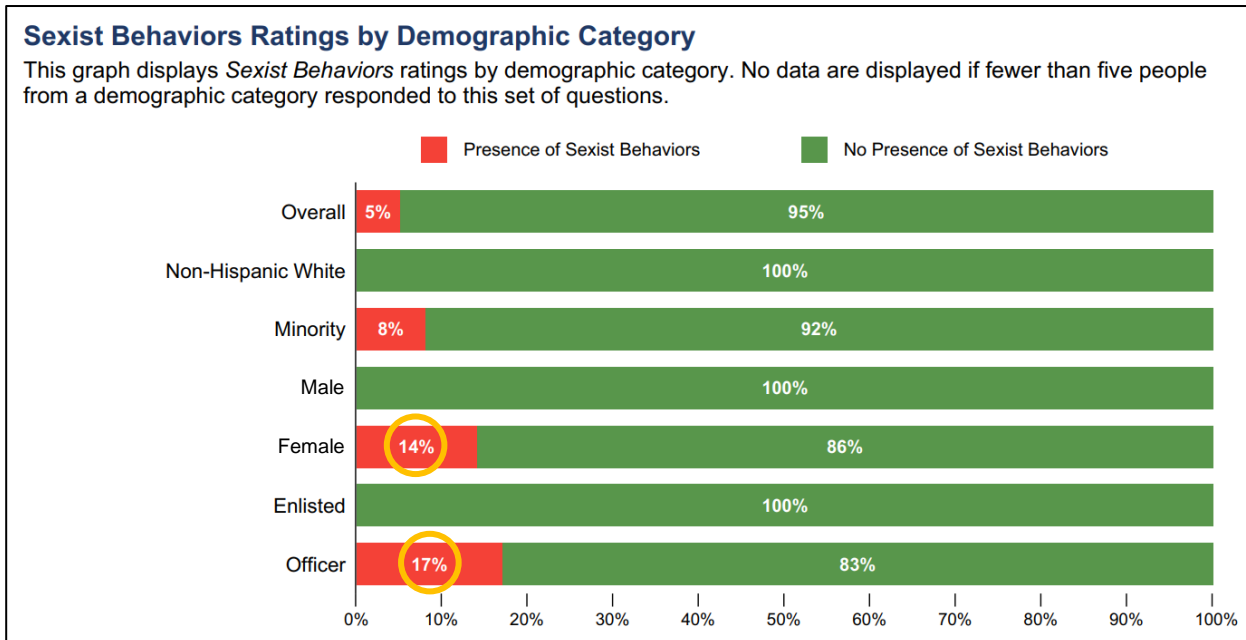
The graph for *Alcohol Impairing Memory* showing ratings by demographic category is below. Similar to the pattern I observed with *Cohesion*, there were two demographic categories that showed unfavorable ratings that were very high compared to the overall rating. First, females who responded to the survey had higher *Alcohol Impairing Memory* unfavorable ratings compared to males. Second, officers who responded to the survey also had much higher *Alcohol Impairing Memory* unfavorable ratings compared to enlisted participants. While not at the top of the scale, minority participants also showed higher unfavorable ratings compared to the overall rating. This factor is noted as an area of concern again.



The graph for *Binge Drinking* showing ratings by demographic category is below. One demographic category, non-Hispanic White participants, showed unfavorable ratings at the top of the scale, and two additional demographic categories also had high unfavorable ratings compared to the overall—males and enlisted participants. I will note this factor as an area of concern again.

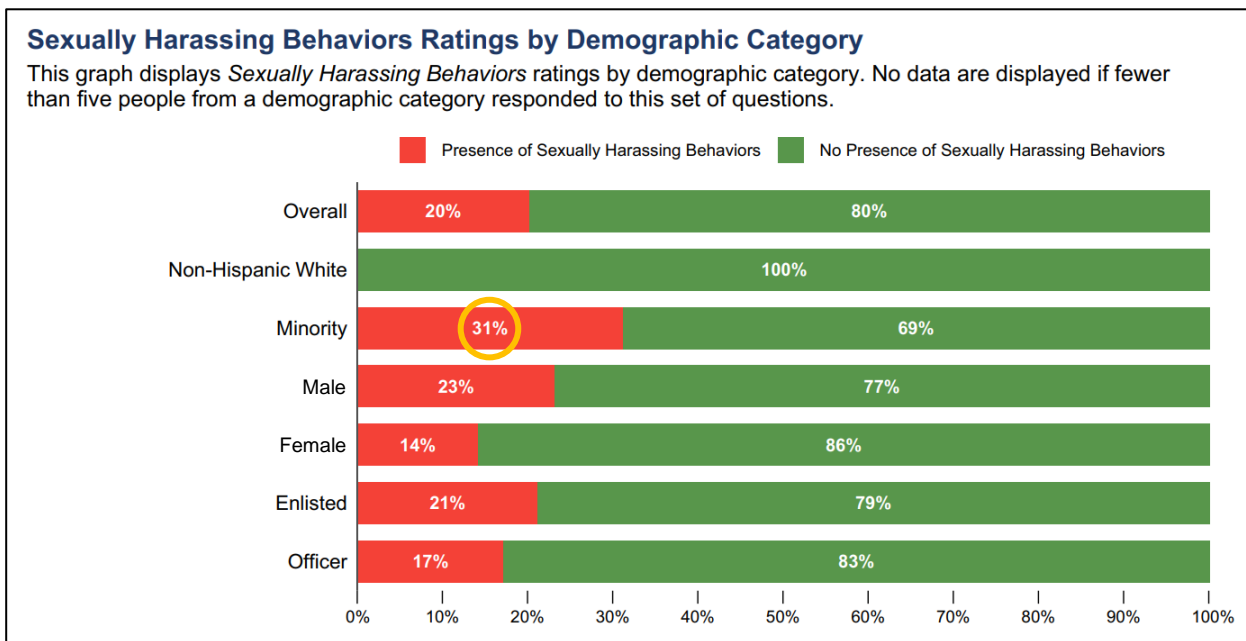


The graph for *Sexist Behaviors* showing ratings by demographic category is below. There are two demographic categories that showed unfavorable ratings that were somewhat higher than the overall rating. First, a higher percentage of females who responded to the survey reported experiencing sexist behaviors compared to males. Second, a higher percentage of officer survey participants also reported experiencing sexist behaviors compared to enlisted participants. While the percentages for both of these groups are still somewhat low (14% and 17%, respectively), since these are very problematic and harmful behaviors, I will note this as an area of concern.

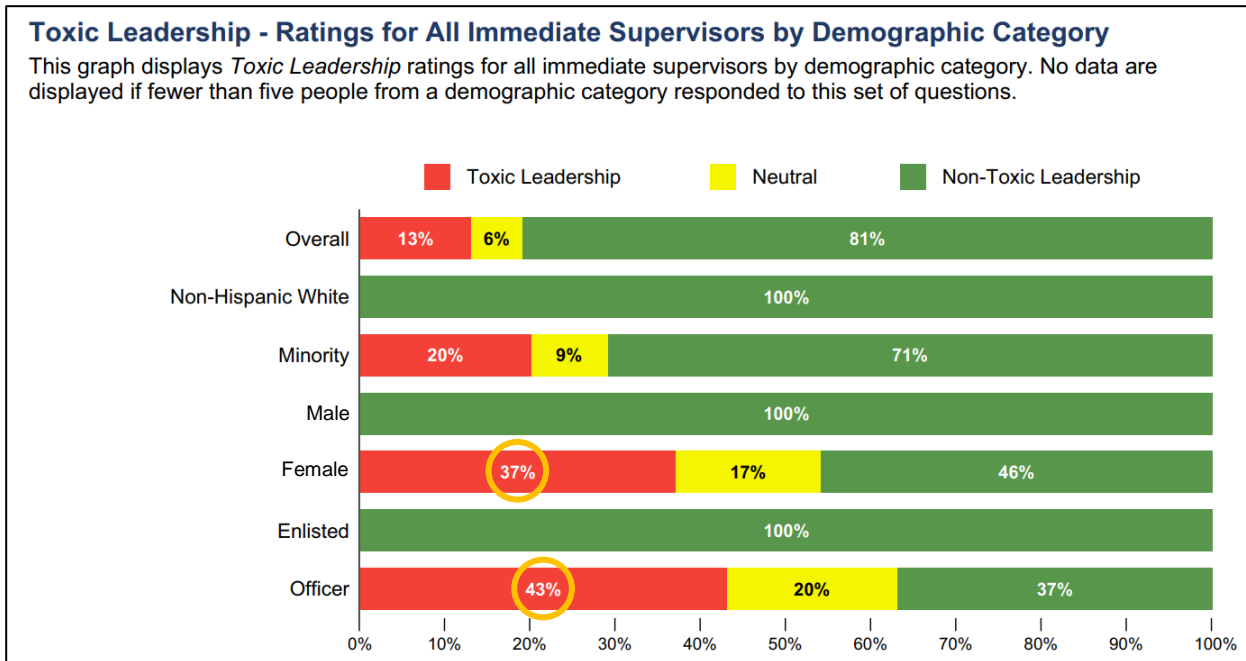




The graph for *Sexually Harassing Behaviors* showing ratings by demographic category is below. There is one demographic category that showed unfavorable ratings that were a bit higher than the overall rating—a higher percentage of Minority survey participants reported experiencing sexually harassing behaviors compared to non-White Hispanic participants. While the percentage for Minority survey participants is only about 10 percentage points higher, these are very problematic and harmful behaviors, so I will note this as an area of concern.



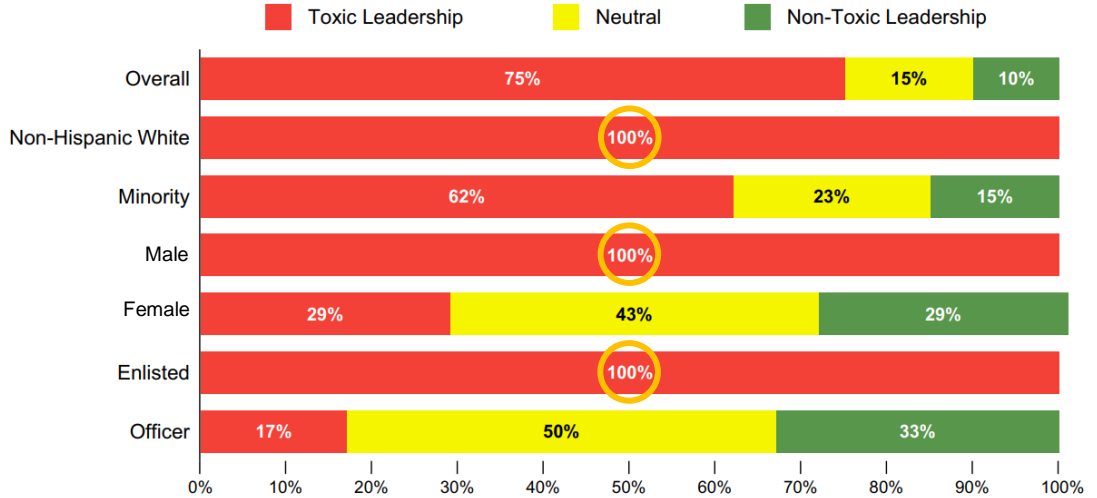
The graph for *Toxic Leadership* showing ratings for all immediate supervisors by demographic category is below. Similar to a few other factors, female and officer participants had unfavorable ratings that were much higher than the overall rating. I will note this as an area of concern.



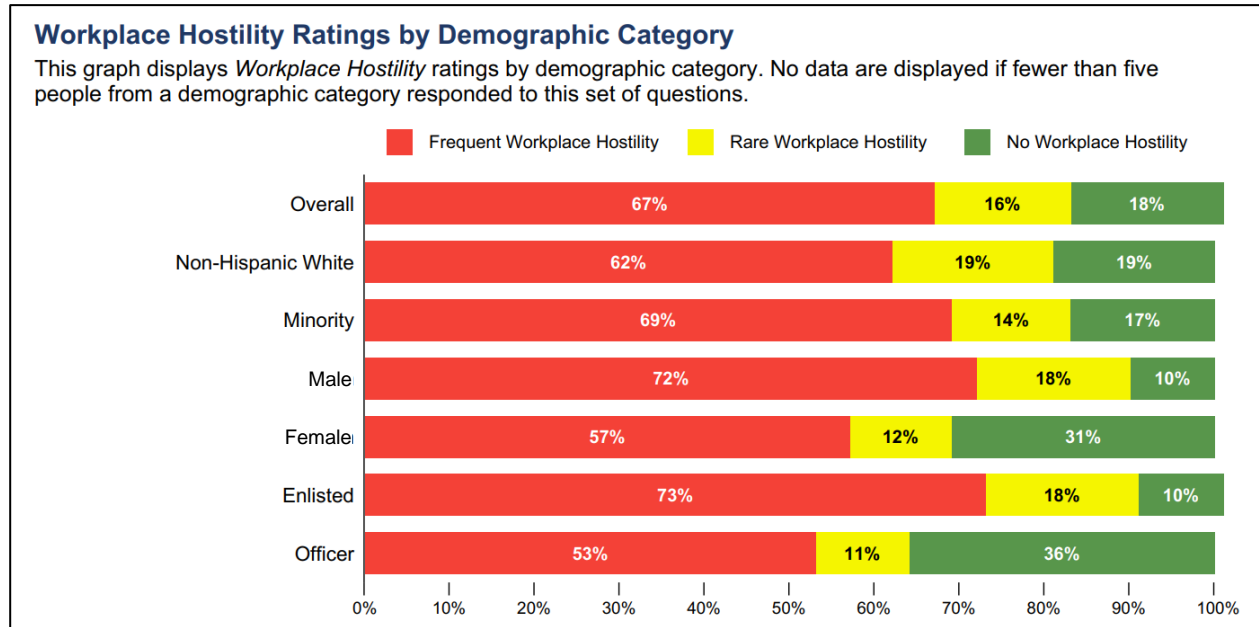
The graph for *Toxic Leadership* showing ratings for Senior NCO/SEL by demographic category is below. The overall unfavorable rating is already quite high, but there are three demographic categories at the top of the scale—non-Hispanic White, males, and enlisted participants. I will note this as an area of concern.

**Toxic Leadership - Ratings for Senior NCO/SEL by Demographic Category**

This graph displays *Toxic Leadership* ratings for the senior NCO/SEL by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.



The graph for *Workplace Hostility* showing ratings by demographic category is below. All of the demographic categories had unfavorable ratings about the same as the overall rating or lower. Because of that, I will not note this as an area of concern.



d. Review the Item Summary results for problematic and harmful behaviors—in this case, that is *Sexist Behaviors* and *Sexually Harassing Behaviors*.

My unit's Item Summary results for *Sexist Behaviors* is below. This factor only asks one question and I can see that only one survey respondent reported that it occurs *Sometimes*. Because this is a very problematic and harmful behavior, it is concerning that even one person experienced this at all in the past three months. I will note this as a concern for discussion with my leadership team.

#### Sexist Behaviors Item Summary

For this factor, if participants reported experiencing these behaviors *Rarely*, *Sometimes*, or *Often*, they are included in the percent reporting a "presence of behavior." If participants reported *Never* experiencing these behaviors, they are included in the percent reporting "no presence of behavior."

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization mistreat, ignore, exclude, or insult you because of your gender?	95% (19)	0% (0)	5% (1)	0% (0)	100% (20)
	95%	5%			

My unit's Item Summary results for *Sexually Harassing Behaviors* is below. This factor asks seven questions and the behavior reported to occur most often was someone from one's unit asking questions about one's sex life or sexual interests; about 20% of survey participants reported they experienced this more frequently. Many of the other behaviors were also reported to occur *Often* by one or two participants. Even though only one or two participants reported experiencing these behaviors *Often*, since these behaviors are so problematic and harmful, I will note these as concerns for discussion with my leadership team.

**Sexually Harassing Behaviors Item Summary**

This factor is calculated based on how each individual responded to the set of questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If participants reported experiencing any behavior *Rarely*, *Sometimes*, or *Often*, they are included in the percent reporting a "presence of behavior." If participants reported *Never* experiencing all or at least half of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*), they are included in the percent reporting "no presence of behavior."

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization tell sexual jokes that make you uncomfortable, angry, or upset?	95% (19)	0% (0)	0% (0)	5% (1)	100% (20)
How often does someone from your unit or organization embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	95% (19)	0% (0)	5% (1)	0% (0)	100% (20)
How often does someone from your unit or organization display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset? Do not include materials you may have received as part of your professional duties (for example, as a criminal investigator).	85% (17)	5% (1)	0% (0)	10% (2)	100% (20)
How often does someone from your unit or organization ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?	80% (16)	0% (0)	15% (3)	5% (1)	100% (20)
How often does someone from your unit or organization make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	80% (16)	10% (2)	5% (1)	5% (1)	100% (20)
How often does someone from your unit or organization make attempts to establish unwanted romantic or sexual relationships with you? These attempts could range from asking you out on a date to asking you for sex or a "hookup."	85% (17)	0% (0)	5% (1)	10% (2)	100% (20)
How often does someone from your unit or organization intentionally touch you in unwanted sexual ways?	95% (19)	0% (0)	0% (0)	5% (1)	100% (20)
	80%		20%		

To recap, the table below shows the factors I noted as areas of concern for each set of results I reviewed. Since *Morale* and *Toxic Leadership* were consistently found to be areas of concern and they were my worst performing protective factor and risk factor, respectively, I know I want to prioritize these. In addition, I want to prioritize *Sexually Harassing Behaviors* and *Sexist Behaviors* since these could escalate to more harmful or more repeated behaviors. I now need to discuss these areas of concern in more detail with my leadership team to identify which additional factors we should prioritize actions around. We can these use the resources provided in Step 3 and work with IPPW personnel to help identify actions to improve ratings in these areas.

Factor Related to Sexual Assault	Was factor noted as an area of concern based on...			
	a. Overall ratings / Factor rating alert?	b. Trends over time?	c. Demographic results?	d. Item summary?
Cohesion			✓ - Females, Officer	N/A
Leadership Support	✓ - Alert	✓	✓ - non-Hispanic White, Males, Enlisted	N/A
Morale	✓ - Alert, lowest fav. rating	✓	✓ - non-Hispanic White, Males, Enlisted	N/A
Alcohol Impairing Memory	✓ - Alert	✓	✓ - Minority, Females, Officer	N/A
Binge Drinking	✓ - Alert	✓	✓ - Non-Hispanic White, Males, Enlisted	N/A
Sexist Behaviors			✓ - Females, Officer	✓ - 1 behavior occurred "Sometimes"
Sexually Harassing Behaviors			✓ - Minority	✓ - 6 behaviors occurred "Often"
Toxic Leadership – Ratings for immediate supervisors			✓ - Females, Officer	N/A
Toxic Leadership – Ratings for Senior NCO/SEL	✓ - Alert, highest unfav. rating	✓	✓ - Non-Hispanic White, Males, Enlisted	N/A
Workplace Hostility	✓ - Alert	✓		N/A